


Agenda Item No:	5	
Committee:	Overview & Scrutiny Panel	
Date:	13 October 2014	
Report Title:	Annual Meeting with the Leader & Chief Executive	

Cover sheet:

1 Purpose / Summary

This report sets out the Council's progress in delivering the corporate objectives from August 2013 to August 2014. This is to ensure that members have the most up to date information possible.

2 Key issues

Particular successes are:

- The Council joining the Anglia Revenues Partnership (ARP) for all revenues and benefits functions
- 167 households prevented from becoming homelessness
- Increased visits to our leisure centres
- 99% satisfaction with refuse and recycling
- Over 99% of Rapid Response requests completed on time
- Over 100 Street Pride and 'Friends Of' events supported
- 2 Green Flag Awards in Wisbech
- 97% of local businesses feel that they were supported and treated fairly by regulatory services such as Environmental Health and Licensing
- Completion and adoption of the Fenland Local Plan
- Completion and opening of a new Tesco store and multi-screen cinema in Wisbech
- Successful bids for LEP funding for projects such as the Wisbech Access Study, Kings Dyke Rail Crossing and the Fenland Skills Service
- The Fenland Enterprise in Education (FEE) Project
- Delivery of the Delamore Horticultural Skills Centre
- A new 2-hourly train service for Manea
- Completion and adoption of March Market Town Transport Strategy
- Delivery of £231,000 savings for 2013/14 and £913,000 in advance of 2014/15
- Growth being delivered in the district as a result of the new retained business rates model
- Delivery of Chatteris Community Hub
- Customer Service Excellence (CSE) accreditation

- 83% of staff feel proud to work for the Council

3 Recommendations

It is recommended that the Panel considers the progress made by the Council in delivering the corporate objectives in the Corporate Plan.

Wards Affected	All
Forward Plan Reference	
Portfolio Holder(s)	<p>Councillor John Clark, Leader of the Council and Portfolio Holder for Marketing & Communications</p> <p>Councillor Ralph Butcher, Portfolio Holder for Localism & Transport</p> <p>Councillor Mike Cornwell, Portfolio Holder for Communities</p> <p>Councillor Peter Murphy, Portfolio Holder for Environment</p> <p>Councillor David Oliver, Portfolio Holder for Community Safety</p> <p>Councillor Chris Seaton, Portfolio Holder for Finance</p> <p>Councillor Will Sutton, Portfolio Holder for Neighbourhood Planning</p> <p>Councillor Michelle Tanfield, Portfolio Holder for Leisure & Children & Young People</p> <p>Councillor Fred Yeulett, Portfolio Holder for Growth</p>
Report Originator(s) And Contact Officer (s)	<p>Paul Medd - Chief Executive</p> <p>Rob Bridge - Corporate Director & Chief Finance Officer robbridge@fenland.gov.uk</p> <p>Alan Pain - Corporate Director alanpain@fenland.gov.uk</p> <p>Richard Cassidy - Corporate Director richardcassidy@fenland.gov.uk</p> <p>Gary Garford - Corporate Director garygarford@fenland.gov.uk</p>
Background Paper(s)	Corporate Plan 2013-2016 and Corporate Plan 2014-2017

Overview & Scrutiny
Communities
August 2013 to August 2014

The Communities priority has 3 key aims:

- Support vulnerable members of our community
- Support our ageing population and young people
- Promote health and wellbeing

Service / Priority Overview

Action Taken against Priority & Objective from Corporate Plan (What does it say in our service plan?)	Measures of Performance (LPIs, MPIs, Financial evidence)
SUPPORT VULNERABLE MEMBERS OF OUR COMMUNITY	
<i>Support residents to claim the benefits they are entitled to and process applications quickly through our shared service with Anglia Revenues Partnership (ARP):</i>	
Council Tax Support and Housing Benefit: <ul style="list-style-type: none"> • Encourage customers to claim help with paying their Council Tax and rent, • Publicise availability of help including an on-line benefit calculator, • Attend Golden Age Fairs to help customers claim additional benefits, • Process claims quickly and efficiently. Discretionary Housing Payment: <ul style="list-style-type: none"> • Promote the scheme to customers and Social Landlords, • Publish a clear policy that shows how we determine who qualifies, • Use a clear and simple claim form that aids applications, • Process claims quickly and efficiently. 	Average number of days taken to process new claims for benefit Average number of days taken to process benefit changes

Action Taken against Priority & Objective from Corporate Plan (What does it say in our service plan?)	Measures of Performance (LPIs, MPIs, Financial evidence)
<ul style="list-style-type: none"> • Prevention, Intervention and Enforcement of agreed procedures in accordance with The Councils Corporate Enforcement Policy. • Informal and formal Notices served to Landlords and Agents to eliminate housing disrepair and reduce risks to health for tenants. • Information, advice and guidance to Landlords, tenants and property Agents. • Information sharing and gathering of intelligence for Operation Pheasant partnership. 	
SUPPORT OUR AGEING POPULATION AND YOUNG PEOPLE	
<i>Deliver a programme of Golden Age events, encouraging a range of partners to support the programme and its development:</i>	
<ul style="list-style-type: none"> • A joint member officer advisory group to develop a programme of information advice and guidance to Fenland's older age population • Development and growth of Golden Age support partners • Administration, planning, communication and delivery of a programme of Golden Age events. 	Number of Golden Age attendees at events.
<i>Maintain our commitment to engaging with young people and raising their awareness of democratic processes, through the Youth District Council and events such as Democracy Day:</i>	
<ul style="list-style-type: none"> • Engagement with secondary schools in Fenland to elect Young people onto the Youth District Council (YDC) • Information, advice and guidance to YDC members on democratic processes • Administration and meeting management of YDC programme • Development of YDC action plan 	Number of YDC meetings

Action Taken against Priority & Objective from Corporate Plan (What does it say in our service plan?)	Measures of Performance (LPIs, MPIs, Financial evidence)
Work in partnership with the Children's Trust and Fenland & East Cambs Children's and Young People Partnership to improve life chances for children and young people:	
Free School Meals (FSM) <ul style="list-style-type: none"> • Agree data sharing agreements between FDC and CCC • Run reports on FDC systems to determine residents who meet the qualifying criteria for FSM • Take out the residents already signed up for Free School Meals (National Insurance numbers sent from CCC) • Send details of remaining residents who have not signed up for FSM but should be to CCC • CCC engage with targeted families 	Number of residents signed up to Free School Meals as a result of this work
PROMOTE HEALTH & WELL BEING	
Deliver the key priorities set out in the Leisure Strategy: <ul style="list-style-type: none"> - Continue to provide an efficient service - More people, more active, more often - Supporting community sport 	
<ul style="list-style-type: none"> • Produce an annual marketing plan for New Vision Fitness • Refurbish George Campbell Leisure Centre • Rebrand the leisure service • Replace gym equipment in three established centres • Increase the viability of local sporting facilities by working with sports clubs within each Town to develop sporting hub sites 	LPI: Number of paid visits to New Vision Fitness LPI: % satisfied leisure clients MPI: Number of monthly New Vision Fitness members

Action Taken against Priority & Objective from Corporate Plan (What does it say in our service plan?)	Measures of Performance (LPIs, MPIs, Financial evidence)
Work with local commissioning groups and others to develop effective approaches to improve community health outcomes focusing on alcohol misuse, coronary heart disease and the needs of older people:	
<ul style="list-style-type: none"> • Develop a Fenland Health and Wellbeing Strategy and support Fenland's Health Partnership. • Deliver Warmer Homes • Action on Energy project. • Deliver Healthy Employer Project <p>New Extra Care Scheme in Whittlesey</p> <ul style="list-style-type: none"> • Worked across the county to deliver an Extra Care County wide strategy which highlighted Whittlesey as a high need area • Worked as a multi agency partnership, Axiom, ACC, FDC, Borderline and Peterborough LCG and Developer to develop a feasible scheme including : • Providing further evidence of need that was used by CCC to get Cabinet approval in April 14 for a Public Works Loan Board allocation to Axiom, and reduced sale price of the CCC land on an invest to save basis • Undertaking consultation with Patient Representative Group for Whittlesey , • Reports and updates the Borderline and Peterborough Local Commissioning Group, • Engagement and mediation with the option holder on the land • Engagement with Peterborough CC (cross district collaboration around the housing market linked to Axiom possibly recycling Peterborough area grant into the scheme) • Planning advice relating to the outline permission and section 106 • Communication and engagement with the HCA to support the Axiom submission <p>Disabled Facilities Grant</p> <ul style="list-style-type: none"> • Referrals are received from Occupational Therapists at Cambs County Council 	<p>75% of funding spent.</p> <p>Project PIs under development.</p> <p>MPI - Financial viability achieved to deliver new Extra Care Housing Scheme in Whittlesey</p>

Action Taken against Priority & Objective from Corporate Plan (What does it say in our service plan?)	Measures of Performance (LPIs, MPIs, Financial evidence)
<p>requesting financial assistance to help fund adaptation works for disabled residents.</p> <ul style="list-style-type: none"> • Referrals are forward onto our Care & Repair Agency to manage the clients Disabled Facilities Grant (DFG) application, who will complete all paperwork and over-see works by an approved contractor. • The Council approves DFG applications and makes payments of contractor invoices and Agency fees via its DFG budget. • Customer Satisfaction surveys are undertaken and the results are reported annually. <p>Healthy Homes service The Council performance manages an Service Level Agreement with Age UK for a Healthy Homes Service</p> <ul style="list-style-type: none"> • The scheme aims to reduce hospital admissions and serious accidents by identifying hazards and providing free minor modifications to older people in their homes. • Provide simple equipment and adaptations to assist in daily living tasks. • Provide information regarding benefits, good diet, and fluid intake. • Makes appropriate referrals to other services managed and delivered by AGE UK. 	<p>Number of homes adapted to assist vulnerable and disabled residents to remain in their home.</p>

How Well are we Doing?

Performance Perspective:

Description	Baseline	Target 13/14	Achieved 13/14	Variance
Average number of days taken to process new claims for Housing Benefit and Council Tax Support	28 days	20 days	21 days	1 day over target
<p>We have continued to improve benefits processing times to help the most vulnerable members of our community. In 2013 we implemented a benefits improvement plan which has seen performance significantly improve. This has made a fundamental difference to the 10,000 households in Fenland receiving Housing Benefit and Council Tax Support.</p> <p>Since April 2014 we have been part of the ARP shared service. We have maintained excellent performance whilst benefiting from efficiency savings that will average £136k per annum as a result of pooling resources, driving out efficiencies in computer system, printing and postage costs.</p> <p>2013-14 saw major changes to benefits with the replacement of Council Tax Benefit with Council Tax Support and a move from central Government control to local control of this benefit, albeit that Pensioners remain subject to a national scheme. At the same time, Government funding was reduced. 2014-15 is the second year of operation of this new benefits system, which has bedded in well.</p> <p>2013-14 was the first year of the Housing Benefit under-occupation restriction, known by the popular press as the “bedroom tax”. This affects all working age social housing tenants. This saw HB reduced by 14% for households with one spare bedroom and 25% for two or more spare bedrooms. 600 households were affected in Fenland.</p> <p>Government funding for Discretionary Housing Payment was increased to take account of the above. DHP allowed us to help customers move to more suitable accommodation (i.e. by paying for deposits), or provide short term help with rent. In order to target take-up we invited claims, publicised DHP in our Shops and worked with Housing Associations to target help to those with the greatest need to ensure that we maximised available % budget spend but also used monies to help</p>				

customers improve their personal housing situation. We spent 93% (£136,000) of the Discretionary Housing Payment budget, making 332 individual awards this year, providing much needed assistance to help people remain in their home or help them move to more suitable accommodation.

Description	Baseline	Target 13/14	Achieved 13/14	Variance
Average number of days taken to process changes for Housing Benefit and Council Tax Support	10 days	10 days	7 days	3 days quicker than target

Please see comments in above section.

Description	Baseline 2012/13	Target 13/14	Achieved 13/14	Variance
The number of households prevented from being homeless	148	115	167	+46%

The Council achieve prevention in various ways. An example of this was when a family was supported by the Council paying £40 for a court appeal hearing which ended with the family being able to stay in their home as the judge stopped the eviction because the family agreed to an affordable payment plan to clear the arrears on their mortgage.

Up to the end of August 2014 the Council has prevented 30 families from becoming homeless. At the same period last year the number was 48. The reason for the reduction is a reduction in joint visits to Roddons residents in high rent arrears as the need has dropped in this area.

Description	Baseline 2012/13	Target 13/14	Achieved 13/14	Variance
Number of households accepted as homeless (eligible, unintentional and in priority need)	76	80	95	+19%

The main aim is for the Council to prevent homelessness but where this cannot be achieved a homeless application is taken and a decision made. If a full duty is determined to house a household the Council can help by either paying a deposit on private rented accommodation or placing the family/individual into band A and assist the household to bid for social housing.

The Council has made 56 homeless decisions so far in 2014-15 up to the end of August and accepted 31 as being owed a housing duty. At the same period last year the Council had accepted 43 households.

Description	Baseline	Target 13/14	Achieved 13/14	Variance
Total number of privately rented sector homes where positive action has been taken	-	350	424	+21%

The Council has investigated 123 private rented properties current year to date by the end of August. Action was taken to remedy identified health and safety related faults and failings (eg lack of smoke alarms, unsafe electrics, gas safety checks etc). Much of the work this current year has been carried out with the Police, The Council and other partner agencies under the 'Operation Pheasant' initiative. This has given opportunity for wider partner engagement including United Kingdom Border Agency, Department for Work and Pensions, Gangmaster Licensing Authority & her Majesty's Revenues & Customs. As well as addressing issues around condition there have been other interventions to address adverse neighbour impacts, including noise, waste management issues, and anti social behaviour.

Description	Baseline	Target 13/14	Achieved 13/14	Variance
Number of people who attend the Golden Age events	-	420	539	+28.5%

In 13/14 from the 539 attendees at the 11 events:

- 147 blood pressure tests
- 61 benefit health checks which resulted in residents being able to claim £32,492 of benefit that they were not claiming which they were entitled to.
- Gave out 70 electric blankets
- 26 smoke alarm referrals
- 24 energy assessments

Description	Baseline	Target 13/14	Achieved 13/14	Variance
Number of YDC meetings	-	6	7	+16%

- 6 regular meetings, and 1 extraordinary evening meeting held (for YDC grant applications and allocations). Meetings held in all 4 market towns
- The YDC did not hold Democracy day in 13/14 due to a clash of timetable with 4 out of the 5 secondary schools, and no other date being available with the company running the event – Democracy Day 2014 has been confirmed for October 23rd 2014
- YDC supported an Employability Skills day in May 2013, and have also supported 2 further Employability Skills days in May 2014
- YDC were consulted on the Corporate Plan in September 2013

Description	Baseline	Target 13/14	Achieved 13/14	Variance
Number of residents signed up to Free School Meals as a result of this work	New	N/A	128	N/A
<p>In April 14 the new list of households who should receive Free School Meals (FSM) but are not doing so was generated by FDC. Of the 466 households from August 13, 128 households are now not on the list (27%). Despite this significant reduction the number of households who should be receiving Free School Meals but are not has gone up to 503 households and 809 children. For each child that signs up for FSM, £1300 is received per annum by the school he/she attends.</p>				
Description	Baseline	Target 13/14	Achieved 13/14	Variance
Number of paid visits to New Vision Fitness	621,776	625,000	664,670	+6%
<p>Information is collected through the leisure management system for people who have attended and paid. This year has seen the number of attendees exceed the target and income raise above the initial projection as a result.</p> <p>The number of visitors is linked to satisfaction, along with the variety of services provided in the leisure facilities.</p>				
Description	Baseline	Target 13/14	Achieved 13/14	Variance
Number of monthly New Vision Fitness members	2,070	2,629	2,905	+10.5%

Membership income contributes to just over £1m, or 50% of the total revenue of the service. In the recent past the membership schemes have been streamlined to reflect discounts for commitment and access at off peak times. This strategy is working with the offer to customers being clear, concise, easier to sell and representing good value for money.

Description	Baseline	Target 13/14	Achieved 13/14	Variance
Support Fenland's Health Partnership	N/A	N/A	N/A	N/A

Fenland's Health partnership has continued to meet on a quarterly basis. The partnership has focussed on the four priorities; alcohol, coronary heart disease, older people and working better together.

Projects are developing to tackle alcohol related issues and coronary heart disease.

Work to develop services for older people is being led by the County wide Older Peoples programme board with a new contract for older people's services being commission ready to deliver services from April 2015.

Partnership approach to older peoples services

A Countywide officer group has developed a draft shared strategy for older people. The strategy has been shared with partners and the County wide health and wellbeing board. The strategy sets out a commitment by partners to work together to achieve:

- Older people remain living at home and actively engaged in their communities into later life
- People retain or regain the skills and confidence to look after themselves and their families into older age
- Carers of older people are able to cope with and sustain their caring role and choose the support which is right for them; and
- Older people live with dignity, are safe and protected from harm and isolation.

Description	Baseline	Target 13/14	Achieved 13/14	Variance
Warmer Homes / Action on Energy	N/A	N/A	N/A	N/A

Government funding secured for delivery of the project to vulnerable groups with part time project officer support.

£33,500 grant funding distributed to vulnerable households (central government funding)

Description	Baseline	Target 13/14	Achieved 13/14	Variance
Work Healthy Fenland	N/A	N/A	N/A	N/A

Partners from My Time Active, Public Health Team, Pharmaceutical Services and Fenland Council have developed an outreach project that engages with the larger Fenland employers. The project aims to provide advice, support and onward referrals. The project focusses on: free health checks, smoking cessation, drug and alcohol concerns and advice about increasing activity levels.

The project aims to provide proactive intervention to tackle health issues early on and introduce health champions within the work place.

Two events have taken place since August 2013, Princes Foods and Wincanton Distribution. This meets the target for the project over that period. Over 300 employees have attended the sessions and received either onward referrals, health advice or taken up gym memberships.

Description	Baseline	Target 13/14	Achieved 13/14	Variance
Financial viability achieved to deliver new Extra Care Housing Scheme in Whittlesey	N/A	No	No	N/A

Axiom Housing have received notification from HCA that they an allocation of 2.4 million to deliver a 60 unit extra care scheme in Whittlesey. With other finance secured this makes the scheme feasibility viable. The project team have commenced implementation of the scheme. This includes design, detailed planning process and further engagement relating to the wider community hub and how that will be used including exploration and feasibility of additional health facilities for the town.

Description	Baseline	Target 13/14	Achieved	Variance
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			13/14	
Number of homes adapted to assist vulnerable and disabled residents to remain in their home.	90	90	89	-1%
Through this scheme The Council provides adaptation works for elderly and disabled home owners and tenants to remain safe, secure and protected in their own homes. The Council has assisted 89 no. clients in the financial year 13/14, compared to 90 for the previous year (12/13). In the current year, by the end of August 38 vulnerable households have had disabled adaptations completed				
Description	Baseline	Target 13/14	Achieved 13/14	Variance
Number of households assisted through the Healthy Homes Service	110	100	117	+17%
The Healthy Homes service is provided through Age UK and funded through The Council, CCC and Health. It supports vulnerable households in undertaking minor works to prevent slips, trips and falls occurring and to make their home environment more comfortable. The scheme has assisted 117 no. clients in the financial year 13/14, compared to 110 no. for the previous year 12/13. This current year by the end of August 48 households had been supported through this scheme.				

Issues & Areas for Development

- **Discretionary Housing Payment**

The challenge for us is to continue to spend the maximum budget available to us, to help the most vulnerable members of our community by maintaining awareness, promoting DHP well and applying our policy to ensure the people who receive DHP are those who need it the most.

- **Free School Meals**

- Explore whether the benefits software can be enhanced to send batch file of new benefit applicants who qualify for Free School meals to CCC on regular basis to reduce the risk of new backlog of non-qualifying applicants.

- The new updated list was sent to CCC on the 30th April
- CCC are reviewing the feedback from the frontline staff who engaged with the families concerned to understand the best approach and techniques to future focussed 1 to 1 engagement.
- CCC has put additional resource through the Free School Meal team to commence targeted 1 to 1 engagement.
- Alongside this process a data sharing legal agreement is to be researched by CCC to be able to send the details from CCC directly to the Schools.

- **Fenland Health & Wellbeing Partnership**

In response to the recently published annual report on the health of local people, the local health partnership has arranged a summit to discuss the priorities within the report and how partners can work better together to deliver outcomes for Fenland.

Areas for discussion will be: obesity levels for children and adults, physical inactivity in adults and the level of adults smoking. Of particular concern are the levels of smoking which are at a high level in Fenland. The latest annual estimates of smoking prevalence indicate that in 2012 29.5% of people in Fenland are estimated to smoke compared to the England average of 19.5%. Estimated smoking prevalence is increasing in Fenland in contrast to a decrease nationally.

The summit is planned for 15 October 2014 and those partners attending include: FDC, Voluntary services, County Council, public health team, Local Commissioning Group representatives, pharmacy representatives.

- **Whittlesey Extra Care**

Scheme design, detailed planning submission and related approvals, Community & Health engagement relating to the community hub aspect of the scheme

- **Leisure**

Despite the number of paid users going up, there is still spare capacity in the Council's swimming pools during the day. The Council has entered into a partnership with the ASA (Amateur Swimming Association) to progress plans to increase swimming numbers.

Service Users' Perspective:

Customer satisfaction survey results and feedback

Description	Baseline)	Target 13/14	No of customers questioned 13/14	No of customers satisfied 13/14	% 13/14	Variance
Customer satisfaction with all services provided by Customer Services team	95%	95%	266	253	95%	0%
An excellent satisfaction rating showing that although our customers will not always be satisfied with some aspects of our service (i.e. not getting as much benefit as they would like), they welcome the high levels of customer-focused service that we offer.						
Description	Baseline)	Target 13/14	No of customers questioned 13/14	No of customers satisfied 13/14	% 13/14	Variance
% very satisfied with the information given by the Housing Options team	N/A	90%	104	94	90%	0%
Out of 142 surveys sent out, 104 were returned. This is a 73% return rate. Of the 104 customers who responded, 94 of these (90%) were very satisfied with the information provided.						
Description	Baseline)	Target 13/14	No of customers questioned 13/14	No of customers satisfied 13/14	% 13/14	Variance
Customer satisfaction with Golden Age events for	90%	90%	79	71	91%	+1%
Attendees to the Golden Age events rate the event as very good, good, satisfactory or poor.						

Feedback includes; "A visit to Parson Drove would be very beneficial for my fellow residents", "Glad I made the effort to go alone everyone helpful came out knowing more of what is out there to aid me. The cuppa and cake went down a treat". Year to date 14/15 the Council has received 24 feedback forms from residents with 100% satisfaction.

Description	Baseline)	Target 13/14	No of customers questioned 13/14	No of customers satisfied 13/14	% 13/14	Variance
Satisfaction of YDC members	-	90%	13	13	100%	+10%

Comments from YDC members: "They allow us to conduct the meetings mostly, yet are good supervisors"
 "They are ready to encourage less confident people into giving an opinion and asking questions"

Suggestions from YDC members which have been implemented "I think they could inform us more about the speaker before the meeting, perhaps they could e-mail it with the agenda before the meeting" – all agendas now include a brief biography of guest speakers

"Ask less confident people to express their views, and also maybe some notice boards" – there are now comment cards available at each meeting to allow less confident members to note anything they would like to mention but are not yet comfortable speaking in front of the rest of the members

"Have more group activities" – There is now a debate at each meeting, with the topic being decided by members from one of the schools who then lead the debate.

Description	Baseline)	Target 13/14	No of customers questioned 13/14	No of customers satisfied 13/14	% 13/14	Variance
Customer satisfaction with New Vision Fitness	82%	82%	1,598	1,298	81%	-1%

Of the 1,598 customers asked about their experience, 1,298 (81%) stated that they are satisfied with their visit to the leisure centres. This information is very important and acting on dissatisfied customers comments is crucial for the service. Leisure is

a service that customers are paying for and if dissatisfied, will walk away from.

Information is collected in several ways – face to face, written comments and emailed feedback. This comprehensive customer feedback mechanism will ensure that the service is reactive to our customers – keeping them in the forefront of service managers minds at all times.

Although almost on target, the level of satisfaction with the leisure service remains the key area of focus for the teams in the leisure centres. If customers are happy, they are likely to join the membership or re-visit, increasing income levels, whilst also telling their friends and families – generating yet more paying visitors.

Some customers have fed back that they felt some memberships were expensive. This has been addressed by introducing a peak and an off-peak rate, irrespective of age. This means that people have been able to access the facilities during the day (off-peak) at the rate that they have not previously enjoyed. This has increased membership levels, whilst also freeing up space in the busier weekday evening peak sessions.

Description	Baseline	Target 13/14	No of customers questioned 13/14	No of customers satisfied 13/14	% 13/14	Variance
Disabled Facilities Grants: Percentage of residents who feel the help that they have been given has helped to improve their health or well being. (1 year after works completed survey)	90%	90%	Not Known	Not Known	100	+10

We will liaise with the Home Improvement Agency who collates the performance on the Council's behalf to collect the number of returns received to inform the % result

Description	Baseline	Target 13/14	No of customers questioned 13/14	No of customers satisfied 13/14	% 13/14	Variance
Healthy Homes Scheme: Percentage of residents who rate the improvement to their daily life and being "better or much better" as a result of healthy homes service / handyman scheme	Not Known	90%	Not Known	Not Known	95%	+5%
We will liaise with Age UK who collates the performance on the Council's behalf to collect the number of returns received to inform the % result						

3Cs summary

Benefits

3Cs	Sept. 13/ Aug.14	Comments/Description	Actions taken
Unhappy with benefits system	1	Unhappy with how legislation treats certain income	Explained basis of legislation to customer
Unhappy with our decision	8	There is a statutory appeals process that we take customers through	We carefully explained the basis of our decision and made adjustments where customer could provide more details to help us
Overpayment reclaimed	1	Unhappy with recovery of overpaid benefit	Explained how it came about and why we have duty to recover it
Delays in assessing claims	2	Sometimes we take longer than expected to assess claims if waiting for further information	Staff reminded to chase information requests quicker if customer not replying to us
Claims processed quicker than expected	1	Compliment about speed of service	Passed onto staff

Leisure

3Cs	Sept. 13/ Aug.14	Comments/Description	Actions taken
New Vision Fitness - Classes	52	More classes of certain types Classes at different times More equipment for certain classes Praise for instructors Praise for variety of classes	Class timetables revised regularly Equipment purchased to ensure classes effective Ongoing training for instructors New classes introduced
New Vision Fitness - Cost/Membership	76	Comments regarding the peak / off peak access times Comments regarding price	Memberships and prices are reviewed annually to ensure the best possible match between the Council's income and customer access to facilities. Memberships are now based on time of access, not age.
New Vision Fitness - Facilities**	149	Comments regarding cleanliness Comments regarding George Campbell requiring updates Praise regarding new gym equipment	Cleanliness a focus for duty managers George Campbell refurbishment underway
New Vision Fitness - Staff	132	Praise for staff generally Issues regarding sick fitness instructors and the necessity to cancel classes	Praise passed onto staff concerned. More instructors recruited to give additional service resilience should a member of the team leave or be ill.

3Cs	Sept. 13/ Aug.14	Comments/Description	Actions taken
New Vision Fitness - General	199	Comments about various aspects of the service	All comments are logged and where possible actions taken to improve the service to customers.
New Vision Fitness - Pool	62	Comments regarding pool temperatures Comments regarding pool lanes Comments regarding pool equipment Comments regarding changing facilities	GCLC air handling refurbished to ensure pool air is at a warm temperature Cleanliness of changing facilities is a focus for Duty Managers

Overview & Scrutiny
Environment
August 2013 – August 2014

The Environment priority has 3 key aims:

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

Service / Priority Overview

Action Taken against Priority & Objective from Corporate Plan (What does it say in our service plan?)	Measures of Performance (LPIs, MPIs, Financial evidence)
DELIVER A HIGH PERFORMING REFUSE, RECYCLING AND STREET CLEANSING SERVICE	
Recover and recycle at least 50% of household waste:	
<ul style="list-style-type: none"> • Maintain quality of refuse and recycling service • Renewed refuse logistics through round optimisation within existing collection days; for winter 2013 implementation • Calendar and education leaflet delivered to every household in Fenland November 2013. • Maintain and increase income achieved through recycling materials collected through education work, including junior schools wheeled bin design competition. • Improve the accessibility and online services offered through the ES webpages, including a bespoke Christmas website for November 2013. 	<p>LPI: Percentage of household waste recycled and composted MPI: Percentage of Quality of recycling materials MPI: Income generated through recycling materials MPI: Percentage of missed collections collected next working day MPI: Customer satisfaction with Refuse and Recycling services</p>

Action Taken against Priority & Objective from Corporate Plan (What does it say in our service plan?)	Measures of Performance (LPIs, MPIs, Financial evidence)
Deliver clean streets and public spaces:	
<ul style="list-style-type: none"> • Maintain the quality of cleansing on Fenland's streets and in Fenland's public open spaces. • Provide a 7 day a week Rapid Response Service to tackle reports of fly-tipping, needles, litter, dog fouling, glass and street sweeping in a timely fashion. • Provide a Village Response Service to tackle reports of fly-tipping, needles, litter, dog fouling, glass and street sweeping in rural areas in a timely fashion. • Maintain Fenland's 4 public toilet facilities to a suitable standard. 	<p>LPI: Percentage of streets meeting our cleansing standards upon inspection</p> <p>LPI: Requests for Village or Rapid Response Service actioned same or next day</p> <p>MPI: Community satisfaction with Cleansing Services</p> <p>MPI: Public Convenience satisfactory standard upon inspection</p> <p>MPI: Public toilet recorded usage</p>
Deliver the Street Scene Officer service:	
<ul style="list-style-type: none"> • Programme of regular inspections of street cleansing, public toilets and public open spaces with routine patrol hours. • Programme of regular planned memorial safety inspections in line with Memorial Safety Risk Assessment priorities. Regular and planned litter, dog fouling and parking enforcement. • Responsive service to customer and locality issues. Attendance at Town Councils on a regular basis. 	<p>MPI: % of planned toilet and cleansing standard inspections completed</p> <p>MPI: Number of Memorial Inspections Completed</p> <p>MPI: Hours spent on Active Street Scene Patrol</p>

Action Taken against Priority & Objective from Corporate Plan (What does it say in our service plan?)	Measures of Performance (LPIs, MPIs, Financial evidence)
Deliver a fair approach to enforcement of environmental standards across the district through education, guidance and the appropriate use of the Council's powers:	
<ul style="list-style-type: none"> Planned Dog Control Order enforcement. Review the Council's enforcement policy in line with the Government's Enforcement Concordat. Joint Police / Streetscene patrols in support of Wisbech 2020. Planned dog fouling campaign in all four markets towns and identified rural locations. 	<p>MPI: Number of Fixed Penalty Notices issued (Litter, Dog Fouling, Parking)</p> <p>MPI Hours spent on active streetscene patrol</p>
Work with key stakeholders to deliver an advanced waste partnership in Cambridgeshire and Peterborough:	
<ul style="list-style-type: none"> Joint tender involving all Cambridgeshire districts and Peterborough City, Recap Partnership, for the bulking, transport and sorting of blue bin recycling materials (MRF tender). Work with Recap partners to develop further business case for a county-wide Optimum Service Design (OSD), outlining potential savings from closer working. In partnership with AmeyCepso, facilitate high school recycling education via <i>Enact</i> Schools drama performances in each Fenland High School. Through the Recap partnership to jointly promote recycling and waste reduction messages. Through a joint tender process, to develop a framework for the joint procurement by Recap partners of refuse and similar vehicles on a county-wide basis. 	<p>LPI: Percentage of household waste recycled and composted</p> <p>MPI: Percentage of Quality of recycling materials</p> <p>MPI: Income generated through recycling materials</p> <p>Whole Systems Approach Project Plan milestones reported to Recap Board</p>

Action Taken against Priority & Objective from Corporate Plan (What does it say in our service plan?)	Measures of Performance (LPIs, MPIs, Financial evidence)
WORK WITH PARTNERS AND THE COMMUNITY ON PROJECTS TO IMPROVE THE ENVIRONMENT AND OUR STREETSCENE	
Deliver the 'It's Your Fenland' Action Plan to improve the appearance of the Fenland streetscene, including dilapidated buildings:	
<ul style="list-style-type: none"> • Increase the uptake of Street pride and other community groups accessing Changing Views Grants. • Proactive patrols addressing streetscene issues. • Support local community groups to address streetscene issues. 	<p>Actions completed or furthered from the plan.</p> <p>MPI Hours on active patrol</p>
Support community Street Pride and 'Friends of' groups to deliver events within their local areas:	
<ul style="list-style-type: none"> • Host an annual celebration event for street pride groups. • Develop a new grant application process to encourage more collaboration between groups and other bodies and organisations. • Establish new street pride/ friends of cemetery and churchyard groups. • Engage more young people and encourage new street pride members. 	<p>LPI: Number of Street Pride and Friends of community environment events supported</p>
Ensure properly maintained open spaces in partnership with The Landscape Group (TLG) and community groups, including maintaining existing Green Flag awards for Fenland parks and participating in the 'In Bloom' awards scheme:	
<ul style="list-style-type: none"> • Maintain two green flags for St. Peter's Church Gardens, Wisbech and Wisbech Park. • Provide support to local community groups to compete in Anglia in Bloom. 	<p>LPI: Percentage of those asked satisfied with Fenland's open spaces & events</p> <p>MPI: Number of Green Flags awarded</p>
Work with partners to protect and enhance our natural environment to create more opportunities for residents to enjoy the outdoors and the countryside, compatible with wildlife needs:	
<ul style="list-style-type: none"> • Support the delivery of Community Led Management Plans increasing opportunities for community groups to get involved in managing their own community assets. 	<p>LPI: Number of Community Led Management Plans</p>

Action Taken against Priority & Objective from Corporate Plan (What does it say in our service plan?)	Measures of Performance (LPIs, MPIs, Financial evidence)
Work with businesses to inform and promote innovative environmental practices through the Green Business Club:	
<ul style="list-style-type: none"> • Support local businesses to adopt environmental good practice, saving resources and money. • Increase the number of businesses accessing advice and support from the council through membership of the green business club. • Facilitate relevant green business club events throughout Fenland. 	MPI: Number of events held.
Work with Town Councils and the community to provide market town events and activities to improve the viability of our town centres through the Four Seasons events:	
<ul style="list-style-type: none"> • Deliver Four Seasons events effectively with involvement from community groups. • Support other community groups to deliver effective events in Fenland. 	LPI: Satisfaction with events.
Promote and support local markets:	
<ul style="list-style-type: none"> • Support the delivery of local town markets • Deliver the Markets action plan to increase footfall at the markets, income and generate more local opportunity for businesses and traders. • Develop better links with Cambridgeshire Fens tourism partnership. 	Action plan in place and on target.
WORK WITH PARTNERS TO KEEP PEOPLE SAFE IN THEIR NEIGHBOURHOODS BY REDUCING CRIME AND ANTI SOCIAL BEHAVIOUR AND PROMOTING SOCIAL COHESION	
Work with our partner organisations to reduce crime and anti-social behaviour in Fenland through the Community Safety Partnership action plan:	
Deliver an effective and efficient CCTV service: <ul style="list-style-type: none"> • Maintain a 24/7 service that responds to the need of the local community and supports wider partners to respond to crime and anti social behaviour • Maintain a pro-active service that detects crime and anti social behaviour, reduces the fear of crime, level of incidents and criminal damage, and 	LPI: Number of incidents recorded by CCTV LPI: Number of positive outcomes as a result of CCTV intervention

Action Taken against Priority & Objective from Corporate Plan (What does it say in our service plan?)	Measures of Performance (LPIs, MPIs, Financial evidence)
<p>provides evidence to support identification and prosecution of offenders.</p> <ul style="list-style-type: none"> Support the priorities and project delivery of the Fenland Community Safety Partnership action plan. <p>Deliver support to the Fenland Community Safety Partnership (CSP) to aid delivery against identified crime and anti – social behaviour trends:</p> <ul style="list-style-type: none"> Review and maintain the CSP action plan and monitor progress against agreed partnership outcomes Deliver time bound strategic assessment to inform the direction on the CSP Develop mechanisms to improve public perception and support cohesion projects across the district Lead, develop and support the implementation of countywide projects 	<p>LPI: Number of evidential exhibits provided to support prosecutions</p> <p>LPI – Number of Safety Zone events</p> <p>LPI – Number of CSP meetings</p>
<p>Support the Fenland Businesses Against Crime (FENBAC) group to tackle crime against them, including theft, arson and damage to premises:</p>	
<p>Deliver the FenBAC initiative to support businesses against crime group in reducing and responding to crime:</p> <ul style="list-style-type: none"> Manage and deliver, including the administration of the SIRCS (Secure Incident Reporting and Community Engagement System) to empower local businesses to share information on offending profiles and reports effectively, securely and timely. Attend local ShopWatch/PubWatch and other business group meetings to deliver district wide initiatives, crime reduction advice and best practice. Provide 24/7 radio contact (through CCTV) to relevant 'radio' business users to provide effective response to real time incidents and crime. Help empower businesses to tackle business related crime and incidents and ensure a pro-active culture to crime reduction. 	<p>LPI: Number of SIRCS members</p> <p>LPI: Number of business against crime meetings attended</p>

Action Taken against Priority & Objective from Corporate Plan (What does it say in our service plan?)	Measures of Performance (LPIs, MPIs, Financial evidence)
Establish partnership actions to target locations of community concern or where incidents or crime and anti-social behaviour are high:	
<p>Deliver support to the Fenland anti – social behaviour Problem Solving Group (PSG) to aid delivery against identified high level anti – social behaviour in partnership:</p> <ul style="list-style-type: none"> • Review and develop actions against cases and individuals referred to the PSG • Oversee and maintain information sharing systems and relevant agreements • Maintain a victim focussed approach and prioritise cases to ensure safeguarding and vulnerabilities are considered • Implementation and use of the new ASB powers introduced through the Crime and ASB act 2014 <p>Develop and deliver ‘Community Action Areas’ (CAA) identified through the Fenland Community Safety Partnership action plan:</p> <ul style="list-style-type: none"> • Deliver partnership actions that respond and reduce incidents of anti social behaviour and/or other crime trends as per the FCSP project plan. • Deliver and improve public engagement in identified areas and measure satisfaction on delivery of CAAs. 	<p>LPI - Number of FDC ASB cases where positive action is taken</p> <p>LPI: Number of Community Action Areas identified by Community Safety Partnership where positive action is taken.</p>
Support the Fenland Diverse Communities Forum (DCF) to deliver the Fenland Community Cohesion Strategy:	
<p>Leadership, Coordination and Administration of the Fenland Diverse Communities Forum including:</p> <ul style="list-style-type: none"> • Arranging meetings, venues, agenda planning and paperwork for meeting • Collation and Development of Fenland-wide action plan to ensure it is efficient and effective in its work and without duplication • Networking and support to DCF partners with regard to their delivery of agreed actions and helping them to overcome barriers as required 	<p>Yearly review of Diverse Communities Forum, Fenland – wide cohesion action plan</p> <p>Meetings of Diverse Communities Forum core group</p>

Action Taken against Priority & Objective from Corporate Plan (What does it say in our service plan?)	Measures of Performance (LPIs, MPIs, Financial evidence)
<ul style="list-style-type: none"> • Enabling and support to volunteer recruitment • Enabling with marketing support • Links with other key programmes relating to Financial capacity building e.g Making Money Count Lottery project and tackling illegal money lending awareness <p>Making Money Count:</p> <ul style="list-style-type: none"> • New Horizons Bus refurbishment, maintenance, staffing and diary event management • Steering group and project group working with Making Money Count partners • Report delivery and monitoring to Circle Housing - Roddons to meet Big Lottery requirements <p>Pride in Fenland Awards:</p> <ul style="list-style-type: none"> • Working in partnership with Fenland Citizen and the Youth District Council • Collation of award submissions or panel assessment • Arranging venue, event management and presentation awards 	<p>Number of New Horizon Bus events supporting MMC project</p> <p>Hold Pride In Fenland Awards</p>
<p><i>Provide information and guidance to new arrivals to raise their awareness of their rights, responsibilities and how to access local services:</i></p>	
<p>Community Translation Service:</p> <ul style="list-style-type: none"> • Made case for inward investment into the district for Community Translation Services • Identified supporting partners that could tender for the service • Supported the winning provider (Rosmini) to help get the service up and running <p>English as a second or other language (ESOL) Training:</p> <ul style="list-style-type: none"> • Helped make the case for the need of these courses in these areas which helped secure funding from various sources e.g. learning and skills 	<p>Sustainable Community Translation Service</p> <p>Number of ESOL training courses enabled</p>

Action Taken against Priority & Objective from Corporate Plan (What does it say in our service plan?)	Measures of Performance (LPis, MPis, Financial evidence)
partnership <ul style="list-style-type: none"> • Helping to recruit volunteers offering to deliver ESOL for free • Help coordinate the promotion of the courses through the Diverse Communities Forum 	

How Well are we Doing?

Performance Perspective:

Description	Baseline	Target 13/14	Achieved	Variance
Percentage of household waste recycled and composted	50%	51%	52%	+1%
<p>Recycling performance is a combination of blue bin recycling, use of community recycling banks and waste composted through customers' garden waste bins. This combined tonnage from Sept 2013 to Aug 2014 of 21,589 tonnes makes up just over 52% of all the household waste and litter collected (41,297 tonnes).</p> <p>Residual waste and litter is now processed through a mechanical and biological treatment plant at Waterbeach. This 7 week composting process is designed to further reduce the amount of waste sent to landfill by around half by removing the elements that can be composted, such as food waste.</p> <p>The result of customers efforts to recycle and the further processing of waste at Waterbeach is that only around a quarter of all the household waste and litter collected in Fenland ends up in landfill.</p>				

Description	Baseline	Target 13/14	Achieved 13/14	Variance
Percentage of dry recycling material suitable for recycling	94.3%	94%	96.4%	+2.4%
<p>Recycling quality is important because it has implications for income and costs from the Materials Recycling contract. A new countywide contract commencing November 2014, with a profit share element, will continue to make the quality of materials collected important.</p> <p>Quality and performance has continued to improve 306 tonnes identified as non-recyclable from the 8568 collected in blue bins from Sept 2013 to Aug 2014.</p>				
Description	Baseline	Target 13/14	Achieved 13/14	Variance
Income generated through recycling materials	-£360,000	-£350,000	-£387,722	+10.7%
<p>Income from recycling has improved as a result of increased tonnages of recycling and the improved quality of materials. The income is made up of recycling credits from the county council (-£384,771), income from recycling materials (-£20,584) and allows for associated disposal costs (£15,633).</p>				
Description	Baseline	Target 13/14	Achieved	Variance
Percentage of missed collections completed the next working day	94%	92%	87.2%	-4.8%
<p>Missed Collections. During the year, a hot summer (2013) and changes to rounds within existing collection days to maximise efficiency (November 2013) created short periods where missed collections increased slightly and created a total for this period of 3544 reported missed collections. The average remains around 300 a month and overall performance was similar to 2012/13; where there were a total of 3670 reported missed collections.</p> <p>These levels, when the team perform in excess of 3 million collections each year, are within expected levels given the operational difficulties faced by the team within the year, however the focus remains to keep these as low as possible.</p>				

Description	Baseline	Target 13/14	Achieved	Variance
Percentage of streets meeting our cleansing standards upon inspection (including graffiti and flyposting)	99.1%	93%	97.4%	+4.4%

Inspections of cleansing standards as inspected by Street Scene officers whilst on patrol. The level has been maintained across the year with only 36 areas failing within the year from 1408 inspections.

This monitoring is currently Monday to Friday, but it is recognised that Saturday is an important business day for each of the towns and the Street Scene team is expanding its operations to include regular Saturday working in support of markets, events and frontline services.

Description	Baseline	Target 13/14	Achieved	Variance
Requests for Village or Rapid Response Service actioned same or next day (7 day service)	99.4%	90%	99.4%	+9.4%

The Rapid Response Service provides a 7 day a week response service to tackle public reports of fly-tipping, needles, litter, dog fouling, glass and street sweeping in a timely fashion. The service operates effectively and maintains a high performance with a total of 1225 requests from a total of 1217 actioned same or next day.

Rapid Response Request for Service 2013 -14	Number	Met	%
Chatteris	92	92	100%
March	291	290	99.7%
Villages	222	220	99.1%
Whittlesey	143	142	99.3%
Wisbech	477	471	98.7%
Totals	1225	1217	99.3%

Where the community recognises a priority area for tackling fly-tipping the rapid response teams will monitor this to ensure

Fenland is as clean as possible and to collate evidence to support Street Scene Officers in evaluating enforcement options.

Description	Baseline	Target 13/14	Achieved	Variance
Public Convenience satisfactory standard upon inspection	94%	99.8%	97.8%	-2.0%

Cleansing standards within public toilets is an important determinant for customers and every effort is made by the cleansing team to maintain the 4 Fenland public toilet facilities to the best standard.

The standard is monitored through inspections performed by Street Scene officers as part of their routine patrols in town centres. Of the 455 inspections performed, the facilities were found to be usable and of a suitable standard on 445 occasions.

Description	Baseline	Target 13/14	Achieved 13/14	Variance
Public toilet recorded usage	22,285	26,000	31,019	+19%

The **modernised public toilets**, the total number of recorded locks of the electronic door provides us with a real guide to the number of visitors. This varies month on month and increases in line with the large events in each of the towns. This last year the total was 31,019.

Description	Baseline	Target 13/14	Achieved 13/14	Variance
Number of Memorial Inspections Completed	1091	3600	3975	+10%

Memorial Inspections within the 21 cemeteries for which Fenland has a responsibility are important measures to ensure that these public open spaces are safe and well maintained by those responsible.

The inspections take place in line with a Memorial Safety Risk Assessment, where areas of the cemeteries are prioritised according to potential risk.

Time taken to inspect memorials varies and resource has been diverted from other duties to allow for an increased focus on

this important work this year resulting in the number of inspections exceeding target.

During 2014/15 the way this work is measured has changed and so it is not possible to compare.

The results for the first quarter of 2014/15 are 100% on target, 20 high risk locations equating to 400 inspections. The number made safe broken down into location are:

Memorials made safe	No.
Leverington	2
Mount Pleasant, Wisbech	34
Station Road, March	22
Meeks Cemetery, Chatteris	9
Doddington	72
Elm	22
Whittlesey	22
Walsoken	1
Wisbech St Mary	25
Overall	209

Description	Baseline	Target 13/14	Achieved 13/14	Variance
Hours spent on Active Street Scene Patrol	Not recorded	4000	4088	+2%

Active Patrol is the mainstay of the Street Scene officer's role and results in a variety of prevention, intervention and enforcement actions as a result of issues observed or customers stopping the officer and discussing a local concern. The number of hours has increased this year following a slight dip in 13/14. With 5 Streetscene Officers now in post a shift pattern covering 6 days a week allows for increased and focussed time on patrol.

Location	Hours
Chatteris	810
March	931
Wisbech	1422
Whittlesey	925
Overall	4088

Description	Baseline	Target 13/14	Achieved 13/14	Variance
Dedicated enforcement hours completed	Not recorded	880	1121	+30%

This indicator will not be recorded in future as this work is incorporated within the active patrol indicator, following feedback from O&S.

The data above is indicative based on active patrol hours for comparison. However joint patrols which include work for alcohol related litter and under the Wisbech 2020 vision project will continue and has been given a renewed focus recently. 50 hours of joint patrols to tackle alcohol related litter were completed with PCSOs in community priority areas of Wisbech (Tillery Field, St Peters & Pauls church gardens, Town Centre, and Wisbech Park). These joint patrols continue and in the first quarter of this year 18 additional hours have been completed.

Description	Baseline	Target 13/14	Achieved 13/14	Variance
Prevention, Intervention, Enforcement	N/A	N/A	N/A	N/A

Enforcement actions take many forms and the team regularly investigates fly-tipping and similar offences.

Below is a breakdown of fixed penalty notices served by location:

Location	FPNs served & type
Chatteris	1 dog fouling 1 dog control order
March	6 (littering) 1 (dog fouling) 45 (parking)
Wisbech	21 (littering)
Whittlesey	2 (littering)
Overall	77

As a result of enforcement patrols, 5 people have been prosecuted for littering offences in Wisbech when they did not pay the fixed penalty fine. Each was fined a minimum of £75 plus £100 costs and a victim surcharge.

Following reports from the public, community groups and direct feedback from Members at previous meetings the Streetscene team are changing their work plans to incorporate more of their time on active patrol with a focus on prevention, intervention and enforcement actions being captured. Previously the team undertook focussed enforcement patrols and in future this work will become part of their day to day usual patrols.

Following a meeting with the new Chief Inspector for Fenland a new set of partnership patrols have been agreed. These patrols will focus on tackling the level of alcohol related litter particularly in the Wisbech Park area. This work is supported by an agreement and authorisation for Police Community Support Officers to serve fixed penalty notices alongside our Streetscene officers.

Description	Baseline	Target 13/14	Achieved	Variance
Recap Whole Systems Approach Project Timeline	n/a	n/a	n/a	n/a

The 7 work streams agreed by the **RECAP** (Cambridgeshire and Peterborough Waste Partnership) board have been progressing. With notable highlights being: the joint recycling transport and sorting contract; the shared procurement of refuse vehicles; the initial stages work to define an optimum service; the shared services work for South Cambs and

Cambridge City Council and the work East Cambs have completed to move to a comingled recycling collection system.

All of this work has been completed to agreed timescales and reported to the Recap Board along with Joint Leaders and Chief Officers group meetings.

Description	Baseline	Target 13/14	Achieved 13/14	Variance
Number of Street Pride and Friends of community environment events supported	189	80	104	+30%

Supporting Community Volunteers to make a difference in their communities is an important part of the Street Pride role and developing resilience and independence within the Street Pride, Friends groups and In Bloom groups has been a key part of the work this year. As a result the number of attended meetings has reduced, however the number of groups has increased to 25.

A successful Celebration event was held in October 2013 where volunteers came together and presented their successful projects.

Between August 2013 and August 2014, 212 street pride events were held across the district. Many of the groups have branched out from just litter picking to flower planting and enhancing pieces of land now.

One issue that is continuously highlighted by the groups relates to funding and in response to this we introduced Street Pride grants in March 2014.

Grants of up to £500 are available to any volunteer group that works in partnership with another group or organisation to deliver their given project that's aimed at creating a healthy and clean environment. To achieve the grant, the project must also meet one or more of the following aims:

- Rejuvenating the street view of prominent buildings and street furniture
- Engaging young people in environmental issues
- Acting in neglected areas to encourage others to take pride in Fenland
- Caring for a nature reserve, cemetery or green space
- Holding events to encourage others to participate / recruit for new members

Description	Baseline	Target 13/14	Achieved	Variance
Green Flag Awards	2	2	2	0%
2 Green Flag awards were maintained this year for St Peter's Church Gardens, Wisbech and Wisbech Park.				
Description	Baseline	Target 13/14	Achieved 13/14	Variance
Number of community led management action plans for Fenland's key open spaces.	6	4	4	0%
<p>Developing Community led management of local open spaces to ensure that local people are involved in the development and management of their open spaces forms the backbone of the council's approach to key public open spaces.</p> <p>Over the past year the role of developing this community involvement has passed to the Street Pride Coordinator to allow for synergy within the relevant volunteer groups across the area.</p> <p>With 6 detailed management plans already in place by 2013, the development of 4 further plans throughout 13/14 allows for increased community involvement and ownership of Fenland's key public open spaces. These 4 plans were delivered in the months of 2013/14. Plans are underway to develop 4 more plans in the final two quarters of 14/15.</p> <p>Community Led Management Plans are now in place for:</p> <ul style="list-style-type: none"> • Wisbech in Bloom • Whittlesey in Bloom • St. Peter's Church Gardens, Wisbech • The General Cemetery Friends Group, Wisbech • Friends of Wisbech Park • Friends of Whittlesey Cemetery • Friends of Tillery Field, Wisbech • Friends of Meeks Cemetery, Chatteris • Chatteris in Bloom 				

- Benwick in Bloom & Benwick Street Pride

Further focus this year is to increase the involvement of the community in Fenland's cemeteries, as these are also key open spaces across Fenland.

Description	Baseline	Target 13/14	Achieved 13/14	Variance
Number of Green Businesses Club events	n/a	3	4	0%

The Green Business Club was first started in 2008 and aimed to generate opportunities for local businesses to collaborate and receive support and information about environmental good practice of relevance to the business needs.

The club achieved its initial target of 200 members in 2011. Membership continues to grow with members benefitting from free up to date advice about resources and money saving opportunities, including collaboration locally and nationally between businesses.

The club benefits from collaboration with similar projects across the county and region therefore providing its members access to a wider pool of experts and opportunities.

Events throughout this period have been well attended and provided a variety of topics including water management (cost reduction focus), support with internet web page design and access to grants for small businesses.

These events are the result of a collaborative project approach across the County and as such have support from European funding. Next event is planned for November 2014.

Description	Baseline	Target 13/14	Achieved 13/14	Variance
Markets action plan	n/a	Action plan in place	yes	0%

Delivery against the markets action plan continues. The focus for the early part of 2014 has been to develop links and understand what market traders want. A regular markets' forum is held in March and Streetscene Officers capture feedback

from other traders on a monthly basis.

Of particular note is the improved information on the Council's website and a more streamlined booking process for traders.

A number of new traders of joined the March and Whittlesey markets in the second quarter of 2014 making use of the Council's 321 offer.

Description	Baseline	Target 13/14	Achieved 13/14	Variance
Number of incidents recorded by CCTV	2,500	2,400	2,684	+10%

The Safer Fenland CCTV team provides an effective 24/7 monitoring of the Councils 70 public space camera system that covers our town centres, parks and open spaces, residential and commercial/industrial parks.

The Council have been able to support both local law enforcement partners, emergency services and the Fenland Community Safety Partnership to respond to various crime trends and local community concerns and as such was able to provide detection and response to 2,684 incidents during 2013/14.

Incidents that the Council team responded during 2013/14 included offences such as theft shoplifting, traffic and parking issues, violent crime and alcohol related offences, youth related anti social behaviour, criminal damage and missing persons.

Description	Baseline	Target 13/14	Achieved 13/14	Variance
Number of positive outcomes as a result of CCTV intervention	620	360	604	+40%

The Safer Fenland CCTV service through its pro-active approach to delivering CCTV services was able to support local policing and the Council in achieving 604 positive outcomes during 2013/14.

The majority of these were arrests and fines for offences including burglary, theft shoplifting, violent crime & alcohol related offences, illegal drug use, drink driving and criminal damage.

The Council through early intervention and providing information quickly and efficiently to law enforcement partners and maintaining both communication and video links with Police Headquarters, allows for such a high rate of positive outcomes and success to be achieved from detected incidents.

Description	Baseline	Target 13/14	Achieved 13/14	Variance
Number of evidential exhibits provided to support prosecutions	257	250	303	+17%

An important role of CCTV is to be able to not only detect and respond to local community concerns and incidents but to then be able to provide high quality images that allow for the successful prosecution of offenders and to allow for the investigation of crime where offenders were not detained at the time of offence.

During 2013/14, The CCTV was able to provide 303 exhibits of CCTV data in the form of DVD's and video prints to support the identification of offenders and/or prosecution of offenders. The CCTV service noted a 17% increase on CCTV evidence on the previous year highlighting the heavy use by law enforcement partners and how heavily CCTV supports the prosecution process and criminal investigations.

Description	Baseline	Target 13/14	Achieved 13/14	Variance
Number of Safety Zone events	-	3	3	0

In 13/14, 92% of all year 5 (9/10 year olds) students in Fenland attended 3 Safety Zone events. At the events the students received a raft of information relating to topics such as Community Safety, Fire Safety, ASB, Road Safety, Trading Standards, Food Safety, Streetscene and Electrical Safety.

The last Safety Zone event was held in June / July in Wisbech Safety Zone for over 300 Year 5 students from Wisbech and surrounding villages. Students took part in a range of interactive scenarios all with a community safety theme. Feedback from the young people who attended highlighted the need for these events and how they felt that they were more aware of potential dangers as a result. The teacher's feedback continues to praise the delivery, content and relevance to their PSHE criteria within schools, with a number of schools confirming that they will reinforce the message with

follow up classroom based activities.

Description	Baseline	Target 13/14	Achieved 13/14	Variance
Number of CSP meetings	4	4	4	0

July 14 Community Safety Partnership meeting:

The meeting focussed on Street life in Fenland with a main focus on the Wisbech street drinking issues. Crime analysis shows that the reported incidents have reduced across Wisbech by 17%, 122 incidents in 2012/13 compared to 101 incidents in 2013/14.

These reductions have arrived through continued partnership working with a focus on main public locations and enforcement tactics where appropriate.

There are issues around negative perceptions linked to social media so the partnership are working to challenge negative posts through coordinating communications around community action area improvements.

Description	Baseline	Target 13/14	Achieved 13/14	Variance
Number of SIRCS members	160	180	185	+2.7%

The Secure Incident reporting and Community Engagement System (SIRCS) was introduced to allow the business community to share information on offending and incidents of crime or suspicious activity in a safe, secure and consistent way. The objective was to have members from all towns, which include members of the local ShopWatch, PubWatch and TaxiWatch schemes.

SIRCS was originally introduced by the Fenland Community Safety partnership as a pilot scheme and then taken on by the Council after the 1 year pilot was completed due to the successes it was bringing about in reducing theft shoplifting and violent crime offences connected to the night time economy.

The Council set a target to increase local membership to ensure a pro-active approach to crime reduction was maintained and developed within Fenland and as such the Council with support from local policing was able to increase SIRCS membership to 185 members during 2013/14.

Increasing membership continues to be a focus for the Council and wider partnership as the system has been vital and supporting both the night time economy reduce incidents and local retailers to tackle theft shoplifting both areas seeing a reduction in reported incidents during 2013/14.

Description	Baseline	Target 13/14	Achieved 13/14	Variance
Number of business against crime meetings attended	4	4	4	0%

Officers from the Council Community Safety team attend local business against crime schemes which include ShopWatch, PubWatch and Chamber of Commerce.

Attending officers support these local schemes by providing advice and guidance in crime reduction techniques, to promote the use of SIRCS, roll out partnership initiatives, and to provide a single point of contact for relevant feedback for the organisation.

This approach has seen local relationships improve between the organisation and local trade, increased information sharing and has helped support the increased sign up to the SIRCS system.

Description	Baseline	Target 13/14	Achieved 13/14	Variance
Number of FDC ASB cases where positive action is taken	-	75%	80%	5%

In 13/14 - 51 ASB referrals were received by the Council. From these referrals positive action was taken in 41 cases. Year to date in 14/15 the Council has received 42 referrals.

Case study:

Victim A complained of constant abuse and verbal harassment from neighbours over a period of approximately 6 months. Victim stated that family life was being severely affected and partner and daughter were under medical observation for

stress. Partnership working with the Council, the Police and the private landlord resolved the issue by relocating the alleged perpetrators to a different property. The victim stated they were satisfied with the way the case was handled by the Council, and that as a result of the actions taken, the victim and their family now feel safer within their community than before the interventions took place

Description	Baseline	Target 13/14	Achieved 13/14	Variance
Number of Community Action Areas identified by Community Safety Partnership where positive action is taken.	-	As identified	3	-

In 13/14 targeted work was initiated in Lilac Close Wisbech with a multi agency partnership to tackle ASB, implementing a gating order at New Bell Lane, Wisbech and Anti Social Behaviour relating to Cars at Furrowfields Car Park in Chatteris

In 14/15 – 2 new areas of focus in Norfolk Street in Wisbech and the implementation of a dispersal order at the Spinney play park.

Case study:

The Council through the FCSP action plan was able to respond to an identified area of concern in Norfolk Street, Wisbech. The area was suffering from high levels of alcohol related ASB and violence.

The partnership introduced increased patrols which were delivered through local policing. The partnership also agreed to the deployment of one of the Councils re-deployable cameras to allow for detecting of incidents and to help reduce crime and the fear of crime.

The Council deployed the camera in July and to date levels of crime and incidents are low. Data and performance for this will be provided once the Community Action Area has been progressed for several months.

Description	Baseline	Target 13/14	Achieved 13/14	Variance
Undertake a yearly review and refresh of Diverse Communities Forum Fenland-wide cohesion action plan	Yes	Yes	Yes	N/A

The background work to develop a refreshed **Diverse Communities Forum** action plan is coordinated through the work of the

Core Group and is agreed through the full partnership Forum which meets twice a year. Following partner consultation, the Diverse Communities Forum has refreshed its action plan at its April meeting. The action plan for 2014/ 15 focuses on five aims:

- Better Life Opportunities:- Education (Aspiration & Skills)
- People have a sense of belonging: (Improving Access to Services)
- People have a sense of belonging: (Integration & Celebration)
- Positive relationships within & between communities: (Reducing Crime & Promoting a Safer Community)
- Diversity is Valued: (Supporting the most Vulnerable People).

Description	Baseline	Target 13/14	Achieved 13/14	Variance
Number of meetings of DCF core group and Forum	7	7	7	0%

The core group meets periodically throughout the year to progress and develop the action plan. The forum meets twice a year and enables good practice to be shared and agree priorities for the forthcoming year.

Description	Baseline	Target 13/14	Achieved 13/14	Variance
Number of meetings of Tension Monitoring Group	N/A	6	6	0%

Although the **Tension Monitoring Group** formerly meets bi monthly , the nature of the group's work results in mitigating actions being agreed (to gather intelligence) through e-mail networks. Recent meetings and work of Tension Monitoring Group – focussed on tackling the negative perception from a national newspaper article on Wisbech and social media content relating to the use of Wisbech Park., and the evangelical Gypsy Traveller convention. The work that the partners did in relation to the convention is recognised by "One Voice for Travellers" as best practice

Description	Baseline	Target 13/14	Achieved 13/14	Variance
Number of Residents supported through work of Community House	660	700	861	+23%

So far during 2014/15 the Community House team have engaged with 600 people, comprising of 1,050 contacts

interventions / sessions (600 is the target for the whole of 2014/15).

Description	Baseline	Target 13/14	Achieved 13/14	Variance
Number of successful Rural Capital Grant Submissions	5	4	5	+25%

Fenland District Council still has £228,442 of **capital funding for rural areas** to allocate to community groups. In 10/11 there were 7 approved submissions in 11/12 none were approved.

Fenland District Council is currently supporting Manea, Guyhirn and Tydd St Giles to submit funding bids for capital projects.

Description	Baseline (Jan 13)	Target 13/14	Achieved 13/14	Variance
Number of Fenland Residents in Rainbow Credit Union	105	210	257	+22%

Postcode	No. Jan 13	No. Mar 14	No. increase	% increase
PE13 + PE14	55	113	58	105%
PE15	6	55	49	817%
PE16	3	5	2	67%
PE7	41	88	47	115%
ALL	105	257	156	145%

Credit Union enabling work by the Council has been focusses on supporting the Wisbech Credit Union group to become sustainable in being able to run without the Officer support of the Council and continuing to help the March group develop its Credit Union offer in March – Once this has been achieved work can then commence it Chatteris and then Whittlesey.

There are currently 4 collection points , 3 in Wisbech and 1 in March

Linked with that work a Tackling Illegal Money lending awareness campaign took place in Chatteris in April which included awareness through the local primary and secondary schools.

Description	Baseline	Target 13/14	Achieved 13/14	Variance
Number of people engaged with Making Money Count through New Horizon Bus Visits	N/A	Baseline	857*	N/A

For **Making Money Count**, from 69 New Horizon bus visits in first year e 857 residents were engaged in the programme, which is an average of 12 residents per visit

The Making Money Count (MMC) project has reviewed its first year of delivery and agreed the resources available and focus for year 2. The FDC owned & managed New Horizons Bus will undertake MMC activity on predominantly a Monday or Tuesday. Links with the Connecting Communities project to improve broadband has been made and how MMC can help promote that initiative.

*Year ending 21st April as reporting year of the first year of 5 year project ended then.

Description	Baseline	Target 13/14	Achieved 13/14	Variance
Hold Annual Pride in Fenland Awards	Yes	Yes	Yes	N/A

The **Pride in Fenland Awards** took place in March 2014.

There were; 15 Good Neighbour nominations, 11 Group nominations and 8 Young Citizen nominations.

Although the nominations for the Good Neighbour Awards had decreased from last year, the Group Nominations had increased by 3 and there were 2 more Young Citizen's nominations.

There were over 100 people who attended the awards.

Description	Baseline	Target 13/14	Achieved 13/14	Variance
Source funding to sustain Community Translation Service	N/A	Yes	Yes	N/A
The Community Translation Service funding ran out in August 14. FDC worked with partners to obtain a further years funding from the CCC learning skills area of service.				
Description	Baseline	Target 13/14	Achieved 13/14	Variance
Number of English as Second or Other Language (ESOL) courses	8	8	8	0%
The Council has worked with partners to capture funding to sustain ESOL courses in the district. We are currently maintaining this level of provision for 14/15.				
Key focus for ensuring new arrivals are aware of their rights and responsibilities as part of the Fenland Community:				
<ul style="list-style-type: none"> • Recruiting at least 30 community mediators– Through Rosmini with FDC support to access funding for the service • Welcome packs to new arrivals through all key agencies • Myth busting leaflet to address common misconceptions between communities • Community Translation Service – Through Rosmini with FDC support to access funding opportunities. • Encouraging ESOL training opportunities in Fenland • Supporting KLARS to deliver Information Advice and Guidance drop in sessions twice a week in Wisbech 				

Issues & Areas for Development

- **Recycling**

Recycling performance is an area of focus for the Recap partners and increasing the levels of recycling and capturing materials in the blue bins now that the MRF contract creates a profit share from the value of materials collected.

Action Planned: To develop a 2014/15 Recycling Improvement Plan; incorporating a Waste Analysis, Recap marketing plan options, schools education and leaflets.

- **Refuse**

Building on logistic work done for refuse and recycling collection rounds within existing collection days, a detailed ground up evaluation of current refuse and recycling work will be performed to inform resources required to incorporate planned development within the area.

Action Planned: Whilst small in numbers against the number of collections performed each day, missed collections and the returning of bins remain a priority for the team and will be included in all team updates and training to help maintain the current levels of customer satisfaction.

- **Recap**

The cross authority partnership for waste and recycling, the Recap partnership continues to provide improved ways of working, reduced costs and opportunities for improved partnership working.

Action Planned: The Whole Systems Approach Project, as endorsed by Public Service Board and Leaders and Chief Officers group, continues to work towards improved partnership working. The continued focus in shared facilities and resources, shared tendering and progress towards an Optimum Service for waste in Cambridgeshire.

- **Cleansing**

In response to community feedback, the cleansing team will be working with Streetscene officers to monitor highlighted flytipping priority areas to evaluate options for enforcement work to take place.

Action Planned: Continued focus on supporting community priorities and events, whilst also maintaining a suitable level of cleanliness in Fenland's towns and villages.

- **Streetscene**

Streetscene will continue to focus on their workplans and enforcement outcomes.

Development of additional customer satisfaction measures for streetscene services is now in place and results will be available for future reports.

- **Markets & Events**

Market traders will continue to be consulted on marketing improvements for this service. The 6 monthly markets' forum will continue to be held.

- **Environmental Health**

Development of additional customer satisfaction measures for environmental health services is now in place and results will be available for future reports.

- **Community House**

On 18th September, Cabinet launched a consultation with regard to the delivery of services at Community House. The consultation runs out on the 19th December. Overview & Scrutiny has been asked by the Leader to look into the proposals and the consultation outcome prior to consideration by Cabinet early in 2015.

- **New ASB Powers** – Start to come into force in the Autumn of 2014. Work through the community Safety Partnership is underway to develop consistent processes and procedures across the county

Service Users' Perspective:

Customer satisfaction survey results and feedback

Description	Baseline)	Target 13/14	No of customers questioned	No of customers satisfied	%	Variance
Customer satisfaction with refuse and recycling services	94%	85%	210	207	99%	+5%

Refuse and Recycling Satisfaction continues to see improvement. From the 700 customers invited to respond in writing or via the internet and offer comments on the service, we received 210 responses, of these 207 were satisfied with the service.

A limited number of comments were offered with regard to bins being returned correctly and missed collections. These were individually investigated and remain the team's focus areas in response to this customer feedback.

There were many positive comments about the quality of the service and the efforts of the frontline teams. These were fed back by the Chief Executive as part of his quarterly briefings for the teams and included within team meetings and newsletters.

Description	Baseline)	Target 13/14	No of customers questioned	No of customers satisfied	%	Variance
Community Satisfaction with Street Cleansing	87%	85%	118	110	93%	+8%

To assess **Community Satisfaction with Cleansing**, during the period Sept 2013 to Aug 2014, 1200 customers were invited to respond in writing or via the internet and offer comments on the service. Of the 226 received, 209 were satisfied with the service offered.

There were a small number of issues raised around local cleansing which were investigated and responded to in line with the usual 3Cs process. Changes in schedules resulted, along with specific attention to dog fouling in identified locations.

Description	Baseline)	Target 13/14	No of customers questioned 13/14	No of customers satisfied 13/14	% 13/14	Variance
Percentage of those asked satisfied with Fenland's open spaces & events	82%	82%	263	235	89%	+7%
<p>Fenland's open spaces are essential amenities for the local community, with well maintained open spaces helping people feel happy with where they live. Satisfaction is measured by asking people in the open spaces what they thought of them leading to some feedback indicating improvements required as well as letting us know that, overall, the majority asked are happy with the open spaces provided. 263 people were questioned, with 235 indicating that they were happy with provision.</p>						
Description	Baseline)	Target 13/14	No of customers questioned 13/14	No of customers satisfied 13/14	% 13/14	Variance
Customer Satisfaction of Environmental Health	85%	85%	44	42	95%	+10%
<p>These Environmental Health Customer Satisfaction results are based on the monitored local performance indicator for businesses treated fairly.</p> <p>Further customer satisfaction work is being developed in 14/15 to capture feedback from those customers who submit service requests to the Council. At present this is free text feedback through the 3Cs process.</p>						
Description	Baseline)	Target 13/14	No of customers questioned 13/14	No of customers satisfied 13/14	% 13/14	Variance
Customer Satisfaction of Residents using Community House	98%	85%	79	72	91%	+6%
<p>So far during 2014/15 the customer satisfaction has been at a level of 100%, with 79% as being very satisfied, this was from responses from 48 individuals, some comments include:</p>						

- Keep up the good work guys
- Great day really good activities for all ages
- Well organised, 2nd Year for us, will come next year
- Really good to connect with so many different organisations (Give It A Go Day)

A number of residents have suggested to the team that there needs to be more activity for young people in the Waterlees area – this has led to the development of the Street Games funded doorstep sports club which has started in September.

Description	Baseline	Target 13/14	Achieved 13/14	Variance
Regulatory Services: Local Business Supported and Treated Fairly	99%	85%	97%	+12%

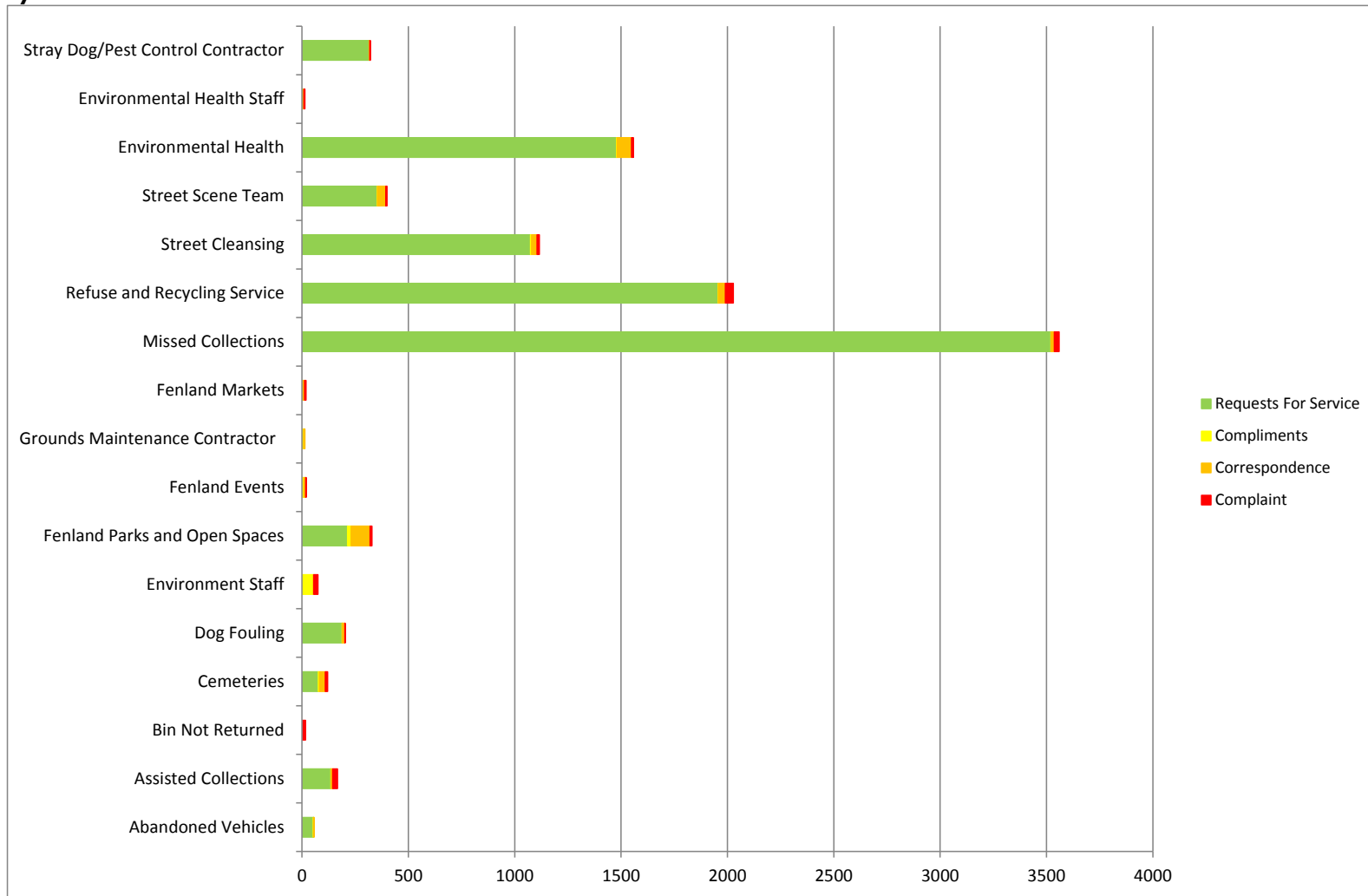
Fair treatment of local businesses within routine inspections and any subsequent enforcement work undertaken is an important measure of the council's approach to assisting businesses and protecting the community through a balanced approach to training, guidance, intervention and enforcement.

In 2013/14 this measure was only representative of environmental health inspections and for 14/15 is now rolled out across licencing and planning also. To avoid duplication of contacts with businesses, this performance measure is coordinated by the Environment and Leisure Support Team using a representative sample of businesses.

From the 67 Businesses contacted by telephone 65 reported that they were satisfied that they had been treated fairly by the council.

The Council's Enforcement Policy was reviewed in December 2013 and the policy approach supported by those who were consulted, businesses and the public alike.

3Cs Summary



Environment - September 2013 to August 2014	Requests For Service	Compliments	Correspondence	Complaint	Total	Comments
Abandoned Vehicles	54	1	2	0	57	Street Scene officers investigate each report of abandoned vehicles
Assisted Collections	136	1	8	22	167	Systems are in place to highlight to temporary and permanent staff which properties require assistance.
Bin Not Returned	-	0	2	15	17	Regular communication with frontline colleagues is in place as a result of this customer feedback.
Cemeteries	77	5	28	10	120	Maintenance issues - Actions taken to resolve customer concerns
Dog Fouling	189	1	12	1	203	All requests for dog fouling are actioned the same or next working day
Environmental Health	1480	2	68	8	1558	EH receive a large number of service requests covering a wide range of public health issues
Environmental Health Staff	0	7	2	5	14	Complaints are fed back to staff and processes changed where appropriate in response to this feedback
Environment Staff	-	42	1	16	59	Compliments are fed back to individual staff where possible and highlighted at team meetings.

Environment - September 2013 to August 2014	Requests For Service	Compliments	Correspondence	Complaint	Total	Comments
Fenland Parks and Open Spaces	215	16	89	9	329	General issues regarding open spaces for instance; <ul style="list-style-type: none"> • Branches overhanging properties • Grass cutting issues including length prior to cutting or arisings left after cutting Each case is visited and investigated to reduce repeat issues.
Fenland Events	-	9	9	2	20	Feedback overall about events is positive. Processes are being reviewed at present in response to customer feedback and online processes being introduced
Grounds Maintenance Contractor	-	5	5	1	11	Where the Council receives a complaint about the contractor, the contract manager addresses the issue and reports back to the customer
Fenland Markets	-	2	10	7	19	Issues raised through the Fenland Markets' Forum are being addressed, including development on the website.
Missed Collections	3521	1	15	22	3559	Missed collections were effected by the rerouting work in November, but average just 13

Environment - September 2013 to August 2014	Requests For Service	Compliments	Correspondence	Complaint	Total	Comments
						per day from the 12,000 collections performed.
Refuse and Recycling Service	1957	1	33	37	2028	Includes bin deliveries, enquiries about recycling or waste treatment.
Street Cleansing	1075	5	25	11	1116	All requests for service are actioned same or next working day by rapid response teams.
Street Scene Team	354	1	39	6	400	Streetscene receive a large number of service requests covering a wide range of issues.
Stray Dog / Pest Control Contractor	316	0	3	2	321	Contractor provides stray dog collection and pest control services within agreed service standards

Overview & Scrutiny
Economy
August 2013 to August 2014

The Economy priority has 4 key aims:

- Attract new businesses and jobs, and support existing businesses in Fenland
- Raise aspirations and improve learning opportunities
- Promote Fenland as a tourism and visitor destination
- Promote and enable housing growth, economic growth and regeneration across Fenland

Service / Priority Overview

Action Taken against Priority & Objective from Corporate Plan (What does it say in our service plan?)	Measures of Performance (LPis, MPis, Financial evidence)
ATTRACT NEW BUSINESSES AND JOBS, AND SUPPORT EXISTING BUSINESSES IN FENLAND	
<i>Raise the economic profile of Fenland:</i>	
<ul style="list-style-type: none"> • Promotion of the Fenland area as an employment location through inward investment pack 	Pack produced
<i>Deliver the Economic Development Strategy, including targeting new investment in key growth sectors of agri-tech, engineering and port and marine:</i>	
<ul style="list-style-type: none"> • Race Bank Offshore Wind Farm Development Dong Energy: • Borehole sampling recently carried out as part of the site investigation phase, leading to under sea bed cable laying within Port Authority waters. Longer term relations are building with Dong. • To find out more about the Race Bank Offshore Wind Farm, please visit the 	Income from Wind Turbines operators Number of Nene Berth Holders Boat Lifts at Wisbech Port

Action Taken against Priority & Objective from Corporate Plan (What does it say in our service plan?)	Measures of Performance (LPIs, MPIs, Financial evidence)
<p>project website: www.dongenergy.co.uk</p> <ul style="list-style-type: none"> • Support the Wash Windfarm development – includes cable laying, turbine construction/maintenance and vessel maintenance • Promote the diversification into leisure craft in the Wisbech Yacht Harbour to attract business and income • Promote the Crab Marsh boatyard to attract business and income • Support port operators in retaining existing and attracting new shipping traffic to the Nene Ports • 	<p>Number of ships</p>
<i>Provide and facilitate proactive business support through the Fenland for Business forum and Chambers of Commerce:</i>	
<ul style="list-style-type: none"> • Develop the FenlandForBusiness online resource centre to support enterprise with access to advice and guidance including the business section of the FDC website. 	<p>Website produced</p>
<i>Proactively engage with Greater Cambridge, Greater Peterborough Local Enterprise Partnership (LEP) to attract external funding and business projects to Fenland:</i>	
<ul style="list-style-type: none"> • Effectively engage with GCGP LEP to maximise Fenland opportunities and growth sources. 	<p>Funding secured for Fenland projects</p>
<i>Promote and develop our business premises at South Fens, The Boathouse and mini factory estate to encourage investment, job creation and skills diversification:</i>	
<ul style="list-style-type: none"> • Provide competitive, well-maintained and secure facilities for new and start-up businesses across the District. 	<p>Occupancy of business premises</p> <p>Conference income</p> <p>Customer satisfaction</p>

Action Taken against Priority & Objective from Corporate Plan (What does it say in our service plan?)	Measures of Performance (LPIs, MPIs, Financial evidence)
Promote the delivery of mixed use of housing/retail proposal for the Nene Waterfront along with wider regeneration:	
<ul style="list-style-type: none"> • Significant work has been undertaken in identifying suitable development proposals for the Nene Waterfront site. Part of the site (former Gas Works) has a current proposal from GB Construction (Location Homes Ltd) to develop 70 homes (24 affordable) in conjunction with Circle Anglia. Consultations continue between the developer and the Council with regards to finalising the build lease (planned for September 2014) and preparing the necessary planning application (to follow build lease). • Other parts of the site i.e. the Nene Parade front site and the Bedford Street/Chase Street areas continue to be subject to pre-application discussion with potential developers. Other means of attracting potential developers to the site are currently being considered and tested, with a view to putting the sites to the market at the appropriate time. 	<p>Completion of build lease. Submission and granting of planning permission.</p> <p>Level of enquiry received from potential development partners.</p>
Actively support the county-wide partnership project to deliver super-fast broadband across Fenland and Cambridgeshire:	
<ul style="list-style-type: none"> • Delivery of the Fenland component within the Connecting Cambridgeshire project. 	(County-wide targets are set by the Cambridgeshire Delivery Team)
RAISE ASPIRATIONS AND IMPROVE LEARNING OPPORTUNITIES	
Work with education providers to assist in improving aspirations and links to employers through the FEE project:	
<ul style="list-style-type: none"> • Delivery of the Fenland Enterprise in Education (FEE) project to develop coordinated links between schools and businesses. 	<p>Numbers of business people involved Numbers of students involved Hours of time donated by business Feedback from events (students and businesses)</p>

Action Taken against Priority & Objective from Corporate Plan (What does it say in our service plan?)	Measures of Performance (LPIs, MPIs, Financial evidence)
Work with businesses and education providers to ensure local skills and courses support the needs of local businesses:	
<ul style="list-style-type: none"> Support skills centres that deliver employer-led sector skills Work collaboratively with Jobcentre Plus to raise awareness for young people and long-term unemployed of enterprise opportunities, apprenticeships and work placements. 	Delivery of Delamore Horticultural Skills Centre Regular meetings with JCP. Support for work placement programme.
PROMOTE FENLAND AS A TOURISM AND VISITOR DESTINATION	
Support the Fenland Tourism Board to develop and deliver a comprehensive Tourism Strategy for Fenland through the 'Visit Cambridgeshire Fens' branding	
<ul style="list-style-type: none"> The past year has seen the Fenland Tourism Board develop and deliver a Tourism Strategy that sets out a framework to oversee the development of a district wide approach to encouraging and developing the tourism economy in Fenland. 	Strategy developed Action plan in place
PROMOTE AND ENABLE HOUSING GROWTH, ECONOMIC GROWTH AND REGENERATION ACROSS FENLAND	
Develop and adopt Core Strategy supporting documents, eg Supplementary Planning Documents (SPDs) and Masterplans, to support sustainable housing and economic growth:	
<ul style="list-style-type: none"> The past year has seen a significant achievement in the completion and adoption of the Fenland Local Plan. This was adopted by Council in May 2014 and sets out a framework for a pro-growth strategy in line with national and local policies. In support of the now adopted policies within the Local Plan work has progressed in the delivery of a number of Supplementary Planning Documents. These include Adoption of Delivering and Protecting High Quality Environments in Fenland and Resources Use and Renewable Energy. Both of these documents were adopted by the Council on the 24 July, 2014. 	Adoption of relevant documents.

Action Taken against Priority & Objective from Corporate Plan (What does it say in our service plan?)	Measures of Performance (LPIs, MPis, Financial evidence)
<ul style="list-style-type: none"> Other SPD documents currently under consideration include a Developer Contributions SPD which will reflect the emerging s106 or CIL (if adopted) requirements of the Council. In addition it is likely a Flood and Water SPD will be prepared possibly working with the County Council as a County wide document. 	<p>Reports to be presented to members later in the year</p>
<p><i>Deliver a proactive and effective Planning Service to enable appropriate growth and development:</i></p>	
<ul style="list-style-type: none"> Undertake a PAS Review of the Planning Service. This process has involved careful consideration of all Planning Service processes from pre-application and validation processes through to final issuing of planning decisions and follow up s106 matters. The team have adopted many of the recommendations of the PAS team who visited the Council in the Spring and have adopted best practice adopted by other high performing Councils. This important work undertaken by the team and by Council members has resulted in significant improvements in planning performance in respect of the percentage of applications dealt with in time. The team will continue to build on this high performance achieved. Deliver against core targets of handling planning applications in an effective and timely fashion. 	<p>PAS Review undertaken – member agreed action plan developed. Improvements in the process of delivery in line with the agreed action plan.</p> <p>LPIs:</p> <ul style="list-style-type: none"> % Major Applications in time, % Minor applications in time, % Other applications in time.
<p><i>Investigate and develop an effective and viable developer contribution framework via Community Infrastructure Level (CIL) and / or Section 106:</i></p>	
<ul style="list-style-type: none"> The adopted Local Plan provides a certain amount of guidance in relation to developer contributions i.e. open space, affordable housing etc. As noted above it is intended to produce an up to date SPD for Developer Contributions which will include guidance in relation to the Community Infrastructure Levy/Section 106 as appropriate. Work is currently being undertaken by the Council in relation to CIL and whether it is appropriate to 	<p>Report to members – October 2014. Adoption of SPD</p>

Action Taken against Priority & Objective from Corporate Plan (What does it say in our service plan?)	Measures of Performance (LPIs, MPIs, Financial evidence)
Fenland at this time.	
<i>Develop and deliver economic, infrastructure and regeneration strategies / projects for Fenland through the Regeneration Action Plan:</i>	
<ul style="list-style-type: none"> • The Regeneration Action Plan is a key document that has identified and seeks to deliver strategic improvements through Regeneration, spanning the whole of the District and beyond. The Plan recognises that the Council plays an important role, not just in the delivery, but with the facilitation of key Regeneration projects. It is anticipated that Regeneration will create new employment opportunities and bring greater economic prosperity to the District, an example of some of these projects include: <ol style="list-style-type: none"> 1. Coalwharf Road Design Competition A visibly important, vacant site owned by FDC and created following a land-swap with CCC. The site was subject to a design competition, with the victor currently working on a scheme to deliver a mix of market and affordable housing. 2. Dilapidated Buildings A heavy focus of the Council has been upon the condition of a number of dilapidated commercial and retail premises, primarily in Wisbech. The Council has lead on the intervention and engagement with key stakeholders to identify opportunities and funding, which has included the preparation of a bid for Townscape Heritage funding from the Heritage Lottery Fund (submitted by the 31 August 2014 deadline) and to force owners to take a greater level of control over their assets, by negotiation and enforcement. In addition, works on the key dilapidated property, Constantine House, have commenced, with the building now cleared, scaffolding erected and works commenced on refurbishment. It is anticipated that works will be completed by April 2015. 	<p>The measurement of success is adjudged against the delivery timescales of the Action Plan. Acknowledging that FDC plays an equally important role in the facilitation of projects, as it does in the delivery of key objectives.</p>

Action Taken against Priority & Objective from Corporate Plan (What does it say in our service plan?)	Measures of Performance (LPIs, MPIs, Financial evidence)
<p>3. Sutton Bridge Marina & Pilot Moorings Activity within the River Nene, over which the Council has navigation responsibilities, has continued to flourish. FDC, in conjunction with Lincolnshire County Council is seeking to deliver a new Marina and replace FDC's ageing Pilot Moorings in a joint-venture development, whereby FDC will retain management responsibilities for the Marina, complementing the existing offer in Wisbech. The wet side (moorings) works tenders have recently been returned and are currently being evaluated, for construction to commence early 2015 after the winter weather.</p> <p>4. The Offshore Renewable Industry Beyond the mouth of the River Nene, lies the opportunity for Fenland to develop and diversify it skills base in the Offshore Renewables Industry. FDC have been involved with the facilitation of existing Wind Farm development (led by Centrica Energy), and the District is in an enviable position, poised to benefit from opportunities presented by further Offshore developments (led by Dong Energy). Continued dialog with Dong Energy in regard to the consents for the cable's to be laid within Wisbech Port Authorities' area of jurisdiction.</p> <p>5. Major Urban Extensions in South West Wisbech and to the East of Chatteris The Council's ownership of strategically important assets in Urban Extension areas across the District means that it has a greater level of control in the delivery of new, much needed housing development but can also encourage employment land availability and growth. The Council are currently engaged with adjacent landowners to develop and promote land suitable for the sustainable growth within the District.</p> <p>6. Cromwell Park, Wisbech The completion and opening of a new Tesco store along with a multi-screen cinema 'The Light' and associated restaurants has been the culmination of</p>	

Action Taken against Priority & Objective from Corporate Plan (What does it say in our service plan?)	Measures of Performance (LPIs, MPIs, Financial evidence)
<p>several years of joint working between the Council and the developer. In addition the agreement of an extensive Section 106 agreement has resulted in several important improvements to the town, as detailed below:</p> <p>Tesco's total contribution under the Section 106 Agreement Is about £680,000, which has now been received by the Council following the successful completion and opening of the new store. The key elements include:</p> <ul style="list-style-type: none"> • £108,000 towards key town projects, including the High Street Heritage Lottery bid preparation, Wisbech 2020 and major transportation projects contained within the Wisbech transport strategy. • £97,000 "regeneration" contribution to help with projects such as the Heritage Lottery Fund bid and town centre improvements. • £54,000 "joint community contribution" for projects to be agreed with Wisbech Town Council • £380,000 "community transport contribution" to help improve public transport links within the town, providing better connections to employment and the hospital. • £43,000 for improved traffic light systems within the town <p>In addition the construction of a new retail park on the former Tesco site within Cromwell Road is nearing completion, which will be home to several new companies enhancing the town's retail offer and provided essential jobs to the area.</p>	

Action Taken against Priority & Objective from Corporate Plan (What does it say in our service plan?)	Measures of Performance (LPIs, MPIs, Financial evidence)
<p>7. Whittlesey Market Place Following the successful Whittlesey summit, CCC have provided funding, via its transportation budgets, to deliver improvements to Whittlesey Market Place and create a new bus station within Grosvenor Road. The project is currently under design by FDC staff on behalf of CCC for delivery early next year.</p> <p>8. FDC's involvement with the LEP In order for Fenland to compete for scarce funding opportunities offered by the LEP, it has been necessary for FDC to stand out and Officers have played a crucial role in coordinating FDC's approach. This has included submitting extremely competitive bids, lobbying LEP decision-makers, both directly and indirectly and developing networks to access information earlier and more effectively.</p>	
<p>Promote sustainable transport (infrastructure and community) initiatives within Fenland, including rail, road and community transport:</p>	
<ul style="list-style-type: none"> • Implement and monitor the Fenland Rail Development Strategy & the Hereward Community Rail Partnership • In partnership with Cambridgeshire County Council develop and adopt Market Town Transport Strategies (MTTS) • Continue to support community transport through the concessionary fares for dial a ride services • Continue to lobby for improvements to the A47 	<p>Deliver rail improvements in line with the rail development strategy and Hereward CRP</p> <p>Complete at least one MTTS</p> <p>LPI - To maintain the level of use of the dial a ride service to the 2011/12 target of 17,837.</p> <p>Work in partnership through the A47 Alliance to lobby for improvements including full dualling.</p>

How Well are we Doing?

Performance Perspective:

Description	Baseline	Target 13/14	Achieved 13/14	Variance
Inward investment pack produced	N/A	Pack completed	Pack completed	N/A
Inward investment pack produced, including key information on the district and summaries of support and services available. Pack disseminated at business events, through partner organisations and in response to individual enquiries.				
Description	Baseline	Target 13/14	Achieved 13/14	Variance
Income from Wind Turbines operators	N/A	N/A	£87,827	N/A
Early site investigation works resulted in approx. £12,000 income to FDC. Income will scale up when turbine construction commences 2016.				
The actual income relates directly to wind farm activity in the Wash. Such activity has seen a decline over the past year due to the completion of the Lincs windfarm and the current planning of Race Bank windfarm. Once planning and construction of cable laying and turbine erection commences (2016) then income will increase.				
Description	Baseline	Target 13/14	Achieved 13/14	Variance
Nene Berth Holders	N/A	90%	88%	-2%
For 2013/14 we achieved 88% against this target.				
So far this year we are achieving 92%.				

Description	Baseline	Target 13/14	Achieved 13/14	Variance
Number of boat lifts at Wisbech Port	N/A	N/A	314	N/A
<p>As well as carrying out a total of 314 boat lifts during 2013/14, so far this year (April to July 2014), a total of 92 boat lifts have taken place.</p> <p>This activity relates to in the main 3 key customer bases: leisure craft, fishing vessels from around the wash area and wind turbine support craft. These activities vary for many reasons year on year (e.g. there is no wind turbine activity at present as one windfarm (Lincs) is complete and work on the new windfarm (Race Bank) is not expected to commence until 2016) therefore it is difficult to set an annual target, so the target is to maximise lifts each year.</p>				
Description	Baseline	Target 13/14	Achieved 13/14	Variance
Number of ships to Nene Ports	N/A	240	245	+2%
<p>FDC cannot directly control shipping performance, as this is the responsibility of the port operators at Wisbech and Sutton Bridge. However, shipping levels reflect income for the port statutory services.</p> <p>The Nene Ports target for 2014/15 is 240. Current performance for end of July stands at 74 against a target of 78, but this is anticipated to hit the end of year target due to seasonal changes to shipping levels.</p>				
Description	Baseline	Target 13/14	Achieved 13/14	Variance
FenlandForBusiness website produced	N/A	Website produced	Website produced	N/A
<p>As well as the information shown on the website, FenlandForBusiness social networks used extensively to promote initiatives and events, such as networking/business support events, workshops and training, which offer opportunities for Fenland businesses to grow, diversify or access funding. Updates sent out multiple times per week.</p>				

Description	Baseline	Target 13/14	Achieved 13/14	Variance
Funding secured through LEP for Fenland projects	N/A	N/A	See below	N/A
<p>FDC has been working closely with the LEP to secure funding for projects which will maximise economic growth and development.</p> <p>Through the LEP Growth Fund, the following has been secured:</p> <ul style="list-style-type: none"> - £1m for the Wisbech Access Study - £2.5m for the Kings Dyke rail crossing improvements - £1.5m for the continuation of the Agri-Tech initiative, which offers significant opportunities and benefits to an important sector of the Fenland economy, and an opportunity now for Fenland to re-present the bid for a physical centre in the District. <p>In addition, £165,000 has been secured for the Fenland Skills Service, which will further develop education-business links and provide skills brokerage services to businesses.</p>				
Description	Baseline	Target 13/14	Achieved 13/14	Variance
Occupancy of business premises	N/A	78%	77%	-1%
<p>It is worth noting that the major objective of the Council's commercial estate is the wider economic growth of the district, by providing starter units for new/small businesses to assist with their growth which could ultimately result in them moving to larger premises (which may not be in the Council's portfolio) thereby providing additional employment opportunities for the residents of the district. Consequently, there is always likely to be a degree of volatility in occupancy and therefore income.</p> <p>During August there have been no new lettings, vacancies or relocations which results in overall estate occupancy remaining at 78.3% against an end of year target of 80%. However, more positively there have been a number of new enquiries and further lettings are expected to be reported in the coming months.</p> <p>For Members information it may be helpful to explain the context behind the recent reduction in income levels together</p>				

with actions being taken related to the projected figures in the regular financial monitoring reports provided to members. Over the past few years, income across the Council's commercial estate (ie. Mini-Factories, Venture Court, South Fens & Boathouse) has held up well in challenging economic conditions. However, during the last financial year, 2013/14, occupancy at South Fens reduced for a variety of reasons, including tenants moving out to larger premises. The estimates for 2014/15 included an expectation that occupancy levels at South Fens would increase but so far to date, this has not materialised. As a result, the majority of the reduced income to date relates to South Fens, the other parts of the estate are holding up well. Consequently, South Fens is a major focus for our marketing strategy going forward and we are doing everything we can to increase occupancy, not only at South Fens but across the whole estate.

One example of this is the marketing initiative undertaken on behalf of the Council by Tinfish over the last 14 months to promote the Boathouse. Whilst it is not possible to identify new tenants as a direct result of this initiative, occupancy of the Boathouse has increased from 59% in June 2013 to 76% in August 2014. With booked tenants, occupancy of the Boathouse will increase to 89% in the next few months. Occupancy levels at our Mini-Factories are also holding up well at 90%.

Overall, the estate generates a substantial amount of income for the Council. For the current year, it is anticipated that around £770,000 will be generated.

Description	Baseline	Target 13/14	Achieved 13/14	Variance
Business Centre Conference income	N/A	£136,000	£135,200	-1%

Conference income for the financial year 2013/14 was just over £71,700 (725 conferences) for The Boathouse and for South Fens was just short of £63,500 (697 conferences). This is against targets of £68,000 for each.

Conference Income as at 31st August 2014 for The Boathouse is just over £27,300 and for South Fens £29,700.

Description	Baseline	Target 13/14	Achieved 13/14	Variance
FEE Project: Number of businesses signed up to support project	85	110	115	+5%

The FEE Project has progressed well throughout its three year life and has excellent ongoing support and input from a range of local businesses across Fenland. High-value spin-offs of this project include an industry day for young offenders and a hair and beauty training academy run by a local business at Thomas Clarkson Academy.

The FEE Project played a critical part in the decision to include Fenland in a pilot area of the evolving LEP Skills Service; £500,000 was secured in 2014 to expand and develop this work. A dedicated Business and Education manager has been recruited in Fenland.

These figures are for the academic year 2013/14 (September 2013 to July 2014).

Description	Baseline	Target 13/14	Achieved 13/14	Variance
FEE Project: Number of business people involved in activities	171	170	195	+15%

Target is currently being met and exceeded.

These figures are for the academic year 2013/14 (September 2013 to July 2014).

Description	Baseline	Target 13/14	Achieved 13/14	Variance
FEE Project: Number of business hours donated	1058	1100	1252	+14%

Target is currently being met and exceeded.

These figures are for the academic year 2013/14 (September 2013 to July 2014).

Description	Baseline	Target 13/14	Achieved 13/14	Variance
FEE Project: Total number of students reached	2016	1500	1354	-10%

Fewer students reached over final project year due to a change in focus to more intensive activities - i.e. mock interviews

with small group as opposed to 'lighter touch' careers fairs for bigger groups.

These figures are for the academic year 2013/14 (September 2013 to July 2014).

Description	Baseline	Target 13/14	Achieved 13/14	Variance
Delivery of Delamore Horticultural Skills Centre	N/A	Centre delivered	Centre delivered	N/A

Delamore Skills Centre successfully delivered through £160,000 grant from the LEP Growing Places fund. Centre has been open since mid-2013 and has supported six new apprentices at Delamore as well as students at Thomas Clarkson Academy.

Description	Baseline	Target 13/14	Achieved 13/14	Variance
Number of meetings with Jobcentre Plus	12	12	5	-60%

FDC works closely with JCP on a number of initiatives and therefore it was not necessary to arrange a meeting every month. On average, FDC is in contact with JCP once per week working on partnership projects, which is a useful way of maintaining a positive relationship with JCP colleagues. Positive outcomes of FDC/JCP joint working during 13/14 include:

- Worked with Princes Trust to deliver the team programme: supporting 14 unemployed young people to access local skills courses and apprenticeships. Local colleges also brought in to assist with the programme.
- Key partners in delivery of Jobs and Skills Fair in April 2014 – for both employers and education providers to promote their services as well as build new networks. Over 400 people attended on the day and 95% agreed fair was useful.
- FDC supported recruitment process for Light Cinema and employability training through Sector Based Work Academy for applicants to the incoming Light Cinema in March/April 2014 by providing learning space and officer support for delivery of programme.

Description	Baseline	Target 13/14	Achieved 13/14	Variance
% of Major applications determined in 13 weeks	81%	60%	45%	-15%

The number of Major applications received in 2013/14 was relatively low averaging perhaps 3 – 4 per month. The majority of applications tend to be complex residential or commercial applications which often require the completion of section 106 agreements to be completed prior to issuing of the decision. Normally the delay has tended to be with external third parties – in the past this has placed pressure on the Delivery team to meet application targets.

Following the PAS review a number of changes to Major application process were introduced. As an example the introduction of extensions of time (a formal agreement with the applicant) has ensured more timely decisions and with the introduction of more rigorous validation requirements performance will improve further.

Significant improvement in performance for majors has already been achieved this year – the April to September cumulative figure is over 82%.

Description	Baseline	Target 13/14	Achieved 13/14	Variance
% of Minor applications determined in 8 weeks	65%	70%	58%	-12%

During 2013/14 a significant number of Minor applications were required to pass through the Committee process which invariably led to targets not being met. Referral reasons to Committee included Member involvement (i.e. applicant or agent), 'call in' by Members and many applications being a departure to the previous adopted 1993 Local Plan. This latter issue has now been resolved following the adoption in May of the new Local Plan. Again with the introduction of various changes to process under the PAS action plan it is expected performance will improve significantly and the 2014/15 target will be met.

This improved performance is already demonstrated in the performance data with the cumulative figure so far this year (April to September 2014) being 73%, 3% above the target figure of 70% applications in time.

Description	Baseline	Target 13/14	Achieved 13/14	Variance
% Other applications determined in 8 weeks	85%	85%	84%	-1%

Other applications include householder applications which in the main tend to be straightforward in terms of decision making and rarely involve section 106 agreements or process through Committee. As a result the performance target was only just below target for 2013/14.

It is expected that the target performance for Other Applications will be maintained or exceeded in 14/15. The April to September 2014 cumulative figure is currently 91%, against the target of 85%.

Description	Baseline	Target 13/14	Achieved 13/14	Variance
Deliver rail improvements in line with the rail development strategy and Hereward CRP	Ongoing	Ongoing	Ongoing	N/A

Rail Strategy and Hereward CRP Improvements

The following items were delivered that are part of the Fenland Rail Development Strategy and the Hereward CRP:

- A new two hourly train service for Manea. The level of use of the service is 212% increase on the same time period 12 months earlier
- The Hereward CRP website
- A new leaflet aimed at signposting people to where they can find out more about train services and tickets
- A new Getting from A to B Case Study leaflet to promote family railcards
- Cycle parking was installed at Manea and Whittlesea Stations
- There are four new Station Adopters at Manea Station
- A Master plan setting out improvements for Whittlesey Station was completed
- £10,000 S106 development funding has been secured for a new waiting shelter on Manea Station
- Opening of the Community Room at March Railway Station

Description	Baseline	Target 13/14	Achieved 13/14	Variance
Complete at least one Market Town Transport Strategy (MTTS)	N/A	1	1	0%
<p>March MTTS was completed and adopted during the year.</p> <p>Wisbech MTTS was restarted, after a pause to complete additional transport study work for the Local Plan. A review of the draft MTTS was undertaken and a revised document was prepared ready for public consultation during 2014/15.</p>				
Description	Baseline (2011/12)	Target 13/14	Achieved 13/14	Variance
To maintain the level of use (number of journeys) of the dial a ride Service	17,837	17,837	15,750	-11.7%
<p>Continue to support community transport through the concessionary fares for dial a ride services</p> <p>The funding enabled over 15,500 journeys to be made by local residents using the dial a ride service. These were journeys that would be difficult or impossible to make by other means. The FDC concessionary fares budget for 2013/14 was capped at £50,000 for the first time. This compares with spend of just over £62,000 for the year 2012/13. Given the funding gap it was not going to be possible to sustain the level of use of dial a ride when compared with previous years. Community Transport services now also operate on Monday – Friday, there is no longer a Saturday service which had been provided in previous years.</p> <p>The community transport target for the year 2013/14 was to maintain the level of use of the dial a ride service to the 2011/12 target of 17,837. This means that the figure for is approximately 2,000 journeys below target. It should be noted, based on current fares that it would not have been possible to do the level of journeys anticipated within the available funding. To complete 17,837 would have required funding over the cap limit of £50,000. The FDC Concessionary Fares funding does however represent a significant amount of value with well over 15,000 journeys being undertaken, many of which are for medical purposes and where customers would not be able to make journeys by other means.</p>				

Description	Baseline	Target 13/14	Achieved 13/14	Variance
Work in partnership through the A47 Alliance to lobby for improvements including full dualling of the A47 in Cambridgeshire	N/A	Ongoing	Ongoing	N/A
<p>Seek Improvements to the A47 in Cambridgeshire</p> <p>FDC works in partnership with others to seek improvements to A47 through A47 Alliance. During the last 12 months the Alliance has had a high profile amongst MPs and Government. This has led to numerous visits by the Transport Minister, who has travelled along the road to understand the issues. More importantly it has also led to Government announcements about new studies and technical work. The outcome of this work is expected to be Government announcements to fund projects along the A47 in the autumn statement 2014.</p> <p>An A47 Alliance member workshop led to the development of a business case for A47. FDC and CCC were able to ensure that junction improvements along the road in and around Wisbech were listed in phase 1 of the business case. This work has since been used to lobby Government and support the ongoing study work.</p> <p>Substantial traffic modelling work has been completed locally in recent years for Wisbech and A47. This information has been provided to Highways Agency and their consultants to assist with their ongoing technical work. This latest work is looking in more detail at what will be required to deliver projects along A47. By sharing information and working in partnership to assist the study work, it is hoped that there will be a positive announcement about the funding of projects later in 2014.</p> <p>Working with CCC, FDC commissioned a new report focusing on the wider economic benefits of the Cambridgeshire and Peterborough elements of A47. This work focused on the updating of the case for improvements and the wider economic benefits. The key findings showed that there will be considerable pressure on the network in future, especially the junctions around Wisbech if improvements are not made. The report also shows £51m in additional benefits for Fenland that are directly attributed to making those improvements on the A47.</p>				

Issues & Areas for Development

- **Rail Strategy & Hereward CRP Improvements**

Work to deliver the Fenland Rail Development Strategy and the Hereward CRP is ongoing. These are long term projects with ongoing improvements up to 2031, in line with the Fenland Local Plan. A number of projects are planned for 2014/15

Action Planned: this includes development of a master plan for Manea Station, feasibility study work to understand the technical issues required to lengthen the platforms at Manea and Whittlesea Stations, community notice boards at Manea and Whittlesea Stations and seeking to secure further S106 develop funding to deliver improvements at Fenland Stations.

- **Market Town Transport Strategies**

It is essential that there is an up to date transport strategy for each of our market towns. The Chatteris Strategy was completed in 2010, Whittlesey in 2012 and March in 2013. The Wisbech Strategy is now out of date having been adopted in 2003.

Action Planned: The completion and adoption of a new Wisbech Market Town Transport Strategy

- **Seek improvements to the A47 in Cambridgeshire**

With the ongoing Highways Agency study work and expected Government Announcements about A47 in the Autumn Statement. 2014/15 could be a critical year in terms of ensuring upgrades to A47.

Action Planned: continue to work with partners in the A47 Alliance and to provide technical information to the Highways Agency and their consultants.

- **Seek Improvements to Wisbech Transport Issues**

In early July 2014, Government announced the Local Growth Fund allocations for the Local Enterprise Partnerships. For Greater Cambridgeshire, Greater Peterborough Area, this includes funding for transport projects in Wisbech.

The funding allocated for 2015/16 includes £1 million for feasibility study work to look at improving transport in and around Wisbech. This includes consideration of the possible re-opening of the Wisbech-March rail line (Network Rail GRIP 2 Study), Freedom Bridge, a new link road and river crossing and Wisbech Bus Station. Future funding earmarked for 2016-2021 includes a further £10.5 million for transport improvements for Wisbech, subject to the outcome of the various feasibility studies.

FDC and CCC will be working in partnership to ensure that the study work is successfully completed and that the outcomes enable the local area to benefit from the £10.5 million pounds funding to make improvements. The local authority partnership working will include develop the brief for the study work, assisting and working with the consultants and providing technical information and local expertise.

- **Continuing to deliver the PAS Action Plan**

Significant work has been undertaken in the past year in identifying methods of improving the efficiency and effectiveness of the planning service particularly in relation to performance. Overview and Scrutiny Committee requested that a review of the planning service should be undertaken and it was agreed that the Planning Advisory Service would lead such a review.

The review took place in March 2014 and following the findings of the review team an action plan has been developed to consider all aspects of the planning service to ensure that the service is as responsive to customers as possible and ensuring that performance is maintained at a high level. The action plan identifies various areas where the Council can improve and modernise processes – these include process re-engineering, enhanced use of IDOX/document management systems and changes to the content of Committee papers/scheme of delegation.

Many of the changes identified within the action plan have now been implemented and this has resulted in a marked improvement in performance. Further improvements to process will be introduced during the 14/15 period.

Service Users' Perspective:

Customer satisfaction survey results and feedback

Description	Baseline	Target 13/14	No of customers questioned 13/14	No of customers satisfied 13/14	% 13/14	Variance
% customers satisfied with our Business Premises	N/A	90%	11	11	100%	+2%
From 40 surveys hand delivered, 11 were returned, equating to 28% return. The annual tenant survey for 2014/15 will be undertaken in October.						
Description	Baseline	Target 13/14	No of customers questioned 13/14	No of customers satisfied 13/14	% 13/14	Variance
Customer satisfaction with Building Control – Applicants	N/A	90%	39	35	89%	-1%
As well as 89% of applicants being satisfied with the service, 87% (34 applicants) said that they would recommend to a friend and the same said that the service provided value for money.						
Description	Baseline	Target 13/14	No of customers questioned 13/14	No of customers satisfied 13/14	% 13/14	Variance
Customer satisfaction with Building Control - Agents	N/A	90%	5	5	100%	+10%
From 15 surveys, 5 were returned, equating to a 33% return.						
As well as 100% of agents saying that they were satisfied with the service, 100% also said that they would recommend us and that the service provided value for money.						

Description	Baseline	Target 13/14	No of customers questioned 13/14	No of customers satisfied 13/14	% 13/14	Variance
Customer satisfaction with Building Control – Builders	N/A	90%	9	8	88%	-2%
<p>From 35 surveys, 9 were returned, equating to a 26% return.</p> <p>As well as 88% of builders saying that they were satisfied with the service, 88% said that they would recommend us.</p>						
Description	Baseline	Target 13/14	No of customers questioned 13/14	No of customers satisfied 13/14	% 13/14	Variance
FEE Project: Percentage of students who feel event/activity useful for their future	96%	95%	564	536	95%	0%
<p>Of the students involved in activities during the academic year 2013/14, 564 were surveyed for their opinions of that activity. Of this group, 536 said that they felt the event / activity would be useful for their futures. Therefore, the target is currently being met.</p>						

3Cs summary

Planning

3Cs Complaint Area	13/14	Comments/Key issues	Actions taken
Planning Applications	12	Planning Permission Unsatisfied with FOI response Pre-application Permitted development Delay in responses	Responded to individually, with reasons for decision clearly explained. Apology for delay in response.
Aboriculture / Conservation	1	Delay in resolution Overgrowing trees / TPO issue Consistency of regulation	Responded to individually and monitored. Apology for delay in response.
Planning Decisions	5	Planning Committee Disagreement with decision Planning Application	Responded to individually, with reasons for decision clearly explained.
Planning Investigation	3	Delayed response	Responded to individually with apology for delay in response.
Miscellaneous / Other	20	Delay in validation Garden wall issue Health and Safety Building Works nearby Planning Application number Local Development: location Advertisement Wrong information given Derelict building Redevelopment questions Issue with Quality Control Inspection Report	Responded to individually in accordance with process. Reasons for decision and process clearly explained. Apology of delay in process if applicable.
Planning Policy	1	Disagreement with policy	Responded to individually with reasons

3Cs Complaint Area	13/14	Comments/Key issues	Actions taken
Staff	6	Delay in responses Difficulty in contacting officers	for decision clearly explained. Responded to with apology for delay. Purpose for visiting officers explained.
Building Control	1	Refusal of planning decision	Responded to individually and monitored
Total	49		67% responded to within 10 days (13/14)

Economic Development

3Cs Complaint Area	13/14	Comments/Description	Actions taken
Tourism	1	Content of Cambridgeshire Fens Booklet	Complaint was investigated and responded to within 10 days.
Total	1		100% responded to within 10 days

Grants

3Cs Complaint Area	13/14	Comments/Description	Actions taken
Community Grants Scheme	0	Complaint about policy	Responded to individually and monitored
Total	0		66% responded to within 10 days

Consultation results: Extensive consultation with members, the public and stakeholders related to the Local Plan and related SPDs in accordance with our 'duty to co-operative' and 'statement of community involvement' obligations.

Overview & Scrutiny
Quality Organisation
August 2013 to August 2014

The Quality Organisation priority has 8 key aims:

- Good customer service
- Strong governance, financial control and risk management
- Transformation and efficiency
- Performance management
- Equalities
- Asset management
- Workforce development
- Enforcement

Service / Priority Overview

Action Taken against Priority & Objective from Corporate Plan (What does it say in our service plan?)	Measures of Performance (LPs, MPis, Financial evidence)
GOOD CUSTOMER SERVICE	
<i>Provide good quality customer service through our Fenland @ Your Service shops and Community Hubs in line with the national standards of Customer Service Excellence:</i>	
Provide high quality customer service in our Contact Centre, Shops and Hubs:- <ul style="list-style-type: none"> • Have wide range of opening hours and days to serve range of customers, • Have highly trained, knowledgeable and friendly staff, • Provide welcoming facilities at all customer contact points, • Give time and support to customers with complex queries and needs. 	% Customers satisfied by our service % telephone calls answered within 20 seconds % telephone calls abandoned (before we answer them)

Action Taken against Priority & Objective from Corporate Plan (What does it say in our service plan?)	Measures of Performance (LPIs, MPIs, Financial evidence)
<p>Deliver customer service meeting national Customer Service Excellence (CSE) standards:-</p> <ul style="list-style-type: none"> • Seek and successfully receive Council-wide CSE accreditation annually, • Embed CSE principles across Council for both externally and internally focused services, • Have small, focused project team coordinating CSE across Council and with partner bodies. <p>Reduce costs yet maintain high levels of customer service:</p> <ul style="list-style-type: none"> • Work with County Council to deliver Community Hubs in District (Chatteris in 2013 and Whittlesey in 2014). • Implement self-serve payment machines at Hubs to allow customers to continue paying for Council services when Cash Office no longer available. 	<p>% queries dealt with at first point of contact</p> <p>Achieve CSE accreditation for the whole Council</p>
<p>STRONG GOVERNANCE, FINANCIAL CONTROL AND RISK MANAGEMENT</p>	
<p><i>Maintain robust and effective financial standards, robust internal controls and effective risk management as evidenced by our Annual Audit Letter from External Audit and through the Council's Budget and Medium Term Financial Strategy and Risk Management Strategy:</i></p>	
<ul style="list-style-type: none"> • On the 26th September, the Corporate Governance Committee considered the Council's Statement of Accounts for 2013/14 and the Council's Annual Governance Statement (AGS), with the external auditors giving an unqualified opinion on the accounts and finding no areas of concern within the AGS. The accounts were submitted and approved by the Chief Finance Officer by the statutory deadline of the 30th June. The external auditors have received these during the summer and have thanked the Accountancy Team for their hard work, cooperation and the quality and timeliness of working papers and information. The audit opinion also gave an unqualified value for money conclusion. 	<p>Financial evidence:</p> <p>Accounts completed on time.</p> <p>Unqualified opinion on accounts by auditors.</p> <p>Satisfactory value for money assessment by external auditors.</p>

Action Taken against Priority & Objective from Corporate Plan (What does it say in our service plan?)	Measures of Performance (LPIs, MPIs, Financial evidence)
<ul style="list-style-type: none"> • Council approved the 2014/15 budget and medium term financial strategy in February 2014. This has been reviewed by the external auditors as part of their value for money assessment and an unqualified opinion has been given. • The Council delivered £231k of savings in 2013/14, £913k of savings in advance of 2014/15 (out of a total requirement of £1.135m for that year) and the remaining £222k being delivered during 2014/15. Real progress is also being made towards the estimated savings target of £1.050m for 2015/16. • Cabinet will be presented a draft budget and medium term financial strategy in December which will also be presented to Overview and Scrutiny. • 2013/14 was the first year of the new retained business rates model where the Council retains 50% of the rates growth within the District. This new incentive is designed to reward Councils for economic growth within their areas, but also brings risks regarding appeals and uncollected business rates. This is still at an early stage, however we are seeing growth being delivered within the District which is improving the level of funding we retain. More detail is being developed which will be part of the draft budget report. 	<p>Sustainable Medium Term Financial Strategy.</p>
TRANSFORMATION AND EFFICIENCY	
<p><i>Continue to embrace innovation and new ways of working to transform the Council and find savings, supported by an appropriate IT Strategy. Where a strong business case exists pursue shared services, joint working arrangements and collaborations with other key service providers, ensuring robust performance management arrangements are in place. Build community capacity and resilience to help residents support themselves and their community to enable the Council to manage customer demands and focus on the most vulnerable:</i></p>	
<ul style="list-style-type: none"> • During the last twelve months the Council has joined the Anglia Revenues Partnership for all of its Revenues and Benefits functions. This has enabled significant savings to be made through working in partnership of £136k a year. The decision to join this shared service arrangement was made after a strong 	<p>Seamless transition into ARP. Local Management of staff passes to ARP at end of phase 2 restructure and savings delivered based on</p>

Action Taken against Priority & Objective from Corporate Plan (What does it say in our service plan?)	Measures of Performance (LPIs, MPIs, Financial evidence)
<p>business case was produced and the transition has been managed really well with minimal redundancies to Fenland staff and continued excellent service to residents. The partnership has a strong governance model which ensures performance is monitored closely through the Joint Committee (which two Cabinet members are part of) as well as ensuring the partnership maximises efficiency and savings opportunities.</p> <ul style="list-style-type: none"> • The ICT service has undertaken an internal transformation which has generated £100k a year of savings. The Council has undertaken a Soft Market test of the service, as well as exploring shared service opportunities and in-house transformation. An update to Cabinet and members will be provided in the next couple of months once these options have been explored and understood. • The Council has been also pursuing a shared service arrangement for its Building Control service. Council agreed to join the CNC at Council in September which will make an annual financial contribution of £52k to the Council. The governance is through a joint committee model and a robust business case was developed which will ensure that excellent service delivery is maintained and further income can be generated through the economies of scale of the partnership. 	<p>business case.</p> <p>Prepare ICT for soft market testing and possible competition</p>
PERFORMANCE MANAGEMENT	
<i>Continue to set challenging performance targets to ensure effective delivery of the Corporate Plan and report regularly on performance to CMT, Councillors and the public:</i>	
<ul style="list-style-type: none"> • The current corporate plan has a number of challenging targets which are monitored closely and reported to CMT, Councillors and the public on a regular basis through portfolio reports and Council reports, which are available on the 	<p>Regular Progress against Corporate Plan reports to Portfolio Holders, Council and Overview &</p>

Action Taken against Priority & Objective from Corporate Plan (What does it say in our service plan?)	Measures of Performance (LPs, MPis, Financial evidence)
Council's website. An annual report is also produced which looks at the last year and is available electronically and as a hard copy.	Scrutiny produced
EQUALITIES	
<i>Meet the requirements of the 2010 Equality Act through our core service delivery and publish on a yearly basis an Annual Equality Report:</i>	
<ul style="list-style-type: none"> • Update the progress made by the Council to deliver requirements of the Equality Act • Collate and analyse data and statistics and cross referenced against equality objectives outlined in Corporate Plan • Capture best practice across service areas • Approval and publish • Train and develop service champions across the council to ensure compliance with public sector equality duty • Undertake reviews of Community Impact Assessments to identify solutions to new issues that may arise • Embed process as part of Customer Service Excellence work 	<p>Publish Annual Equality Report</p> <p>Number of equality champion meetings</p>
ASSET MANAGEMENT	
<i>Continually review the Council's asset base, in conjunction with public sector partners, to promote joint working and maximise service and income benefits:</i>	
<ul style="list-style-type: none"> • The Council, along with other partner organisations are under increasing pressure to find further efficiency savings, whilst protecting its front line services. In addition, the lifestyle and expectations of Fenland residents are constantly changing, and the Council recognises that it must align its service provision in a suitable way. • FDC is currently involved in a number of collaborative projects to support this 	Performance measures in line with specific MAC project plans

Action Taken against Priority & Objective from Corporate Plan (What does it say in our service plan?)	Measures of Performance (LPIs, MPIs, Financial evidence)
<p>approach and have adopted the Cambridgeshire Asset Management Strategy 2011-2021. The AMS actively encourages collaborative working to reduce costs and exploit efficiencies which benefit the customer and the Councils services.</p> <ul style="list-style-type: none"> • Collaborative projects during 2013/14 have included: FDC's relocation from the Chatteris One Stop Shop to CCC's Library, creating the Chatteris Community Hub and the ongoing rationalisation of FDC & CCC's Office & Depot facilities in March. • During the forthcoming year FDC will review and update its Asset Management Plan, to ensure that the Council's Assets are being managed in an effective and efficient manner. 	<p>The completion and adoption of a revised Asset Management Plan.</p>
WORKFORCE DEVELOPMENT	
<i>Maintain an effective workforce with the right skills to deliver the priorities of the Council:</i>	
<ul style="list-style-type: none"> • The Council maintains a strong commitment to the ongoing learning and development of our workforce, and strongly believe that if we are to continue to deliver excellent services to our customers, our staff must be well trained. • Staff value the learning and development opportunities that are offered at FDC and are able to indicate the difference that training makes to them and their team. We have a structured approach to developing our management and staff at all levels of the organisation. • We provide a wide range of ongoing statutory/mandatory training (health and safety, safeguarding, equalities etc.) In addition to these areas, we collate the organisational learning and development needs in response to all organisational development needs identified during the annual appraisal process, through nominations via the Human Resource Training system (My View) and from direct and specific requests to the HR/OD team. This plan is then delivered based on the Council's priorities. 	<p>% of staff who are proud to work for the Council.</p> <p>% of staff who feel that the development they have received enables them to do their job</p>

Action Taken against Priority & Objective from Corporate Plan (What does it say in our service plan?)	Measures of Performance (LPIs, MPIs, Financial evidence)
<ul style="list-style-type: none"> • We believe that talent exists in all our staff and that it is waiting to be encouraged and nurtured. Every manager with staff responsibility manages talent through the following activities: ✓ Performance management ✓ Coaching and development ✓ Springboard discussions, 121's and ✓ Recruitment • Talent management ensures ongoing organisational capacity and capability for the future and enables transformation and at a time when more is demanded of less, it becomes increasingly important. 	
ENFORCEMENT	
<i>To take a fair and equitable approach to enforcement to positively improve living and environmental standards within the district:</i>	
Deliver the 'it's your fenland action plan and associated actions' <ul style="list-style-type: none"> • In the past year, the planning compliance team have issued a total of 39 Section 215 notices. These related to a range of problem sites including untidy land, abandoned buildings, scrap cars, unsightly and dilapidated buildings. In the majority of cases the serving of the notices does lead to resolution of the issue and satisfactory outcomes have been negotiated with landowners. • Review the corporate enforcement policy in line with national guidelines. 	Regulatory Services: Local Businesses Supported and Treated Fairly

How Well are we Doing?

Performance Perspective:

Description	Baseline	Target 13/14	Achieved 13/14	Variance
LPIs				
Council Tax collected	97.9%	97.5%	97.7%	+0.2%
<p>2013-14 saw major changes in Council Tax. Council Tax Benefit was localised, Government funding reduced and replaced by Council Tax Support. This saw up to 100% CTS possible for pensioners (specified by the Government) and 91.5% CTS for working age customers, meaning over 3k customers had higher bills than before. At the same time, some exemptions for empty properties were withdrawn. These challenges saw more recovery notices being issued (2,579 reminders in 2013-14 for £2.9 million; compared with 13,247 for £2.2 million in 2012-13).</p> <p>Despite these challenges, recovery was effective and collection rates were above their projected target for the year.</p>				
Description	Baseline	Target 13/14	Achieved 13/14	Variance
Business Rates collected	97.5%	98.5%	98.5%	On target
Collection rates were on target for the year.				
Description	Baseline	Target 13/14	Achieved 13/14	Variance
Contact Centre calls answered within 20 seconds	80%	80%	67%	-13%
<p>The changes to Council Tax detailed above contributed to an increase in calls to our Contact Centre, up from 94,794 offered in 2012-13 to 99,943 in 2013-14. There were peaks in demand following the issue of Council Tax recovery notices, which meant that at some busy periods we were unable to meet demand. Customers were however able to use our call-back facility that allows them to leave their details on our automated system, so that an Advisor can call them back later the same day.</p>				

We have refocused our resources and targets for 2014-15 to reflect the above challenges. We have re-profiled our performance standard to be 70% of all calls answered within 20 seconds for the year as a whole with the cumulative performance target rising from 50% of calls in April (our peak demand) to 70% of calls for the year as a whole in March 2015. Despite this reduction in service standard, our targets remain significantly higher than comparable private sector Contact Centres. Performance for 2014-15 as at the end of August was 67.5% compared to a profiled target of 59% at that point, reflecting the improvement plan we have implemented to refocus resources, is working and set to deliver on-target performance at year-end in 2015.

Description	Baseline	Target 13/14	Achieved 13/14	Variance
Contact Centre calls abandoned	4%	5%	10%	-5%

The changes to Council Tax detailed above contributed to an increase in calls to our Contact Centre that we were unable to answer, up from 4,680 or 4% offered in 2012-13 to 10,895 or 10% in 2013-14.

We have revised our rotas and rebalanced capacity between our Shops and Contact Centre in 2014-15 to more accurately match demand to capacity and as at September 2014 are performing above target for mid-way through the 2014-15 financial year.

We have also refocused this target. For 2014-15 we are now measuring the % of calls handled, and have set this target at 90% of incoming calls with the same profiling principles as for the performance indicator above. Performance for 2014-15 as at the end of August was 88.6% compared to a profiled target of 79% at that point, reflecting the improvement plan we have implemented to refocus resources, is working and set to deliver on-target performance at year-end in 2015.

Description	Baseline	Target 13/14	Achieved 13/14	Variance
Customers having their query fully answered at the first point of contact	94.4%	85%	95.1	+10%

We again delivered a very high level of closure to customer enquiries at the first point of contact, demonstrating that our professional, customer focused team are working well to deliver the best service that allows customers to leave us happy, but also prevents the need for a repeat visit.

Description	Baseline	Target 13/14	Achieved 13/14	Variance
Achieve Council wide compliance for Customer Service Excellence (CSE) accreditation	Achieved 2013	Achieve	Achieved 2014	On target
We remain one of the few Council's nationally to achieve CSE accreditation for all services. This demonstrates our one team ethos and our focus on providing the highest standards of customer care.				
Description	Baseline	Target 13/14	Achieved 13/14	Variance
Polling District Review	N/A	Ongoing	Ongoing	N/A
<p>Councils have a duty to divide the District into polling districts and to designate polling places for each ward, along with a duty to keep those arrangements under review. All Councils must have completed a review of their UK Parliamentary polling districts and polling places by 31 January 2015.</p> <p>The review looks at the location, size, suitability and accessibility of polling places within the polling districts. The review details the current situation and any proposed changes to these arrangements based on the warding arrangements resulting from the Local Government Boundary Commission for England Review to be implemented in May 2015.</p> <p>Consultation commenced on a review of Polling Districts and Polling Places in the North East Cambridgeshire Constituency area, which includes part of East Cambridgeshire District Council's area, on 1 September 2014 and ends on 24 October 2014.</p> <p>168 letters notifying various interested parties of the consultation have been sent out asking for views on the proposals. These include District and County Councillors, MP, MEPs, Town and Parish Council Clerks, disability groups, Political Party Agents and candidates that stood in the Elections in May 2011 and 2013.</p> <p>Details of the proposals are available on the Council's website. All comments received will be collated and will be published on the website.</p> <p>The final decision will be taken by the Council on 18 December 2014 and the new Register of Electors containing any revised polling districts will be published on 9 February 2015.</p>				

Description	Baseline	Target 13/14	Achieved 13/14	Variance
Community Governance Review	N/A	Ongoing	Ongoing	N/A
<p>Fenland embarked on a Community Governance Review in January 2014. The Review commenced following the recent electoral review conducted by the Local Government Boundary Commission for England. The electoral review resulted in the creation of several new parish wards, an issue which was prevalent in Chatteris and Whittlesey.</p> <p>As a result the Council received correspondence from Chatteris and Whittlesey Town Councils requesting a Community Governance Review was undertaken in order to re-align district and parish ward boundaries where ever possible. Two comprehensive rounds of public consultation concluded in a final recommendations report to full Council in July 2014.</p> <p>The review recommendations include realigning the parish and district ward boundaries in Chatteris, Manea and Whittlesey. The Council is awaiting feedback from the Local Government Boundary Commission for England regarding whether or not the final review recommendations can be implemented. If successful the changes will take affect in time for the local elections in May 2015.</p>				
Description	Baseline	Target 13/14	Achieved 13/14	Variance
Individual Electoral Registration	N/A	Ongoing	Ongoing	N/A
<p>The Electoral Registration and Administration Act 2012 was the catalyst for individual Electoral Registration (IER). IER was implemented in July and represents the biggest change to electoral registration in over 100 years. The legislation requires individuals to register on the electoral roll rather than the 'head of household' being responsible for registering all household members. The rationale for the change is to reduce the potential for electoral fraud by ensuring the integrity of the register.</p> <p>The project Go live required all Councils to send existing electoral roll data to the Department of Work and Pensions in order to match electoral data. Those individuals whose data matched, were automatically added to the new register, those records that the Council was unable to match automatically were subject to a further round of local data matching with Council tax data, this process resulted in an excellent match rate of 90.66% for Fenland.</p>				

This equated to 67,794 electors being automatically registered on the electoral roll without being required to take any further action. We were unable to match 6,528 electors, these individuals have all received correspondence inviting them to register under the new registration system.

Less than a 700 of the electors that could not be matched were postal or proxy voters, these people will receive additional information that they will lose their absent vote for the 2015 elections if they do not re-register.

In addition to letters to these existing electors we will also make visits to obtain / deliver Household Enquiry Forms to 3,500 properties where no one is currently registered to vote.

We are now required to proactively invite people to register throughout the year and then follow up non responders with reminders and a personal visit. To help cut back on the need to chase up electors we have now created service requests to enable us to capture new registrations and change in circumstances at the same time as people contact us regarding their council tax. This encourages online registration at the first point of contact this will save us money on postage, pre-paid envelopes, sending reminders and undertaking visits if no response is received at a later stage. This also in turn saves us time processing paper based forms and helps keep the register up to date and accurate, ensuring people who want to vote in elections and referendums will be able to do so.

Description	Baseline	Target 13/14	Achieved 13/14	Variance
European Election	N/A	N/A	N/A	N/A

On the 22 May 2014 the council successfully delivered the European Election for the Fenland Local Counting Area of the Eastern Region. The election was for 7 Members to represent the Eastern Region in the European Parliament. Fenland were one of 40 Councils in this region with Chelmsford acting as the Regional Returning Officer.

Nearly 5000 European electors opted in to vote in this area when provided with the forms to enable them to do so. European electors have to opt in as they may also be eligible to vote in their country of origin. The total eligible electorate for our local counting area was 69,659 of which 10,904 were issued with postal votes.

The turnout was 33.3% locally with UKIP receiving the largest number of votes, followed by the Conservative Party and then the Labour Party.

The regional turnout was 35.3% and across the region UKIP had the largest number of votes overall resulting in them winning 3 seats followed by the Conservative Party also winning 3 seats and the Labour Party winning 1 seat.

Description	Baseline	Target 13/14	Achieved 13/14	Variance
PI Publish Annual Equality Report	Yes	Yes	Yes	N/A

The annual Equality Report for 14/15 is to be published in the Autumn

Description	Baseline	Target 13/14	Achieved 13/14	Variance
PI Number of Equality Champion Meetings	6	6	6	0%

For 14/15 the focus of work of the group has been to commence refresher training on the things to consider relating to the 9 protected characteristics of the 2010 Equality Act. Alongside this there has been a process of coaching and mentoring the champion group particularly in relation to Customer Impact Assessments.

Description	Baseline (May 2012)	Target 13/14	Achieved 13/14	Variance
% of staff who are proud to work for the Council	84%	N/A	83%	N/A

169 members of staff responded to the 2014 Staff Survey, from a total of 488. This is a return rate of 35%. 140 of these said that they are proud to work for Fenland District Council.

Description	Baseline (May 2012)	Target 13/14	Achieved 13/14	Variance
% of staff who feel that the development they have received enables them to do their job	86%	N/A	81%	N/A

169 members of staff responded to the 2014 Staff Survey, from a total of 488. This is a return rate of 35%. 137 of these said that they feel that the development they have received enables them to do their job.				
Description	Baseline	Target 13/14	Achieved 13/14	Variance
Regulatory Services: Local Businesses Supported and Treated Fairly	99%	85%	97%	+12%
<p>The regulatory services measure includes environmental health, licensing and planning enforcement actions.</p> <p>Following national guidance inspections programmes have reduced for some business sectors. Advice and support has been focussed through regulatory forums and web interactions to ensure business customers are supported to achieve their regulatory requirements.</p> <p>Progress against the corporate environment group 'it's your fenland' action plan is on track. Close working between services; planning, streetscene, community and environmental health, legal, have ensured matters are progressed following a fair and staged approach towards enforcement.</p> <p>The Council's enforcement policy was reviewed in December 2013 and sets out the Council's prevention, intervention and enforcement (PIE) approach.</p> <p>Key actions in support of the PIE approach include:</p> <ul style="list-style-type: none"> • Additional grants available for Street Pride and other community groups wanting to enhance the streetscene and environment and work in partnership. • Active encouragement for Renaissance and Changing Views uptake (grant allocation on target). • Increasing number of volunteer groups supported. • Regular communication to the public about projects and likely action – for example 2013/14 winter dog campaign for dog fouling and fly tipping / duty of care project initiated September 2014. • Monthly updates to Town Councils on local issues. 				

- Monthly streetscene work plan for priority locations in response to customer contact.
- Updated training has been provided for all enforcement staff to ensure the correct skills and confidence.
- Standard reporting and documentation / processes to ensure cases progress swiftly for action as appropriate.

Issues & Areas for Development

- **Contact Centre Performance**

We have re-profiled our targets to reflect demand as well as balance resources more between telephone callers and personal callers to our Shops. PI data shows this approach is working. We will continue to carefully monitor and balance resources to meet customer expectations.

- **2015/16 Budget and Medium Term Financial Strategy;** The Local Government Finance settlement is due in December where we hope to receive confirmation of the indicative grant levels announced last year for 2015/16 and also some clarification on funding levels from 2016/17 and beyond. Work continues to identify and deliver savings for 2015/16 and during November and December members will be briefed on the budget position prior to the draft budget being considered by Cabinet and Overview and Scrutiny. These reports will also include further data on the impact of the retained business rates funding model and the impact on Fenland.

- **ICT future;** The Council has undertaken a soft market test of the service. Alongside this further partnership discussions have taken place as well as looking at in-house service transformation options. Officers are now reviewing all of these options so Cabinet and members can be provided an update and agree a way forward to generate further savings, deliver ICT transformation to the Council and ensure teams have the appropriate ICT systems to deliver their services.

- **ARP – new partners and Bailiffs;** At the 6th November Council meeting (following the 23rd October Cabinet), members will be asked to consider agreeing to two new partners joining ARP (Suffolk Coastal and Waveney) and also to consider setting up an Internal Enforcement Agency (Bailiffs service). The reports will set out the detail of the proposals, however the additional partners will improve the economies of scale across the partnership and generate £150k of income to share between all of the partners.

- **Fair and Equitable enforcement**

Develop the duty of care and fly tipping project to ensure locations of repeat fly tipping are monitored and appropriate enforcement powers are in place to tackle duty of care issues.

Service Users' Perspective:

Customer satisfaction survey results and feedback

Description	Baseline)	Target 13/14	No of customers questioned 13/14	No of customers satisfied 13/14	% 13/14	Variance
Customer satisfaction with all services provided by Customer Services team	95%	95%	266	253	95%	On target
An excellent satisfaction rating showing that although our customers will not always be satisfied with some aspects of our service (i.e. not getting as much benefit as they would like), they welcome the high levels of customer-focused service that we offer.						

3Cs summary

ICT

3Cs Comments	Sept. 13/ Aug.14	Comments/Description	Actions taken
Parking of Council vehicle during Operation Pheasant	1	Customer unhappy with where we parked outside a Rest Centre	Explained reasons for parking, and apologised for short-term inconvenience
Sales call from potential supplier	1	Customer unhappy with time taken to refer to right person	Resolved with customer and apologised for delay in determining who they should talk to

3Cs Comments	Sept. 13/ Aug.14	Comments/Description	Actions taken
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Contact Centre and Fenland @ your service Shops and Community Hub

3Cs Comments	Sept. 13/ Aug.14	Comments/Description	Actions taken
Chatteris Shop and Hub	6	Queues at Hub when first open. Payment machine not taking some debit cards. Payment incorrectly receipted.	Resources were revised to better cover revised demand at Hub. Some teething troubles with payment machine were ironed out. Payment machine found to correctly account for all payments.
Contact Centre	12	Call answering times too long. Private information shared. Staff complimented for good service.	Rotas tweaked where possible. No evidence suggesting staff are disclosing confidential information. Compliments celebrated in team.
March Shop	2	Customers waiting too long. Poor customer service.	Rotas revised where possible. Staff given training to prevent recurrence.
Whittlesey Shop	3	Lack of privacy for customers. Staff error in case. Customers waiting too long.	Private interview facilities offered. Staff training given to resolve matter. Resources reprioritised where possible.

3Cs Comments	Sept. 13/ Aug.14	Comments/Description	Actions taken
Wisbech Shop	7	Customers unhappy with service received. Customers waiting too long. Customer unhappy with our bulky waste charging policy. Council Tax payment plan issue. Opening hours unsuitable for customer.	Issues discussed with staff and training given to prevent recurrence. Queues sometimes possible at peak times, delays explained to customers. Basis of opening times explained to customers.

Revenues (Council Tax and Business Rate collection)

3Cs Comments	Sept. 13/ Aug.14	Comments/Description	Actions taken
Use of Bailiffs to recover overdue debts	5	Levels of fees charged by Bailiffs. Queries why cases were passed over when payments made. Behaviour of Bailiffs when visiting properties.	We examined all fees charged when queried; they were in accordance with regulations. Cases checked found that we had passed cases over to Bailiffs only as a last resort when other ways to recover money had failed. No Bailiffs were found to be acting outside of the law, in difficult situations.
The amount of the bill was	16	Customers did not understand	We explained the bill.

3Cs Comments	Sept. 13/ Aug.14	Comments/Description	Actions taken
queried		what the bill meant and what they had to pay.	Each year we look at the bill before we undertake the annual billing process and see how it can be improved based on feedback.
Discounts and exemptions	10	Customers felt they should get an exemption for some empty properties. Unhappiness with our decision not to award discounts. Information about reductions on our website.	We explained the change in policy from April 2013 that meant we no longer give an exemption in some cases. We explained the principles of Council Tax regulations. We expanded the amount of information on our website to help customers see how they could reduce their bill.
Payment arrangements	34	Customers unhappy that we had taken recovery action even though they are paying. Customers asking for later payment dates in month. Customers asking to defer payment.	We explained regulations and the need to pay when instalments are due each month. We offered Direct Debit which allows later payment and is also more cost-effective. We helped customers with extended payment plans.
Negative attitude of staff	2	Staff were not helpful with customers receiving recovery notices from us.	We looked at each case in detail, taking accounts from customers and staff. We were not able to prove inappropriate behaviour. We used cases as learning points for our

3Cs Comments	Sept. 13/ Aug.14	Comments/Description	Actions taken
			team.

Policy & Governance

3Cs Complaint Area	13/14	Comments/Description	Actions taken
Member Services	2	Comments in relation to the accuracy of meeting minutes	Audio recording of Planning Committee meetings in order to ensure the accuracy of minutes, particularly in relation to technical matters.
Elections	N/A	8 Comments received since individual electoral registration was implemented in July 2014 in relation to electors whose data did not enable them to be automatically included on the new electoral register.	Liaison with the Cabinet Office in relation to the data matching criteria. Undertaken local data matching to further increase the number of electors who need take no further action