

Guildhall Gainsborough
Lincolnshire DN21 2NA
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AGENDA

This meeting will be recorded and the video archive published on our website

Challenge and Improvement Committee

Tuesday, 26th June, 2018 at 6.30 pm

Council Chamber - The Guildhall, Marshall's Yard, Gainsborough, DN21 2NA

Members:

Councillor Paul Howitt-Cowan (Chairman)
Councillor Lewis Strange (Vice-Chairman)
Councillor Mrs Angela White (Vice-Chairman)
Councillor Bruce Allison
Councillor David Bond
Councillor Mrs Angela Lawrence
Councillor Mrs Jessie Milne
Councillor Roger Patterson
Councillor Mrs Diana Rodgers
Councillor Mrs Lesley Rollings
Councillor Thomas Smith
Councillor Mrs Anne Welburn

1. **Apologies for Absence**
2. **Minutes of the previous meeting.**
 - a) Meeting of the Challenge and Improvement Committee (PAGES 3 - 7)
held on 22 May 2018
3. **Members' Declarations of Interest**

Members may make any declarations of interest at this point and may also make them at any point during the meeting.
4. **Matters Arising Schedule** (PAGE 8)

Matters arising schedule setting out current position of previously agreed actions as at 18 June 2018.

5. Public Reports

- a)** Health Commission Review (PAGES 9 - 21)
- b)** Interim Report - Public Realm Working Group (PAGES 22 - 44)
- c)** Customer First (PAGES 45 - 67)

6. General Work Items

- a)** Forward Plan (PAGES 68 - 76)
- b)** Committee Workplan (PAGE 77)

Mark Sturgess
Head of Paid Service
The Guildhall
Gainsborough

Monday, 18 June 2018

WEST LINDSEY DISTRICT COUNCIL

MINUTES of the Meeting of the Challenge and Improvement Committee held in the Council Chamber - The Guildhall, Marshall's Yard, Gainsborough, DN21 2NA on 22 May 2018 commencing at 6.30 pm.

Present: Councillor Paul Howitt-Cowan (Chairman)
Councillor Lewis Strange (Vice-Chairman)
Councillor Mrs Angela White (Vice-Chairman)

Councillor Bruce Allison
Councillor David Bond
Councillor Mrs Angela Lawrence
Councillor Mrs Jessie Milne
Councillor Roger Patterson
Councillor Mrs Lesley Rollings
Councillor Thomas Smith

In Attendance:
Mark Sturgess Executive Director of Operations and Head of Paid Service
Andy Gray Housing and Enforcement Manager
Natalie Kostiuk Customer Experience Officer
Ele Durrant Democratic and Civic Officer

Apologies: Councillor Mrs Diana Rodgers
Councillor Mrs Anne Welburn

6 CHAIRMAN'S WELCOME

The Chairman welcomed all present to the start of a new Civic Year and welcomed Councillor Angela Lawrence who had joined the Committee at Annual Council.

7 MEETING OF THE CHALLENGE AND IMPROVEMENT COMMITTEE HELD ON 3 APRIL 2018

RESOLVED that the minutes of the meeting held on 3 April 2018 be approved and signed as a correct record.

8 MEETING OF THE CHALLENGE AND IMPROVEMENT COMMITTEE HELD ON 14 MAY 2018 (AT THE CONCLUSION OF ANNUAL COUNCIL)

RESOLVED that the minutes of the meeting held on 14 May 2018, at the conclusion of Annual Council, be approved and signed as a correct record.

Members of Committee commented on the methods chosen for running the committee meetings at the close of Annual Council and the Head of Paid Service agreed to share their comments with the Democratic Services Team, for consideration ahead of Annual Council 2019.

9 MEMBERS' DECLARATIONS OF INTEREST

There were no declarations of interest made at this point in the meeting.

10 MATTERS ARISING SCHEDULE

The Committee gave consideration to the Matters Arising Schedule, setting out the current position of previously agreed actions, as at 14 May 2018.

The Democratic and Civic Officer advised Members that there remained one outstanding item for the new Civic Year but that all other completed items had now been closed.

RESOLVED that the Matters Arising Schedule as at 14 May 2018 be received and noted.

11 CUSTOMER COMPLAINTS HANDLING

Members gave consideration to a report presented by the Customer Experience Officer regarding the current status of customer complaints and the new complaints handling process. She explained her role in the complaints' process and how this had changed over recent months. The Head of Paid Service explained that the role of the Customer Experience Officer was to act as an advocate for the customer to ensure complaints were listened to and used as a learning opportunity to improve services and the overall experience for the customer. The experience and knowledge gained by the Customer Experience Office would be used to identify themes and areas of concern.

Members of Committee enquired as to why the Local Government Ombudsman (LGO) may not investigate a complaint, whether compliments were categorised per service in the same way complaints were and whether the amended timescales had made any difference.

In response, the Customer Experience Officer explained that there were areas the LGO did not investigate, such as planning, and these cases would be recorded as 'not investigated'. She added that compliments were categorised per service and it was true that the services with most complaints did also receive most compliments. She also confirmed that the amended time scales had made a difference as she was able to complete most enquiries by

herself, without needing to involve multiple parties which, under previous processes, led to unnecessary delays.

Members of Committee expressed their pleasure at the figures for compliments across all services and congratulated the Customer Experience Officer on her work. It was noted that committee were also due to receive another update report in November 2018.

RESOLVED that the contents of the report be noted.

12 ENFORCEMENT CASES - BENCHMARK FOR TIMESCALES

The Housing and Environmental Enforcement Manager presented a report to provide Members with an overview of the current performance position within the planning enforcement work area. Committee was asked to note the contents of the report and the positive steps being taken to ensure performance was enhanced in the future.

Committee Members were welcoming of the report and paid tribute to the hard work of the department. There was discussion regarding what had caused delays in dealing with cases and whether there was anything to be done about those who repeatedly work outside of planning guidelines. The Housing and Environmental Enforcement Manager explained that delays had been caused by a combination of high volume of cases and high complexity. He also explained that methods of recording the complex cases were to be separated out of general data. He gave the example of a case which had been open for two years and five months although Officers could not work on the case for large amounts of time because of statutory timescales involved. Cases such as these would skew the final closure figures.

It was noted that Committee were due to have a further update in November 2018 when there would be a greater amount of data to reflect the new enforcement policy.

After further discussion regarding specific examples of enforcement cases, it was

RESOLVED that the contents of the report be noted.

13 PROGRESS & DELIVERY PERIOD 4

The Head of Paid Service introduced the Progress and Delivery report for period four and explained it had already been seen by the two policy committees – Corporate Policy and Resources and Prosperous Communities. The minutes from the Prosperous Communities Committee had been shared with Members previously and the minute of the item from Corporate Policy and Resources was tabled for Members at Committee. He informed Members that they were asked to consider the comments from both policy committees and to ensure there had been appropriate challenge to the report.

There was significant discussion regarding waste disposal agreements, including the recycling strategy for West Lindsey District Council, the green waste charge and queries as to whether residents of West Lindsey were able to access household recycling centres in areas outside of the district, such as in North Lincolnshire. Members acknowledged that there had been a workshop held with County Councillors regarding waste management and

there was ongoing work around this matter.

A Member of Committee praised the work of the Trinity Arts Centre and suggested that there may be opportunities in the future to create deals between the hotel and the Arts Centre in order to encourage more people to come from further afield. It was noted that people already travel for events at the Arts Centre and the opening of the hotel could encourage more people to do so. Councillor J. Milne commended the staff at the Arts Centre and wished for it to be on record that the staff and volunteers did a brilliant job with all they did and the range of events they offered for everyone.

RESOLVED that having examined the responses given to the report by the Corporate Policy and Resources Committee and the Prosperous Communities Committee, the Committee was satisfied that the appropriate level of challenge was being made by those committees to the information contained within the report.

14 FORWARD PLAN

Members were invited to review the forward plan of items for consideration through all committees. The Democratic and Civic Officer advised Members that any items identified for scrutiny could be added into the Committee work plan to be seen at future meetings.

Councillor T. Smith suggested that the 12 month review of selective licensing be brought to Challenge and Improvement to look at the success, or otherwise, of the scheme and specifically examine the support provided to landlords. After discussion between Members it was agreed it would be appropriate to add this item to the work plan, providing sufficient time had elapsed since the initiation of selective licensing. It was confirmed that the item was not due to be seen at Prosperous Communities Committee until the end of 2018 and therefore would be seen by Challenge and Improvement Committee at the beginning of autumn. This allowed a full 12 months to have passed before the review.

Councillor L. Strange recommended that the East Midlands Ambulance Service (EMAS) be invited to attend Committee and explain their recent budget amendment and how this would impact on the District. This was seconded and unanimously agreed to be added to the forward plan.

The Chairman suggested to Committee that the Customer First strategy was selected for pre-scrutiny. The Head of Paid Service explained that it had been due to go to the Prosperous Communities Committee in June although this could be delayed. It was agreed for the Customer First strategy to be added to the meeting agenda for 26 June 2018.

After further discussion about items on the forward plan, it was

RESOLVED that the forward plan be noted and the items identified be added to the Committee work plan.

15 COMMITTEE WORKPLAN

Members of Committee gave consideration to the work plan for coming months. Councillor

Angela White provided an update on the work of the Public Realm Working Group and apologised to those who had attended for a meeting prior to committee, not realising it had been cancelled. Councillor White explained the survey had been distributed to all Town and Parish councils and reminders would be sent in due course. It was enquired whether Parish meetings were included in the roll out of the survey and Councillor White confirmed she would enquire.

In consideration of discussions earlier in the meeting, it was

RESOLVED that the work plan be updated in line with the items identified for scrutiny by Committee Members.

The meeting concluded at 7.47 pm.

Chairman

Challenge and Improvement Cttee Matters Arising Schedule

Purpose:

To consider progress on the matters arising from previous Challenge and Improvement Committee meetings.

Recommendation: That members note progress on the matters arising and request corrective action if necessary.

Matters arising Schedule

Status	Title	Action Required	Comments	Due Date	Allocated To
Black					
	Mini-Meetings at Conclusion of Annual Council	To consider alternative ways of undertaking the mini-meetings at the conclusion of Annual Council.	Discussed with Monitoring Officer and will be reviewed in consideration for Annual Council 2019.	04/01/19	Katie Coughlan
Green					
	Improvement to street scene across the district	Work item requested by C&I cttee. Extract of mins 09/01/2018: "A Member of Committee enquired about whether there was any scope to look at aspects of towns and villages that incorporated such things as public artwork or fountains. It was suggested that these could be looked at as street furniture or as part of the overall street scene... [it was suggested that] ... it might be possible to undertake a separate piece of work to look specifically at grants available for improvement of area through public artwork or installations. It was requested that this be noted as a future work point."	Date extended for consideration in 2018/19 committee work plan	31/08/18	Mark Sturgess



Challenge & Improvement

26th June 2018

Subject: Health Commission – Position Update

Report by:

Mark Sturgess – Executive Director of Operations

Contact Officer:

Sarah Shaw
Health Coordinator
01427 676582
Sarah.shaw@west-lindsey.gov.uk

Purpose / Summary:

RECOMMENDATION(S):

Note the progress of the Health Commission and provide feedback on the recommendations to be made to Prosperous Communities.

IMPLICATIONS

Legal:

None arising

Financial:

None arising

Staffing:

None arising

Equality and Diversity including Human Rights:

None Arising

Risk Assessment:

None arising

Climate Related Risks and Opportunities:

None arising

Title and Location of any Background Papers used in the preparation of this report:

Original paper setting up the Health Commission titled 'Approval Brief for Health Commission' was presented to Prosperous Communities Committee on 25th October 2016.

Call in and Urgency:

Is the decision one which Rule 14.7 of the Scrutiny Procedure Rules apply?

i.e. is the report exempt from being called in due to urgency (in consultation with C&I chairman)

Yes

No

Key Decision:

A matter which affects two or more wards, or has significant financial implications

Yes

No

1 Introduction

- 1.1 In 2016 elected members became aware of a number of concerns about health, wellbeing and health care provision affecting West Lindsey residents. Subsequently, members led the development of the West Lindsey Health Commission. The Health Commission seeks to be part of the solution to improving the health and wellbeing of communities in West Lindsey.
- 1.2. The Terms of Reference for the Health Commission are included at **Appendix 1**. These terms of reference include sections detailing aims, objectives and principles of the health commission.
- 1.3 The Health Commission is supported by and has been working closely alongside the council's Health Coordinator (Sarah Shaw) and Home Choices Team Manager (Michelle Howard), currently supported by Phil Taylor providing maternity cover.
- 1.4 The Health Commission has now been operational for sixteen months. Membership of the Health Commission is now stable and working well, with individual members leading on the thematic areas as agreed and reporting back to the Commission. This report provides a position update on progress and achievements to date. It builds on the information previously included within the Annual Report to Council.
- 1.5 West Lindsey faces the challenge of an aging population, long term unemployment together with a large proportion of the population experiencing preventable conditions, linked to lifestyle and social determinants of health. Unhealthy life style choices such as poor diet, and inactivity are contributing towards diabetes and obesity above the national average. Reducing alcohol misuse, smoking, diabetes obesity and increasing inactivity are the local priorities.

2 Progress Update

- 2.1 A progress update detailing activity against the aims and objectives of the Health Commission is set out at **Appendix 2**.

3 Recommendations to be made to Prosperous Communities

- 3.1 On the success of WLDC's member led Health Commission and based on their recommendation for continued investment in health and wellbeing the following recommendations are being made to the Prosperous Communities Committee;
 - That the Health Commission continue to meet 2 monthly.
 - That a strategic health partnership for West Lindsey be set up to meet 6 monthly to provide a forum for agencies across the district to meet, share experiences, improve joint working and employ best practice.

- The aims and objectives of the Health Commission should be critically aligned with those the Lincolnshire Health and Wellbeing Strategy to ensure we stay relevant and coordinated with county partners. Member and officer representation at the Housing Health and Care Delivery Group continue and feed back into the Health Commission. Active membership of the Lincolnshire Health Scrutiny Committee continue.
- A refresh be undertaken of the Health Commissions Terms of Reference to reflect the above recommendations.

West Lindsey District Council Health Commission

Terms of Reference

Overall Objectives

Members of West Lindsey District Council's Health Commission have led the development of the Health Commission. It seeks to be part of the solution to improving the health and wellbeing of communities in West Lindsey.

The Health Commission is Member led and seeks to examine and understand the state of health services in the district. It aims to:

- Enable maximum impact with the Council's limited resources and ability as a facilitator to help join up various issues on health prevention and delivery where possible
- Use the Council's role as problem solver, advocate, influencer and service deliverer to safeguard and promote the health and wellbeing of the District's communities

The Council does not directly provide health services and this is not a statutory area. However, the Council has played a major role in terms of community action, ensuring grants to improve community infrastructure and securing other funding to support community groups.

The Health Commission is not intended to replace or replicate the work of the Lincolnshire Health Scrutiny Committee. The WLDC Health Scrutiny Committee representative will sit on the Health Commission in order to provide a link between the two groups and share information as required and appropriate.

The Health Commission will coordinate member led activity for the purposes of achieving the following outcomes:

1. Better Council understanding of health and wellbeing issues and the role we can play to address them
2. Recommendations to various bodies including the Council on future policy and action, particularly partnership opportunities with health services and the community to particularly improve community action, housing, leisure and well being

Principles of the Health Commission

- Fact finding
- Enhancing our offer
- Prevention in partnership
- Problem solving in partnership

Scope and Functions of the Health Commission

The areas covered by the scope for the Health Commission relate to either:

1. Health Care
2. Wider Determinants of Health

Initial areas for examination have been scoped. The initial scope is attached at Appendix A.

The Health Commission will need the ability and flexibility to capture and respond to emerging needs. The scope may evolve during the lifespan of the Health Commission to take account of the pace of change and opportunities to work in partnership that may be realised through this work. This will be managed through a clear workplan.

For each scope area taken forward by the Health Commission, the following approach will be taken to engage with partners and really understand both problems and potential solutions:

- Scope who needs to be involved / invited and what information is needed
- Examine and hear information
- Make informed recommendations for action, short and long term

The Health Commission will act as the 'Member Voice' for Health. It will:

- Ensure a flow of information between all Elected Members about key health issues
- Enable Members to share concerns or issues about health / health services in their locality, for review by the Commission. The Commission will determine the need to develop the scope to incorporate emerging issues as appropriate and required.
- Develop links with the Lincolnshire Health and Wellbeing Board, and Lincolnshire Health Scrutiny Committee
- Be accountable to Challenge and Improvement Committee and Prosperous Communities Committee.

Health Commission Representation and Meeting Frequency

The Health Commission will comprise up to 9 Members of the Council, from across the following committees:

- Prosperous Communities Committee
- Challenge and Improvement Committee
- Policy & Resources Committee

The Health Commission will be represented by Members from across the West Lindsey District.

Additional Members may be co-opted to join the Health Commission, at the discretion of the Commission.

A minimum of 4 Members will be required to make each Health Commission meeting quorate.

Members who are designated to serve on the Health Commission should give this work priority. Should any Members find that they are unable to maintain commitment to the Health Commission, the Chair will liaise with the respective Committee Chairs to identify an alternative representative

The Health Commission will require Members to take a 'thematic lead' for areas contained within the scope.

Officer Representation: Officers of the Council will engage with the Health Commission to provide advice, information, guidance & logistical support.

Officers will share information relating to work streams within the remit of the Health Coordinator and where appropriate may seek the views and expertise of the Health Commission as a 'sounding board' to assist with the scoping and development of projects, prior to reports being drafted for Committee.

Health Commission meetings will be held six weekly. Members will be required to engage with partners and gather information in between meetings.

Urgent business may require additional meetings.

Note; the Health Commission is not a public meeting.

Accountability and Reporting Structure

The Health Commission will report to the Challenge and Improvement Committee which will in turn, report back to the Prosperous Communities Committee.

An initial report is due in May 2017 after which point the future need for and remit of the Health Commission will be considered by Prosperous Communities Committee.

Key Partners, Relationships and Information

The list below is not exhaustive but provides an overview of some key partners and sources of information that will be of use to the Health Commission:

- Lincolnshire County Council Public Health
- West Lindsey District Council Health Coordinator
- Lincolnshire Health Scrutiny Committee
- Lincolnshire Health & Wellbeing Board
- District Council Network Health Taskforce (Member reference panel)
- Public Health England
- NHS England
- Clinical Commissioning Groups
- Lincolnshire Health & Care (LHAC)
- GP Surgeries
- Wellbeing Service Providers
- John Coupland Hospital

- United Lincolnshire Hospital Trust (ULHT)
- Lincolnshire Partnership Foundation Trust (LPFT)
- Lincolnshire Sustainability & Transformation Plan (STP)
- Lincolnshire Joint Strategic Needs Assessment (JSNA)
- Age UK
- Lace Housing

Appendix A – Initial Scope

Theme 1	<p>To understand how we can help with John Coupland Hospital and GP Surgery services, specifically helping in areas of prevention and health condition management</p> <ul style="list-style-type: none"> ➤ Access and map GP provision across West Lindsey and the present pressures. Map primary care services offered in surgeries and health centres ➤ Motion for a rural attendance allowance and creating a local government network to lobby national government
Theme 2	<p>Understand the STP proposals and recommend how the Council can help in shaping changes that impact on areas such as:</p> <ul style="list-style-type: none"> ➤ Health care prevention ➤ Condition management ➤ Independent living and housing ➤ Integrated, efficient services and facilities ➤ Access to services ➤ Access to leisure and greenspaces
Theme 3	<p>Examine best practice in West Lindsey and elsewhere. Map community networks in West Lindsey for:</p> <ul style="list-style-type: none"> ➤ Sustainable community action by groups including support to community leaders ➤ Volunteering and type of area priorities / network ➤ Role of opticians, dentists, chiropody, schools and other health service points, including pharmacies, in helping prevention and health condition management. Include also LIVES and East Midlands Ambulance Service.
Theme 4	<p>Understand the mental health and recovery issues, especially how physical and mental health conditions and interrelated.</p> <p>The role community plays and can further play in:</p> <ul style="list-style-type: none"> ➤ Crisis prevention ➤ Recovery ➤ Housing/employment and social issues
Theme 5	<p>Examine best practice locally, national, internationally for helping condition management especially:</p> <ul style="list-style-type: none"> ➤ Dementia care and management ➤ Diabetes ➤ Vascular / heart diseases ➤ Other priorities for West Lindsey based on JSNA evidence of health conditions in Lincolnshire and West Lindsey
Theme 6	<p>Examine the way independent living can be helped particularly the role of:</p>

	<ul style="list-style-type: none">➤ Adaptations (DFG, NHS, LCC services)➤ Supported / Extra Care accommodation➤ Respite care➤ Hospice care➤ Aging population➤ Provision of sheltered accommodation and warden facilities
<p>Outcomes: The Health Commission will coordinate member led activity for the purposes of achieving the following outcomes:</p> <ol style="list-style-type: none">1. Better Council understanding of health and wellbeing issues and the role we can play to address them2. Recommendations to various bodies including the Council on future policy and action, particularly partnership opportunities with health services and the community to particularly improve community action and housing	

West Lindsey Health Commission

Progress Update – 31st May 2018

Engaging Key Stakeholders – Roundtable Event

Members of West Lindsey District Council's Health Commission have been actively working to enhance the role we can play as a district council in terms of prevention and promoting wellbeing, including progressing opportunities for working in partnership to improve health and wellbeing of our residents and communities.

The Health Commission continues to build on success of previous engagement events representation from Chief Officers from each of the Health Trusts; the Vice-Chairman of the Health & Wellbeing Board; representatives from the Lincolnshire West Clinical Commissioning Group (CCG); Healthwatch, continues to demonstrate the level of interest and engagement and the value that is place on West Lindsey's role in improving health and wellbeing outcomes.

Supporting Development of the Neighbourhood Team

Integrated neighbourhood working is one of the priorities in the Lincolnshire Sustainable Transformational Partnership. The Health Commission is supporting the development of the neighbourhood team (multi-disciplinary approach to improving health outcomes) is actively underway in West Lindsey, for the Gainsborough locality Investigations are being explored into delivering and health through nature pilot using social subscribing (which encourages GP's to prescribe 'non-medical' interventions) to encourage people to use our natural outdoor assets and deliver health and wellbeing benefits. Working in partnership with LCC Public Health, The Woodland Trust and the Gainsborough Neighbourhood Team this will be developed in autumn 2018.

Member and Officer Collaboration and Support

The Health Commission have been instrumental in the development of the Wellbeing Consortia Bid that has seen £16.5 million of funding coming to Lincolnshire over 5 years to provide support to all adults in Lincolnshire and especially those who, without this, are likely to lose their independence and draw more heavily on health, care, housing and other services. In December 2017 Lincolnshire County Council announced that the Consortia Bid had been successful. Health Commission members will continue to have oversight in the development and delivery of the wellbeing service and actively form part of the partnership and network strand. The governance structure of Wellbeing Lincs includes a Cllr Reference Group the Chair of the Health Commission is a member of this group. This shows a continued collaborative approach between officers and members across the consortia.

Understanding the STP proposals

District engagement on the Lincolnshire Sustainable Transformation Plan is continuing, currently arranging for the Senior STP Leadership Team to present to elected members in 2018. Going forward the Health Commission will continue to act as an engagement group and be the mechanism for consultation and disseminating of information internally.

Best Practice for helping condition management

The Health Commission has taken action to deliver better outcomes for people living with Dementia in line with strategic priorities in the developing Lincolnshire Health and Wellbeing Strategy 2018 and in line with the Corporate plan 2016 – 2020 Theme 2 People First

Opportunities with local partners to deliver sports activities for people with Dementia has taken place working in partnership with Everyone Active and The Alzheimer's Society to pilot a Dementia Friendly Swimming Session July - November 17.

Taking learning from the pilot and to further enhance our offer the Health Commission is working in partnership with Everyone Active to develop specialist sport and activity for people living with dementia through their Active Seniors Programme encompassing both poolside and dryside activities, this is scheduled to be delivered in September 2018.

Health and Wellbeing Board

During 2017 The Health Commission championed additional Cllr membership on the Health and Wellbeing Board. The Challenge & Improvement committee supported the Health Commission with a formal request to the Health and Wellbeing Board for additional district council (elected member) representation on the board. This recommendation is still under consideration. The Health Commission will continue to inform at the pre meet meeting.

Through lobbying at county level, The Health Commission is actively involved in the newly established Housing Health and Care Delivery Group. Membership of this group will allow a significant opportunity for district areas to improve outcomes for Lincolnshire residents, enhanced integration, and an ability to respond to emerging trends and demands on services. This group considers an integrated approach to housing health and care and shared learning, this is assisting in a better flow of information. is now held at the Housing Health and Care Delivery Group a sub group of the Health and Wellbeing Board. This request was successful and an appointment has been made, Cllr Bibb now sits on the Delivery Group together with West Lindsey's Health and Wellbeing Manager.

Health Improvement

Promoting Public Health England's rolling programme of health improvement to help improve the population's health by raising awareness around key areas including unhealthy lifestyle choices.

Embedding Health & Wellbeing in WLDC Services

One area of concern identified is the need within the council to raise the level of awareness regarding social and environmental issues affecting health and wellbeing and for the various departments within the Authority to use health as a lens when considering actions.

Examples are the role of health and wellbeing which are covered in the Central Lincs. Plan, Neighbourhood Plans, as well as the work currently being done regarding Green Spaces within the District, and the development of Leisure facilities.

Rural Services Network

Representation of the Health Commission on the Rural Services Network national body has facilitated greater lobbying power and achieved national support for initiatives such as the 'Rural weighting' scheme put forward by WLDC in January 2017. More recently we have been able to encourage the formation of a sub-group of the main RSN which focuses on Health and Social Care and have representation on this. Additionally through the Health Commission we have been able to connect with the District Councils Network Healthier Towns and Villages Group.

Agenda Item 5b



**Challenge and Improvement
Committee**

26th June 2018

Subject: Rural Public Realm: Interim Report

Report by:	Grant White
Contact Officer:	Grant White Enterprising Communities Manager Grant.white@west-lindsey.gov.uk
Purpose / Summary:	To: 1) Update on progress of the Rural Public Realm Task & Finish Group
RECOMMENDATION(S):	
1. Members acknowledge progress to date of the Rural Public Realm Task & Finish Group.	
2. Members recommend any additional organisations, officers and stakeholders that the Rural Public Realm Task & Finish Group should seek to engage with directly to gather input for the Rural Public Realm Report.	

IMPLICATIONS

Legal: None

Financial : None

Staffing : None

Equality and Diversity including Human Rights : Not applicable

Risk Assessment : Not applicable

Climate Related Risks and Opportunities : Not applicable

Title and Location of any Background Papers used in the preparation of this report:

C&I Committee – 9th January 2018
“Public Realm – C&I ToR Update Report”

Call in and Urgency:

Is the decision one which Rule 14.7 of the Scrutiny Procedure Rules apply?

i.e. is the report exempt from being called in due to urgency (in consultation with C&I chairman) **Yes** **No**

Key Decision:

A matter which affects two or more wards, or has significant financial implications **Yes** **No**

1. Background

- 1.1 The Challenge and Improvement Committee have agreed that one of their principal projects for 2017/18 will be to scrutinise the effectiveness of the services offered by public agencies in maintaining the rural public realm.
- 1.2 The Committee agreed that in order to tackle this work a member Task and Finish Group would be established.
- 1.3 A Delivery Plan for this work was approved by Challenge & Improvement Committee on 9th January 2018. Since this date the Task & Finish Group have met on a number of occasions to progress actions within the Delivery Plan.

APPENDIX A – Public Realm Report Delivery Plan 2018-2019 v1.0

APPENDIX B – Rural Public Realm Task & Finish Group – ToR v1.1

2. Public Realm Survey for Parish/Town Councils

- 2.1 A key actions identified within the Delivery Plan was to conduct a public realm survey open to all parish and town councils in West Lindsey. The survey is designed to gather valuable information and local insight from parish and town councils on the current conditions, challenges and opportunities for public realm.
- 2.2 The Public Realm Survey was launched on 16th May 2018 and will close on 15th August 2018. This provides 3 months for completion. The closing dates can be extended by the Task & Finish Group if required.
- 2.3 The results from the survey will be analysed and a help us to produce a range of presenting formats such as tables, graphs and heat maps.
- 2.4 Reminder messages will be sent out to parish/town councils that have not yet completed the survey at regular intervals.
- 2.5 All Members have received information about the survey to help them promote to their local parish/town councils. This information will be repeated at regular intervals.
- 2.6 The link to the survey has not been made public as it is only designed for parish/town councils to complete. It can be sent out on request via e-mail. A dedicated e-mail address has been established for this work: publicrealm@west-lindsey.gov.uk

APPENDIX C – Public Realm Survey 2018 – Intro & Instructions

APPENDIX D – Public Realm Survey 2018 – Full Question List

3. Agency Engagement

- 3.1 Now that the Public Realm Survey is underway, the Task & Finish Group will be confirming key agencies and officers to conduct direct engagement with. This will include key service areas within West Lindsey District Council linked to public realm and other agencies such as Lincolnshire County Council, Lincolnshire Police and the Environment Agency.
- 3.2 Members at this committee meeting are requested to put forward any additional recommendations for key agencies, officers and stakeholders that the Task & Finish Group should look to engage with directly.
- 3.3 This type of engagement will vary depending on availabilities and circumstances. In most cases it will involve arranged meetings with key officers to discuss current conditions, challenges and actions being taken.
- 3.4 Information gathered from direct engagement and meetings will be included in the final Rural Public Realm report with full references and acknowledgments.

4. Recommendations

- 4.1 Members acknowledge progress to date of the Rural Public Realm Task & Finish Group.
- 4.2 Members recommend any additional organisations, officers and stakeholders that the Rural Public Realm Task & Finish Group should seek to engage with directly to gather input for the Rural Public Realm Report.

Public Realm West Lindsey



Challenge & Improvement Report Delivery Plan 2018-2019

1. Introduction

In 2017 the Council agreed to undertake a project to look at various aspects of public realm throughout the district. The aim is to produce a detailed report on the state of public realm including current challenges, issues impacting communities and how improvements could be made.

We will be working closely with organisations responsible for different elements of public realm to better understand demands on services, latest challenges in delivery and what work is taking place to make improvements. We will also be engaging with Parish and Town Councils to gather valuable local insight and details on specific areas.

This project will help support our six main priority areas within the Council’s Corporate Plan 2016-2020:

- **Open for Business**
- **Asset Management**
- **Central Lincolnshire Local Plan**
- **People First**
- **Partnership/Devolution**
- **Excellent Value for Money Services**

The Public Realm project consists of the following themes:

1. Street Scene	2. Rights of Way	3. Rural Environment
<ul style="list-style-type: none"> • Highways • Streetlights • Street cleaning 	<ul style="list-style-type: none"> • Footpaths • Cycle paths 	<ul style="list-style-type: none"> • Green spaces • Waterways
4. Environmental Crime	5. Rural Crime	
<ul style="list-style-type: none"> • Fly tipping • Littering • Dog fouling 	<ul style="list-style-type: none"> • Agricultural crime • Wildlife crime • ASB/Burglary 	

2. Contact Details

For more information about the Public Realm project please visit:

www.west-lindsey.gov.uk/publicrealm

For queries about the project please contact us via e-mail:

grant.white@west-lindsey.gov.uk

3. Public Realm in West Lindsey

West Lindsey is a large rural district covering over 440 square miles. Various organisations have responsibilities for the maintenance, protection and enhancement of highways, footpaths, streetlights, enforcement and many other aspects of our public realm.

Key organisations that maintain public realm include:

- Environment Agency
- Forestry Commission
- Lincolnshire County Council
- Lincolnshire Police
- Parish & Town Councils
- West Lindsey District Council

4. Programme Governance

We have governance in place to ensure effective delivery and management of this project. All decisions about project delivery are made based on evidence based options and full engagement with elected Members.

Enterprising Communities

This is the service area of the Council responsible for managing the day to day delivery of this project. Officers will manage the project and work with partners to deliver agreed objectives and outcomes.

Entrepreneurial Board

This board oversees the on-going delivery and management of the council's projects. Officers involved with project delivery will provide regular updates to Senior Managers.

Challenge & Improvement Committee

This committee oversees the project. All strategic decisions on project delivery are made by this committee. Monitoring and evaluation is reported to this committee on a regular basis to ensure full oversight.

Public Realm Member Working Group

This working group is made up of a cross selection of elected Members. The working group meet on a regular basis to help support the delivery of the project and provide vital Member engagement on public realm issues.

5. Public Realm Report

This project will produce a detailed Public Realm Report. The report will contain information on our findings following research and stakeholder engagement. We will explore current issues impacting public realm and how organisations are working to tackle these and make improvements.

The report once completed will be approved by our Challenge & Improvement Committee and recommended to our Prosperous Communities Committee to consider any possible improvements or projects that could be delivered to enhance public realm.

The report will be structured with the following structure and layout:

- Introduction
- What is Public Realm
- Stakeholders and Delivery Organisations
- Research and Engagement
- Public Realm Themes*
 1. Street Scene
 2. Rights of Way
 3. Rural Environment
 4. Environmental Crime
 5. Rural Crime

* Each theme will include the following headings:

- Overview
- Responsibilities
- Current Issues & Challenges
- Planned Improvements
- Potential Improvements

6. Project Timescale

This project is working to the following key milestones:

1. Interim Report to Challenge & Improvement Committee – May 2018
2. Final Report to Challenge & Improvement Committee – November 2018
3. Any recommendations to Prosperous Communities Committee – December 2018

Challenge and Improvement Committee Rural Public Realm Task and Finish Group

Terms of Reference

1. Background

- 1.1 The Challenge and Improvement Committee fulfils the Council's overview and scrutiny function with responsibility to:
- Assist the council in the development of its budget and policy framework by in depth analysis of policy issues
 - Conduct research, community and other consultation in the analysis of policy issues and possible options
- 1.2 Additionally in can make recommendations to the appropriate committee and for Council arising from the outcome of the scrutiny process.
- 1.3 Key themes of the Council's Corporate Plan are:
- **Open for business**
A high quality and well maintained public realm will assist with attracting inward investment into the District and demonstrate that the Council is "open for business"
 - **People First**
Improved street scene and green space is an important outcome which this theme seeks
 - **Excellent Value for money services**
Street scene and the public realm are some of the most visible service the council provides in the District so these need to be seen as efficient, effective and economic.

2. Purpose of the Task and Finish Group

To investigate the efficiency and effectiveness of the services (both those provided by West Lindsey and others) which impact upon the public realm in the District and make recommendations to the Prosperous Communities Committee on any improvements which have been identified as being necessary.

3. Scope and Focus of the Work

- 3.1 The scope and focus of the work should be on those services which have the greatest impact on public realm in the District. These shall be detailed in the Delivery Plan for this work.
- 3.2 The key questions which need to be addressed by the work of the Task and Finish Group are:
1. To understand from those providing the services how that service is delivered, its budget, performance indicators and barriers/difficulties in providing the services in West Lindsey

2. To understand from service users their experience with the public realm services provided in the District
3. To look at best practice examples of how public realm works are delivered in other parts of the country
4. To assess alternative delivery models of delivering public realm services (outsourcing, greater community input etc.)

4. Outputs

- 4.1 To produce and approve a final report with recommendations on how public realm services delivered in the District could be improved to be presented to the Prosperous Communities Committee.

5. Outcomes

- 5.1 To make a noticeable difference to the way the public realm is managed within the District through the acceptance of specific recommendations by the Prosperous Communities Committee.

6. Membership of the Group

- 6.1 The following form the core membership of the group:

Councillor Angela White (Chairman)	Councillor Anne Welburn
Councillor Thomas Smith	Councillor Jessie Milne
Councillor Lewis Strange	Councillor Malcolm Parish
Councillor Bruce Allison	

- 6.2 Any other elected members shall be welcome to attend any Task and Finish Group meetings.
- 6.3 The group will be supported by officers as appropriate.

7. Timescales

- 7.1 Timescales for this work and key milestones shall be detailed in the Delivery Plan. These may be updated during the course of this work to reflect any changes or additional actions required.
- 7.2 Any changes to Committee reporting timescales must be endorsed by the Task and Finish Group and approved by the Challenge & Improvement Committee.

8. Frequency of meetings

- 8.1 The Task and Finish Group shall meet prior to Challenge & Improvement Committee meetings (typically monthly).
- 8.2 Meetings can be cancelled with prior agreement from the Chairman if there is insufficient business to discuss.

9. Amendments

- 9.1** Minor amendments to these Terms of Reference can be agreed by majority of the Task and Finish Group. This includes amendments to core membership of the group.
- 9.2** Significant amendments to these Terms of Reference must be endorsed by the Task and Finish Group and approved by Challenge & Improvement Committee.

Dear Parish/Town Council,

We need your help with our Public Realm Survey 2018!

In 2017 West Lindsey District Council agreed to undertake a project to look at various aspects of public realm. The aim is to produce a detailed report on the state of public realm including current challenges, issues impacting communities and how improvements could be made.

We will be working closely with organisation responsible for different elements of public realm to better understand demands on services, latest challenges in delivery and what work is taking place to make improvements. We will also be engaging with Parish and Town Councils to gather valuable local insight and details on specific areas.

We have launched a survey for Parish and Town Councils. Your local knowledge will help us gather valuable information and insight into the state of public realm in your community. We will produce a survey report with the responses receive and this will be shared with you.

Attached with this e-mail is a copy of our Public Realm Report Delivery Plan. This provides more information about the work we are doing exploring the current state of public realm in West Lindsey.

Instructions for completing the survey:

- Please only complete the survey once for your Parish or Town Council. If we receive more than one response we will contact you to agree which one to use.
- This survey should take approximately 35 minutes to complete and submit, however we recommend you review all the questions before starting. A copy of the full survey is attached with this e-mail.
- We recommend you use the copy of the full survey questions attached to think about and prepare your responses. You can also use it during any discussions or meetings with colleagues prior to completing the survey online.

Click the following link to begin the survey:

<https://www.snapsurveys.com/wh/s.asp?k=152586138957>

Contact

If you have any queries about the survey or need assistance completing it please contact us via e-mail: publicrealm@west-lindsey.gov.uk

Thank you for your time

Welcome to the West Lindsey Public Realm Survey 2018

In 2017 the Council agreed to undertake a project to look at various aspects of public realm throughout the district. The aim is to produce a detailed report on the state of public realm including current challenges, issues impacting communities and how improvements could be made.

The report will cover 5 key themes of public realm:

1. Street Scene	2. Rights of Way	3. Rural Environment
<ul style="list-style-type: none"> • Highways • Streetlights • Street cleaning 	<ul style="list-style-type: none"> • Footpaths • Cycle paths 	<ul style="list-style-type: none"> • Green spaces • Waterways
4. Environmental Crime	5. Rural Crime	
<ul style="list-style-type: none"> • Fly tipping • Littering • Dog fouling 	<ul style="list-style-type: none"> • Agricultural crime • Wildlife crime • ASB/Burglary 	

We will be working closely with organisations responsible for different elements of public realm to better understand demands on services, latest challenges in delivery and what work is taking place to make improvements. We will also be engaging with Parish and Town Councils to gather valuable local insight and details on specific areas.

This survey is for Parish and Town Councils only. Your local knowledge will help us gather valuable information and insight into the state of public realm in your community. We will produce a survey report with the responses received and this will be shared with all Parish and Town Councils.

Instructions

Please only complete the survey once for your Parish or Town Council. If we receive more than one response we will contact you to agree which one to use.

This survey should take approximately 35 minutes to complete and submit, however we recommend you review all the questions before starting. A copy of the full survey will have been sent to you by e-mail. If you have not received this please contact us on the e-mail address below.

We recommend you use the copy of the full survey to think about and prepare your responses. You can also use it during any discussions or meetings with colleagues prior to completing the survey online.

Contact

If you have any queries about this survey or need any assistance completing it please e-mail: publicrealm@west-lindsey.gov.uk

Your details

Name:

Position:

Council:

Does your council currently maintain any of the following? **Please tick all that apply**

- Footpaths
- Cycle paths
- Highways
- Waterways
- Open green spaces
- Woodlands
- Recreational spaces (i.e. play parks or skate parks)
- Monuments (i.e. War memorials)
- Street cleaning
- Grass cutting
- Enforcement
- Street furniture (i.e. bins, benches or noticeboards)
- Parish lights (i.e. street lighting)

Other - please state

Section 1: Street Scene

In this section we will ask you questions about highways, street lighting and street cleaning.

Q1.1 How would you rate the current standard of the following in your area? **Please tick one box on each row if applicable**

	Very Poor	Poor	Average	Good	Very Good
Highways and adopted roads	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Unadopted roads	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Street lighting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Street cleaning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Roadside grass cutting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please provide any additional comments or feedback about any of the above:

Q1.2 If you have reported an issues/fault within the last 12 months for your area, please rate the quality of service received. **Please tick one box on each row if applicable**

	Very Poor	Poor	Average	Good	Very Good	Not Applicable
Highways and adopted roads	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Unadopted roads	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Street lighting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Street cleaning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Roadside grass cutting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please provide any additional comments or feedback about any of the above:

Q1.3 How would you rate the current standard of any street furniture in your area? **Please tick one box on each row if applicable**

	Very Poor	Poor	Average	Good	Very Good	Not Applicable
Noticeboards	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Benches	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
General waste bins	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dog waste bins	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Street/road signs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Highway signage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Post boxes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Telephone kiosks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please provide any additional comments or feedback about any of the above:

Q1.4 Do you have any suggestions or ideas on how Street Scene work could be improved?

Section 2: Rights of way

In this section we will ask you questions about footpaths, cycle paths and rights of way.

Q2.1 How would you rate the current standard of the following in your area? **Please tick one box on each row if applicable**

	Very Poor	Poor	Average	Good	Very Good	Not Applicable
Roadside footpaths	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public/field footpaths	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cycle paths	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accessibility of rights of way	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Signage of rights of way	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please provide any additional comments or feedback about any of the above.

Q2.2 Do you have any suggestions or ideas on how Rights of Way work could be improved?

Section 3: Rural Environment

In this section we will ask you questions about green spaces, recreational spaces and waterways.

Q3.1 How would you rate the current standard of the following in your area? **Please tick one box on each row if applicable**

	Very Poor	Poor	Average	Good	Very Good	Not Applicable
Accessible woodlands	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Allotments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Art and visual installations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Community green spaces	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Conservation areas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Grass verges	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hedges	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other waterways	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Play parks (including junior parks, pocket parks and skate parks)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ponds	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rivers and streams	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Village green	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
War memorials	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please provide any additional comments or feedback about any of the above.

Q3.2 Do you have any suggestions or ideas on how Rural environment work could be improved?

Section 4: Environmental Crime

In this section we will ask you questions about fly tipping, littering and dog fouling.

Q4.1 How would you rate the frequency of the following in your area? **Please tick one box on each row if applicable**

	Very rare /never	Not often	Sometimes	Often	Very often	Unknown
Flytipping	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Littering	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dog fouling	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Graffiti	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please provide any additional comments or feedback about any of the above.

Q4.2 How would you rate the current impact of the following in your area? **Please tick one box on each row if applicable**

	No impact	Some impact	Moderate impact	Big impact	A major local issue	Unknown
Flytipping	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Littering	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dog fouling	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Graffiti	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please provide any additional comments or feedback about any of the above.

Q4.3 Do you have any suggestions or ideas on how Environmental crime work could be improved?

Section 5: Rural Crime

In this section we will ask you questions about rural crime, other crime and anti-social behaviour.

Q5.1 How would you rate the frequency of the following in your area? **Please tick one box on each row if applicable**

	Very rare	Not often	Average	Often	Very often	Unknown
Agricultural crime (i.e. theft of farming machinery)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wildlife crime (i.e. hare coursing and poaching)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Anti-social behaviour	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Domestic burglary	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Criminal damage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Traffic offences (i.e. speeding)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Parking offences	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please state what other is:

Please provide any additional comments or feedback about any of the above.

Q5.2 How would you rate the current impact of the following in your area? **Please tick one box on each row if applicable**

	No impact	Some impact	Average impact	Big impact	A major local issue	Unknown
Agricultural crime (i.e. theft of farming machinery)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wildlife crime (i.e. hare coursing and poaching)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Anti-social behaviour	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Domestic burglary	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Criminal damage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Traffic offences (i.e. speeding)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Parking offences	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please state what other is:

Please provide any additional comments or feedback about any of the above.

Q5.3 Do you have any suggestions or ideas on how Rural Crime work could be improved?

Section 6: Your public realm responsibilities

In this section we will ask you questions about your public realm challenges and plans for the future

Q6.1 Please tell us about any challenges you face with maintaining any public realm **you** are responsible for or currently delivering?

Q6.2 What are you doing to address these challenges?

Q6.3 What support or assistance would help you address these challenges?

Q6.4 Are you planning to make improvements to any public realm you are responsible for?

Q6.5 What support or assistance would help you to make any planned improvements?

Section 7: Additional comments and feedback

In this section you can provide any other comments and feedback about public realm.

Q7.1 Please use this space to provide any other comments about public realm in your area:

Thank you very much for your time completing this questionnaire.

Please click submit once and you will be taken to the West Lindsey website. This will show that the survey has been submitted.



**Challenge and Improvement
Committee**

26 June 2018

Subject: The Customer First Programme

Report by:	Executive Director Operations/Head of Paid Service
Contact Officer:	Michelle Carrington – Strategic Lead for Customer First.
Purpose / Summary:	To present the Customer First Programme – Strategy, Ethos and Transformational Journey - for scrutiny prior to being presented to the Prosperous Communities Committee for endorsement.

RECOMMENDATION(S):

- 1) That members review and analyse the Customer First Programme and make recommendations to the Prosperous Communities Community on how it could be made more effective in the delivery of its outcomes.**

IMPLICATIONS

Legal:
None at this stage

Financial:
None at this stage – the Prosperous Communities Committee is charged with endorsing the programme and the request for resources to be released will be made to the Corporate Policy and Resources Committee based on that endorsement.

Staffing:
None arising directly from this report:

Equality and Diversity including Human Rights:
N/A

Risk Assessment:
N/A

Climate Related Risks and Opportunities:
N/A

Title and Location of any Background Papers used in the preparation of this report:
Agendas and Minutes arising from the meetings of the Challenge and Improvement Committee held during 2015/16 located on the website

Call in and Urgency:

Is the decision one which Rule 14.7 of the Scrutiny Procedure Rules apply?

i.e. is the report exempt from being called in due to urgency (in consultation with C&I chairman)

Yes

No

Key Decision:

A matter which affects two or more wards, or has significant financial implications

Yes

No

1. Introduction and Context

- 1.1 The Council is under significant pressure to continually improve the services it offers to residents, businesses and visitors. At the same time it is trying to reduce its costs as its budgets become tighter.
- 1.2 In order to address these twin pressures the Council needs to ensure that it is delivering its services as efficiently as possible, and more importantly that its services continue to meet the needs of its customers.
- 1.3 In order to do this it is proposed that two principal methods are adopted:
 1. It transforms the services which deal directly with customers so that they put the customer at the heart of everything the Council does (the “customer centric organisation”)
 2. Where appropriate it utilises technology to improve the overall speed and accuracy of the service the customer receives at a cost that is sustainable and affordable in the long term.
- 1.4 This will be a major transformation programme as significant internally to the Council as the growth programme is externally. It also has the potential to deliver significant savings over the long term as well as greatly increase the levels of customer satisfaction with the Council.

2.0 The Principal Elements of the Programme

- 2.1 As Councillors would expect with a major programme such as this it is supported by significant documentation which set out the theory behind the programme (the ethos), the strategy to be adopted to implement the programme and the programme of implementation (the transformation journey). These elements are summarised in the attached document “Putting Our Customers First” which members are recommended to read along with this report.
- 2.2 Whilst much of programme can be achieved by the introduction and integration of technology its ultimate success relies on the delivery of a culture change within the organisation so that all staff put the Customer First in everything they do. This is as much about attitude and approach as it is about systems and hardware. This will be achieved through:
 - Improved leadership within the organisation
 - Engagement with and investment in staff to empower them to deliver for the customer
 - A clear understanding of what the customers want from the Council through customer insight work.

- Redesign its processes from the customer's perspective – not the services
- Ensuring a consistency of service provision irrespective of how customers engage with us, the channel they use or who they approach.
- Using comments, compliments and complaints as a learning tool and to focus on quickly resolving complaints to the customers satisfaction
- To measure how well we are serving the needs of our customers and to use this information to constantly improve our services.
- To develop long term relationships with those customers that use our services regularly to ensure that we adapt to meet their changing needs.

2.3 These plans have been categorised into six key areas which are known as the “six pillars of Customer First” and are: insight, access, process, people, culture and delivery.

3.0 Delivery of Outcomes

3.1 The principal outcomes which will be delivered by the programme are:

- Services which are more attuned to the needs of the customer, meaning that they will get a quicker turnaround, answers which meet their needs and not the needs of the service, access to services at a time and through a medium which is more in line with how they live their lives and is consistent with other service providers and quicker resolution when things go wrong.
- Services which are affordable in the long run and are able to withstanding the budget pressures the Council is facing over the next few years.



Putting Our Customers First

**Our Ethos
Our Strategy
Our Transformational Journey**

Executive Summary

Introduction.

Putting our Customers First.



Putting our Customers First is about offering excellent customer service, by providing a great experience from the first time the Customer interacts with us, then throughout the service delivery process; and the way that we deliver that service; right up to the post-service follow-up to assess our Customer's satisfaction.

Putting our Customers First is everybody's job, whether acting on the frontline, processing a request, physically delivering the service, supporting the delivery or managing operations.

And.... Putting our Customers First is as equally important whether the Customer is internal or external to the organisation.

A Customer wants to be seen as an individual, and wants to find or obtain what they need quickly and easily. Our role in this partnership needs to be to **help Customers do what they need to do, with the least possible friction.**

Achieving that is about creating and living by an organisational culture completely focussed around the Customer. It is a culture which starts with the Customers, **not** the services and focusses on what Customers want to do. By designing the organisation from the Customer's perspective, it will then be focused on the Customer's needs. Thus, the customer-centric organisation creates products, processes, policies and a culture that is designed to support Customers with a great experience as they are working towards their goals.

Our Customers live, work, or conduct business within our District usually for extended periods of time; and therefore we need to build a positive relationship with our Customers for long term success. We recognise that our Customers; and our relationships will change over time; and we need to respond by ensuring our ethos aligns to the ever-evolving needs of our Customers. We will showcase accomplishments that we have achieved for our Customers, and remove the blocks that affect both our Customers and the Councils success.

Whilst this is fundamental to Customer First, it has to be recognised that the Council now, more than ever, operates within a constrained financial envelope; and coupled with an ever increasing demand from our Customers. So whilst delivering excellent customer service, the Council must also ensure that is operating and using its resources in the best possible way to provide a 'right first time', speedy, efficient and effective service; as that in its own right will generate Customer satisfaction and loyalty.

As such, the vision for Customer First is:

Putting the Customer at the centre of everything we do....

Through excellent customer service, a great experience, and a value-for-money, effective service delivery which is designed around our Customer's needs.

Our Objectives and Aims for Customer First.

In meeting the Vision above, the Council has identified a core set of Outcomes for Customer First.



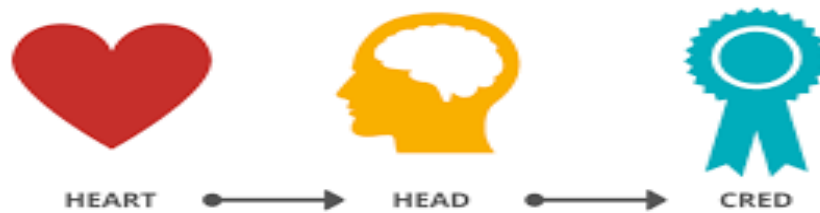
To achieve those outcomes, the Council is embarking on a customer-centric transformation programme; known as Customer First. The aims and objectives of Customer First are to:

- Embed the ethos of 'Customer First' into the culture of the Council.
- Change the way we design our processes and systems to put the Customer's needs and expectations at the heart of how we operate and work.
- Improve our Customer's experience when both dealing with the Council; and receiving services; and as a result, increase satisfaction levels.
- Focus our service delivery on 'getting it right first time' (for the Customer).
- Provide a modern range of access channels through which our Customers can either serve themselves, or gain assisted service by interacting directly with us.
- Join up those channels; by integrating data, interactions and service information; into one holistic data store; which can be accessed by Customers and employees alike.
- Provide open access to personal and service data to our Customers; whilst ensuring that we keep their information and identity safe and protected.
- Significantly improve our first time resolution rates; at the first point of contact, by ensuring comprehensive information is available to resolve the query.

- For simple transactions, digitalise and automate our processes; with a view to providing speedy efficient services to our Customers; and releasing the frontline to support those that need our help and assistance.
- Streamline more complex functions, improving the experience, speed, quality and efficiency of service delivery.
- Distribute the handling of Customer interaction activities in a way that gets the Customer to the best person to deal with that interaction, whilst making best use of the Councils resources, and an individual employees skills, experience and knowledge.
- Ensure that employees have the right skills, attitude, behaviours and support to provide an excellent customer service; and to be digitally savvy in their ways of working.
- Gather customer insight, performance information and other analytics to allow us to regularly check our Customer's needs and expectations; and to support us in continuous improvement and service innovation.
- Review and rationalise our ICT technology and business systems to ensure a modern fit for purpose suite of digitally enabled technology that fully supports our business and customer needs.
- Take advantage of emerging tools and digital technologies to improve service delivery and interact more effectively with our Customers and communities.
- Reduce the cost of service delivery; by more efficient processing and using digitalisation and automation technology.

The remainder of this document outlines the key components of our Customer First ethos, the Strategy that the Council will be adopting and our transformation journey to ensure that as an organisation we are able to deliver our Customer First vision, aims and objectives.

Customer First – Our Ethos



Having a Customer ethos has to become a key part of the culture of the Council for us to achieve our ambition of being a customer-centric organisation and to meet our vision of Customer First.

That ethos is about our attitude and approach to putting our Customers First, at an organisational level and through every individual who works with us. But attitude is only one aspect.

Developing a Customer Ethos requires commitment and investment in a number of key enablers; and the enablers the Council have committed to are as follows:



1. Leadership



2. Employee Engagement



3. Insight



4. Customer Experience Design & Processes



5. Consistency



6. Focus on Problems & Complaints



7. Effective Measurement



8. Innovation & Improvement

The following sets out a high level overview of each of the Our Ethos enablers. For the full detail of how these enablers will be embedded in the Council, please refer to the full Customer First Strategy.



Leadership can be shown at any level of the organisation, and in the case of the Customer First ethos, leadership is about demonstrating a clear commitment to the principles and culture of a customer-centric organisation; and making it a priority in everything that we do. Leadership will be a key part of our culture change programme.



It is important that we inform, engage and invest in our employees, and empower them to be able to embody the Customer First principles in their dealing with our Customers, and each other. However, it is also important that they are part of the decision on how we implement the principles.

As such, the Council will seek to engage our employees in both the transformation programme, and the outcomes from that programme; as well as providing regular feedback of our Customer's views of their experiences; and our service delivery.



To be a customer-centric organisation, you must first understand your Customers, their needs, preferences and expectations. Capturing Customer Insight is key to enabling that understanding. As such the Council will seek to capture information from our Customers, from their interactions and from our data on service delivery to inform that process.



Historically Councils have designed processes around the way they want to work and what is easiest for them. However, this doesn't always make the process easy for the Customer. Instead, the Council will start to design its processes and ways of working around the customers experience, not that of the Council.



One of the key elements of a good customer experience is consistency in the way that you receive that service. The Customer should get the same experience, the same process, and the same outcome irrespective of how they engage with the Council; and who they engage with. The Council will be ensure that this is a key part of any redesign work.



A key component on any customer-centric organisation is a focus on problems and complaints. They will quickly identify what the Customers are experiencing and initiate actions to resolve the problems as far as possible for that particular Customer (and as quickly and easily as possible); and will then go on to make improvement actions to reduce the possibility of that happening in the future.

Complaints, instead of being seen as a 'difficulty', should be regarded as learning opportunities; and a time to provide recompense to that Customer, as well as opportunity to prevent further issues in the same vain. Many a problem is turned around by the experience the Customer has after the initial event



One of the most effective ways to know how well an organisation is doing in its journey to being Customer Centric is to apply effective Measurement.

The Council will introduce more formal customer-centric measurement into its day to day operations. This Measurement will be in two aspects, from a Customer Perspective (the Voice of the Customer) and from a Service Delivery Perspective (the Councils Performance Framework).



Whilst the majority of our Customers are relatively long-term Customers (in relation to commercial companies), the profile of our Customers, their needs and expectations will change over time. At the same time, wider customer expectations and technological developments continue to advance at a significant rate.

As a customer-centric organisation, the Council must develop an innovation and improvement culture to ensure that we can keep up with our Customers' expectations; and provide them with modern methods of accessing and receiving services.

Customer First – Our Strategy



Our Strategy (The Customer First Strategy) sets out what changes the Council is going to make, and describes the ‘world’ that we want to create for our customers and ourselves in the future, to enable us to meet our overall Customer First Vision.

The aim of our Customer First Strategy is to:-

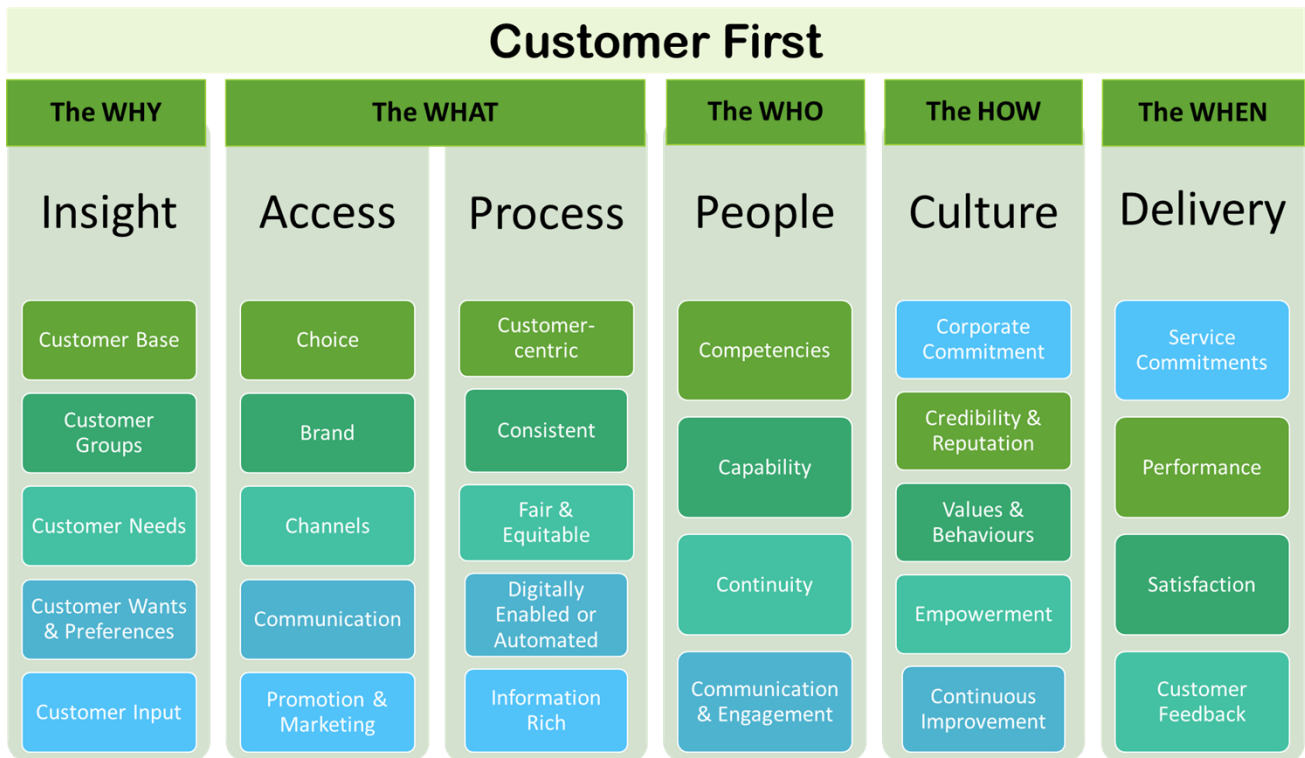
“Create an environment that allows us to deliver positive Customer experiences and efficient cost effective services, through facilitated channels, utilising enhanced skills, knowledge and processes; and digitally enabled technologies where possible”.

The following (Customer First – Our Strategy) section sets out the plans that the Council is adopting to deliver that aim.

It is designed to provide a structure on which the Council can design and plan improvement actions that focus the organisation on becoming a customer-centric organisation.

These plans have been categorised into six groupings, known as the “Six pillars of Customer First”; covering Insight, Access, Process, People, Culture and Delivery.

Each of these pillars sets out some of the key focus areas (shown in the diagram below) which the Council need to address to achieve the vision of Customer First. These pillars are also used in the delivery themes (as described in the next section Customer First - Our Transformational Journey).



Delivering these key areas will require significant development across the entire depth and breadth of the Council; and will need to be implemented as a staged approach, building layers of improvement to move the Council to its ultimate aims.

The six pillars of Customer First and will be used to drive our transformational journey through the Customer First Programme and will be the themes for our transformational focus.

The following provides a summary of the key drivers of those Pillars. The full detail of the strategy for each Pillar can be found in the full Customer First Strategy.



Customer Insight

When an organisation puts the Customer at the centre of their business, they are able to collect a wealth of data which gives a full 360 view of the Customer. This can then be used to really to focus on enhancing the Customer experience.

It is important that any future customer developments are based on a robust understanding of our Customers, due to the diverse nature of the district, its geography and the makeup of its communities, as well as being a place of growing interest for businesses and visitors.

As a Council, we are rich in service data but that data is dispersed across many systems and data stores across the organisation; and has very limited availability or use outside of any particular department.

It is important that the Council starts to collect customer-focused data, collates that information to provide a more rounded view; and analyses that information to deliver quality decision-supporting insight.

Key outcomes of insight are:

- Establishing a good understanding of our diverse Customers.
- A Profile of those Customers to understand common characteristics, behaviours and expectations; which may identify Customer groupings.
- Gather a view from our Customers on their needs, expectations and behaviours.
- Input from our Customers on our development and improvement plans.
- Feedback on their experience and satisfaction with our service delivery.
- Monitor changing trends in needs and behaviours; which will inform amendments to our future service delivery.
- Use of that understanding, insight and feedback to
 - Customise the way we offer our services to ensure they meet the expectations of our Customers.
 - Improve our service delivery processes based on their feedback; and on the characteristics and needs of the user groups of those services.
 - Identify products and services that could be of interest or use to the customer groups; and utilise targeted promotion and marketing.

Gathering this insight will mean we are able to use our resources to best affect, focussing our efforts and money on improvements which meet our Customers satisfaction, whilst at the same time always keeping in mind the key element of '*helping Customers do what they need to do, with the least possible friction*'. This is a key part of the strategy: providing an enhanced customer experience; in an affordable way to both the Council and our Tax Payers.



How easy and simple it is for a Customer to access the Councils services is often the first factor in the Customer deciding whether they have a good experience with the Council.

For the majority of services; it is the only time that they get involved with us; and sets their perception (and ultimately the reputation) of the Council.

Traditionally, the Council has provided face-to-face and telephone access, and latterly developed our digital presence through our website; online transactions; and email.

We have to recognise that our Customer's expectations are influenced by what happens in their day to day lives; and retailers in particular have developed their digital offering to such an extent, that Customers expectations of interacting with us are much greater than that currently offered by the Council. Customers expect to be able to transact in their chosen way, and often in their chosen timeframe, depending on the nature of the business they wish to do on that day.

As such, the Council will need to develop more digital ways of working to meet those expectations. Digital ways of working are not just about putting a digital front end on a traditional service, as generally this does not improve the Customers experience. The Council needs to look at developing digital services which are timely, efficient and right first time; with a high bias towards first time resolution where appropriate to the type of transaction. This means adopting not only digital access channels, but integrating these and our more traditional access channels with digital ways of working; and automation within the service processing and delivery phases. More of this will be discussed within the Process component of this section.

However, the Council also recognises that some of our Customers will want to contact us through our more traditional contact methods, and the Council will continue to develop these.

The key outcomes to be delivered from this theme include:

- Provide comprehensive information to the frontline, to enable them to answer more enquiries at the first point of contact; and that same information through digital portals, to allow customers to self-serve themselves.
- Join up information, data and processing across all our access channels, to provide a seamless experience irrespective of channel used.
- Ensure the Council meets the terms of the new GDPR rules, for Customers to have access to their data.
- Provide more self-service capabilities, to allow those Customers who want to, to serve themselves.
- Enhance or replace our website.
- Develop separate online Customer Portals designed around individual/households and business requirements.
- Enable webchat on our website.
- Enhance our Contact Centre to be able to deal with a range of contact channels through a single contact management systems.
- Implement Customer Management systems to allow us record and manage all contacts and requests from Customers, through any channel of access into one centralised place (developing the concept of a Single View of the Customer).

- Utilise the Customer systems to provide regular updates to Customers on the progress of their requests.
- Utilise digital technology to provide notifications, reminders and other information to our customers.
- Allow uploading of documents and other information through digital means.
- Explore the use of automation, artificial intelligence and virtual assistants for simple queries and transactions which do not require the human touch.
- Refurbish our Customer Service Hub at Gainsborough.
- Introduce Digital Kiosks into our public facing offices.
- Evaluate the use of virtual mail and other digital mail options.

Part of an integrated approach to customer management is developing a recognised brand which Customers can equate to and which demonstrates the joined up and cohesive elements of our strategy of access.

As such, the Council has developed its Customer First branding, and will use that as a key visual element across any channel and communication means.



Process

The way we process requests from our customers, and the way we may deal with that customer during that period, can also have a big influence on our customers experience and ultimate satisfaction.

At the moment, the Council is a very silo-service based organisation, with individual services having 'their' way of doing things, their business systems, their data and their standards. Their processes are primarily written to suit their processing needs; and to make it easy for them to 'deliver the service'.

Unfortunately, the customer pays the price of this silo-based approach, having to work around sometimes unfriendly processes, restrictions, hurdles, and having to understand complex 'Council' speak or 'technical terms'. For some customers, it can get much more complicated when their need means that they have to communicate with multiple departments to get what in their view is a simple 'thing'. Moving house is a prime example of this. In these circumstances, the customer has to negotiate their way through multiple ways of doing the same thing, repeatedly providing the same information over and over again, and having to know who to talk to about what. In simple fact, we do not make it easy for our customers.

Going back to one of our customer-centric starting principles - that our role needs to be to **help Customers do what they need to do, with the least possible friction**. We have to start thinking about our service delivery as 'One Council' not separate departments, teams and services. In Our Ethos, we discussed designing our processes around the customer's experience; and this is where we need to start.

The Council will approach this in two ways:-

- to undertake a service redesign on each of the customer-facing services within the Council;
- and to undertake cross-cutting redesign, to deliver (a) amalgamated services which deliver an outcome matched to the request the customer has made and (b) link services to the benefit of the customer.

To ensure the redesign is comprehensive; the redesign process will not only look at process related components, but will also review, assess and implement appropriate components of the strategies described in the Insight, Access, People and Service Delivery sections

The purpose of the reviews will be to:

1. Ensure that the ultimate processes are designed to make the process for the customer as simple and easy as possible ('least friction'); and the experience as good as possible (customer-centric).
2. Ensure that what can be done at first contact is done at that point; and that the right information and tools are available to support that.
3. Digitally enable processes from front to end; minimising any bespoke human effort required.
4. Facilitating a timely, efficient and quality processing and/or delivery service.
5. Ensure that staff are appropriately equipped and skilled to provide that quality experience.

In order to deliver increased 'resolution at the first contact', the review will look to identify all interactions and transactional capabilities that can be delivered in one touch; and transfer these from back office service responsibility to the frontline. The use of systems, rich information and automation, will ensure that the frontline can be effective at dealing with all simple transactions and queries; and that the back office responsibilities are focused on processing, delivery and more complex issues. This will create capacity within the Council to reduce, improve or extend the delivery capabilities as appropriate.

To achieve this, the Council will look to

- Utilise workflow and artificial intelligence to provide automated solutions.
- Integrate our core business applications
- Centralise service evidence, documentation and records into a single data store, integrated with CRM, and other business systems.

- Make more use of spatial mapping systems (GIS) for location based data.
- Utilise unified communications and team collaboration tools to support an agile and flexible workforce; and to improve communication.



Customer-Centric Employees

When our customers interact with our employees, the nature of individuals, their attitudes and behaviors can sometimes lead to a varied experience; and the way that an employee deals with an interaction; and the level of skill and information they have, can be the difference between whether the experience is a good one, or a bad one.

As such, the Council will establish clear protocols on attitudes, behaviors and expectations of its employees and partners acting on our behalf; through our standards of Customer Service. This is a key part of the employment engagement enabler in 'Our Customer First Ethos' section.

Employees will be:

1. Recruited on customer-centric attitudes and behaviors as a primary requirements of the role.
2. Monitored to ensure that their attitudes and behaviors meet the expectations of the Council; and if not, improvement actions will be put in place.
3. Set appraisal targets around the 'Our Customer First Ethos' enablers, to ensure that the culture continues to develop around customer-centricity.
4. Provided with regular formal training on delivering excellent Customer Service.

Customer-Centric Organisation

Part of the delivery of 'as much resolution at the first point of contact as possible', is about having the right people in the right place, with the right skills, attitudes, information and systems at their fingertips.

As such, the Council will be reviewing its organisational structure, with a focus on:

1. Transferring all initial Customer interaction into the frontline, not direct to professional officers; and increasing the range and depth of enquiries and transactions undertaken by the frontline. (The frontline should be regarded as a both human and digitally enabled channels of access and information).
2. Transferring responsibilities (and staff) from the back office service units into the frontline. The final format of the frontline will be defined over the period of the

Customer First Transformation Programme. However, there is an assumption that the majority of staff working in customer facing service units will be affected by the change in some way.

3. Reducing the level of administration and basic enquiries that specialist officers will undertake.
4. Reviewing the difference between case work and specialist expertise; and the way that this is undertaken and managed in the future.

Employee Engagement and Feedback.

The Employee Engagement enabler in the 'Our Ethos' section in this report has already set out the principles of the culture of this Council in relation to employee engagement.

In practical terms, in relation to our transformational journey, the Council will ensure that its employees are constantly engaged in the decisions and changes of the Customer First Programme; and will deliver an engagement strategy to ensure that this is effective.

This will be achieved through the use of digital technology such as employee engagement software and unified communications, the Councils intranet; and regular employee surveys and other feedback mechanisms.



Culture

Within the Our Ethos section of this document, we have already outlined the key principles and enablers of a customer-centric organisation and the way we will build that culture within the Council. This section will outline specific strategic deliverables which will support the embodiment of that culture.

Employee-Focused

In order for Employees to fully understand our expectations, we will create a range of guidance and documentation which sets out the principles, standards, behaviors and actions that we expect of them.

A range of guidance and templates will be produced to inform and govern the nature of communications to our customers, and to ensure that a consistent approach and tone is made by the Council. We will also regularly review specific communications and documentation to ensure that it is customer-friendly; easy to read and understand; and involve our customers in that review where possible.

Compliments, Comments and Complaints will be regularly reviewed; trends identified; and information provided to our employees on the nature of those, to ensure that the Council focusses on resolving problems and issues that our customers experience; and are able to learn corporately from those.

Case Studies; and Customer Feedback (both in summary, and specific feedback) will be made available to employees to show the good and the bad, again to inform learning and encourage customer focused thinking.

Our Customer-centric culture will be a regular feature in our Corporate Briefings; and our Leaders and Managers will continually demonstrate the importance of 'putting our Customers First in everything that we do'.

Customer-Focused

For our Customers, we will create a Customer Charter, which will set out our key principles by which we will serve our Customers.

Our Customer Services Standards will also be published to our Customers, including regular updates on how well we are meeting them.

Our Customer Experience Policy, sets out further details on how a Customer can tell us about their experience, whether good or bad. However, we will also regularly ask for feedback from our customers; and not rely on them having to tell us.



The final aspect of a Customers experience is the actual delivery of the service to them; and whether that meets their expectations. Failure to meet their expectation may be a result of a range of criteria, including timeliness, quality, decision made, and impact to themselves.

It is therefore important the Council sets out what a customer can expect in terms of the purpose of the service, potential limitations, service level agreements and clear eligibility criteria, conditions and terms.

It is then critical that the Council actively delivers on those promises; and that we continually review and monitor our delivery; and our performance.

The Council will introduce Service Standards, which clearly set out the key criteria and the service level that a customer can expect to receive when requesting and receiving a service.

We will then monitor our performance against those service standards, by introducing KPIs which demonstrate our commitment to these standards. The performance against these KPIs will be reviewed regularly at all levels of management; and an assessment and improvement actions put in place when performance dips below our target.

A key indicator is Customer Satisfaction and we will regular review our customers satisfaction with service delivery, from the first point of contact through to the completion of all actions related to their service request.

The Council will also develop a wider range of customer measures, known as the Voice of the Customer, as referenced in the insight sections of this document. This will allow us to identify service improvement and changes as our customers view, expectations and behaviors change.

Improvement actions will be captured from all a range of process including service delivery performance, complaints, customer feedback, staff feedback and other such information. These will be stored in a single data store, and can be merged with improvement actions identified from audits and other internal and external quality and performance assessments to provide a comprehensive improvement log. This will allow better management and monitoring of those actions, improvement reporting at all levels, recognition of wider trends, or types of issues that are regularly occurring; and will facilitate the ability for wider learning from issues across the breadth of the Council.

Customer First – Our Transformational Journey



Our transformational journey to achieving the Customer First Vision and Strategy will be undertaken through the Customer First Transformation Programme.

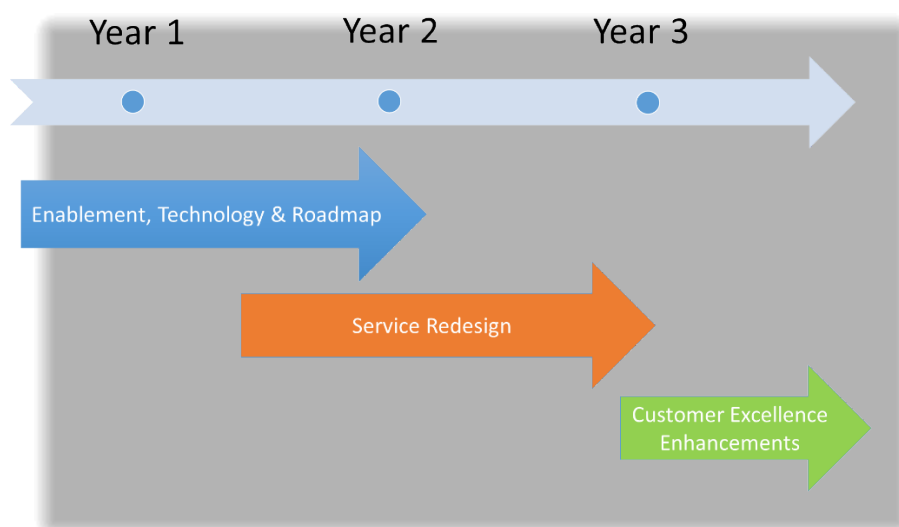
The aim of our Customer First Transformation Programme is to:-

“Identify and Deliver a stream of projects which enables the Council to

“Create an environment that allows us to deliver positive Customer experiences and efficient cost effective services, through facilitated channels, utilising enhanced skills, knowledge and processes; and digitally enabled technologies where possible”.

The anticipation is that this programme will take around three years; and will deliver a range of projects against each of the six Pillars of Customer First. The programme will be delivered in three phases, focussed on (1) Enablement, Roadmap decisions and Technology, (2) Service Redesign, and (3) Achieving Customer Excellence.

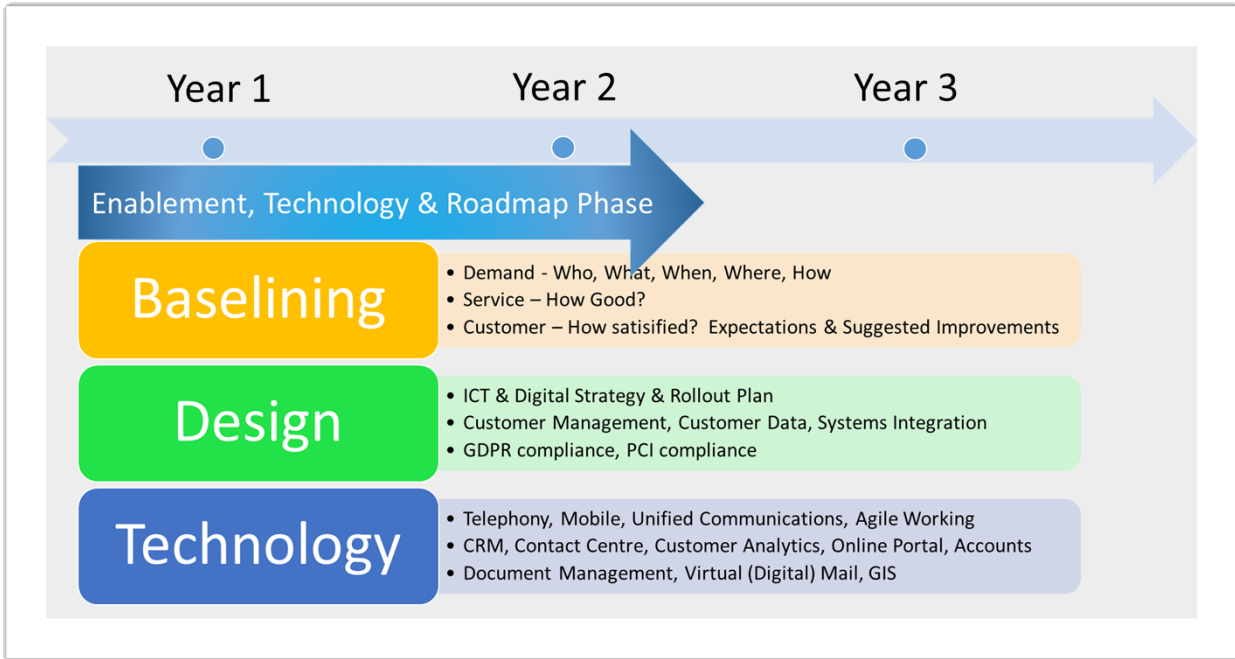
The following diagram shows the anticipated timeline for each of those phases.



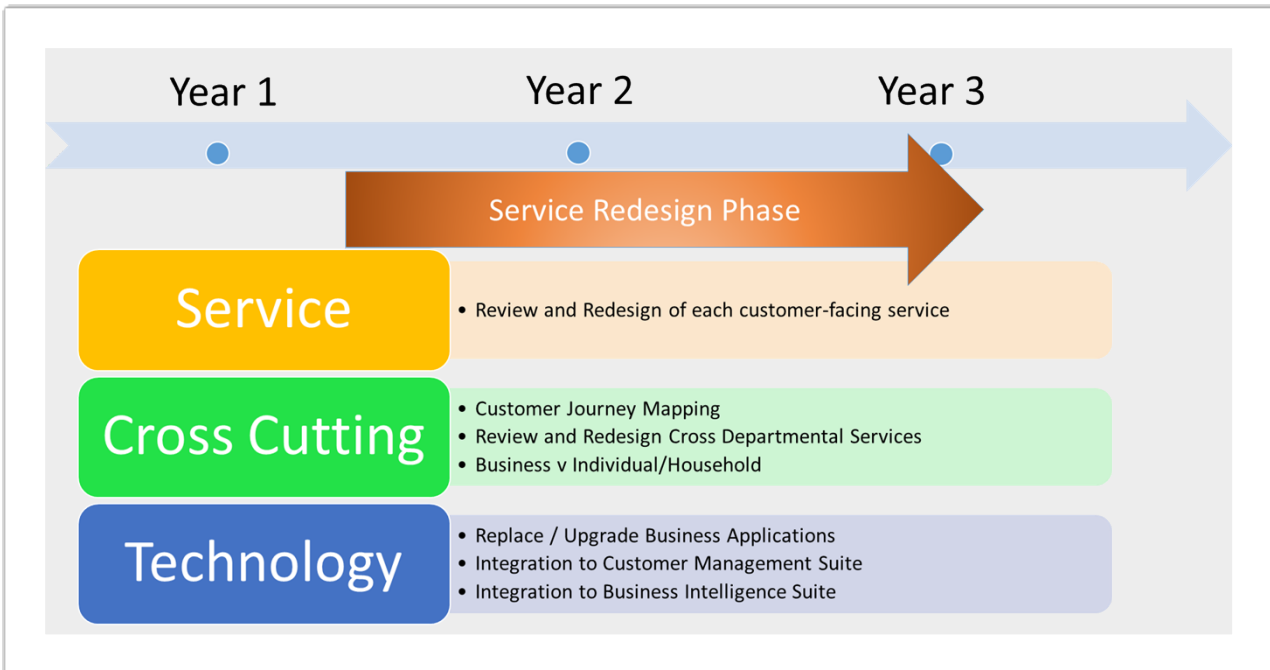
Customer First Transformation Programme Timeline and Phasing Strategy

The following diagrams provide more detail on the anticipated set-up and scope of the first two Phases. The third phase will be scoped closer to the time, as this will be based on enhancements to the outcomes from the first two phases.

Phase 1 Roadmap



Phase 2 Roadmap



The full breakdown of projects within each of the phases can be found within the Customer First Programme Dossier.

Forward Plan for all Committees

Purpose:

This report provides a summary of reports that are on the Forward Plan over the next 12 months that the Challenge & Improvement Committee may wish to consider.

Recommendation:

1. That members consider the schedule of reports and determine whether or not they should be brought to Challenge & Improvement prior to committee consideration.

Title	Lead Officer	Purpose of the report	C&I	Council	G&A	P&R	L&R	JSCC	PC
Annual Health and Safety Report	Emma Redwood	To provide an update on the Corporate Health and Safety	-	-	-	20/09/2018	-	05/07/2018	-
Audited Statement of Accounts	Tracey Bircumshaw	The 2017/18 Statement of Accounts is presented for scrutiny and adoption.	-	-	24/07/2018	-	-	-	-
Combined Assurance Report	James O'Shaughnessy	To present the Council's Combined Assurance Report for 2018/19	-	-	12/03/2019	-	-	-	-
Medium Term Financial Plan	Tracey Bircumshaw	The MTFP for 19/20	-	-	-	07/02/2019	-	-	-
Member Development	Ele Durrant	To review the Member Development Programme and agree proposed changes for Member training	-	-	19/06/2018	-	-	-	-
Review of Gambling Policy	Phil Hinch	To recommend to Council the review of the Gambling policy.	-	12/11/2018	-	-	18/09/2018	-	-
Strategic Risks - 6 month update	James O'Shaughnessy	6 month update for 18/19	-	-	06/11/2018	-	-	-	-
Unaudited Statement of Accounts	Tracey Bircumshaw	To present the unaudited accounts form comment ahead of the final sign off in July.	-	-	19/06/2018	-	-	-	-
Annual Fraud Report	Tracey Bircumshaw	To review the number, type and results of investigations made by the Council during 2017/18	-	-	24/07/2018	-	-	-	-
Member Champions	Katie Coughlan	Annual item on nominations/appointments for Member Champions for 18/19 year.	-	-	-	-	-	-	17/07/2018

ISA 260 report	Tracey Bircumshaw	The purpose of the report is for our Auditor to present their Report to those charged with Governance (ISA 260 Report) in relation to the Statement of Accounts and Annual Governance Statement 2017/18	-	-	24/07/2018	-	-	-	-
Gainsborough Growth Fund Review	Marina Di Salvatore	to present a Review of the GGF Scheme, its performance over the last 3 years and any recommendations going forward	-	-	-	20/09/2018	-	-	30/01/2018
Internal Audit Charter	Tracey Bircumshaw	To provide independent and objective assurance on critical activities and key risks	-	-	15/01/2019	-	-	-	-
Accident Procedure	Emma Redwood	Provide information on Accident Procedure and support from JSCC	-	-	-	-	-	05/07/2018	-
Write Offs	Alison McCulloch	This report details debts which are irrecoverable	-	-	-	13/12/2018	-	-	-
Health Commission Review	Phil Taylor	Six Month Review: - to review the progress outcomes and future need and remit of the Health Commission. In accordance with the decision made by PC cttee on 18 July 2017. Neighbourhood Networks be considered as a work plan item over the coming year as part of the review of the Health Commission work, already included in the work plan;	26/06/2018	-	-	-	-	-	17/07/2018
Public Realm Task & Finish Group	Grant White	Final report to scrutinise the effectiveness of the services offered by public agencies in maintaining the rural public realm.	13/11/2018	-	-	-	-	-	04/12/2018
FEZ	Marina Di Salvatore	TO BE CONFIRMED	-	-	-	-	-	-	17/07/2018
Staff Engagement	Emma Redwood	To update the JSCC on the progress of changes made as	-	-	-	-	-	05/07/2018	-

Group - Progress Update		a result of the staff survey.							
Review of Discipline at Work Procedure	Emma Redwood	To review and update the discipline at work procedure	-	-	-	20/09/2018	-	06/09/2018	-
Review of Career Break Scheme	Emma Redwood	To review the Career Break Scheme	-	-	-	20/09/2018	-	06/09/2018	-
Review of Equality Policy	Emma Redwood	To review the Equality Policy	-	-	-	19/07/2018	-	05/07/2018	-
Review of Recruitment & Selection Policy	Emma Redwood	Review of the recruitment and selection policy	-	-	-	20/09/2018	-	06/09/2018	-
End of Year Absence Review 2017-18	Emma Redwood	To review absence for 2017-18	-	-	-	-	-	05/07/2018	-
Market Rasen Car Parking Charges - 12month Review	Eve Fawcett-Moralee	To review the car parking charges in Market Rasen to come into effect April 2019, as resolved by Prosperous Communities in October 2017	-	-	-	08/11/2018	-	-	23/10/2018
Selective Licensing 12 month review	Andy Gray	to provide a further update re progress achievement issues, as resolved by PC Cttee in October 2017	13/11/2018	-	-	-	-	-	04/12/2018
Future Communication Options	Julie Heath	to present alternative options for communication with the electorate as resolved by PC Cttee in October 2017	-	-	-	-	-	-	23/10/2018
AGS 2017/18	James O'Shaughnessy	Final review and approval of the AGS 2017/18 and Action Plan	-	-	24/07/2018	-	-	-	-
Draft AGS 2017/18	James O'Shaughnessy	Present the draft AGS 2017/18 and action plan	-	-	19/06/2018	-	-	-	-
Voice of the Customer/Annual feedback report 17/18	Lyn Marlow	Advise members on all customer interactions and feedback for 2017/18	-	-	19/06/2018	-	-	-	-
AGS 16/17 Monitoring Report (Q4)	James O'Shaughnessy	To present to Members details of progress against the actions contained in the AGS 16/17 Action Plan	-	-	24/07/2018	-	-	-	-
Annual Review of Whistleblowing Policy	Alan Robinson	Annual review of whistleblowing.	-	-	24/07/2018	-	-	-	-

Revoke superseded WLDC Affordable Housing SPD	Rachael Hughes	Following the adoption of the Central Lincolnshire Developer Contributions Supplementary Planning Document, it is necessary to revoke WLDCs existing Affordable Housing SPD.	-	-	-	-	-	-	17/07/2018
Community Lottery	Grant White	To propose the introduction of a community lottery in West Lindsey	-	-	-	19/07/2018	-	-	05/06/2018
Garden Waste Review	Ady Selby	A report on the first year of charging for Garden waste, as requested by CPR committee in December 2017	09/10/2018	-	-	08/11/2018	-	-	-
Councillor Initiative Fund	Grant White	To present Members with an update on the Councillor Initiative Fund and give options for it's continued delivery after March 2019.	-	-	-	08/11/2018	-	-	23/10/2018
Panic alarm procedure - PSH	Laura Hart-Thompson	Advises staff and tenants using the PSH the procedure for activating an alarm and what to do when an alarm is activated	-	-	-	-	-	05/07/2018	-
Managing Commercial Activity	Alan Robinson	Paper explaining the management of commercial activity - also to be included in the annual Monitoring Officer's report.	-	-	19/06/2018	-	-	-	-
Head of Internal Audit Annual Report	James O'Shaughnessy	This report gives the Head of Internal Audit's opinion on the adequacy of the Council's, governance, risk and control environment and the delivery of the Internal Audit Plan for 2017/18	-	-	19/06/2018	-	-	-	-
Q1 Review of AGS Action Plan 17/18	James O'Shaughnessy	To review the progress with the Annual Governance Statement 2017/18 Action Plan	-	-	06/11/2018	-	-	-	-
Joint Working with ACIS - Japan Road	Eve Fawcett-Moralee	Recommendation 3 of the Japan Road paper that went to committee on 06/02/18 stated that a further report would be brought to the	-	-	-	20/09/2018	-	-	11/09/2018

		Committee in April with a proposed Business Plan of the JVCo and the financial investment implications for West Lindsey District Council.							
Mobile Phone Usage Policy	Jeannette Anderson	Update the existing Mobile Phone Usage Policy to bring into line current legislative changes and trends.	-	-	-	19/07/2018	-	05/07/2018	-
Update re Customer Complaints Handling	Natalie Kostiuk	To provide an update on customer complaints following the benchmark report in May 2018.	13/11/2018	-	-	-	-	-	-
Update re enforcement case management	Andy Gray	To update on progress of management of enforcement cases following benchmarking report in May 2018.	13/11/2018	-	-	-	-	-	-
Business Plan update for Market St Renewal	Wendy Osgodby	To bring the next steps for Market Street Renewal to CPR committee.	-	-	-	20/09/2018	-	-	-
Budget and Treasury Monitoring 1	Tracey Bircumshaw	To set out the revenue, capital and treasury management activity from Period 1	-	-	-	19/07/2018	-	-	-
Budget and Treasury Monitoring 2	Tracey Bircumshaw	To set out the revenue, capital and treasury management activity from Period 2	-	-	-	08/11/2018	-	-	-
Budget and Treasury Monitoring 3	Tracey Bircumshaw	To set out the revenue, capital and treasury management activity from Period 3	-	-	-	07/02/2019	-	-	-
Budget and Treasury Monitoring 4	Tracey Bircumshaw	To set out the revenue, capital and treasury management activity from Period 4	-	-	-	11/04/2019	-	-	-
Annual Treasury Management 2017/18	Tracey Bircumshaw	This annual treasury report is a requirement of the Council's reporting procedures. It covers the treasury activity during 2017/18 and the actual Prudential Indicators for 2016/17.	-	02/07/2018	-	14/06/2018	-	-	-

2017/18 Financial Review	Tracey Bircumshaw	This report provides Members with a financial review of 2017/18	-	-	-	19/07/2018	-	-	-
Base Budget 19/20	Tracey Bircumshaw	To set the budget for 2019/20	-	-	-	07/02/2019	-	-	-
Report on Housing Company	Eve Fawcett-Moralee	Matters arising from Full Council requested a paper to go to prosperous Communities, arising from a motion. EFM has now confirmed the aim will be for this to go by December 18, ahead of Full Council 19.	-	-	-	-	-	-	04/12/2018
Committee Timetable 19/20 and beyond	Katie Coughlan	To look at dates for committee for 2019/20, and 2020/21.	-	-	-	08/11/2018	-	-	-
Certification of Grants and Claims Annual Report	Tracey Bircumshaw	An annual report for 2017/18 from the External Auditor.	-	-	15/01/2019	-	-	-	-
Council Tax Support Scheme	Alison McCulloch	For Council to agree the Local Council Tax Support Scheme for West Lindsey DC for 2019/20.	-	-	-	13/12/2018	-	-	-
Internal Audit Q1 Monitoring	James O'Shaughnessy	Internal Audit to present the monitoring report from the first quarter.	-	-	24/07/2018	-	-	-	-
Internal Audit Q2 Monitoring	James O'Shaughnessy	Internal Audit to present the report from the second quarter.	-	-	06/11/2018	-	-	-	-
Internal Audit Q3 Monitoring	James O'Shaughnessy	Internal Audit to present an update report from Quarter 3.	-	-	15/01/2019	-	-	-	-
Budget consultation 2018	Ian Knowles	To provide Members with the draft system for the budget consultation for 2018	-	-	-	19/07/2018	-	-	-
Made in Gainsborough - update paper	Amanda Bouttell	Members requested an update to the paper taken to CPR in April to see how the project was going.	-	-	-	20/09/2018	-	-	-
Joint Municipal Waste Strategy for Lincolnshire	Ady Selby	Following closure of the consultation period a decision will be required on the Joint Municipal Waste Strategy.	-	-	-	-	-	-	23/10/2018

Customer First	Michelle Carrington	For Members to endorse the Customer First programme.	26/06/2018	-	-	-	-	-	17/07/2018
Market Rasen 3 Year Strategy	Eve Fawcett-Moralee	1. Approve an "in principle" allocation of £200k funding from the Capital Programme towards the delivery of growth projects detailed within the strategy subject to: <ul style="list-style-type: none"> • Consultation and support for the strategy • Setting up of an agreed implementation mechanism i.e. CIO • Suitable financial regulation 2. Approve the recommendation to conclude disposal/transfer of the Area Office to Festival Hall.	-	-	-	19/07/2018	-	-	-
Update on Commercial billing	Ian Knowles	At April's G and A, Members asked for an update report on commercial billing to come back to Committee in June as a result of the draft internal audit.	-	-	19/06/2018	-	-	-	-
Update report re Member Development	Ele Durrant	To update Cttee on the progress of the Member Development Plan and proposed Induction Plan	-	-	06/11/2018	-	-	-	-
Anti-fraud, corruption and Money Laundering Policy	Tracey Bircumshaw	The report provides Members with an updated Anti-Fraud, Corruption and Money laundering Policy & Strategy that takes account of recent legislation changes.	-	-	24/07/2018	-	-	-	-
Under 25 Carer Leavers Council Tax Relief	Alison McCulloch	To approve the award of 100% council tax relief to any care leavers under the age of 25	-	-	-	19/07/2018	-	-	-
Desktop Refresh, Infrastructure Refresh & Licences	Cliff Dean	To draw down funds from Reserves Budget	-	-	-	19/07/2018	-	-	-
Health & Safety Policy Review	Emma Redwood	To update the council's Health and Safety Policy	-	-	-	20/09/2018	-	05/07/2018	-

Invitation to EMAS	Ele Durrant	Invitation extended to EMAS to attend C&I to present current situation and expected improvements across the area,	04/09/2018	-	-	-	-	-	-
Invite to Lincolnshire Police	Ele Durrant	Invitation extended to Lincolnshire Police for 6 monthly update on crime and safety across the District	09/10/2018	-	-	-	-	-	-
Caistor Southdale Development	Karen Whitfield	To agree development of Caistor Southdale site to include new GP surgery and homes in conjunction with Lace Housing	-	-	-	20/09/2018	-	-	-
planning policy-scampton	Oliver Fytche-Taylor	Confirmation of the correct planning policy approach to planning applications in the former RAF Scampton.	-	-	-	-	-	-	17/07/2018
Great Limber NP	Nev Brown	To formally make the Great Limber NP following successful referendum on 24 May	-	02/07/2018	-	-	-	-	-
Osgodby NP	Nev Brown	To formally make the Osgodby NP following successful referendum on 24 May 18	-	02/07/2018	-	-	-	-	-
Draft Treasury Management Strategy	Tracey Bircumshaw	To scrutinise the Treasury Management Strategy and recommend its inclusion within the Medium Term Financial Plan.	-	-	15/01/2019	-	-	-	-
Closure of Accounts 18/19 + External Audit Plan	Tracey Bircumshaw	To review and approve the accounting policies actuary assumptions and materiality levels that will be used for the preparation of the 2017/18 accounts. For the External Auditor to explain the process of the External Audit of the Statement of Accounts and approach to the Value for Money Audit 2017/18.	-	-	12/03/2019	-	-	-	-

P&D Period 1 2018/19	Mark Sturgess	To consider the Progress and Delivery report for Period 1 2018/19	04/09/2018	-	-	19/07/2018	-	-	17/07/2018
P&D Period 2 Report 2018/19	Mark Sturgess	To consider the Progress and Delivery report for period 2 2018/19	18/12/2018	-	-	13/12/2018	-	-	04/12/2018
P&D Period 3 Report 2018/19	Mark Sturgess	To consider the Progress and Delivery report for period 3 of 2018/19	-	-	-	11/04/2019	-	-	19/03/2019
Lincolnshire Wolds AONB Management Plan 2018-2023	Grant White	To adopt the new Lincolnshire Wolds AONB Management Plan 2018-2023.	-	-	-	-	-	-	17/07/2018
Fees and Charges 2019-20	Tracey Bircumshaw	To review the proposed Fees and Charges 2019-20 for Prosperous Communities Committee	-	-	-	-	-	-	23/10/2018
		To recommend to Council the Fees and Charges 2019-20	-	-	-	08/11/2018	-	-	-
Complaint compensation recommendation from the LGO	Natalie Kostiuk	For the committee to agree a Local Government Ombudsman recommendation of compensation (2 x£100) following a complaint investigation. As per constitution regarding compensation payments. Also to recommend that the amount stated in the constitution for requiring committee sign off be increased to amounts of £1000 and above.	-	-	24/07/2018	-	-	-	-

CHALLENGE AND IMPROVEMENT CURRENT WORKPLAN – AS AT 18 JUNE 2018

Date	Title	Lead Officer	Purpose of the report
04/09/2018	Invitation to EMAS	Ele Durrant	Invitation extended to EMAS to attend C&I to present current situation and expected improvements across the area,
	P&D Period 1 2018/19	Mark Sturgess	To consider the Progress and Delivery report for Period 1 2018/19
09/10/2018	Garden Waste Review	Ady Selby	A report on the first year of charging for Garden waste, as requested by CPR committee in December 2017
	Invite to Lincolnshire Police	Ele Durrant	Invitation extended to Lincolnshire Police for 6 monthly update on crime and safety across the District
13/11/2018	Public Realm Task & Finish Group	Grant White	Final report to scrutinise the effectiveness of the services offered by public agencies in maintaining the rural public realm.
	Selective Licensing 12 month review	Andy Gray	To provide a further update re progress achievement issues, as resolved by PC Cttee in October 2017
	Update re Customer Complaints Handling	Natalie Kostiuk	To provide an update on customer complaints following the benchmark report in May 2018.
	Update re enforcement case management	Andy Gray	To update on progress of management of enforcement cases following benchmarking report in May 2018.
18/12/2018	P&D Period 2 Report 2018/19	Mark Sturgess	To consider the Progress and Delivery report for period 2 2018/19