


Agenda Item No:	5	
Committee:	OVERVIEW AND SCRUTINY	
Date:	18 JANUARY 2016	
Report Title:	DRAFT BUSINESS PLAN 2016-2019	

1 Purpose / Summary

- For Overview and Scrutiny to scrutinise and comment on the Council's Draft Business Plan 2016-19.

2 Key issues

- The Draft Business Plan is a three year plan, however it is reviewed annually to ensure it remains up to date with current priorities.
- Public services continue to change in response to the austerity challenges facing the whole country. We now understand following the national CSR announcement by Central Government that we must find £2.212m of savings by 2020. At Fenland District Council, we are adapting our business to fit the government's model of self-sufficient local government finances through shared services, commissioning, new ways of working, building community resilience and adopting a more commercial and business-like approach to our services and assets.
- These approaches will enable us to manage the continued financial challenges facing the organisation and to make sure we are sustainable in to the future to deliver the services local people value the most.
- This is evidenced by how we continue to work effectively with partners through the range of shared services arrangements we have with Anglia Revenues Partnership for Council Tax and Benefits, CNC for Building Control and most recently Peterborough City Council for Planning which have all delivered efficiency savings whilst not compromising the quality of service provided to customers.
- To support the Council's business planning processes, the Council is currently conducting a Comprehensive Spending Review (CSR) analysing all of the savings options and income generating opportunities available to the Council to ensure we continue to meet the savings challenges laid down by Central Government. The CSR process is outlined in detail within the Draft Business Plan.
- Whilst the CSR process is ongoing, we continue to deliver high quality Council services and analyse opportunities for efficiency savings.
- The corporate priorities set out within the Draft Business Plan are Communities, Environment and Economy, supported by the delivery of a Quality Organisation.
- The Draft Business Plan 2016-19 and Draft Budget have been published for public consultation from Monday 4 January to Monday 8 February 2016, online on the Council's website, at Fenland @ Your Service shops and Community Hubs, Leisure Centres and Business Centres. Any feedback will be incorporated in to the Final Business Plan to be considered by Cabinet and Council on 25 February 2016.
- Cabinet would particularly welcome comments on the proposed corporate priorities and sub priorities, the focus of these priorities and whether there are any gaps or changes in emphasis required.

- Please note this Plan has been updated since the Cabinet meeting in December to reflect the national CSR announcements.

3 Recommendations

- For Overview and Scrutiny to comment on and provide feedback to Cabinet on the Draft Business Plan 2016-19 to inform the final version to be considered by Cabinet and Council in February 2016.

Wards Affected	All
Forward Plan Reference	N/A
Portfolio Holder(s)	Councillor John Clark, Leader of the Council Cabinet Members
Report Originators & Contact Officers	Paul Medd, Chief Executive Carol Pilson, Corporate Director Rob Bridge, Corporate Director Richard Cassidy, Corporate Director Gary Garford, Corporate Director
Background Paper(s)	Draft Budget

Fenland District Council

Draft Business Plan **2016 - 2019**

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Introduction by the Leader of the Council and Chief Executive

Welcome to Fenland District Council's Business Plan for 2016-19 which we review annually to ensure it continues to reflect the policy direction of the Council. Public services continue to change in response to the austerity challenges facing the whole country. At FDC, we are adapting our business to fit the government's model of self-sufficient local government finances through shared services, commissioning, new ways of working, building community resilience and adopting a more commercial and business-like approach to our services and assets. These approaches will enable us to manage the continued financial challenges facing the organisation and to make sure we are sustainable in to the future to deliver the services local people value the most.

In order to achieve this, as many residents and stakeholders are aware, we are conducting our own internal 'Comprehensive Spending Review' (CSR) (more information on page 6) analysing all of the savings options and income generating opportunities available to the Council. This is necessary to ensure we continue to meet the savings challenges laid down by Central Government.

From 2010-2016, the Council has saved £8 million through a range of initiatives without directly impacting on frontline services including staffing savings (£3.31 million), management savings (£1.74 million), procurement savings (£850k), shared services savings (£367k) and general budget savings (£1.76 million). However, we have been given a new challenge by Central Government to find additional savings of approximately £3.180 million from 2016-2020. The good news is we have identified the savings required for 2016/17 (approximately £968k) however there is a lot of uncertainty regarding the future financial savings the government may impose upon us therefore we must be prudent and continue to press ahead with identifying the savings needed for 2017 and beyond which equates to approximately £2.212 million from 2017-2020.

Whilst the Council clearly has to focus on making the necessary efficiency savings required to deliver a balanced budget, we also continue to deliver high quality services on a day to day basis through the committed team we have at the Council. Every year, we collect 3.4 million bins, clean 11,290 miles of streets and 210 million square metres of town centres and open spaces, support 93 people from becoming homeless, answer 87,891 telephone enquiries, support 133,278 customer visits to our Hubs and Shops, support 893,259 customer visits to help people stay fit at our leisure centres, determine 1,158 planning applications, complete 575 food hygiene inspections, and enable 75,901 people to vote at elections.

We also continue to work effectively with partners through the range of shared services arrangements we have with Anglia Revenues Partnership for Council Tax and Benefits, CNC for Building Control and most recently Peterborough City Council for Planning which have all delivered efficiency savings whilst not compromising the quality of service provided to customers. We also work proactively with partners on important initiatives such as Wisbech 2020 lobbying for the reopening of the Wisbech to March railway line, improvements to the King's Dyke level crossing in Whittlesey, the £2 million Heritage Lottery Fund bid to reinvigorate Wisbech High Street as well as continuing to celebrate the endeavours of local people through the Pride in Fenland Awards, Fenland Business Awards and Street Pride Celebration Events.

The financial situation facing the Council continues to be challenging and as we move through the CSR process some difficult decisions will have to be taken, however we will continue, as always, to do our best for the people of Fenland who we are here to serve. Our overall mission as a Council continues to be 'To improve quality of life for people living in Fenland.'

About Fenland

Fenland is a vibrant rural district in North Cambridgeshire. It has four market towns and twenty-nine villages, with strong community spirit and pride in its heritage. Around 95,300 people live in Fenland, with 75% of residents living in the four market towns of Chatteris, March, Whittlesey and Wisbech.

A growing population

Our population is growing quickly. It is predicted that by 2031 there will be over 113,000 people living in Fenland. As a District we want to embrace this growth to bring prosperity to the area in terms of quality housing developments, infrastructure, jobs, retail opportunities and leisure activities.

Our Local Plan and Economic Development Strategy set out an ambitious plan of how we will build new homes, increase employment opportunities and improve transport links - encouraging growth and bringing economic prosperity to Fenland up to 2031. We will continue to work with partners and developers to bring forward quality developments.

An older population

Our population is getting older. Currently, 25% of our residents are pensioners, which is predicted to increase to 41% by 2024. 1 in 7 pensioners in Fenland live alone, some in isolated areas with no modes of transport. This means that many older residents face challenges in accessing services, maintaining an independent lifestyle and continuing to connect with others in their communities which are crucial to living a good quality of life. We will continue to work with the Cambridgeshire and Peterborough Clinical Commissioning Group, Cambridgeshire County Council and other community groups to support older people to live independent lives.

Some challenges

The Indices of Multiple Deprivation (IMD) measures the relative deprivation of each small area in England and compares them to each other by looking at factors such as Health, Education, Crime, Income, Employment, Barriers to Housing and Services and Living Environment. The 2015 IMD results for Fenland have stated that the District is the 80th (out of 326) most deprived local authority area in the country. This is worse than the 2010 IMD results which stated Fenland was 94th (out of 326) most deprived local authority area in the country. The top 8 most deprived areas in Cambridgeshire are in Fenland centred around Wisbech and March East. 4 of these small areas are in the top 10% most deprived areas nationally (Waterlees x 2, Staithe and Medworth in Wisbech). It is important we continue to work with our partners including Cambridgeshire County Council, Cambridgeshire and Peterborough Clinical Commissioning Group, the Police, Education providers, local businesses and local communities to improve quality of life within the District.

A great place to live, work and visit

Fenland, like all places, has its challenges, however it is a great place to live, work and visit. With the lowest house prices in Cambridgeshire, there is a great choice of properties and leisure activities for families whether in one of the four market towns or rural villages. Fenland is also rich in picturesque waterways, internationally recognised wildlife areas and has over 850 listed buildings.

Fenland is a great place to start a business or to relocate. Commercial land is considerably more affordable than other areas of Cambridgeshire and there is plenty of land available to suit various requirements with transport links via the A47 and A141 linking to the A1 and A14. There is a range of commercial property to suit large and small businesses especially at The Boathouse Business Centre in Wisbech and South Fens Business Centre and Enterprise Park in Chatteris.

Fenland has many attractions for visitors including Peckover House National Trust property, Elgoods Brewery and Octavia Hill's Birthplace House in Wisbech, famous markets and Fairs such

as the Straw Bear Festival in Whittlesey and Rose Fair in Wisbech, as well as miles of waterways to narrow boat along stopping off to sample the local fayre.

About Fenland District Council

Fenland District Council (FDC) has 389 staff and is an innovative and high performing council, with a distinctive organisational culture. Our '100% people driven,' 'can-do' and 'one-team' approach enables members, officers and partners to effectively work together; delivering high-quality services for the community. The work of the Council has been recognised through many national awards, most recently, for its work with partners on Operation Pheasant, winning 2 Municipal Journal (MJ) Awards in 2014 for successfully tackling migrant exploitation and poor housing conditions, as well as being shortlisted in the Senior Management Team category at the 2015 MJ Awards.

We continue to achieve national standards of customer service and staff development through the achievement of corporate Customer Service Excellence (CSE) and Investors in People (IiP). Despite the financial challenges the Council has faced, staff satisfaction continues to be high with 83% of staff proud to work for FDC in our Staff Survey, with 91% feeling that they make a positive contribution to the success of the Council.

Fenland District Council Comprehensive Spending Review

In July 2015, the Council voted to establish a Comprehensive Spending Review (CSR) in light of the significant further savings of approximately £1.8 million the Council would have to find from 2016-19. In reality, CSR means the Council will be looking at everything we do to assess all of the options available to make savings and generate income to ensure we meet our savings targets and remain a sustainable organisation in to the future.

In November 2015, Councillors received a pack of information outlining the range of options available and were tasked with indicating their preferences of which options should be worked up into full business cases for delivery, if viable. Members will have completed this process by December 2015 and will convene to confirm their priorities in January/February 2016. Once these priorities have been confirmed, full business cases will be prepared and the appropriate consultation with staff, residents and stakeholders will take place followed by decision making which will take place through 2016/17 to deliver projects to meet our savings challenge.

Consultation

A key part of CSR is consultation with the public and stakeholders. The Council has committed to a 3 stage consultation process to ensure the views of local people and stakeholders are taken in to account when tough decisions are made about the Council's budget:

Stage 1 – September/October 2015 – Consultation on areas for spending reductions and what strategies the Council should employ to make the savings/generate income.

Stage 2 – January/February 2016 - Consultation on the Council's Draft Business Plan and Budget

Stage 3 – Timing to be confirmed. To consult on detailed savings/income generating proposals.

Results of Stage 1 Consultation

The Stage 1 Consultation ran from 4 September to 26 October 2015. The Council took the decision to post the survey to all 44,000 households to ensure as many residents as possible had the opportunity to have their say. The survey was also available online and in a range of community locations such as leisure centres, libraries, business centres and FDC shops and hubs. We also gathered feedback in person from the Youth District Council, at the Leverington Golden Age Fair at our Shops and Hubs.

In total **6361** consultation surveys were completed, equating to a response rate of over **14%** which is an excellent response rate. We are incredibly grateful to everyone who took the time to fill in a survey.

Respondents were asked to look at a list of 19 Council services and were requested to select which services that it would be most acceptable for costs to be reduced, and to tick a minimum of six.

The top 6 services selected were:

- Managing Wisbech Port, including its leisure mooring facilities
- Offering grants, funding and support to the community
- Supporting local markets and community events
- Providing flexible and affordable business facilities
- Promoting Fenland as a tourism destination
- Helping people to access the benefits they are entitled to

Respondents were then given 7 different ways the council could work differently to deliver savings and were asked which strategies they would prefer the council to consider first.

The top 4 savings strategies selected were:

- Joining up with other organisations to deliver services and share resources.
- Exploring opportunities to use Council services and assets to raise income.
- Making services available online to allow customers to self-serve.
- Making services pay for themselves, so that people that use the service pay for it.

These consultation results have been provided to Councillors and will form a key part of their deliberations within the CSR.

Financial Summary

GENERAL FUND MEDIUM TERM FINANCIAL FORECAST

RESOURCES STATEMENT		Approved Estimate 2015/16 £000	Projected Outturn 2015/16 £000	Forecast Estimate 2016/17 £000	Forecast Estimate 2017/18 £000	Forecast Estimate 2018/19 £000	Forecast Estimate 2019/20 £000
A	Resources						
	(i) Central Government						
	Revenue Support Grant	2,585	2,585	1,699	925	444	0
	Business Rates Baseline Funding	3,360	3,360	3,387	3,455	3,556	3,670
		5,945	5,945	5,086	4,380	4,000	3,670
				-14%	-14%	-9%	-8%
	(ii) Council Tax						
	Council Tax Payers	6,722	6,722	6,992	7,178	7,369	7,566
	Collection Fund Surplus/Deficit(-)	97	97	157	0	0	0
	(iii) Business Rates						
	Collection Fund Surplus/Deficit(-)	350	350	-211	0	0	0
	Use of Balances						
	(iv) General Fund	500	500	0	0	0	0
	(v) Contribution to PPNF Reserve	0	-561	0	0	0	0
	Total Use of Resources	13,614	13,053	12,024	11,558	11,369	11,236
B	Spending Levels						
	(i) Budget	15,177	14,616	14,354	14,461	14,646	14,979
	New Homes Bonus	-1,563	-1,563	-2,042	-2,061	-1,295	-1,243
	<i>Original Savings Target 2016/17</i>			-823			
	<i>Savings Achieved to date (included above)</i>			680			
	Savings Identified 2016/17			-143	-143	-143	-143
	Additional Savings required 2016/17			-145	-145	-145	-145
	Savings Identified 2017/18				0	0	0
	Savings Identified 2018/19					0	0
	Budget after efficiency savings	13,614	13,053	12,024	12,112	13,063	13,448
	Funding Gap in Year		0	0	554	1,140	518
	Total Cumulative Funding Gap			0	554	1,694	2,212
C	Council Tax Increase			1.9%	1.9%	1.9%	1.9%
D	Forecast Balances						
	(i) General Fund	2,386	2,386	2,386	2,386	2,386	2,386

Assumptions

- 1 Council Tax base increase 2016/17 2.07%, 2017/18 onwards 0.75%
- 2 Government Support - 2016/17 as per Finance Settlement
Further anticipated CSR Reductions 2017/18 onwards as per Settlement illustrations

Fenland District Council Business Plan 2016-19

The Council's Business Plan sets out how we will continue to deliver services whilst managing the budget challenges we face. We continue to adapt to changes in local government finances, positively embracing the opportunity to become even more efficient whilst retaining effective service delivery to the public. We will continue to pursue a number of strategies to become financially self-sufficient through embracing new ways of working and transformation opportunities, pursuing shared services, moving from being a direct service provider to a commissioner and enabler of services and build even stronger and more resilient communities. As a Council we will continue to adopt a more commercial and business-like approach to our services and assets. This is not something new for the Council, however, it will more accurately reflect how we will be aiming to deliver services and harness opportunities in future to generate income and efficiencies.

Our current commercial approach has already meant that we have entered shared services arrangements which have borne a return on investment for the Council and have begun to sell services to other organisations. For instance, the Council now shares its revenues and benefits service with 7 other Councils through being a key partner in the Anglia Revenues Partnership which as the partnership becomes more efficient returns a revenue to each partner as these efficiencies occur. Also, ARP has set up a trading arm which allows it to sell its bailiff service to other organisations.

Through our CNC Partnership for Building Control with Norwich City Council, Broadland District Council, Kings Lynn and West Norfolk Council and South Norfolk Council, we are selling services in competition with the private sector. We are also leading a shared planning service with Peterborough City Council which in addition to providing services across the two Councils, will be looking to trade and sell these services to other Councils.

We have modernised and invested in our leisure centres to reflect current market trends to increase our market share and we have increased income to those centres through this commercial approach. We also operate a fees and charges system for some services to ensure there is not a burden on general Council Tax payers.

Through the FDC Comprehensive Spending Review, further opportunities have been identified whereby the Council could continue to be more commercial in its approach. These opportunities include:

- Using Council owned land and assets to generate income through house building and advertising
- Further charging for some services where we are legally able to do so
- Further identifying shared services and trading opportunities

Councillors will be determining the future policy direction of the Council regarding specific proposals, however, on a day to day basis, the Council will continue to seek commercial opportunities within each of its services to maximise revenue to the Council to ensure we remain a sustainable organisation that is able to continue to deliver the services residents value the most.

We will also continue to deliver high quality services to residents through the life of this plan as set out in Our Priorities in the next section.

Devolution

The Council, with its public sector partners across Cambridgeshire and Peterborough are currently developing a devolution ask document to request that certain powers currently held at a national level are delegated for delivery more locally. This is to ensure that decisions affecting local people are taken at a more local level whereby initiatives can be tailored to local needs. At the moment, this is very much at the developmental stage and covers key policy areas such as Skills and Employment, Health and Social Care, Transport, Infrastructure and Housing Delivery, Community

Safety and Fiscal Devolution. If a devolution deal is agreed with government, each of the partners will be asked to sign up to the deal within their individual organisations.

Our Priorities

Our mission as a Council is 'To improve quality of life for people living in Fenland'

To deliver this mission we have designed a series of priorities to address the social, environmental and economic needs for residents to live happy, fulfilled lives.

To make sure the Council has a clear focus on its three corporate priorities, we have explained what areas we will focus on through a series of sub-priorities and actions. Our cross cutting theme of 'Quality Organisation' also explains more about how the Council will be run effectively, through sound governance arrangements.

Over the next few pages, the Council's priorities and sub-priorities for 2016-19 are explained in more detail.

Summary of Corporate Priorities:

Quality Organisation	Communities	<ul style="list-style-type: none">• Support vulnerable members of our community• Support our ageing population and young people• Promote health and wellbeing
	Environment	<ul style="list-style-type: none">• 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
	Economy	<ul style="list-style-type: none">• Attract new businesses and jobs, and support existing businesses in Fenland• Promote Fenland as a tourism and visitor destination• Promote and enable housing growth, economic growth and regeneration across Fenland.

Communities

Support vulnerable members of our community

- Support residents to claim the benefits they are entitled to. Process applications promptly and accurately through our shared service with Anglia Revenues Partnership (ARP)
- Respond to changing government policy regarding future Welfare Reform announcements and support Job Centre Plus with the roll out of Universal Credit across Fenland from March 2016
- Deliver the Homelessness Strategy and our statutory Housing Duties
- Work with partners to build community capacity and resilience to help residents support themselves and their community
- Work with partners to develop multi-disciplinary approaches to deliver co-ordinated interventions for those in need.

Support our ageing population and young people

- Deliver a programme of Golden Age events, encouraging a range of partners to support the programme and its development to include the health and well-being agenda
- 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
- Work in partnership with the Children's Trust and Fenland and East Cambs Children's and Young People Partnership to improve life chances for children and young people

Promote health and wellbeing

- Deliver the key priorities set out in the Leisure Strategy:
 - Continue to provide an efficient service
 - More people, more active, more often
 - Support the development of community sport
 - Explore alternative delivery options for leisure services
- Develop and implement an overarching Health & Wellbeing Strategy and set appropriate key priorities
- Work with local commissioning groups and others to develop a joint plan to deliver effective approaches to improve community health outcomes focusing on alcohol misuse, smoking cessation, obesity, coronary heart disease and the needs of older people

Environment

Deliver a high performing refuse, recycling and street cleansing service

- Work with partners to divert at least 50% of household waste from landfill
- Maximise the value of materials collected for recycling
- Deliver clean streets and public spaces as set out in the local code of practice
- Work with key stakeholders to deliver an advanced waste partnership in Cambridgeshire and Peterborough

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

- Work to improve the appearance of the Fenland streetscene including dilapidated buildings, via working with property owners, funders and local partner groups
- Deliver the Street Scene Officer service and a fair approach to enforcement of environmental standards across the district through education, guidance and the appropriate use of the Councils powers
- Ensure properly maintained open spaces in partnership with ISS World community groups such as Street Pride, In Bloom and 'Friends of' groups, including maintaining existing Green Flag awards for Fenland parks
- Work with Town Councils and the community to provide market town events, local markets and activities to improve the viability of our town centres through the Four Seasons events

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
- Support the Fenland Diverse Communities Forum to deliver the Fenland Community Cohesion Strategy

Economy

Attract new businesses and jobs, and support existing businesses in Fenland

- Work with Opportunity Peterborough to deliver outcomes related to the Economic Development Strategy including targeting new investment in key growth sectors.
- Provide and facilitate proactive business support, along with our partners, to encourage business growth and develop higher skills.
- Proactively engage with the Greater Cambridge, Greater Peterborough Local Enterprise Partnership (LEP) to attract external funding (including European) for business, skills and infrastructure projects to Fenland
- Promote and develop our business premises at South Fens, The Boathouse and our light industrial estates to encourage investment, job creation and skills diversification
- Promote the delivery of mixed use housing/retail/leisure/maritime proposal for the Nene Waterfront along with the delivery of our wider regeneration objectives
- Deliver a proactive and effective Marine Service to meet our statutory obligations and promote business opportunities for the River Nene environment
- Further develop, proactively contribute to and deliver the Wisbech 2020 Action Plan
- Work with businesses and education providers to ensure local skills and courses support the needs of local businesses

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

Promote and enable housing growth, economic growth and regeneration across Fenland

- Deliver a proactive and effective shared Planning Service to enable appropriate growth and development
- Develop, enable and deliver economic, infrastructure and regeneration strategies/projects for Fenland through the Regeneration Action Plan
- Promote sustainable transport (infrastructure and community) initiatives within Fenland including rail, road and community transport
- Actively engage with partners on the feasibility and delivery of major infrastructure project across Fenland, including A47 and A605 improvements and the Wisbech-March-Cambridge rail link
- Use the Council's surplus assets to support and deliver sustainable economic and residential growth across the district

Quality Organisation

We have committed to have a 'Quality Organisation' to support effective service delivery. There are many important foundations in delivering an effective organisation to ensure the day to day running of the Council and the achievement of our priorities are completed successfully.

Good Customer Service – Provide good quality customer service through our Fenland @ your Service shops and Community Hubs in line with the national standards of Customer Service Excellence, responding to customer feedback to improve service delivery, and making services more accessible through the use of technology

Strong Governance, Financial Control & Risk Management – 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.

Transformation & Efficiency - 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. This will ensure we are a stable and sustainable organisation and will support the delivery of the Council's Comprehensive Spending Review Programme.

Commercial – To seek opportunities to generate income opportunities for the Council through sharing and trading services, charging for services where we are legally able to do so and using our land and assets.

Consultation and Engagement – Continue to work with residents and stakeholders by carrying out appropriate consultation and engagement on service delivery and proposals.

Performance Management – Continue to set challenging performance targets to ensure effective delivery of the Business Plan and report regularly on performance to CMT, Councillors and the public.

Equalities – Meet the requirements of the 2010 Equality Act through our core service delivery and publish on a yearly basis an Annual Equality Report.

Asset Management – Continually review the Council's asset base to ensure suitability and sustainability whilst maximising service and income benefits. Continue to work in conjunction with public, private and third sector partners to promote joint working.

Workforce Development – Maintain an effective workforce with the right skills to deliver the priorities of the Council.

Enforcement – To take a fair and equitable approach to enforcement to positively improve living, working and environmental standards within the District

Health and Safety – Maintain effective Health and Safety policies and systems to comply with relevant legislation and local requirements, to ensure the safety and wellbeing of the Council's workforce, stakeholders and the wider community.