

Agenda Item No:	6	
Committee:	Overview & Scrutiny	
Date:	11 July 2016	
Report Title:	Progress in Delivering the Communities Corporate Objectives 2015-2016	

## Cover sheet:

### 1 Purpose / Summary

This report sets out the Council's progress in delivering the corporate objectives from April 2015 to March 2016. This is to ensure that members have the most up to date information possible.

### 2 Key issues

Particular successes are:

- Benefits processing times have improved again, whilst implementing of a new document management system.
- 264 Discretionary Housing Payment awards have been made, helping people move to alternative accommodation and with ongoing rental costs in their existing accommodation.
- Successful bid for £44,500 Rogue Landlord Funding, resulting in 272 safety hazards being rectified, as well as one property prohibited and one prosecution.
- 131 properties have been adapted to assist vulnerable and disabled residents stay in their homes.
- Refurbishment works to the George Campbell Leisure Centre.
- Development of a Fenland Health & Wellbeing Strategy.

### 3 Recommendations

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

<b>Wards Affected</b>	All
<b>Forward Plan Reference</b>	
<b>Portfolio Holder(s)</b>	Councillor Mike Cornwell, Portfolio Holder for Communities Councillor Chris Seaton, Portfolio Holder for Finance Councillor Will Sutton, Portfolio Holder for Neighbourhood Planning Councillor Michelle Tanfield, Portfolio Holder for Leisure & Children & Young People

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<b>Background Paper(s)</b>	Corporate Plan 2015-2018

# **Overview & Scrutiny Report**

## **Progress of Corporate Priority - Communities**

**April 2015 to March 2016**

# Cabinet Members



**Councillor  
John Clark**  
Leader of the Council



**Councillor  
Ralph Butcher**  
Cabinet Member for  
Growth



**Councillor  
Mike Cornwell**  
Cabinet Member for  
Communities



**Councillor  
Peter Murphy**  
Cabinet Member for  
Environment



**Councillor  
David Oliver**  
Cabinet Member for  
Community Safety &  
Heritage



**Councillor  
Chris Seaton**  
Cabinet Member for  
Finance



**Councillor  
Will Sutton**  
Cabinet Member for  
Neighbourhood  
Planning



**Councillor  
Michelle Tanfield**  
Cabinet Member for  
Leisure & Young  
People



**Councillor  
Simon King**  
Cabinet Member for  
Equalities & Transport

**Corporate Plan Priority:** Support vulnerable members of our community

**Corporate Plan Action:** Support residents to claim the benefits they are entitled to. Process applications promptly and accurately through our shared service with Anglia Revenues Partnership (ARP)

**Corporate Plan Action:** Respond to changing government policy regarding the processing of housing benefits applications and future Welfare Reform announcements

**Portfolio Holder:** Cllr Seaton

Description	Target 15/16	Achieved for 15/16	Variance
<b>Performance Measure</b>			
LPI CS1 Average number of days taken to process new claims for benefit	16 days	16.0	0.0
LPI CS2 Average number of days taken to process benefit changes	6 days	5.3	0.7
LPI CS3 Average number of days taken to process benefits new claims and changes overall	7 days	6.9	0.1
LPI CS4 Days taken to process Council Tax Support new claims and changes	12 days	7.6	4.4
LPI CS5 Days taken to process Housing Benefit new claims and changes	12 days	6.4	5.6

All of our performance measures have been met for the year, and have seen an improvement on the previous year, despite the implementation of a new document management system.

In addition, as well as processing benefits in a timely manner, we have also accurately processed them which is important from a subsidy perspective. This has prevented financial loss by ensuring we are considerably way short of our *Local Authority Error* threshold (0.48% threshold, we achieved 0.28%) and therefore maximises the subsidy we receive.

We have spent £102,000 (86%) of our Discretionary Housing Payment allocation (a potential payment to residents to ease the burden of welfare reforms). 264 separate awards have been made (103 to help people move to alternative accommodation;

161 to help people with on-going rental costs in their existing accommodation).

Approximately 3 in every 4 new claims to Housing Benefit and Council Tax Support are received electronically via Fenland's online claim. New claims receive a risk score which then enables them to be verified appropriately. Approximately half of all new claims received this way are scored as low risk which means that they can be processed with minimal verification. The average time for a Low Risk claim to be processed is 10 days. Medium and High Risk claims are processed in an average of between 18 and 21 days.

**What do our customers say?**

Description	Baseline	Target 15/16	No of customers who responded	No of customers satisfied	% 15/16	Variance
Customer satisfaction with Revenues and Benefits	96%	85%	179	153	85%	

The survey forms part of the Customers Services Satisfaction survey and customers who say they accessed the Revenues or Benefits service are then asked about how satisfied they were with how long it takes to respond to any queries they had. The survey took place in February and 179 Customers said they accessed Revenues and Benefits services in the survey.

Customers were overwhelmingly satisfied with our service and just two learning points emerged from the responses. Firstly, customers felt we sometimes sent them several letters within a few days; this is a legislative requirement where Council Tax payable or Benefits awarded changes. Secondly, some customers felt that letters could be simplified. Again there are strict legislative requirements, but we are currently reviewing key letters across the ARP partners to see if they can be simplified where possible.

**Corporate Plan Priority:** Support vulnerable members of our community

**Corporate Plan Action:** Deliver the Homelessness Strategy and our statutory housing duties

**Portfolio Holder:** Cllr Sutton

Description	Target 15/16	Achieved for 15/16	Variance
<b>Performance Measure</b>			
Total number of privately rented sector homes where positive action has been taken	200	357	

	HMO inspected		private rented homes investigated	
	14/15	15/16	14/15	15/16
Wisbech	194	226	68	55
March	2	4	34	35
Chatteris	1	0	13	0
Whittlesey	0	0	22	12
Other villages	0	1	21	24

The Council's role is to ensure that private rented properties are safe to live in and free from hazards. Some of the most commonly found hazards are lack of smoke detection, damp and mould, unsafe electrics and overcrowding.

### Rogue landlord funding 15/16

The Council again successfully bid to government for funding under the rogue landlord fund. The purpose of the fund is to tackle poor property conditions caused by rogue landlord activity within the private rented sector. The bid was for £44,500 and was between January and March 16. The impact was:

- 272 individual safety hazards rectified
- one property prohibited
- one prosecution

### Selective Licensing

The Council ran a consultation process for 10 weeks to seek the view of the community about the proposed introduction of a Selective Licensing scheme for the 7 wards of Wisbech. This means any private rented house or House in Multiple Occupation will require a License. Following the briefing sessions conducted with Overview & Scrutiny and the all member seminar and after listening to the feedback from the consultation exercise the Council is now exploring how Selective Licensing could be implemented in a different way that would achieve the same outcomes but also address some of the concerns raised. Work is currently underway and will be reported to Cabinet alongside the consultation results in the Autumn.

### What do our customers say?

Description	Baseline	Target 15/16	No of customers who responded	No of customers satisfied	% 15/16	Variance
% satisfied with the information given by the Housing Options team	100%	90%	99	99	100%	

From April 15 to March 16, 99 Surveys were handed out at homeless interviews and 99 were returned highlighting that the clients were satisfied or very satisfied with the information and help they received. The previous year April 14 to March 15 92 surveys

were completed and they also highlighted the same results. Feedback included how satisfied customers were with the way in which interviews were conducted by the team and the content of the information and advice available.

**Corporate Plan Priority:** Support vulnerable members of our community

**Corporate Plan Action:** Work with partners to build community capacity and resilience to help residents support themselves and their community

**Portfolio Holder:** Cllr Cornwell

Description	Target 15/16	Achieved (March) 15/16	Cumulative for 15/16	Variance
<b>Performance Measure</b>				
Number of DWP customers or eligible referrals within 2015/16 supported at Community House	192 (A maximum of 48 people per quarter)	4	<b>117</b>	

Community House is funded by the Department of Work and Pensions (DWP) Flexible support Fund to refer customers of DWP to the Council to receive support to take each individual closer to and into work where possible. The original target figure of 192 residents was always indicative as the service was new and was acting as a pilot. The DWP were happy with the final figure of 117 customers supported.

DWP were very happy with the service provided by the Council to the extent they have found new funding for 16/17.

Year end figures for the service:

- Number of participants 117
- Number of residents supported to improve employability skills 86
- Number of residents supported away from welfare into employment 20
- Number of residents supported to access training 75
- Number of residents supported to access a voluntary opportunity 47
- Number of residents who feel more confident to seek work 75 which is out of the 75 asked at the conclusion of the programme.

During the course of the year we have supported a wide range of people who have varying needs. To illustrate this below are a couple of case studies; If not in work following the support given the evidence suggests through Community based activity these beneficiaries are moving closer to being able to secure work from being in a position in no way having the frame of mind to secure a job.

Case study 1:



Mr x hadn't been very lucky with work as he left his first job due to a cut in hours and got laid off from his second job due to staff cuts. Mr x didn't have a CV and had very little interview experience as all previous jobs had been obtained informally. We created a CV for him and invited him along to an interview skills workshop. He said he had gained some useful information from the workshop. We then discussed the type of work he would like to do and he said he would enjoy a hands on, manual job. We happened to know through our connections that a local company were employing and advised him to pop in and ask about any opportunities.

The next time Mr x came in he informed us that the company had been in touch and he had an interview the following week so we went through some typical interview questions and he got some answers prepared.

This is a quote from Mr x the following week. "The interview skills workshop was very insightful and helped me advance my skills as an interviewee. This resulted in me being successful at my interview and I am now in full time employment."

A follow up call was made recently and Mr x is still working for the same company but has transferred to a different site where he is training in various new skills.

Case study 2:

When Ms y first came to us she would not make eye contact with anyone and would only communicate by nodding or shaking her head or occasionally you may have gotten an odd word or two. Ms y also had very limited literacy and numeracy skills when she came to us.

Ms y was referred onto the confidence course at the Oasis Centre, and also 1-2-1 sessions to improve her reading and writing skills. Ms y has changed so much over the past couple of months, she now has found her voice and with that her opinion too, which she is now not afraid to express. Her reading and writing have improved considerably and with that her confidence too.

**Corporate Plan Priority:** Support vulnerable members of our community

**Corporate Plan Action:** *Work with partners to develop a Multi-Disciplinary Team approach to deliver earlier interventions to those in need, through more integrated commissioning*

## Partnership Activity

### Multi-Disciplinary Team – Wisbech pilot

#### **Acting on indicators of vulnerability:**

This is a county wide project where different district council areas are looking at sharing data relating to residents who need additional support. The following services were chosen for piloting this approach in more detail.

1. Request for an assisted bin collection,
2. Explore the Blue Badge Scheme
3. Looking at socio-economic demographics; Single Person discount for council tax/deprivation/age
4. Crematorium, funeral directors, registering a death
5. Personal alarms

Fenland were asked to look at assisted bin collections. The query is whether these residents are already known to social care. In the Fenland area we agreed to look at assisted bin collection data.

Cambridgeshire County Council has analysed the data of residents receiving the assisted bin collection service and only 18% are known to their services. This highlights the potential of offering opportunities for residents receiving this service that can further improve their health and help prevent the need for them to access acute services.

In 15/16 the Council has been working to influence Multi Disciplinary Teams in Fenland. Multi Disciplinary Teams work with vulnerable residents who have been identified through health services as being at risk of needing acute health services. The team therefore look at how a wide range of non-acute (lower cost) services can be coordinated to prevent the need for the resident to have a preventable stay in hospital. The Council has raised the profile of a range of Council Services that could assist MDT teams with their core function recognising that there may be awareness of what the Council offers but that it is not embedded within the MDT teams processes. However this work stalled when the Uniting Care Partnership ended. However there is now new pilots going on with regard to this work including some work in Wisbech and the Council has made contact to see how our service offer can help support the pilot aims. Alongside this the Council is aware that when undertaking our regulatory roles we become aware of concerns that may be of interest to the MDT team so as part of

this the Council will be exploring how our officers can refer these concerns into the MDT teams to offer appropriate support.

**Corporate Plan Priority:** Support our ageing population and young people

**Corporate Plan Action:** Deliver a programme of Golden Age events, encouraging a range of partners to support the programme and its development, to include the health and wellbeing agenda

**Portfolio Holder:** Cllr Cornwell

Description	Target 15/16	Achieved for 15/16	Variance
<b>Performance Measure</b>			
Number of people who attend the Golden Age events	450	304	

The Council held 11 Golden Age Events throughout the year 2015/16

- 122 Blood Pressure & health checks with our New Vision Leisure Team
- 13 Electric blankets swapped for old one's & Fire Service Referrals and 36 smoke referral home visits
- 6 Fuel poverty scheme referrals
- 24 Macmillan referrals and support from events
- 8 Diabetes support & referrals
- 77 Community Navigator referrals
- 101 Local community group referrals to join local clubs/groups including lunch, gardening, neighbourhood watch, craft & bowls clubs
- 16 Benefit checks with a total of £9,932 benefit entitlement found

We have 80 partners now including our most recent partner Peterborough Environment City Trust whom are running a fuel poverty scheme in Fenland

We have had a significant increase in Community Navigator (Care Network) referrals and navigations 77 in total in comparison to 22 in 14/15.

Also an increase of people signing up to local clubs/groups as a result of raising awareness at events a total of 101 for 15/16 in comparison to 30 in 14/15

Senior Citizens Advisory Group met to discuss how Golden Age project could potentially change to help support new emerging opportunities in health & wellbeing, as a result we held a workshop session with 35 partners attending looking at ways of developing an approach as to how the event network can be used by partner organisations to attract new volunteers that many organisations need, alongside getting new initiatives and advice to our most hard to reach customers

A review through Senior Citizens Advice Group and Golden Age partners has been undertaken with immediate success as evidenced through the May 16 event in Eastrea.

Golden Age event at Eastrea Community Centre was held on Wednesday 25<sup>th</sup> May:

- 71 people attended
- 19 partner organisations attended the venue, alongside free taster chair based exercises and table tennis which was on offer for all to try by the Council team.
- New Vision Fitness spoke to 60 people
- The Council spoke to 10-15 people and arranged 2 home visits relating to the energy improvement of their home.
- Fenland Volunteer Centre came along to promote volunteering opportunities
- Whittlesey Neighbourhood Watch found the event very successful and have 12 people interested in joining Neighbourhood watch
- Whittlesey Queen Street Surgery and Participation Group came along and spoke to 14 recorded patients and spoke to other people, also registered 2 newly registrations online.
- Diabetes UK had a positive afternoon and had 10 positive outcomes
- Breathe Easy Fenland spoke to 30+ to raise awareness of their lung health group, they said it was their best event so far.
- Cambridgeshire Fire Service Volunteers gave out lots of fire safety advice and swapped 8 old electric blankets for new for health & safety reasons
- Trading Standards spoke to about 20 people, information given re “buy with confidence scheme” rogue traders and scams
- Living Sport had a positive afternoon 20 people completed their consultation into their Active All Ages Project
- Everyone Health spoke to 50+ people about health and wellbeing
- Camsight had a successful afternoon who spoke to potential service users who had not heard of their organisation and services and gave out 20 leaflets. 3 people want follow up appointments and also have some potential speakers for our support groups.

The benefit assessment tool called the “Ferret” found that 2 households could claim an additional £2460 per year between them.

### What do our customers say?

Description	Baseline	Target 15/16	No of customers who responded	No of customers satisfied	% 15/16	Variance
Customer satisfaction with Golden Age events	100%	90%	107	104	97%	

Surveys were given out to every attendee at events in Golden Age bags 304 in total.  
 We have received 107 surveys returned  
 35% return rate  
 97% Satisfied Very Good/Good  
 3% Ok

Negative comments all from Leverington event in Oct 15

- It's something else that's cost money that could be saved re the £1.8 million
- Don't need a tea-no one does today- don't need to be told how to keep warm
- Seems when the council has to make cuts this event could be done cheaper

Some of the many Positive comments

- I feel very lucky to have the community welfare we are given here in Fenland
- Very good event, I was feeling very lonely as lost husband 4 weeks ago and received lots of good advice and support to help me with the loss
- This is an invaluable service provision for older people. Excellent advice and info provided by every stand. Very good atmosphere
- Blanket exchange very good as can't get to fire station anymore so useful saves the hospital from another potential pneumonia case
- Thought the help advice and follow up information was exceptional in everyway

**Corporate Plan Priority:** Support our ageing population and young people

**Corporate Plan Action:** *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*

**Portfolio Holder:** Cllr Tanfield

(Description	Target 15/16	Achieved for 15/16	Variance
<b>Performance Measure</b>			
Spend of YDC grant allocation	£7,500	<b>£7,500</b>	

The YDC small grant scheme was once again oversubscribed this year, meaning that the funding pot was used up by January 2016.

There were a total of 14 applications received with full or partial funding being approved for the following groups/organisations:

- 1220 March Air Training Corp received £479 towards the purchase of two trumpets for their youth band
- Chatteris Cricket Club received £750 towards the cost of an electronic scoreboard to improve the provision of youth cricket at the club
- Fenland Sparta ABC received £1000 towards the purchase of new equipment to

- help those young members from lower income families
- Wisbech Salvation Army Youth Club received £349.99 towards the purchase of new equipment
- Whittlesey Boxing Club received £1000 towards the cost of purchasing additional equipment
- Youth People March received £500 towards the running of their popular transition club during the school holidays
- Ernie's ABC received £500 towards the cost of additional equipment
- Chatteris St Peter's Tennis Club received £1000 towards the cost of a LTA qualified youth tennis coach
- St Augustine's Explorer Scouts Unit received £750 towards the cost of equipment for the unit
- Gorefield Playing Field Association received £279 towards the purchase of equipment for the newly formed youth club
- Wisbech Police Cadets received £750 towards a team building residential trip
- Whittlesey Sea Cadets received £750 towards the cost of purchasing equipment needed for the newly formed unit.

The number of grant applications compares favourably with those received the previous year, particularly when the funds were exhausted in January.

In addition to the small grant scheme, the YDC once again hosted a Democracy Day at the Boathouse. Over 60 students from Fenland's secondary schools attended to learn about the importance and value of the democratic process and how their individual vote can make a real difference in our political system. In the afternoon the YDC also welcomed over 15 guests including Councillors, members of CMT, senior officers, the Police and other decision makers for the 'political speed dating' event.

This is always a highlight for the students as it is an opportunity for them to gain an insight into how organisations work. 96% of students who attended found the day informative and were delighted to be given the opportunity to experience first-hand how democracy works.

As part of the CSR process it is proposed direct officer support and revenue funding to the YDC is stopped from 2017/18. The Council has been therefore working to find alternative ways of enabling continued opportunities for young people around democratic processes and systems this includes:

- Information about membership to the British Youth Council (BYC)– the Council is investigating whether there are similar models to our existing YDC within school structures and how the YDC members could have opportunities for training and voting on topics affecting young people along with opportunities to collaborate with other youth organisations to influence policy e.g. Local Government Association, UK Government and other local, national, european and commonwealth levels. A meeting is being established with the YDC and the BYC.

- Explore links to Fenland's secondary schools – All 5 secondary schools have an existing school council structure. The council has encouraged YDC Councillors to seek support from their schools linked with the school councils. The YDC councillors are currently considering their options moving forward.
- Explore links to partner organisations – Discussions are ongoing to link in the YDC to existing partner organisations, structures and projects.
- The Council will, subject to availability, assist with a room for the YDC to meet. There is also support from the Portfolio Holder to assist with external funding applications.

### What do our customers say?

Description	Baseline	Target 15/16	No of customers who responded	No of customers satisfied	% 15/16	Variance
Satisfaction of young people involved in YDC activities	100%	80%	49	49	100%	

From September 2015 it was agreed that all young people attending YDC meetings would be asked to complete a short satisfaction survey, rather than only those in attendance at the Annual General Meeting.

This meant that for the three meetings which took place in September 2015, November 2015 and January 2016, 49 surveys were given out, with the same number returned. This is a significant increase from the previous year where only eight surveys were completed.

The youth councillors were asked if they felt the meeting was 'excellent', 'ok' or 'rubbish', and were then asked which part of the meeting they liked the most, and which bit could be improved. They were also asked for any other comments they would like to make.

Of the 49 returned surveys, 100% of the responders felt that the meeting was either 'excellent' or 'ok'.

When asked which part of the meeting the youth councillors enjoyed the most, there were a number of different responses. these included "Introducing our own ideas interpretations in the meeting and it was also interesting to listening to people's views on current events" and "When we was in two groups and the talk about the importance of things (Fenland wide consultation exercise)".

The January meeting, "the group work writing about responsibilities" was very popular as was "the grants discussion because we were able to develop our team skills". All

youth councillors agreed that receiving their new members packs for the first time was “excellent and would make it easier to keep everything together and look more professional “

There were also a number of comments on how the meetings might be improved, including “should have more exciting talks or activities to do” - therefore we are now making sure we incorporate at least one group activity at every meeting.

They also said it would be better to “Explaining to us about certain things which we may not have heard about” – as a result we now include a brief biography for any guests attending the meeting along with a short explanation about the project or plan and any pre-work required with the agenda.

**Corporate Plan Priority:** Support our ageing population and young people

**Corporate Plan Action:** *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*

**Portfolio Holder:** Cllr Tanfield

### Partnership Activity

#### East Cambs and Fenland Children and Young People Partnership

2015/16 highlights included:

#### **Tackling Child Sexual Exploitation**

The impact from Chelseas Choice drama production to secondary school students to raise awareness of Child Sexual Exploitation (CSE). 3 months after students saw the performance a further session was held to analyse what they had remembered and learnt. Key themes included how they remembered the way in which the boyfriend manipulated the victim and that the production was based on a real story and in terms of learning how their awareness of CSE had improved especially with regard to the emotional exploitation. Concern was raised that young people need to learn trust and not fear everyone as being untrustworthy. Reassurance was given that this is addressed through Personal Social Healthy and Education (PSHE) curriculum.

#### **Free School Meals**

A software solution has been developed by ARP that will enable to send automatically new benefit claimants who allow for their details to be sent to CCC for the purposes of Free School Meals. Funding was secured by the partnership to enable the software to be developed. Testing of the software is currently being undertaken and will be live



shortly. This will reduce the risk of a backlog of claimants who could claim free school meals but do not do so. Alongside this a solution has been found that will allow Cambridgeshire County Council to share the information on known households that should be in receipt of Free School Meals but have not claimed with the Schools.

### Serious Case Reviews (SCRS)

Lessons from SCRS include

- Focus on the child –the voice of the child needs to be heard
- Importance of Think Sibling/ Family – see the whole family holistically. Approach needs to be embedded in all organisational practices
- Problems with multiple case recording systems - systems need to be able to talk to each other and make sharing of information and communication between services easier. Services need to be clear about their roles, the process and what is expected of them.
- Practitioner's not to be afraid to challenge senior staff decisions or behaviour
- Soft intelligence/information or any indicators of concern should be shared or passed on

**Corporate Plan Priority:** Promote Health & Wellbeing

**Corporate Plan Action:** 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

**Portfolio Holder:** Cllr Tanfield

Description	Target 15/16	Achieved for 15/16	Variance
<b>Performance Measure</b>			
LPI LS1 – Number of paid visits to our leisure centres	889,708	<b>837,558</b>	<b>-5.8%</b>

#### Attendances broken down by facility:

	2014/15	2015/16	% change
Annual Target		889,708	
Chatteris	59,386	60,708	-
George Campbell, March	190,968	190,595	-
Hudson, Wisbech	350,311	322,382	-8%
Manor, Whittlesey	292,594	263,903	-10%
<b>Total</b>	<b>893,259</b>	<b>837,588</b>	<b>-6%</b>

The service narrowly missed the attendance target last year, influenced by the underperformance against target of the Manor and Hudson Centres.

The Hudson continues to be affected by the budget gym, 24/7 Fitness, that opened in August 2014. The dip in monthly membership income, initially experienced as a result of both a flood and the opening of the competitor, has now plateaued.

Unfortunately, a recovery to the previous income, and attendance, levels at the centre is unlikely in the short term and this impacted attendance levels at the centre in 2015 / 16.

The Manor centre also experienced reduced attendances in the pool and fitness classes. The appointment of Big Wave Media to support improved marketing and promotion of the service should bring attendance numbers back up to expected levels in 2016 / 17. Improvements to attract more swimmers into the pool include the use of inflatables, a planned improvement in the swimming pool party offer an easier to understand timetable and the addition of lanes more often to attract more fitness swimmers.

It should be noted that although attendances are below target, the income levels of the service were above the revised target of £2.140m, achieving £2.175m. This income rise reflects the opening of the George Campbell Leisure Centre and the improvements facilitated by the investment of £800k from both FDC and Sport England. The improvements consist of:

- Enlarged gym, including a higher ceiling and increased natural light
- New exercise class room with a high ceiling and increased natural light and effective ventilation
- Complete new, modern changing village for the swimming pool users
- New pool and reception roofs
- Revised reception and external appearance to reception

### **Promoting the service more effectively to increase attendances**

In 2015 / 16 the service has made a concerted effort to utilise social media more effectively to link with customers and potential. Adverts on Facebook have been used to encourage attendance and raise awareness of the New Vision Fitness brand and the number of Facebook links for New Vision Fitness now sits at over 2,700.

Brand awareness in Fenland is important to attract more people into the leisure centres. The Council has worked with a marketing firm to sharpen up the New Vision Fitness logo, as well as develop some brand guidelines that are being used with all promotional materials. This approach will ensure that a consistent New Vision Fitness message is delivered through all promotional channels, ensuring brand awareness across the District.

Extensive use has been made of both texting customers and emailing customers in the past year. 36,499 emails and 9,867 texts were sent to our customers. These messages

are reminders and encouragement emails to generate attendance and interest in the service.

Whilst the website received an encouraging 92,663 visits in 2015/16, it is thought that this channel could attract more customers. In 2016/17 the website is being refreshed with New Vision images, improved functionality and the ability to work more effectively with promotions and marketing.

### **Exercise Class Attendances**

	2014 / 15	2015 / 16	% change
Chatteris	10,550	9,875	-6%
George Campbell, March	12,441	15,801	+27%
Hudson, Wisbech	17,501	17,536	-
Manor, Whittlesey	19,076	19,582	-
Totals	59,568	62,794	+5%

This table highlights the impact that the refurbished George Campbell facility and the new exercise class studio have had on customer satisfaction and attendances. Whilst attendances at exercise classes at the other centres have remained static, the George Campbell has seen an increase of almost 3,500 attendances or 27% on the previous year. Whilst anticipated in the business case for the refurbishment, this performance improvement highlights that more people are being active, more often in March as a result of improved facilities.

Effective promotion, as well as ensuring that customers can book onto classes easily is key to raising the number of attendees at the exercise classes. New Vision's online booking system took 22,600 bookings last year. To improve customer service New Vision Fitness is investing in a phone 'App' to aid bookings in autumn 2016. It is anticipated that this additional booking channel will increase accessibility to the fitness class programme and increase attendances as a result.

### **Swimming Lesson Attendances**

	2014 / 15	2015 / 16	% change
George Campbell, March	20,568	22,136	+7%
Hudson, Wisbech	25,606	26,659	+4%
Manor, Whittlesey	28,170	26,635	-5%
Totals	74,344	75,430	+1%

Swimming lesson attendances demonstrate an upwards trend. At the George Campbell this has been supported by the vastly improved changing facilities available. The drop in attendances at the Manor may be the result of long term swimming instructor sickness, with customers being taught by different instructors and not receiving the service that the team expects to offer.

Currently, the swimming lesson programme is being assessed by an external industry expert, with improvements planned for spring 2017 that will improve the customer experience, increase the resilience of the programme and increase attendance and income levels at all three pools.

**Casual Swimming Attendances** (i.e. pay and play swimmers)

	2014 / 15	2015 / 16	Equivalent swims per day	% change
George Campbell, March	21,555	22,932	+4	+6%
Hudson, Wisbech	29,170	26,146	-9	-10%
Manor, Whittlesey	25,675	23,501	-6	-8%
Totals	76,400	72,579	-11	-5%

Note; these figures are taken from reception fill data and are directly attributable visits to the pool.

The George Campbell's improving attendances again reflect the investment put into the facility and the pool changing facilities specifically. The increase at his site bucks the nationwide trend of a longer term reduction in swimming numbers – that said swimming is still the most popular sport in the England by a significant margin, with 2.5m adults swimming every week. The Amateur Swimming Association (ASA), the national governing body for swimming, is putting in place a strategy to reverse the declining swimming numbers. As a partner, Fenland will be implementing the ASA strategy in late 2016.

Additional changes that have been put in place early in 2016/17 to increase swimming participation in Fenland include:

- Increased lane provision to attract swim for fitness swimmers
- SwimFit sessions, run with coaches as part of the Active Fenland programme, part-funded by Sport England
- Improved pool programming during the summer holidays, along with the launch of Big Splash sessions to attract more young people and families into Fenland's pools.
- Increased visibility of swimming on the New Vision Fitness Facebook pages.
- Plans are in place to improve changing facilities at the Manor in Whittlesey. The facilities date back to the 1990s and are in need of improvement to attract more users.

**Gym Membership**

As noted earlier, membership income and subsequently attendances at the Hudson have plateaued since the drop in summer 2014 due to the flood at the site and the opening of a local competitor.

The Council's partnership with Big Wave Media will help target increased membership across all facilities, with particular attention being paid in Wisbech due to the competition in the town. The George Campbell in March has two competitors, but the refurbishment has improved membership sales significantly, whilst Chatteris and the Manor in Whittlesey have no significant in-town competition. Competition for

members in Chatteris and Whittlesey comes from facilities that are based where people in the towns work; Peterborough and Cambridge / Huntingdonshire.

<b>2015 / 16 Change in membership base, per facility</b>	<b>Annual change in membership 2015 / 16</b>	<b>Overall direct debit % change</b>
Chatteris	+80	
George Campbell, March	+238	
Hudson, Wisbech	-9	
Manor, Whittlesey	+29	
<b>Totals</b>	<b>+280</b>	<b>+5%</b>
Total number of direct debit memberships at 31 March 2016		2,830

The table above reflects, again, the investment in the George Campbell with membership sales continuing into 2016/17.

Understanding members and providing excellent customer care continues to be the focus of the teams in the leisure centres. The team understands the value of a membership and the significant impact that increasing the length of stay by providing excellent service can have on membership income. In addition to the impact on direct income, referrals to family members and friends is New Vision's most important and effective sales tool for increased membership levels.

## Partnership Activity

### Active Fenland

#### **1 Project Aims**

1.1 Active Fenland is a 3-year, Sport England funded project, designed to increase participation in sport and physical activity in Fenland, using National Governing Bodies of Sport (NGB) developed sporting opportunities, informal sports settings and sessions of a social nature.

#### **2 Active Fenland Delivery**

2.1 Establishing new activities in the local area was the key task in year 1. Following the recruitment of an Active Fenland Activator, work with a number of NGB's and Living Sport progressed well with the launch of several new initiatives early in the project.

#### **Run Routes**

The Active Fenland project has established routes in three key open spaces in the towns of March, Wisbech and Whittlesey. Regular groups are now running in

Wisbech, March and Whittlesey using the run routes. Monitoring of attendees at the run group sessions is simple and this monitoring is ongoing; as many as 50 participants are attending one session, with between 12 and 20 participants at the other two.

### **Getting Families active together in swimming pools**

- 2.2 Year 1 of the Active Fenland project was focussed on getting families in the swimming pool together. The approach consisted of getting the message of family fun out to parents and adding interesting, new and exciting activities into the swimming environment.
- 2.3 The Active Fenland project invested in Aqua Zorbs and sea scooters for the children. These activities generated the additional visits expected and added a real buzz to swimming sessions for families. Unfortunately, these activities are heavily dependent on staffing supervision and allow users limited time to take part in the activity. This equipment is fun, does attract users who haven't been in a pool for some time, but are not especially suited to larger scale public swimming sessions.
- 2.4 As a result of the Active Fenland family swimming sessions, the Council hired a large pool inflatable in the summer of 2015. This activity is more suited to a public swimming session with many users able to access the inflatable at the same time. The success of the inflatable in one pool in summer 2015 has led the Council to invest in three inflatables that will be first used in the summer of 2016. The learning from the Active Fenland family swimming project has proved valuable, with the Council able to make a decision regarding the investment in additional equipment based on learning from the Active Fenland project. It is anticipated that the new equipment will increase participant numbers still further during summer 2016, with the benefit extending over the next 5 years.

### **SwimFit**

- 2.5 The Active Fenland project worked with the Amateur Swimming Association (ASA) to promote the SwimFit initiative across the three swimming pools in Fenland from autumn 2015.
- 2.6 The SwimFit programme has attracted a limited number of new swimmers into the sessions. The latent demand for such an activity, along with the structured nature of the sessions, has meant that the potential number of attendees across Fenland is limited. Additional social media marketing is planned in year 2 to increase the number attending.
- 2.7 Active Fenland will re-evaluate SwimFit in the middle of year 2 and if success is limited, a change of product with support from the ASA, linked to the ASA's new segmentation focussed Participation Strategy may be necessary.

### **Badminton**

- 2.8 In Autumn 2015 the project launched badminton sessions for both adults and

juniors using the NGB's No Strings and Smash Up products. These products fitted well with the insight research regarding Fenland sports participation. The sessions are unprogrammed, accessible (local schools), good value and of a social nature.

- 2.9 Some locations have proved very successful with as many as 30 participants per session, with others less so. It is thought that the areas that offer limited activities for young people in the town attracted more Smash Up participants. Those towns offering more activities after school for young people have proved unsuccessful. In year 2 focussed social media promotional activity will be used to establish the less popular locations - or a change in location will take place to a village with fewer activities available to young people.

### **Outdoor Table Tennis**

Outdoor table tennis has proved popular across the country and the NGB felt that Fenland would be an ideal location to develop an outdoor offer. Outdoor table tennis is popular in Europe - with the number of European workers in the Fenland area, it was anticipated that the tables would particularly appeal to that segment of the local community. Seven outdoor table tennis tables were installed in early September 2015 and those where monitoring of use is possible have proved popular.

### **Walking Football**

- 2.10 The opportunity to engage older people in sport using walking football as part of the project was highlighted by a local community group. A session has been running in Wisbech, attracting as many as 20 older participants per week. The nature of the session has meant that it has attracted both male and female participants.

### **This Fenland Girl Can**

- 2.11 With Sport England's This Girl Can initiative making a significant impact nationally, it was felt that using the campaign as part of the Active Fenland project would add weight to the project, as well as increase female sports participation locally. The Activator set up This Fenland Girl Can sessions as blocks of 6 week sessions with both trampolining and kickboxing sessions being fully booked.
- 2.12 The kickboxing sessions are proving sustainable, continuing after the 6-week initial Active Fenland sessions.

### **Summary**

- 2.13 Since the start of the project, Active Fenland has grown to establish 37 sessions per week across the District, targeting varied segments of the population with a wide range of unstructured, good value, social sporting opportunities.
- 2.14 The significant learning from year 1 will be incorporated in years 2 and 3 to ensure that the project delivery goes from strength to strength getting more

people participating in sport across Fenland every week.

### 3 Sports Participation

Attendances across all activities	22,225
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#### What do our customers say?

Description	Baseline	Target 15/16	No of customers who responded	No of customers satisfied	% 15/16	Variance
LPI LS2 - % of those asked, satisfied with Fenland's Leisure Centres	82%	82%	1,157	1,009	87%	+5%

The impact on customer satisfaction that the refurbished George Campbell has had is quite marked. In 2014/15 feedback across the service sat at 82% satisfied, but if broken down by centre, the George Campbell was well below this level. With the opening of the refurbished centre, the overall satisfaction with New Vision Fitness has risen because the George Campbell satisfaction rating is considerably higher than last year.

Whilst facilities and equipment are important factors in maintaining a high degree of customer satisfaction, the staff teams working in the leisure centres are the crucial factor that will keep our customers coming back. As well as maintaining cleanliness levels (essential in leisure) the team's face to face encouragement and engagement with customers is key to a successful service. This aspect of New Vision Fitness is what makes the service stand out from other competitors that offer less staff support. Whilst these competitors keep fees lower, customer turnover is far higher, with customers not achieving their goals and therefore dropping out earlier.

Customer Comment Logs are held on all reception areas allowing for visitors to make observations, good or bad, on their experience at the centre. Customers can make the feedback anonymously if desired. Recent examples include excessive heating in spinning studio addressed by installation of floor fans, cleaning regime introduced between evening aerobic classes, laned swim commenced on early morning sessions to cater for increased demand, and adjustment to gym staff rotas to allow increased customer interaction on gym floor during all periods leading to improved retention levels.



**Corporate Plan Priority:** Promote health and wellbeing

**Corporate Plan Action:** Develop and implement an overarching Health & Wellbeing Strategy and set appropriate priorities

**Portfolio Holder:** Cllr Cornwell

Project	Action
Develop a Fenland Health and Wellbeing Strategy and support Fenland's Health Partnership	Health Strategy implemented
	Aligned to Older People's Strategy Work

### **Fenland's Strategy**

The Council's health and wellbeing strategy was published in Spring 2015. The document sets out what the Council can do to support and improve health and wellbeing for Fenland's residents.

The strategic priorities are informed by Fenland's health profile, a document produced by Public Health England, and are;

1. Lifestyle and its effects on health such as;
  - Coronary heart disease and diabetes
  - Smoking
  - Physical inactivity
  - Alcohol
  - Obesity
2. Mental health
3. Sexual health.

The strategy also identifies an opportunity for health partners to work together more effectively.

### **Support for the Health Partnership**

In early 2015 Fenland's health partnership developed a joint action plan with identified projects to support Fenland's health priorities. In 2016 the partnership added a section within the plan specifically related to Older people. FDC are coordinating and supporting a number of those projects.

### Dementia Action Alliance

In 2015 the partnership committed support for a Fenland Dementia Action Alliance (DAA). The Alliance was launched in 2016 at March Library during Dementia Awareness Week itself.

Fenland's DAA is a partnership of many organisations, local businesses and volunteers including FDC, Lloyds Bank, Circle Housing, Cambridgeshire Police, Care Network,

Cambridgeshire Public Health, Alzheimer's Society, Wisbech Community Development Trust and the Rotary Club of Wisbech.

In May a Chairman was elected for the Alliance, Chris Mackett who is member of the Rotary Club of Wisbech.

The Fenland DAA aims to:

- Increase numbers of Dementia Friends and Dementia Champions across Fenland
- Establish a membership representative of the broad geography of Fenland
- Work towards creating a Dementia Friendly Community in Fenland by Dementia Awareness Week 2017
- Promote the voice of people affected by dementia

The website for the Alliance can be accessed here:

[http://www.dementiaaction.org.uk/local\\_alliances/16696\\_fenland\\_dementia\\_action\\_alliance](http://www.dementiaaction.org.uk/local_alliances/16696_fenland_dementia_action_alliance)

### Winter Warmth

During winter 2014 and 2015 partners joined forces to ensure the most vulnerable of residents received support to stay warm during the coldest months of the year. The project group take advantage of flu clinics in GP practices and Pharmacies to share information and advice, including the availability of grants to ensure the most vulnerable stay warm during the winter. Each year across the Country there are instances of hospital admissions and deaths due to excess cold, often as people cannot afford to keep their homes warm.

The project is being delivered by a range of local organisations working in partnership including; Fenland District Council, Cambridgeshire County Council, Age UK, Care network, Cambs Fire and Rescue, Children's services, social services, and the NHS. During 2015 the project group also took advantage of links made within the voluntary sector as local Breath Easy Groups also distributed packs to their members.

Funding for emergency fuel and boiler repairs was available in 2015. A total of £2,200 was funded to households in Fenland during winter 2015.

A workshop took place in June 2016 to plan for winter 2016.

### Smoking Cessation and tobacco control

In 2015 a community consultation exercise was undertaken, in order to better understand where smoking cessation and smoking control services should be focussed. The consultation involved local volunteers undertaking a face to face discussion with people in Fenland.

Recommendations from the community consultation exercise were:

- ◆ Measures to reduce stress, in workplaces
- ◆ Smoke-free play areas
- ◆ Smoking awareness education for 9/10 year olds

- ◆ A community campaign against illegal tobacco
- ◆ Increase the purchase age from 18 to 21

In response to this feedback a programme of illicit tobacco awareness training took place. 15 front line Council officers attended the training and are now actively referring information about illegal and illicit tobacco sales and are working more closely with trading standards partners.

In 2016 the partnership agreed to take forward a self-assessment of their work to address smoking prevalence and tobacco control. This assessment will commence in September 2016 and the outcome will identify future partnership projects and priority areas upon which to focus. .

**Portfolio Holder:**

**Cllr Murphy**

Project	Action
Warmer Homes / Action on Energy	Winter Warmth programme
	Activity update
	End of year final outputs

In 2013 the combined Cambridgeshire Local Authorities launched a home energy efficiency scheme called Action on Energy (AoE). This scheme has proved successful in encouraging Fenland householders to improve the insulation of their homes, particularly where these are older, harder to treat homes. Providing a grant of up to 75% of the cost of solid wall insulation.

Landlords are also eligible to apply for the same solid wall insulation grant as homeowners, plus an additional £1000 for a secondary measure such as a new boiler. Landlords with properties that only have cavity walls are eligible for a £1000\* grant towards energy efficiency improvements recommended on their Energy Performance Certificate, one of which should be insulation if recommended.

The first phase of the Action on Energy scheme between 2013 and 2015 received a total of 160 applications from Fenland households and these are all scheduled to be installed by the end of July 2016.

In the last 12 months, 105 installations have been completed with £525,611.30 of grants being paid to Fenland residents and a further 12 remain to be completed which are worth £64,517.33 in grants.

The second phase of the scheme began in January 2016. The scheme aims were changed in order to address those households who were more vulnerable.

This will mean that £56,569.08 of grants have been paid to Fenland residents since January 2016.

Applications have been made for:

Solid wall insulation	-	8
First Time Central Heating	-	3
Boiler upgrade	-	4
Loft Insulation	-	3
Cavity Wall insulation	-	1

One of these installations will be to a 'Park Home' type of dwelling, a type of property that is increasingly common in Fenland and is usually indicative of poor insulation due to the way they are constructed, which puts their occupants at particularly high risk of developing or exacerbating potentially life threatening cold related illnesses.

Householders are still coming forward to join Phase II of the scheme, many in response to seeing installations in their neighbourhoods. When contacted for feedback on their installation, many householders have commented on how much longer their houses stay warm when the heating has warmed the house to the desired temperature and turned itself off, which goes some way to explaining why this is such a benefit in the winter months.

**Portfolio Holder:**

**Cllr Cornwell**

## **Project**

### **Better Care Fund**

The Better Care Fund (BCF) creates a pooled budget in each Health and Wellbeing Board area to support health, care and housing services to work more closely together. The BCF is designed to support better integration of health and social care to improve services for the most vulnerable people in the community; provide better support for carers and create efficiencies. The BCF also includes the Disabled Facilities Grant (DFG) which supports housing adaptations for people with disabilities.

During 2014/15 five Cambridgeshire wide better care work streams were agreed:

- Data Sharing Project
- 7 Day Working Project
- Person Centred System Project
- Communication and Information Project
- Healthy Ageing and Prevention Project

Each year a BCF submission must be made to NHS England each Spring for approval.

The plan sets out what projects and workstream will be put in place to achieve the better care fund priorities. It includes how these matters will be funded.

Cambridgeshire's 2015/16 plan emphasised a shift in activity away from acute hospitals and long-term social care towards support that is provided in the community and focused on keeping people independent.

The overall direction for the Better Care Fund remains the same moving into 2016/17.

However, there are some significant changes to funding :

- There is an overall increase in the CCG's minimum revenue contribution to the Better Care Fund, which increases from £34,451k (2015/16) to £35,655k (2016/17)
- There is a significant increase in the Disabled Facilities Grant (capital) awarded by District Councils, which increases from £1,924k (2015/16) to £3,479k (2016/17)
- There is a corresponding drop in Adult Social Care capital, with the County Council's Adult Social Care Capital Grant of £1,294k being removed.

**Corporate Plan Priority: Promote health and wellbeing**

**Corporate Plan Action: Work with local commission 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**

**Portfolio Holder: Cllr Sutton**

Description	Target 15/16	Achieved for 15/16	Variance
<b>Performance Measure</b>			
Number of homes adapted to assist vulnerable and disabled residents to remain in their home	70	131	

Description	Target 15/16	Achieved for 15/16	Variance
<b>Performance Measure</b>			
Number of households assisted through the Healthy Homes service	125	151	

The Healthy Homes service through Age UK and funded through the council help vulnerable people with small scale works to make their home environment more comfortable, safe and secure particularly to prevent slips, trips and falls. Typical works include improving security measures, plumbing and electrical repairs.

In 2014/15 a total of 288 households were assisted.

### What do our customers say?

Description	Baseline	Target 15/16	No of customers who responded	No of customers satisfied	% 15/16	Variance
Disabled Facilities Grants: % of residents who felt that the work undertaken to adapt their property made their life easier ( 1 year on survey)	N/A	90%	36	36	100%	

36 surveys have been completed for the financial year and all of the clients surveys have been wholly positive resulting in a cumulative score of 100%

This Performance Indicator was new for 15/16

Description	Baseline	Target 15/16	No of customers who responded	No of customers satisfied	% 15/16	Variance
Healthy Homes Scheme: % of residents who rate the improvement to their daily life and being "better or much better" as a result of health homes service / handyman scheme	97%	97%	149	149	100%	

149 surveys have been completed for the current financial year and all of the clients surveys rate the change to their lives as being "better" or "much better" – resulting in a cumulative score of 100%

In 2014/15 the satisfaction rating was 97%.

## Partnership Activity

### Wisbech Alcohol Project

#### Alcohol Project (a Wisbech focus)

The Fenland Community Safety Partnership and the Fenland Health and Well Being board in 2015/16 developed a multi-agency plan to help address the identified health needs in Fenland (Wisbech) around alcohol misuse and harm with a view to also tackling street drinking and the associated crime and disorder connected to this activity.

An alcohol project plan has been developed which focusses around four key strategic themes:

- Improve the reporting of street drinking to better understand local need and focus
- Reduce the impact on the community where alcohol is a key factor through a multi-agency approach
- Increase front line officer and local business training to improve confidence, advice and signposting
- Improved promotion activity to help reduce the risk of alcohol harm and misuse.

The project group is supported by Fenland District Council, Cambridgeshire County Council (Drug and Alcohol team DAAT and Public Health), Cambridgeshire Police,

CASUS (Cambridgeshire Child and Adolescent Substance User Service), Luminus Housing, Inclusion treatment services, LCG/CCG, NHS, Pharmacies and local trade. The project group meet monthly to discuss the alcohol project plan and review progress on agreed actions and work towards identified needs.

To date the project group have been able to achieve the following outcomes;

- Increased engagement with the street drinking community which has led to 72 profiles being identified as street drinkers and added to ECINS for partnership review.
- Improved partnership joint working through joint enforcement and engagement patrols between local policing and FDC Streetscene officers. This has led to increased visibility in hot spot locations with 37 additional joint patrols being conducted in street drinking hotspots.
- IBA (Alcohol Identification and Brief Advice) training has been delivered to 6 agencies (27 officers) including FDC, Police, Cambs Fire and Rescue, Centre 33, YMCA and Luminus. This has also been developed and rolled out to the local PubWatch trade to help raise awareness within the licensed trade.
- Alcohol health materials, including (think alcohol) scratch cards, support service

promotion cards and awareness posters, have been produced in multi lingual languages to meet the needs of the local community and promoted locally and circulated through distribution to local trade and licensed premises, pharmacies, and other partner organisations premises.

- Through targeted community engagement activities, over 600 persons have been engaged with highlighting the risks of alcohol misuse and promoting the following local and national campaigns – Alcohol Awareness week, Morning after (drink drive) & Dry January.
- Carried out engagement activity within local education and supported housing settings, engaging with 100 students, to inform and educate on drug and alcohol misuse and risks associated with this type of behaviour.
- The local alcohol treatment services (Inclusion) has seen a 63% (364 persons) increase in referrals during 2015 as compared to 2014 (223 persons). Fenland has seen the highest increase seen across the County with Huntingdon with a 14% increase and Cambridge City with a 3% increase. Clearly highlighting that local promotion and health engagement work of the project plan with vulnerable and dependant drinkers are working.
- Improved partnership relationship and information sharing between the two partnerships (FCSP and FHWB) members through regular meetings (8 multi agency meetings delivered during 2015/16). This also includes with local mental health services which are now supporting the project group through 2016/17.

The project group and the associated action plan continues during 2016/17 with further focus around continued engagement and support framework with identified street drinkers, supporting the local LCG/CCG with increasing GP registrations and ensuring local communities are accessing services through preferred channels, providing further training opportunities around alcohol IBA to front line officers and key businesses and focussed engagement activity to the wider community on the risks of alcohol harm.