



County Offices
Newland
Lincoln
LN1 1YL

17 July 2017

Public Protection and Communities Scrutiny Committee

A meeting of the Public Protection and Communities Scrutiny Committee will be held on **Tuesday, 25 July 2017 at 10.00 am in Committee Room One, County Offices, Newland, Lincoln LN1 1YL** for the transaction of the business set out on the attached Agenda.

Yours sincerely

A handwritten signature in black ink, appearing to be 'Tony McArdle', written over a horizontal line.

Tony McArdle
Chief Executive

Membership of the Public Protection and Communities Scrutiny Committee
(11 Members of the Council)

Councillors N H Pepper (Chairman), A N Stokes (Vice-Chairman), B Adams, W J Aron, C J T H Brewis, R D Butroid, K J Clarke, C R Oxby, Mrs C L Perraton-Williams, L Wootten and R Wootten

**PUBLIC PROTECTION AND COMMUNITIES SCRUTINY COMMITTEE AGENDA
TUESDAY, 25 JULY 2017**

Item	Title	Pages
1	Apologies for Absence/Replacement Members	
2	Declarations of Councillor's Interests	
3	Minutes of the meeting held on 13 June 2017	5 - 10
4	Announcements by the Chairman, Executive Councillors and Chief Officers	
5	Quarter 4 Performance Report (1 January to 31 March 2017) <i>(To receive a report from Daryl Pearce, County Manager Public Protection; Nicole Hilton, Community Assets and Resilience Commissioning Manager and Nick Borrill, Chief Fire Officer, which provides the Committee with performance and customer satisfaction information for Quarter 4 2016/17 relevant to Public Protection, Lincolnshire Fire and Rescue, Libraries and Heritage Services as set out in the Council's Business Plan)</i>	11 - 28
6	Update on the Fire and Rescue Retained Duty System Review <i>(To receive a report by Stuart Ruff, Assistant Chief Fire Officer, which provides an update on progress made to date in relation to each of the work streams identified in the action plan established as part of the Lincolnshire Fire and Rescue Retained Duty System (RDS) Improvement Strategy)</i>	29 - 34
7	Future Governance Models for the Heritage Service <i>(To receive a report by Louise Egan, Library and Heritage Client Lead, which describes the initial work streams and timeframe for exploring potential future governance models for the Heritage Service following Executive approval on 4 October 2016 to assess and analyse these options)</i>	35 - 50
8	Performance of the Library Services Contract - One Year Review <i>(To receive a report by Louise Egan, Library and Heritage Client Lead, which provides an update of the contract performance information to enable the Public Protection and Communities Scrutiny Committee to fulfil its role in scrutinising performance the of the first year of the out-sourced Library Contract to Greenwich Leisure Limited)</i>	51 - 62
9	Public Protection and Communities Scrutiny Committee Work Programme <i>(To receive a report from Daniel Steel, Scrutiny Officer, which provides the Committee with an opportunity to consider its own work programme for the coming year to ensure that scrutiny activity is focused where it can be of greatest benefit)</i>	63 - 70

Democratic Services Officer Contact Details

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Please note: for more information about any of the following please contact the Democratic Services Officer responsible for servicing this meeting

- Business of the meeting
- Any special arrangements
- Copies of reports

Contact details set out above.

All papers for council meetings are available on:

www.lincolnshire.gov.uk/committeerecords



**PUBLIC PROTECTION AND
COMMUNITIES SCRUTINY
COMMITTEE
13 JUNE 2017**

PRESENT: COUNCILLOR N H PEPPER (CHAIRMAN)

Councillors A N Stokes (Vice-Chairman), B Adams, W J Aron, C J T H Brewis, R D Butroid, K J Clarke, Mrs C L Perraton-Williams, L Wootten and R Wootten

Councillors: B Young (Executive Councillor for Community Safety and People management) attended the meeting as an observer

Officers in attendance:-

Sara Barry (Safer Communities Manager), Steven Batchelor (Senior Manager), Nick Borrill (Chief Fire Officer), Nicole Hilton (Chief Community Engagement Officer), Pete Moore (Executive Director, Finance and Public Protection), Daryl Pearce (County Manager Public Protection), Ian Reed (Emergency Planning and Business Continuity Manager), Donna Sharp (County Service Manager (Registration, Celebratory & Coroners Services)), Daniel Steel (Scrutiny Officer) and Rachel Wilson (Democratic Services Officer)

1 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

Apologies for absence were received from Councillor C R Oxby. Apologies from Councillor C N Worth, Executive Councillor for Culture and Emergency Services were also noted.

2 DECLARATIONS OF MEMBERS' INTERESTS

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

3 ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLORS AND CHIEF OFFICERS

The Chairman, on behalf of the Scrutiny Committee, expressed thanks to Deputy Chief Fire Officer Mick Green who would be retiring at the end of the week following over 30 years' service with Lincolnshire Fire and Rescue. Mick had served in a number of posts around the County during his time, his roles ranged from riding in fire engines in his early days to having strategic responsibility for the Service's response and resources capabilities as the Deputy Chief. He also spent 2 years in New Zealand working initially with the department of conservation and then with the New Zealand Fire Service. He had also been part of the County's International Search and Rescue team and had deployed to Macedonia, India and Algeria. During

his career he had made a significant contribution to the safety of communities in Lincolnshire and the Committee wished him all the best in his future endeavours.

4 PUBLIC PROTECTION AND COMMUNITIES 'WHO WE ARE AND WHAT WE DO'

The Committee received a presentation from lead officers which provided an overview of the various challenges and opportunities in the areas that this Committee scrutinised.

The presentation was introduced by Pete Moore, Executive Director Finance and Public Protection, and included contributions from Nicole Hilton for Community Engagement, Daryl Pearce for County Public protection and Nick Borrill and Ian Reed for Lincolnshire Fire and Rescue and Emergency Planning.

Members received detailed information in relation to the following:

- Community Resilience and Assets
- Community Engagement – What we do
- Community Engagement – Aims
- Aims and Objectives – Policy Development & Delivery
- Aims and Objectives Projects
- Aims and Objectives
- Library Service – Changes
- Community Engagement Budget
- Community Engagement Challenges
- Opportunities
- 2016/17 Achievements
- Community Engagement – Priorities
- Heritage Services – Who We Are
- What We Do
- Aims and Objectives
- Heritage Services – Changes
- Budget
- Challenges
- Opportunities 2016/17 Achievements
- Future Priorities
- County Public Protection
- Safer Communities
- Safer Communities – Priorities and Challenges
- Lincolnshire Youth Offending
- Lincolnshire Youth Offending – Challenges and Priorities
- Registration Celebratory & Coroners
- Lincolnshire Fire and Rescue – The Management Team
- FRA Responsibilities
- Key Legislation
- Our Approach
- The Service...

- Prevention
- Home Safety and Health and Wellbeing
- Road safety
- Arson reduction and Youth Engagement
- Protection
- Response
- Level 1 (Operator) and 2 (Technical) Response
- Level 3 – Specialist Response
- Level 4 – National Response
- Level 5 – International Response
- The Finances....
-and the changes
- The In-Tray
- Emergency Planning and Business Continuity Service
- Challenges
- Achievements

Members were provided with the opportunity to ask questions to the officers present in relation to the information contained within the presentation and some of the points raised included the following:

- In relation to support to non-parished areas, members were advised that officers had mapped many community groups across the entire county and when there was a specific issue, could go direct to that group. If there an issue arose in an area where officers did not have a contact they would carry out investigations to establish a contact.
- It was queried how a decision was made on what consultation to carry out, and members were advised that there was clear legislation on when there was a need to consult and that there were a whole range of different ways in which communities could be targeted to ensure that the maximum feedback was received.
- A councillor commented that a task and finish group had been carried out in 2012 which had examined the County Council's relationship with the town and parish councils, and it was suggested that it may be interesting to revisit the recommendations from the report. Officers advised that they would speak to the councillor outside of the meeting in relation to this report.
- It was commented that aviation heritage was important to Lincolnshire and it was queried what other projects were in progress. Members were advised that officers were working closely with Bomber Command to provide expertise and support whenever needed. It was hoped that work would take place with Lincoln BIG on a combined aviation offer. It was also hoped to work with the RAF stations to create an aviation trail, as there was a need to build the customer base as much as possible.
- In relation to Trading Standards work to help those people who had been victims of scams it was commented that often those people who fallen for scams did not want anyone to know, and it was queried what councillors could do to help Trading Standards get their message across to those people who were too trusting. Members were advised that the advice from Trading Standards was to not open the door, or buy on the door step. The aim was to

empower people to make the decisions when people knocked on their door. Work was also ongoing to train people who were around the vulnerable people to identify the signs and symptoms that they may be victims of scams. One initiative which had been introduced was 'No cold calling' zones, where a whole street was encouraged to say no to cold calling, and worked on the same principles as neighbourhood watch schemes.

- It was queried whether crime had increased since the street lights had been switched off and the Committee was advised that a piece of work would be carried out in conjunction with highways teams. It was noted that those areas which had been identified as having a high crime rate had not had their street lights turned off. Members were also advised that Lincolnshire was one of the last counties to move to part night lighting, and in those counties where this had been done, they had not seen an increase in the crime rate.
- It was commented that there was a perception that crime was rising, and officers would be working to tackle this perception when the data had been analysed.
- It was noted that there were different crime patterns in urban and rural areas.
- It was commented that if the opportunity arose, members should visit the Road Safety Partnership and watch the Too Fast Too Soon production. Members were advised that it was hoped to incorporate this into the Committee's work programme.
- It was also commented that members should take the opportunity to attend a citizenship ceremony if they could as it could be a very moving experience. If a councillor wished to attend one, they should contact Donna Sharp (County Services Manager (Registration, Celebratory and Coroners Services)) who could arrange this.
- Reference was made to a recent fatal collision in the Grantham area and it was queried what could be done to help prevent serious collisions on the county's roads. Members were advised that where there were a number of vehicles exceeding the speed limit and fatal collisions, these areas would always be targeted with measures for reducing speed and injury. There would be a need for more serious enforcement options when fatal collisions took place. Officers advised that they would contact Councillor L Wootten outside of the meeting to discuss further actions in relation to the highlighted incident.
- In relation to the Police and Crime Commissioner's (PCC) ability to take over the running of the fire service, it was clarified that the local PCC would need to produce a business case as well as having to consult in the local area and then present the case to the Secretary of State.
- It was queried how members could help during the recruitment of retained duty fire fighters.
- It was commented that it was disappointing that Fire and Rescue had lost its funding for the Prince's Trust, but councillors wished to congratulate The Chief Fire Officer and his team for their work with young people which had been very positive. Members were informed that in relation to the youth engagement work, most cadets came as referrals from schools.
- It was queried what the financial status of the Waddington Training site was and members were advised that 6 months ago it had been agreed to cease

operating as a trading company, but training for wider services still took place on a cost recovery basis.

- In terms of strengthening community resilience, parish councils had been encouraged to put emergency plans in place, but there were concerns that there had not been any follow up. Members were advised that the new five point plan would allow communities to go at their own pace, and officer would be looking at what communities needed to do as well as ensuring that the plans were still appropriate.
- It was noted that South Holland District Council had opted out of the SLA and it was queried if it would be possible for the area to still be involved. Members were advised that if that district reconsidered and wished to join the SLA then it would be welcome. It was also noted that a new emergency planning officer had been appointed by SHDC and they had been invited to spend a day at the Emergency Planning offices.

5 PUBLIC PROTECTION AND COMMUNITIES SCRUTINY COMMITTEE WORK PROGRAMME

Consideration was given to a report which enabled the Committee to comment on the content of its work programme for the coming year to ensure that scrutiny activity was focused where it could be of greatest benefit.

During discussion of the work programme, the following was noted:

- It was requested whether the Committee could sit as the Crime and Disorder at least twice per year and if neighbourhood policing could be included. It was noted that this subject was already on the work programme as an item to be scheduled.
- It was requested whether the effects of the street lighting could be added to the agenda. However, it was reported that this was already scheduled to go to the Highways and Transport Scrutiny Committee in April 2018.

RESOLVED

1. That the work programme as set out in Appendix A of this report be noted.
2. That the additional items highlighted, and the responses given be noted.

The meeting closed at 12.55 pm

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**Open Report on behalf of Pete Moore,
Executive Director of Finance and Public Protection**

Report to:	Public Protection and Communities Scrutiny Committee
Date:	25 July 2017
Subject:	Quarter 4 Performance Report (1 January to 31 March 2017)

Summary:

This report provides the Committee with performance and customer satisfaction information for Quarter 4 2016/2017 relevant to Public Protection, Lincolnshire Fire and Rescue and Libraries and Heritage Services as set out in the Council's Business Plan.

The full detail of all performance measures included in the Council's Business Plan can be found online via the Performance Dashboard.

<http://www.research-lincs.org.uk/CBP-Landing-page.aspx>

Actions Required:

Members of the Public Protection and Communities Scrutiny Committee are invited to consider and comment on the performance information contained in this report and highlight any recommendations or further actions for consideration.

1. Background

This report provides the Committee with performance and customer satisfaction information for Quarter 4 2016/2017 relevant to Public Protection, Lincolnshire Fire and Rescue and Libraries and Heritage Services as set out in the Council's Business Plan.

Council Business Plan 2016/2017

The Council Business Plan 2016/17 was approved by Council in February 2016 and has been organised around the 17 commissioning strategies. This report lists the measures in the Council Business Plan that are within the remit of this Scrutiny Committee. Appendix A includes further details on select indicators which have been highlighted for further discussion.

The full detail of all performance measures induced in the Council's Business Plan can be found online via the Performance Dashboard.

Web link - <http://www.research-lincs.org.uk/CBP-Landing-page.aspx>

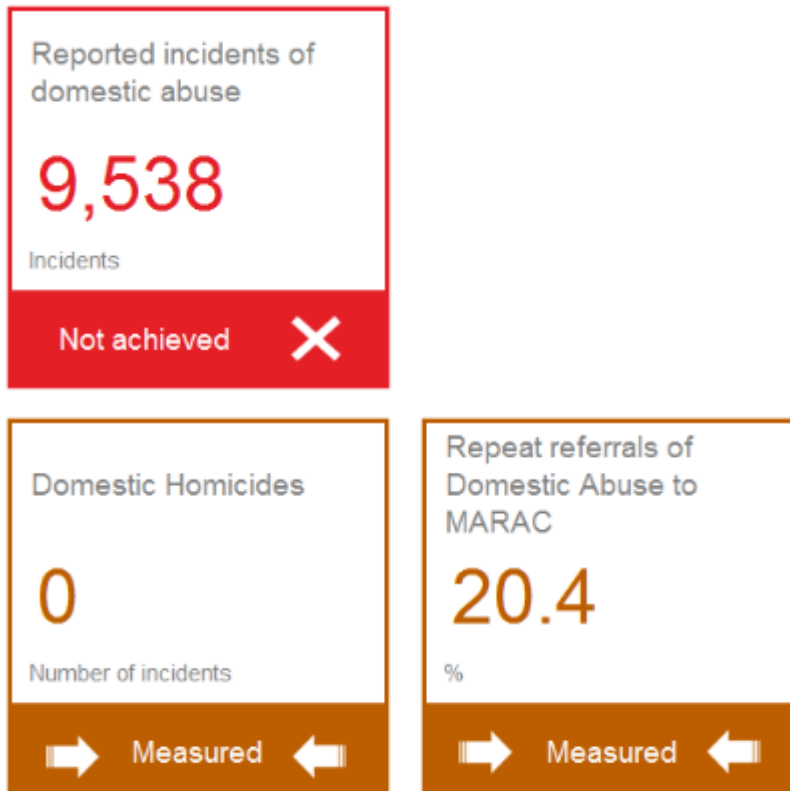
Appendix B shows a breakdown of customer satisfaction information within the remit of this Scrutiny Committee.

Public Protection

The public are protected from unsafe and dangerous goods



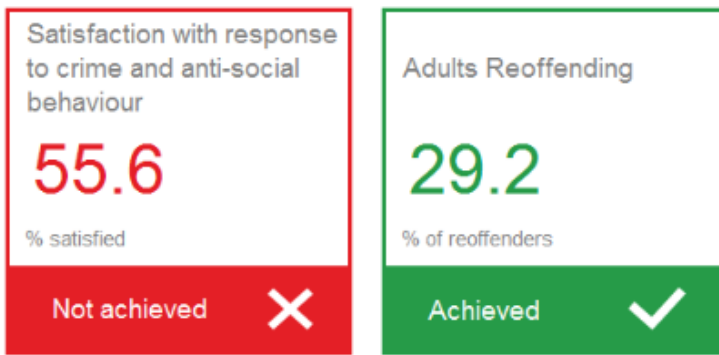
Increase public confidence in how we tackle domestic abuse



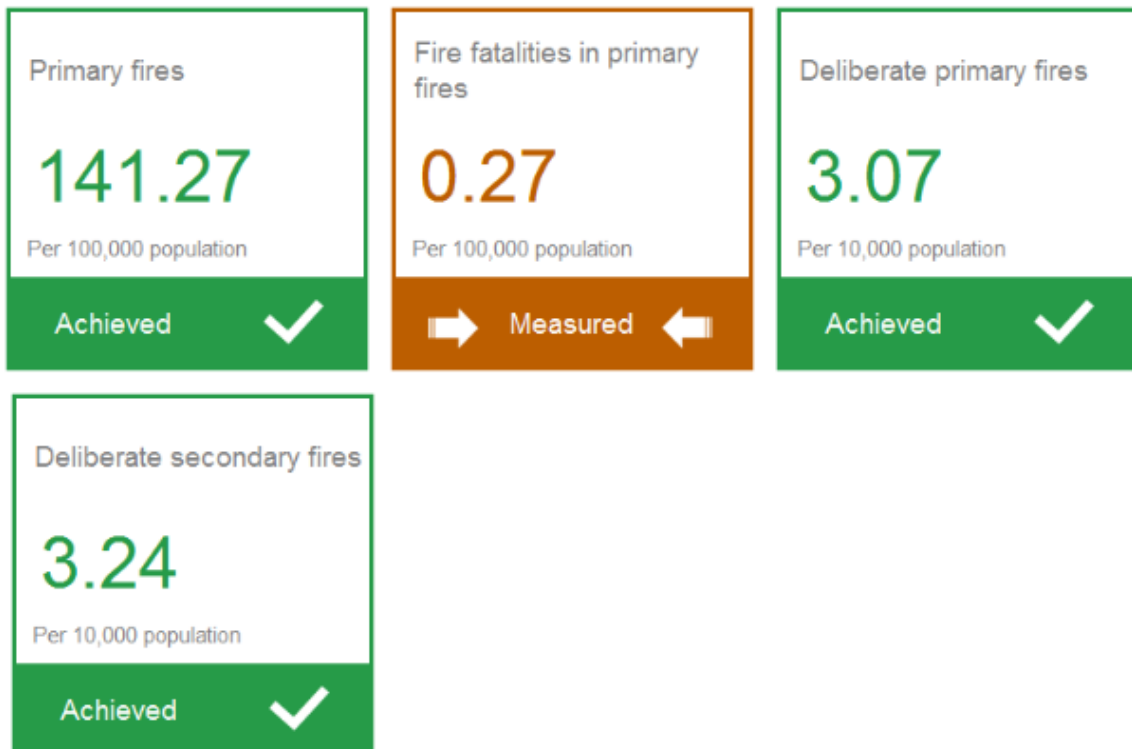
Reduce the number of people killed and seriously injured on Lincolnshire's roads



Reduce adult reoffending

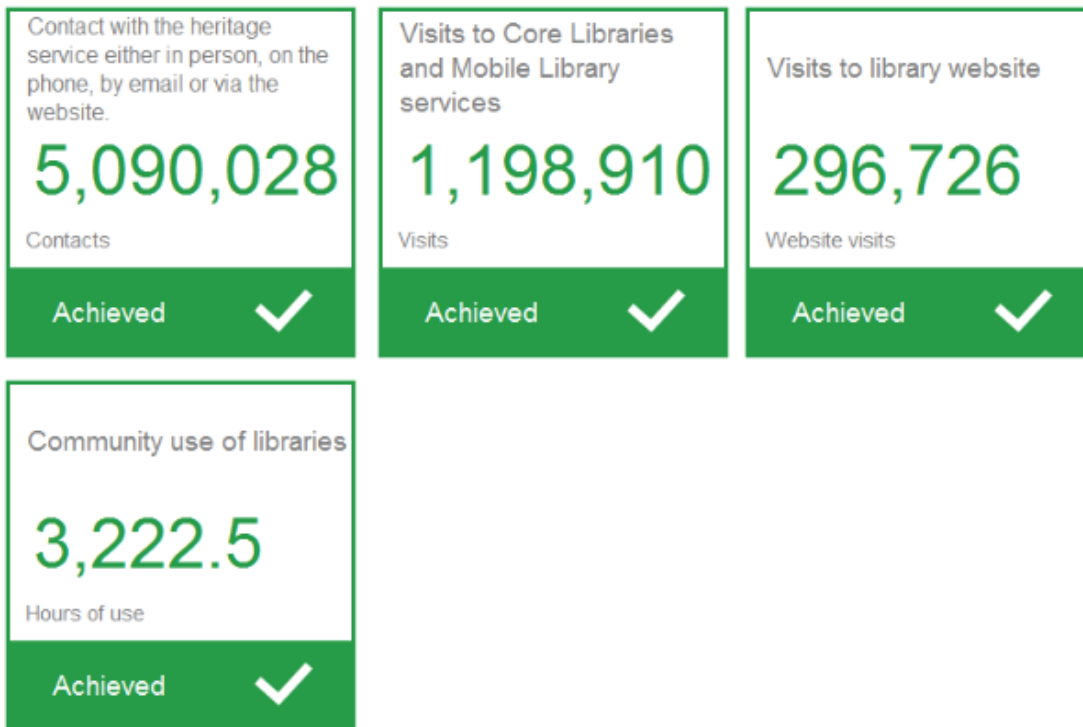


Lincolnshire Fire and Rescue



Community Assets and Resilience Commissioning

Enable and encourage people to participate in Lincolnshire's culture



Communities and residents are supported to be involved in local decision making and have their views taken into account



2. Conclusion

Members of the Public Protection and Communities Scrutiny Committee are invited to consider and comment on the Q4 performance information and highlight any recommendations or further actions for consideration.

3. Consultation

a) Have Risks and Impact Analysis been carried out?

N/A

b) Risks and Impact Analysis

N/A

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Quarter 4 Performance Report (1 January to 31 March 2017)
Appendix B	Q4 Customer Satisfaction Information

5. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was collated by Daniel Steel, Scrutiny Officer, who can be contacted on 01522 552102 or daniel.steel@lincolnshire.gov.uk.



Communities are safe and protected

Increase public confidence in how we tackle domestic abuse

Reported incidents of domestic abuse

This measure is a count of all incidents reported to the Police where a Domestic Abuse Stalking and Harassment (DASH) risk assessment was completed. These risk assessments are performed in all incidents that meet the government's definition of domestic abuse:

"Any incident or pattern of incidents of controlling, coercive, threatening behaviour, violence or abuse between those aged 16 or over who are, or have been, intimate partners or family members regardless of gender or sexuality. The abuse can encompass, but is not limited to:

Psychological
Physical
Sexual
Financial
Emotional"



Not achieved

9,538

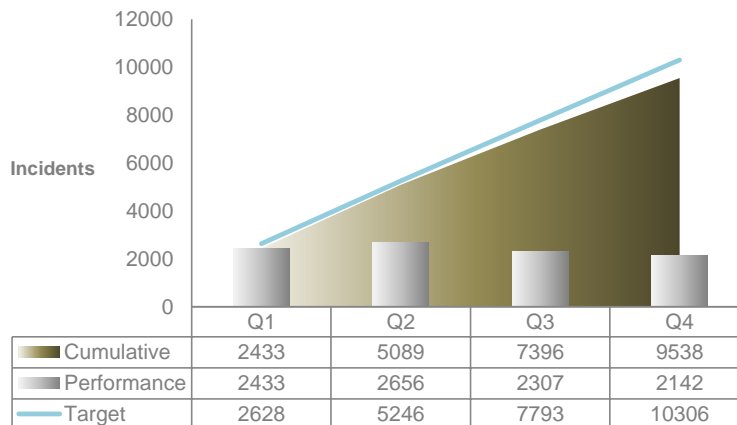
Incidents
Quarter 4 March 2017



10,306

Incidents
Target for March 2017

Reported incidents of domestic abuse

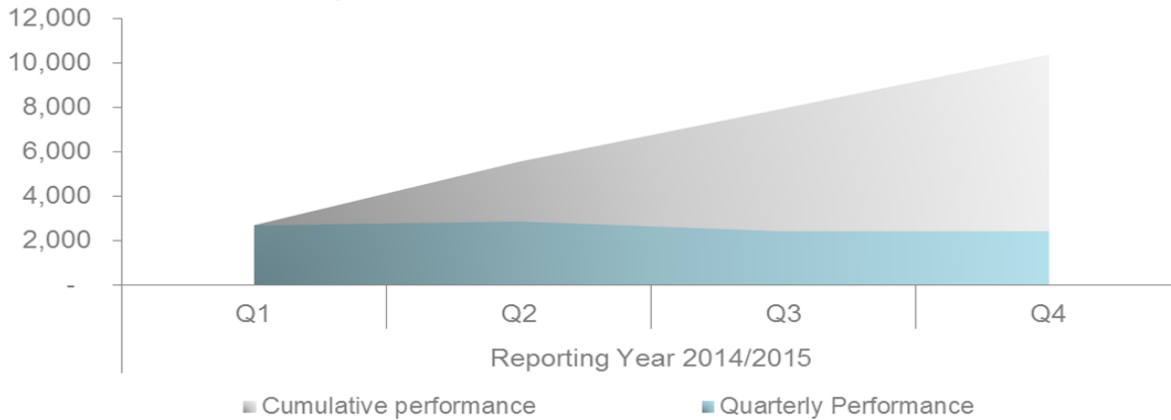


About the latest performance

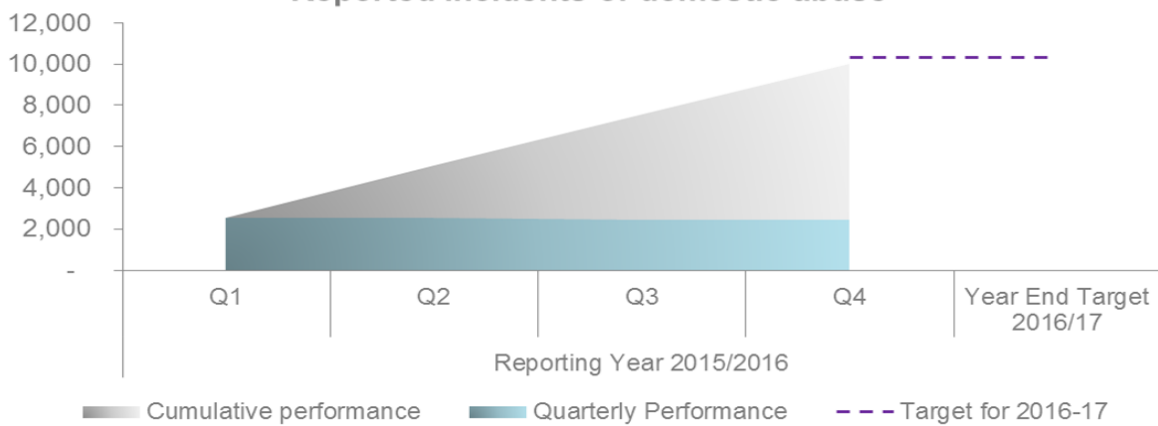
As forecasted, the total number of domestic abuse incidents reported to the Police is lower than the target. Nationally, prevalence of domestic abuse is at its lowest since 2005 (Crime Survey for England and Wales (CSEW)). Given that the majority of domestic abuse victims will not report their experience to the police it may be that the number reported is to be expected. In terms of locality, the decrease in reported incidents of domestic abuse can be seen across most districts in Lincolnshire with the exception of South Holland and West Lindsey where the number has increased since 2015-16.

Further details

Reported incidents of domestic abuse



Reported incidents of domestic abuse



	Reporting Year 2014/2015				Reporting Year 2015/2016				Year End Target 2016/17
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Cumulative performance	2,663	5,512	7,936	10,327	2,551	5,093	7,566	10,006	
Quarterly Performance	2,666	2,849	2,424	2,391	2,551	2,542	2,473	2,440	10,306

About the target


Increase reports of domestic abuse to the Police by 3%. Domestic Abuse is under reported for many reasons. We take reports of Domestic Abuse seriously and encourage reporting to the Police. Therefore, we want to see an increase in reporting so that we can reach more people who need support.

About the target range

The target range for this measure allows for minimal fluctuation against the target increase of 3%.

About benchmarking

This measure is local to Lincolnshire and therefore is not benchmarked against any other area.

 **Communities are safe and protected**

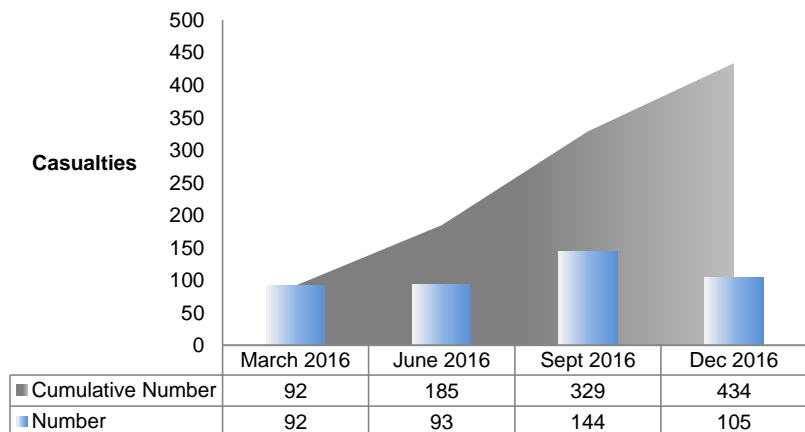
Reduce the number of people killed and seriously injured on Lincolnshire's roads

People killed and seriously injured in road traffic collisions

Data is reported by calendar year, with 3 month (1 quarter) lag. Revisions in previously reported data can sometimes occur when the reported severity of an injury can increase or decrease (For example an injury may worsen over time or an unreported injury is later found). Subsequent quarter cumulative totals may include revised figures from previous quarters.



People killed and seriously injured in road traffic collisions

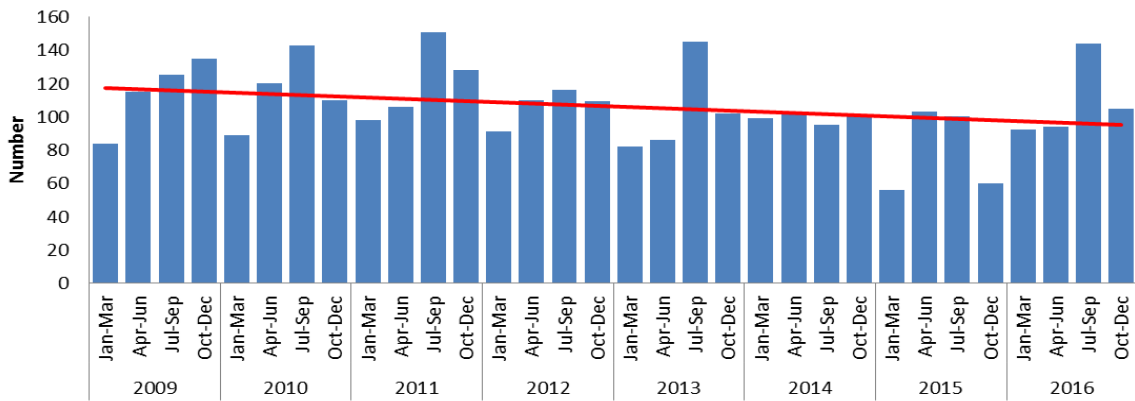


About the latest performance

Following the lowest number of killed or seriously injured (KSI) casualties on record in 2015, we have seen an increase in 2016. Analysis of collision and casualty data does not indicate any clear commonality or patterns and the overall increase in KSI's is mirrored across most user groups. However Lincolnshire Road Safety Partnership (LRSP) are prioritising under 125cc motorcycle riders and pedestrian collisions as emerging trends and over 125cc motorcycle riders as an established high risk group.

Further details

KSI (All casualties) 2009 -2016



About the target

It is not appropriate to set a target for this measure however the Lincolnshire Road Safety Partnership want to see a 20% reduction over 10 years from the 2010/2012 annual average.

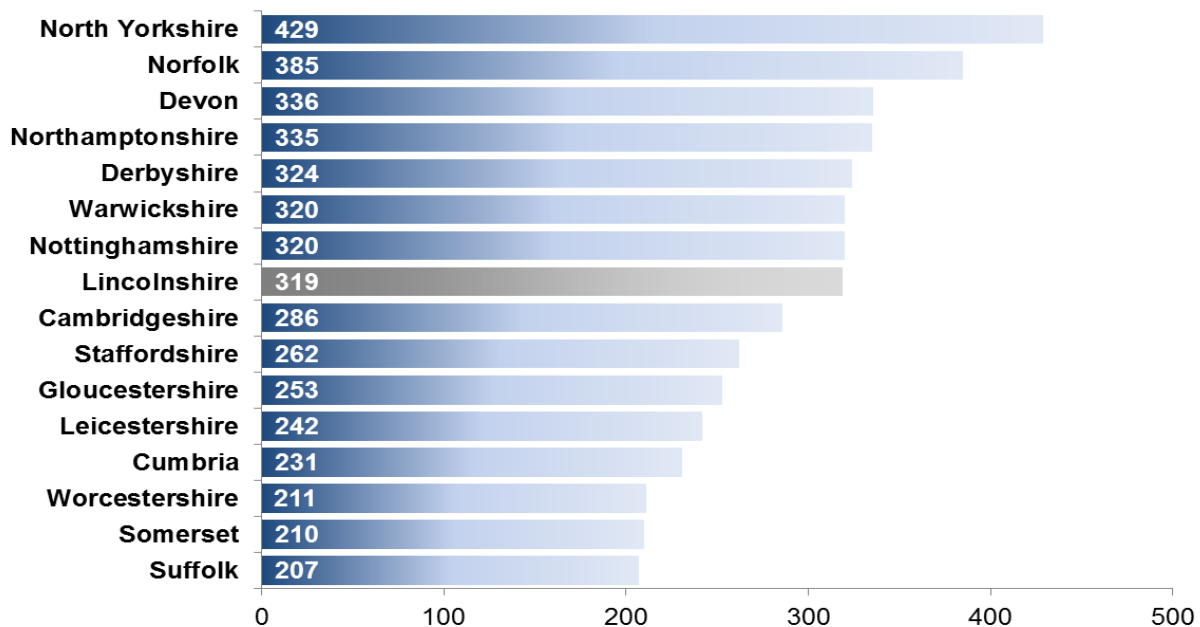
About the target range


A target range is not applicable as this is a contextual measure.

About benchmarking

The Department for Transport publish data which allow comparisons to be made with other Councils. Comparison has been made against the CIPFA group of local authorities. The Chartered Institute of Public Finance and Accountancy (CIPFA) facilitates a benchmarking services to enable Local Authority performance to be monitored against other similar local authorities. We benchmark against other Local Authorities within our CIPFA Group of 16 authorities.

Killed or seriously injured Casualties 2015 CIPFA comparison



 **Communities are safe and protected**

Reduce the number of people killed and seriously injured on Lincolnshire's roads

Children killed or seriously injured in road traffic collisions

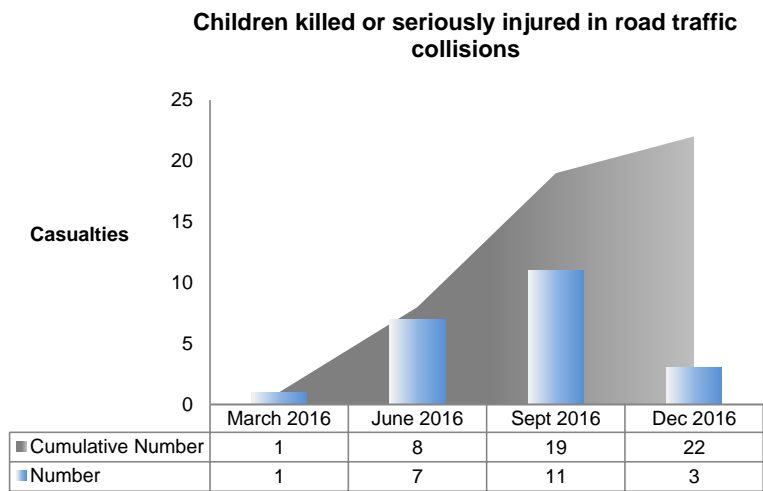
Data is reported by calendar year, with 3 month (1 quarter) lag. Revisions in previously reported data can sometimes occur when the reported severity of an injury can increase or decrease (For example an injury may worsen over time or an unreported injury is later found). Subsequent quarter cumulative totals may include revised figures from previous quarters.

Measured

3
Casualties
September to December 2016

↓

11
Casualties
June to September 2016

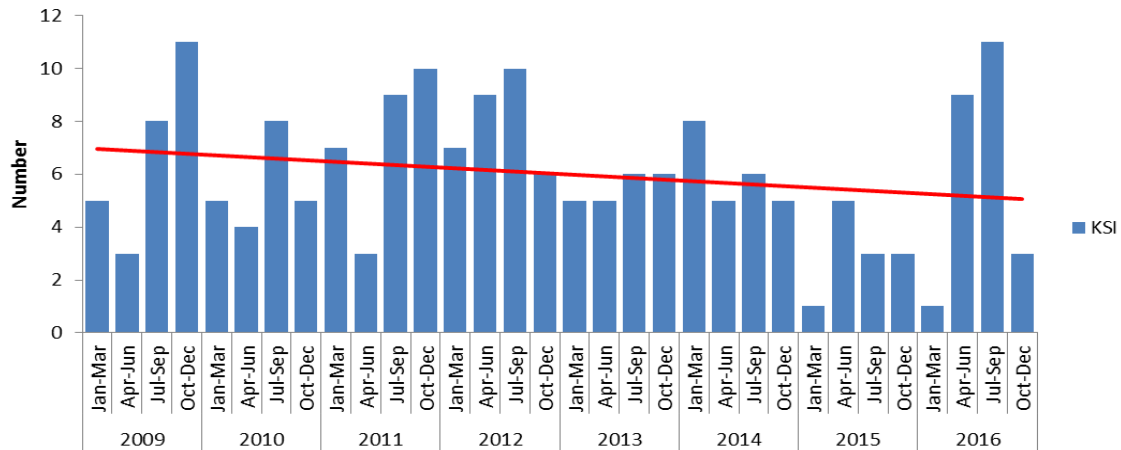


About the latest performance

Analysis of collision and casualty data does not indicate any clear commonality or patterns. Casualties occur throughout the year and generally tend to peak in August. Ages range from 3 to 14 with collision times occurring primarily in daylight hours.

Further details

KSI Child (0-15) Casualties 2009 - 2016



About the target

It is not appropriate to set a target for this measure however the Lincolnshire Road Safety Partnership want to see a 20% reduction over 10 years from the 2010/2012 annual average.

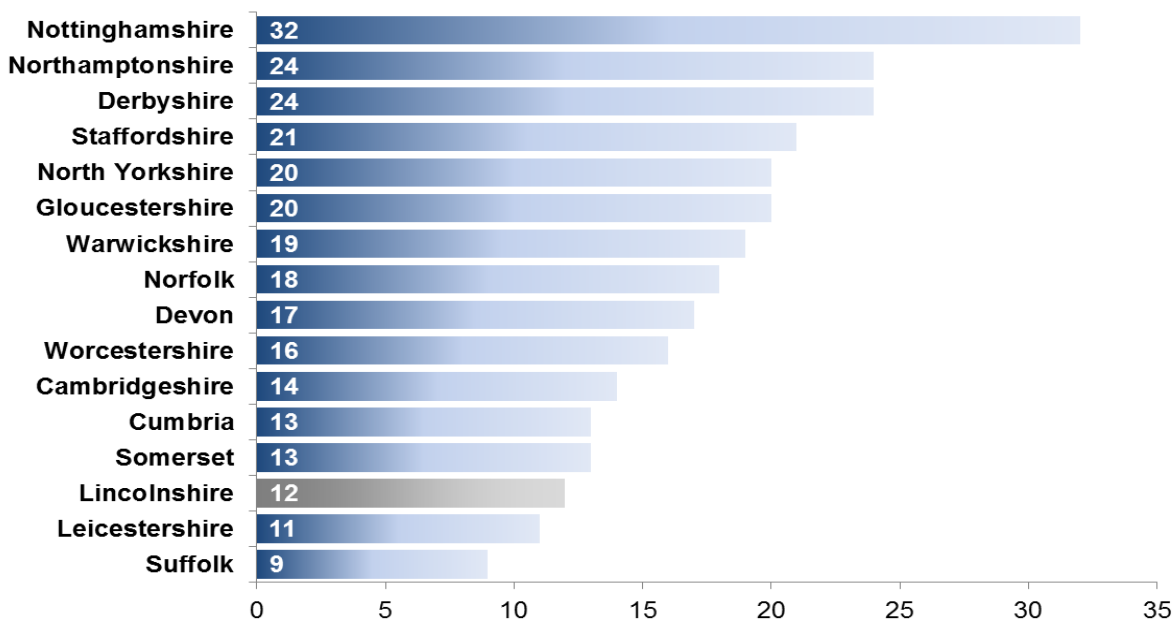
About the target range

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About benchmarking

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Children killed or seriously injured 2015 CIPFA comparison



Communities are safe and protected

Reduce fires and their consequences

Primary fires

Number of incidents of fires involving property (i.e. buildings, vehicles, recycling banks, caravans etc.); and/or casualties, fatalities or rescues; and/or five or more pumping appliances where the Fire Service attended (per 100,000 population).

Numerator is the number of primary fires.

Denominator is the population of Lincolnshire.

The rate per 100,000 population is calculated as follows:

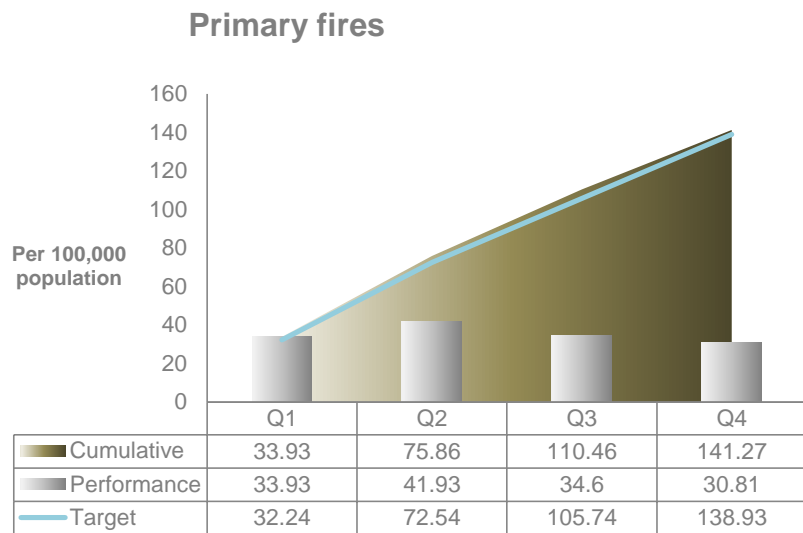
Numerator divided by the denominator multiplied by 100,000.

 **Achieved**

141.27
Per 100,000 population
Quarter 4 March 2017



138.93
Per 100,000 population
Target for March 2017

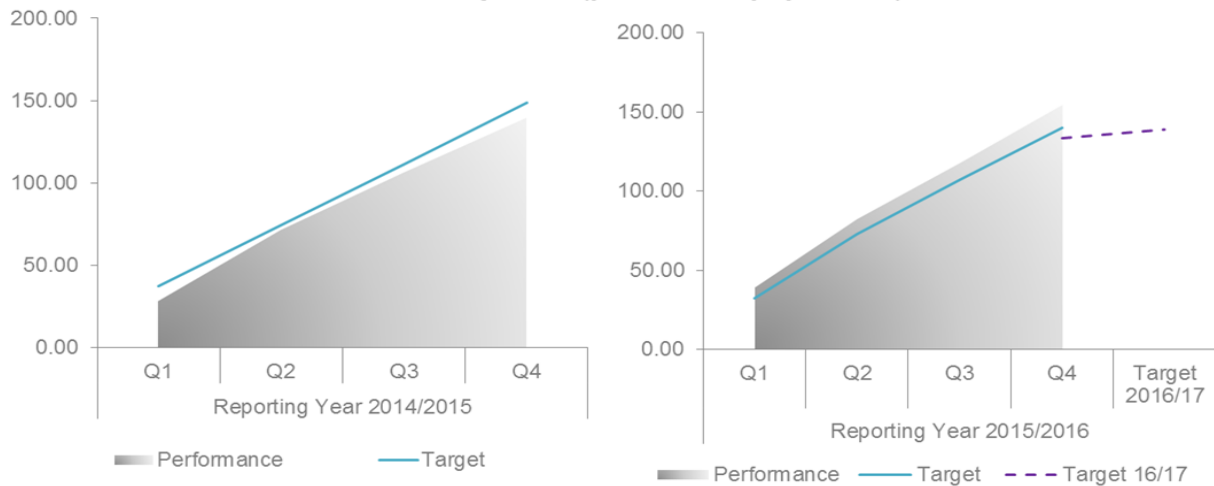


About the latest performance

Whilst behind target by 25 fires, we have seen a reduction of 7% (88 fires) compared with last year. One third of the reduction can be directly attributed to dwelling fires. There has also been over a 50% reduction in outdoor farm related fires compared to the same quarter last year. This can be attributed to our partnership working with the farming community. Whilst the number of dwelling fires has reduced this year, the number of cooking related fires has increased. We will be looking at how we might be able to reduce the occurrence of such incidents further through our planned Community Safety campaign. In respect to the farm related fires, we will continue our partnership working with the farming community and regularly monitor as the numbers are fairly small.

Further details

Primary Fires (per 100,000 population)



	Reporting Year 2014/2015				Reporting Year 2015/2016				Target 2016/17
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Performance	28.57	71.64	106.28	139.54	39.20	82.43	117.98	154.48	
Target	37.21	74.41	111.61	148.82	32.28	73.10	107.17	140.28	138.93
Numerator	207	519	770	1,011	284	603	863	1,130	
Denominator	724,500	724,500	724,500	724,500	724,500	724,500	724,500	724,500	

*The target for 2016/17 has been amended as agreed by the Executive in Q1

About the target


The target is set to aim for continuous improvement, including the following factors: 1) Progress towards 2020 Vision targets, 2) The results of our performance last year, 3) Our Service priorities and 4) Drive for continuous improvement.

About the target range

A target range of 2% either side of the likely number of incidents at the end of the year.

About benchmarking

Benchmarking data for this measure is not available

 **Communities are safe and protected**

Reduce fires and their consequences

Fire fatalities in primary fires

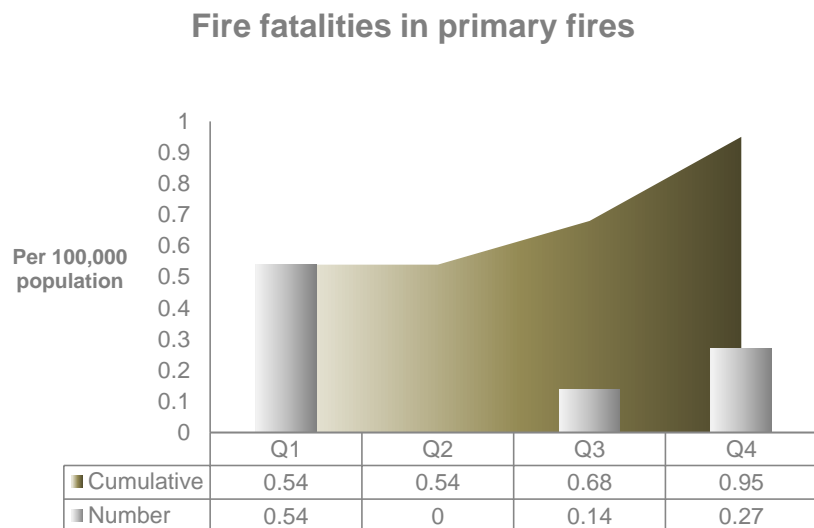
Number of fatalities from primary fires where the Fire Service attended (per 100,000 population).
 Numerator is the number of fire fatalities in primary fires.
 Denominator is the population of Lincolnshire.
 The rate per 100,000 population is calculated as follows:
 Numerator divided by the denominator multiplied by 100,000.



0.27
 Per 100,000 population
Quarter 4 March 2017

↓

0.14
 Per 100,000 population
Quarter 3 December 2016

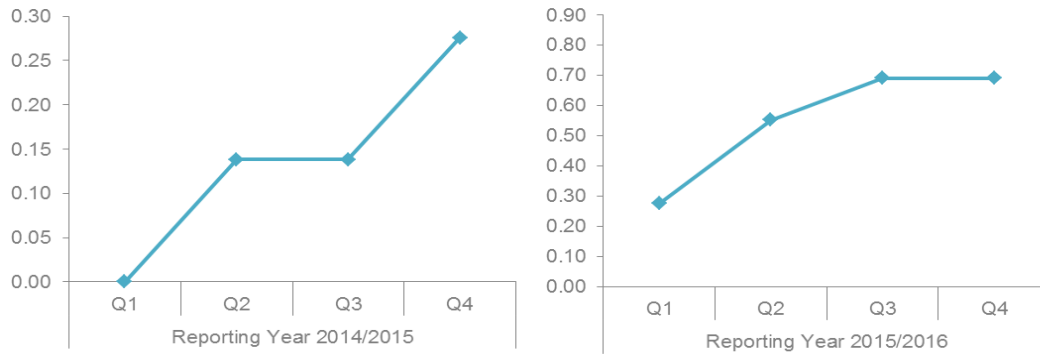


About the latest performance

Sadly we have had 7 fire fatalities during the 2016/17 year. 3 of these fatalities occurred at the same incident, with all 7 fatalities occurring in accidental dwelling fires. The multiple fatality incident was caused by smoking materials, three of the further fatality incidents were attributable to heating equipment, with the one remaining incident where the cause was not known. We have undertaken targeted campaigns within the community to highlight the dangers associated with these incidents.

Further details

Fire fatalities in primary fires (per 100,000 population)



	Reporting Year 2014/2015				Reporting Year 2015/2016			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Value	0.00	0.14	0.14	0.28	0.28	0.55	0.69	0.69
Numerator	0	1	1	2	2	4	5	5
Denominator	724,500	724,500	724,500	724,500	724,500	724,500	724,500	724,500

The graphs have been updated to reflect final coroner verdicts on fire fatalities.

About the target

No target set as this is measured

About the target range

A target range is not applicable as this is a contextual measure.

About benchmarking

Benchmarking data for this measure is not available

CUSTOMER SATISFACTION INFORMATION**Public Protections and Communities Scrutiny Committee Q4**1st January 2017 – 31st March 2017**COMPLIMENTS**

The overall compliments received for Public Protections and Communities shows a decrease of 45% this Quarter, with 26 compliments being received compared to 47 received last Quarter.

Total number of compliments relating to Public Protections and Communities Scrutiny Committee	Current Q4 16/17	Q3 16/17	Q2 16/17	Q1 16/17	Q4 15/16
	26	47	26	23	23

Public Protections and Communities have received 26 compliments this Quarter. The compliments were:

- 9 x Fire and Rescue
 - These were relating to emergency responses & the Training Centre
- 7 x Registration, Celebratory and Coroners Service
 - These were in relation to staff compliments & praise for professionalism at ceremonies and registering.
- 10 x Heritage
 - These included staff compliments and praise for Lincoln Castle visits

COMPLAINTS

The total number of LCC complaints received this Quarter (Q4) shows a 18% increase on the previous quarter (Q3). When comparing this Quarter with Q4 of 2015/16, there is a 7% decrease when 181 complaints were received.

This Quarter Public Protections and Communities has received 6 complaints which is an increase of 50% on last Quarter when they received 3 complaints. When comparing this Quarter with Q4 2015/16, there is 54% decrease with 13 complaints being received.

REGISTRATION, CELEBRATORY AND CORONERS

This Quarter Registration, Celebratory and Coroners has received 6 complaints which is increase of 3 from last Quarter when 3 were received. The complaints were regarding:

- A death registration
- Post Mortem Service
- An incident in relation to an Inquest
- 3 x complaints in relation to the Coroner's Service / process

3 of these complaints were substantiated and 3 were Partly Substantiated.

COMPLAINT ESCALATIONS

In Quarter 4 of 2016/17 there were a total of 11 complaint escalations for LCC. None of these related to Public Protection and Communities.

OMBUDSMAN COMPLAINTS

In Quarter 4 of 2016/17, 7 LCC complaints were registered with the Ombudsman. None of these complaints were recorded against Public Protection and Communities.

Summary of Complaints Q4 2017

	Current Q4 16/17	Q3 16/17	Q2 16/17	Q1 16/17	Q4 15/16
Total number of complaints received across all LCC service area.	169	143	117	152	181
Total number of complaints relating to Public Protections and Communities Scrutiny Committee	6	3	6	8	13
Total Service Area Complaints broken down					
Community Safety	0	0	0	0	0
Community Cohesion	0	0	0	0	0
Emergency Planning	0	0	0	0	0
Fire and Rescue	0	0	0	1	1
Registration, Celebratory and Coroners Services	6	3	3	3	1
Trading Standards	0	0	1	3	1
Public Health	0	0	0	0	0
Libraries & Heritage	0	0	2	1	9
Number of complaint escalations relating to Public Protections and Communities Scrutiny Committee	0	Data not previously reported upon			
How many LCC Corporate complaints have not been resolved within service standard	1	6	8	4	2
Number of complaints referred to ombudsman	7	8	17	5	10

Open Report on behalf of Nick Borrill, Chief Fire Officer

Report to:	Public Protection and Communities Scrutiny Committee
Date:	25 July 2017
Subject:	Update on the Fire and Rescue Retained Duty System Review

Summary:

In November 2016 Lincolnshire Fire and Rescue (LFR) presented a paper which laid out its Retained Duty System (RDS) Improvement Strategy.

The strategy established an action plan to respond to the national report '*A professional View of the Challenges for Recruitment and Retention in the Fire and Rescue Retained (on call) Sector*' and to the findings of an extensive local review of the RDS as it operates in Lincolnshire.

The action plan aims to address 78 recommendations, grouped under 9 work streams, to improve the RDS and will be delivered in three phases, with a target completion date of April 2018.

This paper, in conjunction with a short presentation, will provide an update on progress made to date in relation to each of the work streams.

Actions Required:

The Public Protection and Communities Scrutiny Committee are invited to consider the progress against the action plan and highlight any recommendations or further actions for consideration.

1. Background – LFR Operational Capability

LFR has 48 fire engines to respond to emergencies; 39 of these are crewed by personnel working the RDS. These personnel, who represent 81% of our operational staff, respond to emergency incidents on an "on call" basis providing an effective and efficient community service.

Our operational capability is further underpinned by Wholetime Duty Staff (WDS) who crew a further 9 appliances. This ensures a 24/7 emergency response footprint within the County.

2. Understanding the Challenges to the RDS

In recent years the maintenance of the RDS has emerged as one of the main challenges to fire and rescue services nationally and this remains so in Lincolnshire.

LFR invests a significant amount of time and resources into recruiting and training RDS fire fighters to ensure we can maintain appliance availability. Even with such a commitment there remain stations within the County that continue to struggle with shortages of personnel.

In 2014 the Service established a project team of 3 staff to review the RDS as it operates within Lincolnshire in an attempt to better understand the challenges in relation to recruitment and retention of personnel. The team were tasked with conducting a fundamental analysis of the RDS and to determine if the system remains fit for purpose to support a sustainable and viable FRS for Lincolnshire for now and in the future. In conducting the review the team met with various stakeholders both within the Service and from other brigades around the United Kingdom.

Informed by the national report '*A professional View of the Challenges for Recruitment and Retention in the Fire and Rescue Retained (on call) Sector*', the project team produced a final report in 2016. The report produced 78 recommendations for consideration.

3. Retained Duty System Improvement Strategy

In responding to the report's findings the Service established a cross organisational team to implement a strategy for improvement. The team developed a single plan of action to be delivered over 3 phases, the target date for completion being April 2018.

The plan of action is now organised into 9 work streams¹ as follows:

1. Recruitment and selection
2. Structure of organisational development
3. Strategy and policy
4. Training
5. Resilience reserve and crewing levels
6. Availability agreements
7. Annual leave arrangements
8. Electronic availability
9. Payment system

¹ In November 2016 the plan was based on 6 work streams, this has now been extended to 9

4. Progress and Achievements

The delivery of the improvement plan is largely on track to be delivered for the target date of April 2018. Below is a summary of the key achievements to date in each of the 9 work streams.

Work stream 1: Recruitment and Selection.

- A standard recruitment planning tool has been developed and is in use. This supports an understanding of recruitment requirements based on a simple mapping system that helps to identify and target priority areas.
- The Service has introduced a new written test, tailored to the needs of the RDS, and continues to support the national RDS group in developing a range of strength (fitness) tests.
- The entry process has been shortened by enabling written and physical tests to be taken on the same day.
- Marketing material has been updated, including brochures and the website, to raise community awareness of the RDS role. T-shirts are also being trailed at a number of stations to promote local recruitment.

Work stream 2: Structure of Organisational Development

- A recruitment and retention team has been assembled through the reorganisation of the training department. The team facilitates targeted recruitment plans and provides support and engagement to stations and personnel.

Work stream 3: Strategy and Policy.

- A simplified promotion process has been introduced to recognise the unique nature of the RDS.
- A robust exit interview process is now in place.

Work stream 4: Training

- A new Learning Management System (LMS) has been introduced which focusses on practical based training where possible.
- The LMS facilitates personnel to access training material via the internet (e-learning packages) to maximise flexibility.
- A flexible approach to RDS recruit courses has been introduced. This was successfully trailed at Bardney where we delivered a bespoke training course tailored to the needs of Rase Warehouse employees. This resulted in the recruitment of 4 firefighters for the station.

Work stream 5: Resilience reserve and crewing levels.

- We have reintroduced the 6th rider on RDS fire appliances to increase exposure and activity levels and enhance support on the incident ground.
- A resilience 'bank' has been developed to support the Service in providing adequate fire cover at all times.

Work stream 6: Availability Agreements

- Rostering systems have now been made available to stations where requested. The key benefit of a managed system of availability is that operational cover is maintained whilst enabling personnel to take planned periods of time off.

Work stream 7: Annual Leave Arrangements

- Potential developments in this area are directly associated to any changes which may arise from the adoption of a locally agreed salary scheme. The Service has decided to pause any progress in relation to the introduction of a salary scheme and in consequence further exploration of changes to annual leave arrangements will also not be progressed at this time.

Work stream 8: Electronic Availability

- An availability database has been established which includes skill sets and historical information. This database will support an understanding of any immediate cover arrangements required to support appliance availability. The system will also contribute to understanding future training needs at both station and at a Service level.
- A Station efficiency tool has been introduced to enable an equitable understanding of availability, based on actual staff levels.

Work stream 9: Payment System

The project has considered the benefits of introducing a salary scheme to remunerate RDS personnel. At this time the Service has decided to pause this element of the plan. The reasons for this are:

- Following discussion with other Services the evidence is inconclusive as to the benefits that have been realised from switching to such a system
- The staff group in Lincolnshire appear divided on the introduction of such a scheme of payment.
- Although a number of possible salary scheme options have been considered no agreement has been reached by all relevant parties on a suitable scheme.

5. Conclusion

The challenges of recruiting and retaining personnel working the RDS remain complex. The work LFR is undertaking aims to address a number of these but some, such as the reduction in call numbers and the demographic and societal changes within our local communities, remain beyond our influence.

Government led initiatives to support the development and improvement of the RDS sector including the creation of a nationally led RDS firefighter brand, support for a national marketing campaign and the introduction of centrally led incentives for employers to release personnel would be considered beneficial. These we would look to support through the national RDS working group.

6. Consultation

a) Have Risks and Impact Analysis been carried out??

Yes

b) Risks and Impact Analysis

A risk analysis is carried out for each element of the action plan as appropriate and recorded by the recruitment department.

7. Background Papers

Document title	Where the document can be viewed
Community and Public Safety Scrutiny Committee paper - The Retained Duty System dated 14 December 2016	LCC website http://lincolnshire.moderngov.co.uk/ieListDocuments.aspx?CId=489&MId=4652&Ver=4

This report was written by Stuart Ruff, who can be contacted on 01522555675 or stuart.ruff@lincoln.fire-uk.org

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**Open Report on behalf of Richard Wills
Executive Director for Environment & Economy**

Report to:	Public Protection and Communities Scrutiny Committee
Date:	25 July 2017
Subject:	Future Governance Models for the Heritage Service

Summary:

The Council has been exploring ways of reducing the costs of its Heritage Service whilst improving and enhancing its public offer. This report describes the initial work streams and timeframe for exploring potential future governance models for the Heritage Service following Executive approval on 04 October 2016 to assess and analyse these options. This report aims to seek the involvement of the Public Protection and Communities Scrutiny in exploring potential future options.

Actions Required:

Members of the Public Protection and Communities Scrutiny Committee are invited to consider and comment on the report and:

- 1) Support the initial work and timeframe of future actions included as part of the report;
- 2) Highlight any additional priorities for officers to consider as part of the development process, and;
- 3) Approve the formation of a Working Group to consider potential future options, bringing recommended options back to this Committee in October 2017.

1. Background

The Heritage Service in Lincolnshire is diverse and varied, with responsibilities for museums, historic sites and attractions.

In October 2016 the Executive;

1. Approved the implementation of a new model of service delivery for Heritage Services as the means for the Service to contribute to Council savings targets by becoming financially self-sustainable;
2. Noted that the ability of the service to become financially self-sustaining by the financial year 2019/20 is dependent on the service retaining the income it generates in the period 1 April 2015 to 31 March 2018; and

3. Approved the carrying out of further work to assess and analyse options for alternative governance structures for the service with a view to a further report being brought to the Executive.

Since the Executive meeting in October 2016, the Heritage Service has implemented a new model of service delivery to fundamentally transform the way in which Heritage Services are developed and delivered within the County, and has made significant progress towards reducing the level of County Council subsidy required to keep the sites available to the public, as well as generating economic and tourism activity.

A whole service re-structure has been completed, with the new staffing structure implemented on 01 July 2017. The focus of the new staff structure is upon public engagement whilst ensuring fundamental priorities of collection care is core. From 1st July 2017 the new staffing structure will deliver a year on year cash reduction in spend in excess of £500,000

2. Options Appraisal

Attention now turns to the third recommendation made by the Executive – to review potential governance structures for the future.

In the papers presented to the Executive, there was a Detailed Business Case which included a 'long list of options' for future models. These options came from an exercise completed by the Heritage Service in 2013/14, where advantages and disadvantages were considered and options placed in order of preference based upon the circumstances and context of that period in time. The options identified and assessments made in 2013/14 can be seen in Appendix A.

For the avoidance of doubt the Service has included the following sites as within scope for each option, unless otherwise specifically stated:

- The Archives
- Battle of Britain Memorial Flight (BBMF)
- The Castle
- The Collection
- Discover Stamford
- Gainsborough Old Hall
- Museum of Lincolnshire Life
- Usher Gallery
- Windmills

The Council will need to make the decision as to whether its preference is to keep control and build business, income and market or cede control of these assets but realise the immediate savings.

The Service has reviewed the 2013/14 options again given the changes in the financial and political climate as well as the changes and progression within legislation and has considered them to fall under one of two main areas; in-house

or external. The external can further be sub-divided into those which in principle would require procurement¹ and those that would not;

- 1) In – house
- 2) External (No procurement)
External (procurement)

The procurement options perhaps need to be considered with some caution. Generally, the ability of procurement to deliver savings from the market depends on the degree of competition and the commerciality of the bidding organisations. It also depends on the ability of the various bidders to fully understand the nature of the risks they are taking on.

The aim of any procurement in circumstances where the Council wishes the service to be self-sustaining will be to receive bids which require no payment by the Council. Given the lack of a fully developed commercial market for heritage services, the risks involved in the delivery of those services and the nature of the potential bidders as generally not-for-profit charitable enterprises whose ability to take risk as organisations is limited, the prospects of receiving such a bid are considered to be limited.

The 2013/14 list has therefore reduced to the following five main options, all of which fall under the two main areas of 'in-house' or 'external'.

For clarity purposes, reference has been included within the table to the 2013/14 options.

¹ In principle because they involve the awarding of a contract to an external entity not controlled by the Council. Whether a procurement is in fact required will depend on a detailed analysis of the nature and value of the proposed contracts

Area		Option	Description
In - house		Do Nothing (Former Option A)	<p>Remain part of LCC but financially independent of the Council, receiving no budgetary subsidy. However, there may be limitations and constraints to distribution of income and profit.</p> <p>This would see the Service continue to make efficiency savings and drive income generation to eventually be in profit, estimated to be 2020/21. Whilst retaining the Heritage offer to the public and removing the threat of closures of sites.</p>
External	No Procurement	Set up an LCC controlled Teckal company (Former Option C or D – if a member of the company)	<p>This would not require a procurement exercise.</p> <p>This is a company in which the local authority must control all of the shares in the company and must also exercise effective day-to-day control over its affairs; mirroring the relationship between the council and one of its internal directorates. This can be achieved through the governance structure.</p> <p>The company must be “inwardly and not outwardly focused”. The directive requires that at least 80% of the activity of the Teckal company – that is, over 80% of its turnover – must be for its public sector owners. This limits its usefulness if the intention is to trade more widely in order to generate income.</p> <p>Changes to the EU procurement regulations in 2015 mean that local authorities can now undertake 20% trading with third parties outside of their ‘Teckal’ contract. This is calculated based on three years’ turnover – so allows for some smoothing over these years.</p> <p>It should be noted that for the company to be Teckal compliant the courts always turn to the detail of the company structure and constitutional documents. Any Local Authority Teckal Company therefore needs to ensure that the council still has the power to issue directions and that the autonomy of the board does not supersede council powers. Please see http://www.cipfa.org/policy-and-guidance/articles/teckal-the-basics-explained</p>

Area		Option	Description
External	Procurement	<p>Set up a separate legal entity which is controlled by LCC but which is not a Teckal company</p> <p>(Former Option F, G, H, I, J)</p>	<p>This is likely to require a procurement exercise.</p> <p>The entity created could, however, trade more widely outside the County Council services it provides to the County Council because it is not limited to the 20% of turnover that applies to a Teckal company.</p>
		<p>Award a contract to an existing entity which is not controlled by LCC</p> <p>(Former Option L)</p>	<p>This is likely to require a procurement and would amount in essence to an outsourcing of the service.</p>
External	Procurement but with the potential of no procurement	<p>Collaboration or Joint Venture with the Universities in Lincolnshire</p> <p>(Former Option E)</p>	<p>A collaboration with either/both Universities within Lincolnshire to deliver the Heritage Service.</p> <p>This would result within a partnership approach to the delivery of the services; either on a financial or non-financial level.</p> <p>The Universities could offer support, guidance and storage of collections; students could be utilised to deliver projects such as undertaking research, developing digital collections or cataloguing items. They may be able to offer shadowing opportunities around marketing and promotion, to further develop the team without the need for additional recruitment. It is likely that this would primarily focus upon Archive Service and likely not address the public engagement / public attraction side of the Heritage offer.</p> <p>This may well itself require a procurement exercise unless the arrangement can legitimately be brought within a procurement exception governing collaboration between public bodies in the exercise of public functions.</p>

3. Legal Considerations

For those options where the Council may choose to form a separate entity, there are a number of different legal forms that such an entity may take some of which are listed in the table below. Please note this list is not exhaustive. Again, for clarity purposes, reference has been made to the 2013/14 options within this table.

Each of these different types of entity have different advantages and disadvantages in terms of their regulation, tax treatment, legal requirements, ability to distribute profit or attract external funding.

In addition, consideration needs to be given, regardless of the nature of the entity, to whether it is able to attract charitable status which has its own implications in terms of requirements, regulations and tax treatment.

The relationships between these considerations also need to be more fully explored and understood. It is a requirement of charity law, for instance that a charity be independent of the state. This has implications for the extent to which a local authority can control an entity and for it still to qualify for charitable status. This may make charitable status incompatible for instance with the creation of a Teckal company given the level of control required if the Teckal requirements are to be met.

<p>Community Benefit Society (CBS) with Charitable Status (Former Option G)</p>	<p>CBS is an incorporated industrial and provident society (IPS) that conducts business for the benefit of their community. Profits are not distributed among members, or external shareholders, but returned to the community.</p> <p>They;</p> <ul style="list-style-type: none"> - are set up with social objectives to conduct a business or trade - are run and managed by their members - must submit annual accounts - can raise funds by issuing shares to the public - can be established as charities <p>Charitable community benefit societies are currently classed as exempt charities. This means that they enjoy charitable tax breaks such as relief from income tax, corporation tax and capital gains tax, exemption from inheritance tax and relief from business or non-domestic rates, but they are not required to register with the Charity Commission since they are regulated by the Financial Conduct Authority.</p> <p>Please see http://getlegal.bwbllp.com/charitable-status-for-community-benefit-societies</p> <p>Such an option would see minimal oversight or involvement from the Council of the assets or direction. An SLA could be used to contract manage our provider but cultures and behaviours maybe ambiguous and LCC would lose control of delivery.</p>
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<p>Charitable Trust and Company Limited by Guarantee (Non-Profit Distributing Organisation)</p> <p>(Former Option H)</p>	<p>Companies limited by guarantee are widely used for charities, community projects, clubs, societies and other similar bodies.</p> <p>A not-for-profit company will not distribute profits to members but either retain them within the company or use them for some other purpose.</p> <p>The company limited by guarantee will protect the people running the Trust from personal liability for the Trust's debts.</p> <p>There are no shareholders, but the company must have one or more members.</p> <p>Please see http://www.communitycompanies.co.uk/companies-limited-by-guarantee</p> <p>Such an option would see minimal oversight or involvement from the Council of the assets or direction. An SLA could be used to contract manage our provider but cultures and behaviours maybe ambiguous and LCC would lose control of delivery.</p>
<p>Community Interest Company (CIC)</p> <p>(Former Option I)</p>	<p>CIC provide an effective legal form for enterprises which aim to provide benefit to the community or to trade with a "social purpose," rather than to make a profit.</p> <p>While social or community enterprises may elect to become charities, in many cases this is not possible, and in others it may not be desirable.</p> <p>CICs are not subject to the more onerous regulations and limitations which apply to charities.</p> <p>A CIC must;</p> <ul style="list-style-type: none"> - submit a Community Interest Statement - submit an annual Community Interest Report - be subject to an "asset lock" – a provision written into the CIC's articles of association which acts as a means of making sure that any assets are retained by the CIC and not transferred away from it <p>Please see http://www.communitycompanies.co.uk/community-interest-companies</p> <p>Such an option would see minimal oversight or involvement from the Council of the assets or direction. An SLA could be used to contract manage our provider but cultures and behaviours maybe ambiguous and LCC would lose control of delivery.</p>

Form a Commercial Company or Local Authority Trading Company (LATCo)	A company that is organised to make a profit. This would be Local Authority owned, provide separate accounts with a Board of Directors and would provide general powers to trade.
Public Services Mutual	This would be Staff owned. A Teckel does not apply, however there would be minimal powers for Local Authority. Trading must be for social, public or community benefit, this cannot be for profit distribution. Existing powers are within the Localism Act 2011. This could involve the Foundation Trust model.

4. Conclusion

As can be seen from the report, the options available require a complex analysis balancing legal constraints with the financial, administrative, regulatory and other implications of the different approaches and different entities that are available to the Council.

Further due diligence is also required on any constraints imposed by the way in which the buildings and collections are held or the conditions attached to external funding.

We would like to seek permission to form a working group with a cross section of Councillors to review and discuss the five presented options together with the different potential legal entities, with a view to refine this further.

The intention is to then return to Scrutiny in October 2017 with an update from the working group and a refined list of options for further consideration, before the working group meets again to recommend a single option.

The final recommended option will be presented to the Public Protection and Communities Scrutiny in January 2018 alongside a detailed Business Case as part of a pre-decision scrutiny item, before being considered for approval by the Executive in March 2018.

Date	Meeting	Purpose
25 July 2017	Public Protection and Communities Scrutiny	Discussion on initial work streams and timeframe for the exploration of the potential future governance models for the Heritage Service
31 October 2017	Public Protection and Communities Scrutiny	Discussion on further refined options list and their Outline Business Cases
23 January 2018	Public Protection and Communities Scrutiny	Pre-decision Scrutiny item on the preferred recommended option including a Detailed Business Case
06 March 2018	Executive	For approval to implement the recommended option by April 2019

5. Consultation

a) Have Risks and Impact Analysis been carried out??

N/A

b) Risks and Impact Analysis

Risks and Impact Analysis will be completed during late Autumn of 2017 when options have been refined.

6. Appendices

These are listed below and attached at the back of the report	
Appendix A	2013/14 Long List of options for the Future Governance Models for the Heritage Service

7. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Louise Egan, who can be contacted on 01522 554503 or Louise.Egan@lincolnshire.gov.uk

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LONG LIST OF OPTIONS FOR THE FUTURE GOVERNANCE MODELS FOR THE HERITAGE SERVICE – 2013/2014

In the papers presented to the Executive in October 2016, there was a Detailed Business Case which included a 'long list of options' for future models.

These options came from an exercise completed by the Heritage Service in 2013/14, where advantages and disadvantages were considered and options placed in order of preference based upon the circumstances and context of that period in time. The Service has since reviewed the 2013/14 options again given the changes in the financial and political climate as well as the changes and progression within legislation.

The options identified and assessments made in 2013/14 and also the new considerations (made in 2017) are shown in the table below:

2013/14 OPTION		2013/14 RECOMMENDATION	HERITAGE SERVICE REVISED COMMENTS 2017
A	Do nothing	Discontinue – full savings will not be made	Included within the Public Protection and Communities Scrutiny report
B	Add the Heritage Service to the Library Service Procurement	Discontinue – Invited Expressions of interest, but none received	
C	Set up an LCC controlled Teckal company	Discontinue - LCC would retain control of operations, and determine the service specification. As a purpose built company there would probably be a good strategic fit with the heritage service's mission, aims and objectives. Potential tax and other implications not yet fully understood.	
D	Join an existing Teckal Company (e.g. Compass Point)	Discontinue - LCC would have to become a member of the company if the value of the contract was more than 20% of the company's business with its main shareholders. In addition, Liable for Corporation Tax on accounting profits and Stamp Duty Land Tax – may be payable if freehold/leasehold property is transferred.	This is only felt to be viable if LCC become a member of the company and exercises control within the existing Teckal. If LCC do not become a member then this option is not felt to be viable because under EU regulation 2015 a Teckal can only undertake 20% trading with third parties outside of their Teckal contract. It is believed the quantity of work LCC would want to include to an existing Teckal would exceed the 20% threshold.

2013/14 OPTION		2013/14 RECOMMENDATION	HERITAGE SERVICE REVISED COMMENTS 2017
E	Collaboration or Joint Venture with the University of Lincoln	Discontinue - May not achieve full budget reductions. It would also potentially put existing grant funding bids at risk e.g. ACE NPO funding. It also separates the ownership of the collections and buildings from their operation.	Included within the Public Protection and Communities Scrutiny report
F	Transfer operations to an existing charitable trust	Discontinue - This option would see the externalisation of the Heritage Service to an existing charitably run organisation. Market consideration has not identified any significant market for these services and this option should only follow on from more extensive market engagement/development activity.	Included within the Public Protection and Communities Scrutiny report
G	Form a Community Benefit Society (CBS) with Charitable Status	<p>Discontinue - LCC would not have direct control, but would be the commissioner with observer status on the board. Business plan unproven and as a new organisation no track record, so specialist advice would need to be sought in relation to procurement.</p> <p>This would require specialist legal advice to set up a new organisation.</p> <p>Relies on central establishment charges (CEC) being re-directed to the service. This would potentially put existing grant funding bids at risk e.g. ACE NPO funding.</p> <p>Separates the ownership of the collections and buildings from their operation.</p>	Included within the Public Protection and Communities Scrutiny report

2013/14 OPTION	2013/14 RECOMMENDATION	HERITAGE SERVICE REVISED COMMENTS 2017
<p>H Form a Charitable Trust and Company Limited by Guarantee (Non-Profit Distributing Organisation)</p>	<p>Discontinue and standalone option, but consider as longer term option. The advantages of this option are:</p> <ul style="list-style-type: none"> • Does not have share capital • Members act as guarantors instead of shareholders • Has the ability to enter contracts • Offers 80% relief from Non-Domestic Residential Rates • 5% VAT on fuel • Access to gift aid (can reclaim £0.25 on every £1 donated by tax payers) • Access to grants from other charities – c£1bn available each year. • LCC determines the service specification and negotiates an acceptable contract price. • Less reputational damage to LCC than some other options <p>As a purpose built organisation it would have the strongest fit with the heritage service's mission, aims and objectives.</p>	<p>Included within the Public Protection and Communities Scrutiny report</p>
<p>I Form a Community Interest Company</p>	<p>Discontinue - Business plan unproven and as a new organisation no track record, so specialist advice would need to be sought in relation to procurement.</p> <p>This would potentially put existing grant funding bids at risk e.g. ACE NPO funding.</p> <p>Regulated under company law, but also by the Regulator of Community Interest Companies.</p> <p>Does not have charitable status. Relies on central establishment charges (CEC) being re-directed to the service.</p>	<p>Included within the Public Protection and Communities Scrutiny report</p>

2013/14 OPTION		2013/14 RECOMMENDATION	HERITAGE SERVICE REVISED COMMENTS 2017
J	Form a Commercial Company	<p>Discontinue - Business plan unproven and as a new organisation no track record, so specialist advice would need to be sought in relation to procurement.</p> <p>This would potentially put existing grant funding bids at risk e.g. ACE NPO funding.</p> <p>It would involve procurement issue for the Council in contracting for its existing service.</p>	Included within the Public Protection and Communities Scrutiny report
K	Enter into a joint venture agreement with other authorities	<p>Discontinue - Less LCC control over the outputs and outcomes due to a need to work with other authorities.</p> <ul style="list-style-type: none"> • No 80% relief from • Non-Domestic Residential Rates • No 5% VAT on fuel • No Access to Gift Aid • Potentially put existing grant funding bids at risk e.g. ACE NPO funding. <p>Separates the ownership of the collections and buildings from their operation.</p>	Option K can be dismissed as the financial burden would not be released; only efficiencies savings could be achieved by running numerous services by one administration. The savings required would not be achieved by handing responsibility of the service over to another Local Authority. There is also the caveat that we have not sourced another Local Authority who would be interested in working collaboratively with Lincolnshire County Council to deliver both their own and Lincolnshire's Heritage Service. Heritage Services across the Country have experienced budget reductions similar if not more extreme and are faced with reviewing service delivery, to add additional sites and requirements would not necessarily be something they would have the appetite nor budget for. Other local authorities are likely to be facing similar financial constraint and challenges.

2013/14 OPTION		2013/14 RECOMMENDATION	HERITAGE SERVICE REVISED COMMENTS 2017
L	Run a Procurement exercise for the Heritage Service	<p>Discontinue - Consultation with TNA and depositors and the custom rotolorum would be required in relation to Lincolnshire Archives.</p> <p>Business plan unproven and as a new organisation no track record, so specialist advice would need to be sought in relation to procurement. This would potentially put existing grant funding bids at risk e.g. ACE NPO funding.</p> <p>Separates the ownership of the collections and buildings from their operation.</p>	Included within the Public Protection and Communities Scrutiny report
M	Split the Heritage Service, such that Archives remains in the county Council as part of "enabler strand" along with information governance and the rest spins out	<p>Discontinue - The development of the archives relocation project with integration would be more complex. Potentially more expensive management costs than remaining within the Heritage Service.</p> <p>Partly separates the ownership of the collections and buildings from their operation.</p>	Option M is felt not to be an option due to the Heritage Lottery Fund application relating to the Archives Capital Build, that emphasises the link between the new Archive and existing Heritage Services in the same location e.g. Museum of Lincolnshire Life being a combined and multi-functional site. Additionally, this option would not realise savings required as the cost of running sites and attractions would remain.
N	Split the Heritage Service into its component parts, with different forms of governance above	<p>Discontinue –</p> <ul style="list-style-type: none"> • Some sites may not benefit from 80% relief from Non-Domestic Residential Rates • Some sites may not benefit from 5% VAT on fuel • Some sites may not benefit from Access to Gift Aid • Increased management costs, no economies of scale. • This would potentially put existing grant funding bids at risk e.g. ACE NPO funding. 	Option N has not been considered as each site would need their own governance structure, staffing and back office costs etc. This would require the Service to make some difficult and challenging decisions in regards to what heritage sites the Council would choose to retain. It is important to note that whilst each individual site should be assessed for its efficiency and commercial viability, the Castle is the biggest generator of income and that could support other attractions through reinvestment. There is a considerable political and reputational risk in

2013/14 OPTION		2013/14 RECOMMENDATION	HERITAGE SERVICE REVISED COMMENTS 2017
		<p>Separates the ownership of the collections and buildings from their operation. Reduces ability of sites to work collaboratively within the same service – the whole service approach and any economies of scale would be lost.</p> <p>The ability for service wide delivery of the Heritage Service's mission, aims and objectives would be reduced. Ability to enter contracts not clear.</p>	taking a 'Cherry Picking' approach. Also the potential split of the Heritage Service into its component parts could be a consideration of the other options that are to be taken forwards, rather than reviewed in segregation to the other proposed alternatives.
O	Split the Heritage Service's site based operations from the curatorial functions	Discontinue - Makes management of the collections and sites more complex. Potential increased management costs, no economies of scale. Consultation with TNA depositors and the custos rotulorum would be required in relation to Lincolnshire Archives. This would potentially put existing grant funding bids at risk e.g. ACE NPO funding. Separates the ownership of the collections and buildings from their operation.	Option O as Option N, and should be a consideration of the other options that are to be taken forwards, rather than reviewed in segregation to the other proposed alternatives.

Options M, N and O are different ways in which the above options may be packaged or otherwise mixed and matched.

**Open Report on behalf of Richard Wills,
Executive Director for Environment & Economy**

Report to:	Public Protection and Communities Scrutiny Committee
Date:	25 July 2017
Subject:	Performance of the Library Services Contract – Year One Review

Summary:

This report provides an update of the contract performance information to enable the Public Protection and Communities Scrutiny Committee to fulfil its role in scrutinising performance of the first year of the out-sourced Library Contract to Greenwich Leisure Limited.

Actions Required:

Members of the Community and Public Safety Scrutiny Committee are invited to consider and comment on the performance information included in the report and to:

- 1) Support the ongoing development and proposed 'Year 2 Developments' highlighted in the report;
- 2) Highlight any additional priorities for consideration; and,
- 3) Support receiving annual performance updates on the Library Services Contract going forward.

1. Background

In 2015 a procurement exercise was undertaken by Lincolnshire County Council for the delivery of Lincolnshire's library service. Following a number of dialogue meetings and the tender evaluation process, Greenwich Leisure Limited (GLL) was awarded the contract and became the successful provider.

The contract commenced on 01 April 2016 for an initial five year period (with the option of a further five years).

GLL have been contracted to deliver the following elements: -

- **Universal Services:** including
 - (a) a website providing an online public access catalogue, e-books, e-audio, e-magazines
 - (b) telephone access to a range of library services via liaison and co-operation with the Council's Customer Service Centre

- **15 Core Libraries in the following locations:**

Boston, Bourne, Gainsborough, Grantham, Horncastle, Lincoln, Long Sutton, Louth, Mablethorpe, Market Rasen, Skegness, Sleaford, Spalding, Stamford and Woodhall Spa

Grantham has not yet transferred to GLL and is still operating as a LCC library. Whilst we understand that the sale of the Isaac Newton shopping centre has successfully concluded, we are yet to receive confirmation or approval of a sublease arrangement. This is not operationally critical and is out of the team's control. Solutions are being sought and are still being pursued as a priority.

- **Targeted provision:**

(a) the provision of Home Library Services to Eligible Users

(b) services to people who are blind or partially sighted through Listening Lincs

(c) reading development activities with the aim of promoting an increase in the love of books and reading (including the Bookstart Services)

- **Support for up to 40 Community Hubs:**

(a) provide, maintain rotate and renew at least 4,000 books to each Community Library

(b) undertake stock maintenance which requires checking of stock for items to be discarded

(c) undertake stock cataloguing and processing

(d) ensure that Community Library users will be able to access the services through the Library Management System (LMS)

(e) ensure that Community Library users will be able to reserve, collect and return stock at other Community Libraries, the Core Libraries and Mobile Library Vehicles

(f) deliver a range of free training, advice and support to community organisations. This will include day to day operations, including use of the computerised Library Management System (LMS)

- **A mobile library service**

- **The delivery of other paid for services:**

Such as reading, music and drama groups and services to schools

In order to monitor the progression of these elements, a number of Key Performance Indicators (KPI's) were devised, alongside baselines for performance and monthly targets. This was completed in conjunction with GLL as per the contractual agreement.

2. First Year Developments

The contract commenced on 01 April 2016, with a seamless handover. Members of the public experiencing no disruption without any operational issues reported. The GLL Annual User Survey (AUS) held in 10 core libraries over Summer 2016 had nearly 900 responses. Overall satisfaction was rated at 99%, the highest for all of GLL services.

Since contract commencement GLL have had a positive impact within Lincolnshire; increasing the number of events held across the sites and encouraging community use within the service. Regular activities at core libraries, such as messy mornings, job clubs, children's coding clubs, digital drop-ins, knit and natter, increased by 171% between April 2016 and January 2017. Core Libraries participated in national library and literary promotions including Harry Potter Book Night and Where's Wally 30th Anniversary. The 2016 Summer Reading Challenge saw staff double the usual number of activities delivered in core libraries and as a result there was a 30% increase in participation when compared with 2015.

Early 2017 saw the ACE funded interactive story telling production 'A Monkey's Tale', tour Lincolnshire Libraries. The staff delivered production takes Roald Dahl characters as its inspiration and includes storytelling and craft activities aimed at Primary School children. A total of 28 sessions were delivered in core libraries across the county, with over 800 children and adults enjoying the chance to 'monkey' about in their local library.

Core library staff have also started to connect to their local communities and encourage use of the library as a public space. New and existing links have been built upon and there are now a variety of community groups holding both regular and irregular surgeries and community drop-ins. Staff also invite community groups to join in with their scheduled promotions such as Dementia Awareness Week and Local History Month.

Beyond this, GLL have updated the garden, children's area and teenage area in Lincoln Central, provided a new look at Boston and improvements to Skegness, Sleaford, Gainsborough, and Stamford.

Over the coming year, GLL are reviewing the current opening hours for the core sites with the intention of extending, where possible, to ensure the provision matches need. They are also implementing the ACE Innovation funded project 'ForgingLincs' which will see a £230k investment in core libraries to work with local young people to improve employability skills and combat social isolation.

3. Contract Performance

It is important to understand the context of the initial focus for the contract was upon ensuring a smooth transition and continued operational delivery with minimal interruption or impact; with formal performance monitoring implemented in Q2 (July 2016 onwards). There was no reporting on Quarter 1 of 2016/17 as agreed as part of the transition programme.

Performance is monitored on a monthly basis with contractual clauses available to impose financial penalties should targets be missed. In the instance where targets are not achieved, GLL will provide explanation and remedial action.

Throughout the first year GLL have consistently exceeded the targets associated with a number of their KPI's, particularly around the percentage of books delivered within the specified number of days; the percentage of scheduled events delivered in core sites and number of hours community use at all core sites. The initial few months of the contract did see performance fluctuate slightly with regards to some KPI's. This was to be expected as with any new contract.

The KPI's are bespoke to the GLL contract and therefore the service is not comparing like for like from previous years. The methodology for collating performance prior to April 2016 is not the same process that GLL are now undertaking. This is to increase validity of the data and to ensure robust collection methods are utilised.

The concluding quarters of 2016/17 (quarter 3 and quarter 4) did see a dramatic improvement across areas. With March experiencing a 13.9% increase against target for number of visits to sites and an 18.7% increase for stock issues. As a result all KPI's bar one achieved their end of year performance target. Please see Appendix A for full performance breakdown.

The only KPI that did not achieve its annual target and thus has incurred a financial penalty relates to the percentage of scheduled mobile stops that are achieved. There have been months where the target has successfully been achieved, however due to road traffic accidents/closures or unexpected breakdowns other months have been missed. GLL are currently reviewing the mobile service delivery to rectify this issue and remedial actions have been put in place to improve performance.

Key Performance Indicator (KPI)	Baseline (July 2016 – March 2017)	Target (July 2016 – March 2017)	Actual Cumulative Performance July 2016 – March 2017
Number of visits to Core Libraries and Mobile Library Services in a contract year.	1,118,524	1,174,450	1,198,910
Percentage of scheduled events at Core Libraries in a Contract Year which are delivered	100%	100%	100%
Number of hours of use of access to the internet from public access computers in Core Libraries and Mobile Library vehicles in a Contract year	110,986	116,536	117,890

Key Performance Indicator (KPI)	Baseline (July 2016 – March 2017)	Target (July 2016 – March 2017)	Actual Cumulative Performance July 2016 – March 2017
Number of visits to the library website in a Contract Year	266,649	279,981	296,726
Total number of Stock Issues across Core Libraries, Mobile Libraries and E services	1,265,110	1,290,412	1,305,137
Percentage of books Requested delivered within 7 days	65%	65%	71%
Percentage of books Requested delivered within 15 days	75%	75%	84%
Percentage of books Requested delivered within 30 days	85%	85%	89%
Percentage of mobile library stops scheduled in any Contract Year which are delivered	100%	100%	98.11%
Aggregate number of hours of Community Use at all Core Libraries	1,163	1,221	3,222.5

It is anticipated that performance will continue to improve throughout the lifetime of the contract.

4. Community Hubs

There are currently 36 Community Hubs in operation across Lincolnshire, all of which are supported by both LCC and GLL. Performance reporting is not a requirement of the hubs Grant Agreements however all have been reported to having been utilised frequently by its customers and embedded within the local communities.

5. Conclusion

Building on the successes and foundations of year one a variety of developments are planned for year two (April 2017- March 2018) of the contract:

- Staff training and development
- Analyse stock performance and further re-profile book fund spend to reflect demand

- Review stock layout in core libraries in light of customer demand
- Modernise Listening Linc's to create capacity to increase service uptake and usage
- Achieve a 5% increase in Summer Reading Challenge participation
- Deliver the Arts Council funded 'ForgingLincs' project
- Increase customer engagement via social media and the virtual catalogue website
- Implement the exit from Lexicon House
- Implement revised District Mobiles routes and build on usage of the Community and Access Mobiles

It is proposed that the committee receive an annual report on the Library Services contract in order to provide continued reassurance, performance monitoring and review continued future developments.

6. Consultation

a) Have Risks and Impact Analysis been carried out?

N/A

b) Risks and Impact Analysis

N/A

7. Appendices

These are listed below and attached at the back of the report	
Appendix A	GLL Year One Performance 2016/17
Appendix B	Library Services Developments and Improvements 2016/17

8. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Louise Egan, who can be contacted on 01522 554503 or Louise.Egan@lincolnshire.gov.uk

KPI	Detail	Baseline (annual)	Target (annual from July to March)	Jun-16			Jul-16			Aug-16			Sep-16			Oct-16		
				Baseline	Target	Actual	Baseline	Target	Actual	Baseline	Target	Actual	Baseline	Target	Actual	Baseline	Target	Actual
1	Number of Visits to Core Libraries and Mobile Library Services in a Contract year	1,460,947	1,124,673	117,997	123,897	125,615 (Boston closed for 1 week)	135,604	142,384	126,662	127,110	133,466	140,900	129,220	135,681	134,365	136,759	143,597	139,299
2	Percentage of scheduled events at Core Libraries in a Contract Year which are delivered	100%	100%	100%	100%	97%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
3	Number of hours of use of access to the internet from public access computers in Core Libraries and Mobile Library vehicles in a Contract year	150,962	111,566	13,465	14,138	12,762	14,764	15,502	12,841	13,054	13,707	13,353	13,597	14,276	13,243	13,645	14,327	13,523
4	Number of hours of Wi-fi Use in a Contract Year	Not available	Not available	Not available	Not available	Not Available	Not Available	Not Available	Not Available	Not est yet	Not available	Not Available	Not est yet	Not available	Not Available	Not est yet	Not available	Not Available
5	Number of visits to the library website in a Contract Year	353,419	268,142	28,607	30,037	27,221	29,991	31,491	30,417	30,683	32,217	32,450	29,194	30,654	31,223	30,433	31,955	34,304
6	Total number of Stock Issues across Core Libraries, Mobile Libraries and E services	1,687,251	1,267,931	140,905	143,723	123,499	147,371	150,318	130,189	148,594	151,566	144,341	154,362	157,449	125,777	155,306	158,412	123,889
7	Percentage of books Requested delivered within 7 days	65%	65%	65%	65%	84%	65%	65%	73%	65%	65%	73%	65%	65%	71%	65%	65%	71%
8	Percentage of books Requested delivered within 15 days	75%	75%	75%	75%	97%	75%	75%	85%	75%	75%	86%	75%	75%	83%	75%	75%	83%
9	Percentage of books Requested delivered within 30 days	85%	85%	85%	85%	100%	85%	85%	90%	85%	85%	90%	85%	85%	87%	85%	85%	88%
10	Percentage of mobile library stops scheduled in any Contract Year which are delivered	100%	100%	100%	100%	99%	100%	100%	94% *	100%	100%	99% **	100%	100%	95%	100%	100%	98%
11	Aggregate number of hours of Community Use at all Core Libraries	1618	1172.25	135	141.75	306.8	72	75.6	336.2	72	75.6	210.6	185	194.25	267.6	185	194.25	327.5

* 16 stops were not delivered on 2 days due to gas/mains work at the entrance of Eastgate site. No vehicles were allowed to leave the site on these 2 days

** 2 stops out of 319 not delivered, 1 due to road accident, 1 due to HR meeting

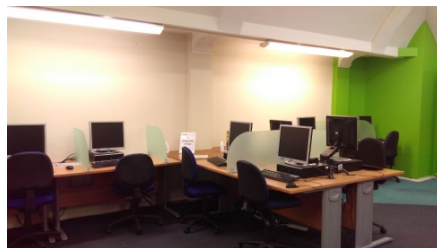
KPI	Detail	Baseline (annual)	Target (annual from July to March)	Nov-16			Dec-16			Jan-17			Feb-17			Mar-17		
				Baseline	Target	Actual	Baseline	Target	Actual	Baseline	Target	Actual	Baseline	Target	Actual	Baseline	Target	Actual
1	Number of Visits to Core Libraries and Mobile Library Services in a Contract year	1,460,947	1,124,673	122,087	128,191	137,013	100,795	105,835	110,969	114,977	120,726	130,961	128,992	135,442	131,638	122,980	129,129	147,103
2	Percentage of scheduled events at Core Libraries in a Contract Year which are delivered	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
3	Number of hours of use of access to the internet from public access computers in Core Libraries and Mobile Library vehicles in a Contract year	150,962	111,566	12,340	12,957	13,705	9,914	10,410	10,791	10,350	10,868	13,161	11,720	12,306	12,961	11,602	12,182	14,312
4	Number of hours of Wi-fi Use in a Contract Year	Not available	Not available	Not est yet	Not available	Not Available	Not est yet	Not Available	Not available	Not est yet	Not Available	Not available	Not est yet	Not Available	Not available	Not est yet	Not Available	Not available
5	Number of visits to the library website in a Contract Year	353,419	268,142	30,057	31,560	33,166	24,953	26,201	28,320	30,699	32,234	35,269	30,770	32,309	33,812	29,869	31,362	37,765
6	Total number of Stock Issues across Core Libraries, Mobile Libraries and E services	1,687,251	1,267,931	139,580	142,372	153,784	115,634	117,947	126,748	119,309	121,695	170,985	143,926	146,805	158,622	141,028	143,849	170,802
7	Percentage of books Requested delivered within 7 days	65%	65%	65%	65%	69%	65%	65%	70%	65%	65%	70%	65%	65%	73%	65%	65%	72%
8	Percentage of books Requested delivered within 15 days	75%	75%	75%	75%	83%	75%	75%	84%	75%	75%	82%	75%	75%	85%	75%	75%	85%
9	Percentage of books Requested delivered within 30 days	85%	85%	85%	85%	89%	85%	85%	89%	85%	85%	88%	85%	85%	90%	85%	85%	90%
10	Percentage of mobile library stops scheduled in any Contract Year which are delivered	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	99%	100%	100%	98% **	100%	100%	100%
11	Aggregate number of hours of Community Use at all Core Libraries	1618	1172.25	135	141.75	547.9	72	75.6	419.7	72	75.6	290.3	185	194.25	405.3	185	194.25	417.4

** As previously reported, the DEL1 mobile missed 1 stop on 17/02/2017 due to delayed meeting with Fleet Services. On 04/02/2017 the Sleaford Mobile missed 4 stops due to a vehicle fault.

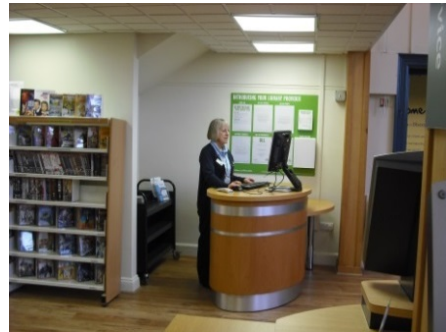
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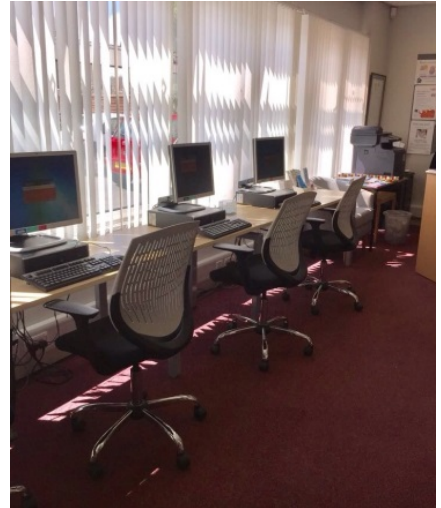
Lincoln Central Library Improvements



Boston Library Improvements



Stamford Library Improvements



Market Rasen Library Improvements



Sleaford Library Improvements



Skegness Library Improvements



Mablethorpe Library Improvements



Library Events and Activities; Where's Wally (Market Rasen), Knit and Natter (Louth) and Harry Potter Book Night (Lincoln Central)



A Monkey's Tale at Grantham and Mablethorpe Library and Summer Reading Challenge Certificate Ceremony (Stamford)

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**Open Report on behalf of Richard Wills,
Director responsible for Democratic Services**

Report to:	Public Protection and Communities Scrutiny Committee
Date:	25 July 2017
Subject:	Public Protection and Communities Scrutiny Committee Work Programme

Summary:

This item enables the Committee to consider and comment on the content of its work programme for the coming year to ensure that scrutiny activity is focused where it can be of greatest benefit. The work programme will be reviewed at each meeting of the Committee to ensure that its contents are still relevant and will add value to the work of the Council and partners.

Members are encouraged to highlight items that could be included for consideration in the work programme.

Actions Required:

Members of the Committee are invited to:

- 1) Review, consider and comment on the work programme as set out in Appendix A to this report.
- 2) Highlight for discussion any additional scrutiny activity which could be included for consideration in the work programme.

1. Background

Overview and Scrutiny should be positive, constructive, independent, fair and open. The scrutiny process should be challenging, as its aim is to identify areas for improvement. Scrutiny activity should be targeted, focused and timely and include issues of corporate and local importance, where scrutiny activity can influence and add value.

Overview and scrutiny committees should not, as a general rule, involve themselves in relatively minor matters or individual cases, particularly where there are other processes, which can handle these issues more effectively.

All members of overview and scrutiny committees are encouraged to bring forward important items of community interest to the committee whilst recognising that not all items will be taken up depending on available resource.

Committee Scope

As part of its terms of reference, the Public Protection and Communities Scrutiny Committee will work to review and scrutinise the following services and their outcomes:

- Volunteering support
- Adult education
- Financial inclusion
- Community engagement and development
- Community hubs
- Library services and archives
- Heritage services
- Preventing and reducing crime
- Tackling domestic abuse
- Fire and rescue and emergency response
- Trading standards
- Emergency planning
- Road safety
- Reducing anti-social behaviour
- Registration, celebratory and coroner's services

There will inevitably be service specific subjects that the scrutiny committee will want to consider, either through policy development, project updates, or through pre-decision scrutiny.

Purpose of Scrutiny Activity

Set out below are the definitions used to describe the types of scrutiny, relating to the items on the Committee Work Programme:

Policy Development - The Committee is involved in the development of policy, usually at an early stage, where a range of options are being considered.

Pre-Decision Scrutiny - The Committee is scrutinising a proposal, prior to a decision on the proposal by the Executive, the Executive Councillor or a senior officer.

Policy Review - The Committee is reviewing the implementation of policy, to consider the success, impact, outcomes and performance.

Performance Scrutiny - The Committee is scrutinising periodic performance, issue specific performance or external inspection reports.

Consultation - The Committee is responding to (or making arrangements to) respond to a consultation, either formally or informally. This includes pre-consultation engagement.

Budget Scrutiny - The Committee is scrutinising the previous year's budget, or the current year's budget or proposals for the future year's budget.

Requests for specific items for information should be dealt with by other means, for instance briefing papers to members.

Identifying Topics

Selecting the right topics where scrutiny can add value is essential in order for scrutiny to be a positive influence on the work of the Council. Members may wish to consider the following questions when highlighting potential topics for discussion to the committee:-

- Will Scrutiny input add value?
Is there a clear objective for scrutinising the topic, what are the identifiable benefits and what is the likelihood of achieving a desired outcome?
- Is the topic a concern to local residents?
Does the topic have a potential impact for one or more section(s) of the local population?
- Is the topic a Council or partner priority area?
Does the topic relate to council corporate priority areas and is there a high level of budgetary commitment to the service/policy area?
- Are there relevant external factors relating to the issue?
Is the topic a central government priority area or is it a result of new government guidance or legislation?

Scrutiny Review Activity

Where a topic requires more in-depth consideration, the Committee may commission a Scrutiny Panel to undertake a Scrutiny Review, subject to the availability of resources and approval of the Overview and Scrutiny Management Board. The Committee may also establish a maximum of two working groups at any one time, comprising a group of members from the committee.

2. Conclusion

The Committee's work programme for the coming year is attached at Appendix A to this report. A list of all upcoming Forward Plan decisions relating to the Committee is also attached at Appendix B.

Members of the Committee are invited to review, consider and comment on the work programme as set out in Appendix A and highlight for discussion any additional scrutiny activity which could be included for consideration in the work

programme. Consideration should be given to the items included in the work programme as well as any 'items to be programmed' listed.

3. Consultation

a) Have Risks and Impact Analysis been carried out?

Not Applicable

b) Risks and Impact Analysis

Not Applicable

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Public Protection and Communities Scrutiny Committee – Work Programme
Appendix B	Forward Plan of Decisions relating to the Public Protection and Communities Scrutiny Committee

5. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Daniel Steel, Scrutiny Officer, who can be contacted on 01522 552102 or by e-mail at daniel.steel@lincolnshire.gov.uk

Public Protection and Communities Scrutiny Committee

25 JULY 2017 – 10:00am		
Item	Contributor	Purpose
Quarter 4 Performance Report (1 January to 31 March 2017)	Nick Borrill, Chief Fire Officer, Daryl Pearce, County Officer - Public Protection, Nicole Hilton, Chief Community Engagement Officer	Review of the Key Performance and Customer Satisfaction Information.
Fire and Rescue – Retained Duty System (RDS) Review	Nick Borrill, Chief Fire Officer	To provide an update on the implementation of the RDS review action plan.
Performance of the Library Services Contract – One Year Review Report	Nicole Hilton, Chief Community Engagement Officer; Louise Egan, Libraries & Heritage Client Lead; Joseph Rham, GLL	Review of GLL first year performance, transition and key performance indicators (KPI).
Future Governance Structure for the Heritage Service	Nicole Hilton, Chief Community Engagement Officer, Louise Egan, Libraries & Heritage Client Lead	Initial Policy Development item describing the initial work streams and timeframes for the exploration of the potential future governance models for the Heritage Service.

19 SEPTEMBER 2017 – 10:00am Emergency Planning and Business Continuity Centre, Lincolnshire Fire and Rescue Headquarters, South Park Avenue, Lincoln, Lincolnshire, LN5 8EL		
Item	Contributor	Purpose
Quarter 1 Performance Report (1 April to 30 June 2017)	Nick Borrill, Chief Fire Officer, Daryl Pearce, County Officer - Public Protection, Nicole Hilton, Chief Community Engagement Officer	Review of the Key Performance and Customer Satisfaction Information.
Emergency Planning		
An informal session for Committee members and Councillors will be held at the end of the meeting on the work of Emergency Planning Business Continuity Service.		

31 OCTOBER 2017 – 10:00am		
Item	Contributor	Purpose
Annual Prevent Review Report	Nicole Hilton, Chief Community Engagement Officer, Paul Drury, Programme Officer - Prevent	The Lincolnshire Annual report on Prevent related activities in relation to local authority responsibilities as defined under Counter Terrorism & Security Act 2015.

31 OCTOBER 2017 – 10:00am		
Item	Contributor	Purpose
Fire and Rescue Statement of Assurance	Nick Borrill, Chief Fire Officer	To consider and note the contents of Lincolnshire Fire and Rescue Authority's Statement of Assurance 2016 - 2017.
Future Governance Structure for the Heritage Service	Nicole Hilton, Chief Community Engagement Officer, Louise Egan, Libraries & Heritage Client Lead	Update and Policy Development item on the work being undertaken on the potential future governance models for the Heritage Service.
Road Safety Partnership Annual Report	Steven Batchelor, Lincolnshire Road Safety Partnership	Annual update on the Road Safety Partnership including information on fatal, killed and serious injury figures for Lincolnshire.

12 DECEMBER 2017 – 10:00am		
Item	Contributor	Purpose
Quarter 2 Performance Report (1 July to 30 September 2017)	Nick Borrill, Chief Fire Officer, Daryl Pearce, County Officer - Public Protection, Nicole Hilton, Chief Community Engagement Officer	Review of the Key Performance and Customer Satisfaction Information.
Fire and Rescue – Fire Peer Challenge Report	Nick Borrill, Chief Fire Officer	To present the outcomes from the Local Government Association (LGA) / Chief Fire Officers Association (CFOA) Fire Peer Challenge.

23 JANUARY 2018 – 10:00am		
Item	Contributor	Purpose
Revenue and Capital Budget Proposals 2018/19	TBC	Pre-Decision Scrutiny Item on the budget proposals for 2018/19. The comments of the Committee will be passed to the Executive for consideration.
Future Governance Structure for the Heritage Service	Nicole Hilton, Chief Community Engagement Officer, Louise Egan, Libraries & Heritage Client Lead	Pre-decision Scrutiny item on the preferred recommended for the future of the Heritage Service option including a detailed business case. (Executive Decision – 04 April 2018)

13 MARCH 2018 – 10:00am		
Item	Contributor	Purpose

24 APRIL 2018 – 10:00am		
Item	Contributor	Purpose
Quarter 3 Performance Report (1 October to 31 December 2017)	Nick Borrill, Chief Fire Officer, Daryl Pearce, County Officer - Public Protection, Nicole Hilton, Chief Community Engagement Officer	Review of the Key Performance and Customer Satisfaction Information.

Items to be Programmed

- Joint Ambulance Conveyance Project
- Domestic Abuse
- Assisting Rehabilitation through Collaboration (ARC)
- Blue Light Collaboration Programme
- Citizen's Advice Lincolnshire
- Fire and Rescue Integrated Risk Management Plan

Sitting as the Crime and Disorder Scrutiny Committee

- Lincolnshire Community Safety Partnership (LCSP) Priorities
- Neighbourhood Policing

For more information about the work of the Public Protection and Communities Scrutiny Committee please contact Daniel Steel, Scrutiny Officer on 01522 552102 or by e-mail at daniel.steel@lincolnshire.gov.uk

Forward Plan of Decisions relating to the Public Protection and Communities Scrutiny Committee

DEC REF	MATTERS FOR DECISION	DATE OF DECISION	DECISION MAKER	PEOPLE/GROUPS CONSULTED PRIOR TO DECISION	DOCUMENTS TO BE SUBMITTED FOR DECISION	HOW AND WHEN TO COMMENT PRIOR TO THE DECISION BEING TAKEN	RESPONSIBLE PORTFOLIO HOLDER AND CHIEF OFFICER	KEY DECISION YES/NO	DIVISIONS AFFECTED
I013959 New!	Future Governance Structure for the Heritage Service	4 April 2018	Executive	Public Protection and Communities Scrutiny Committee	Report	Chief Community Engagement Officer Tel: 01522 553831 Email: nicole.hilton@lincolnshire.gov.uk	Executive Councillor: NHS Liaison, Community Engagement and Executive Director for Environment and Economy	Yes	All Divisions