



County Offices
Newland
Lincoln
LN1 1YL

4 December 2017

Public Protection and Communities Scrutiny Committee

A meeting of the Public Protection and Communities Scrutiny Committee will be held on **Tuesday, 12 December 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, C J T H Brewis, W J Aron, K J Clarke, C R Oxby, L Wootten, R Wootten, M A Whittington and 1 Conservative Vacancy

**PUBLIC PROTECTION AND COMMUNITIES SCRUTINY COMMITTEE AGENDA
TUESDAY, 12 DECEMBER 2017**

Item	Title	Pages
1	Apologies for Absence/Replacement Members	
2	Declaration of Members' Interests	
3	Minutes of the meeting held on 31 October 2017	5 - 14
4	Announcements by the Chairman, Executive Councillor and Lead Officers	
5	Fire and Rescue - Peer Challenge Report <i>(To receive a report from Nick Borrill, Chief Fire Officer, which highlights the key outcomes and findings from the Local Government Association and National Fire Chiefs Council Fire Peer Challenge which was undertaken by Lincolnshire Fire and Rescue between 26 – 29 September 2017)</i>	15 - 38
6	Quarter 2 Performance Report (1 July to 30 September 2017) <i>(To receive a report by Daniel Steel, Scrutiny Officer, which provides key performance information that is relevant to the work of the Public Protection and Communities Scrutiny Committee)</i>	39 - 60
7	Citizen Engagement Strategy <i>(To receive a report by Sarah Moody, Programme Officer – Community Engagement, which describes the proposal to bring together all of the documentation in relation to citizen engagement and customer – related documents created by the Council over the last five years, into one Citizen Engagement Strategy)</i>	61 - 82
8	Public Protection and Communities Scrutiny Committee Work Programme <i>(To receive a report from Daniel Steel, Scrutiny Officer, which 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)</i>	83 - 90

SITTING AS THE CRIME AND DISORDER SCRUTINY COMMITTEE

9	Adult Offending and Assisting Rehabilitation through Collaboration <i>(To receive a report by Clare Newborn, Community Safety Manager, which provides information on the delivery of Assisting Rehabilitation through Collaboration (ARC) and how it is reducing offending by the most prolific offenders in Lincolnshire through the use of a multi-agency approach)</i>	To Follow
---	---	-----------

Democratic Services Officer Contact Details

Name: **Rachel Wilson**

Direct Dial **01522 552107**

E Mail Address rachel.wilson@lincolnshire.gov.uk

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
31 OCTOBER 2017**

PRESENT: COUNCILLOR N H PEPPER (CHAIRMAN)

Councillors A N Stokes (Vice-Chairman), B Adams, C J T H Brewis, K J Clarke, C R Oxby, L Wootten, R Wootten and M A Whittington

Councillors: R D Butroid, Mrs J E Killey, C N Worth and B Young attended the meeting as observers

Officers in attendance:-

Sara Barry (Safer Communities Manager), Steven Batchelor (Senior Manager), Nick Borrill (Chief Fire Officer), Paul Drury (Prevent Officer), Nicole Hilton (Chief Community Engagement Officer), Pete Moore (Executive Director, Finance and Public Protection), Donna Sharp (County Service Manager (Registration, Celebratory & Coroners Services)), Daniel Steel (Scrutiny Officer) and Rachel Wilson (Democratic Services Officer)

22 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

No apologies for absence were received.

23 DECLARATION OF COUNCILLORS INTERESTS

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

24 MINUTES OF THE MEETING HELD ON 19 SEPTEMBER 2017

RESOLVED

That the minutes of the meeting held on 19 September 2017 be signed by the Chairman as a correct record.

25 ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLORS AND LEAD OFFICERS

There were no announcements by the Executive Councillors or the lead officers.

26 ROAD SAFETY PARTNERSHIP ANNUAL REPORT

Consideration was given to the Lincolnshire Road Safety Partnership (LRSP) Annual Report which sought to provide committee members with an update on fatal, and

killed and serious injury (KSI) casualty figures for Lincolnshire. It also provided data on trends, comparisons and areas of priority.

Members also received a presentation which provided an opportunity to consider information in relation to killed and seriously injured (KSI) statistics for Lincolnshire.

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

- One member commented that they had 34 parishes in their division, and at every meeting they attended there would be questions about road safety, requests for variations in speed limits etc. It was noted that a lot of these requests were received by the Lincolnshire Road Safety Partnership directly.
- It was noted that the LRSP was predominantly a vehicle for partners to undertake work together, share best practice and identify priorities. It was noted that there were two main strategies, the overarching 2015-2025 strategy which set out the priorities and a yearly strategy which sets out the work which would be carried out that year in relation to each of the priorities.
- In terms of work with parishes, there was a speed limit policy in place at the council, and a number of initiatives in relation to speed enforcement including neighbourhood policing teams undertaking enforcement activities.
- It was commented that there were always locally known accident black spots and queried why it seemed like residents had to wait until there was a serious accident before anything was done. Councillors' frustration with this situation was recognised, and members were advised that data from every single injury collision was utilised and where clusters were identified action could be taken which may include local engineering schemes, improvements to signs and lines, junction improvements as a speed reduction for a road was not always the solution.
- Collisions which did not include injury were also recorded. Officers were aware of a lot of locations where collisions but no injuries were recorded, but there was a need to prioritise those locations where fatalities or serious injury were occurring.
- In relation to comparisons with other counties, it was queried whether they were doing the same things as Lincolnshire. Members were advised that there was a wide variety, but Lincolnshire was doing more in terms of the way that activities were undertaken and resources were shared. The LRSP was there to bring together resources and co-ordinate activities. Nationally there was a lot of consistency in the activities and a lot of best practice being shared.
- It was queried whether if funding was directed to those areas with accidents, was the service receiving enough funding. Members were advised that road safety was one of those areas where it could use as funding as it was given. However, compared to other service areas it had managed to maintain its level of service, with only slightly less enforcement, education and engineering work taking place.

PUBLIC PROTECTION AND COMMUNITIES SCRUTINY COMMITTEE
31 OCTOBER 2017

- It was noted that whilst Lincolnshire had seen a considerable reduction in fatalities on the roads, so had other authorities, but there was now a slight increase being seen.
- It was queried whether a reduction in speed limits of all roads which came off 'A' class roads had been looked into, as this had been implemented in Norfolk.
- It was commented that in the time since data had started being collated, the number of vehicles using the roads would have increased, and so it would be expected that the number of accidents and collisions would also increase. However, it was also noted that the safety features in vehicles had also increased and so it was difficult to compare like with like.
- It was reported that since the inception of the LRSP the number of people killed on Lincolnshire's roads had halved, but no matter what activities the Partnership carried out – enforcement, education or engineering, there would still be accidents, as it only took one lapse in concentration to cause an accident. There had been a huge reduction in the number of KSI over the years and it was reported that the Partnership would try to identify vulnerable user groups and target campaigns towards them e.g. motorcycle riders.
- In terms of data collation and usage for the targeting of schemes, it was queried what weight was given to accidents which did not involve an injury. Members were advised that there was a wide range of classifications for accidents which were defined by the Department for Transport (DfT), and it was noted that an accident involving a broken bone (including a digit) would be classed as a serious casualty.
- Members were advised that data from all collisions would be used when considering education, enforcement or engineering activity.
- It was queried how it was detected whether an area was susceptible to damage only accidents. It was reported that the LRSP was required to reduce death and injury on the road. However, it was acknowledged that there were exemptions and if an area was identified where it was thought there could be an emerging problem the Partnership was able to access police data.
- It was clarified that the vast majority of collisions in Lincolnshire involved cars.
- It was also reported that the vast majority of collisions also involved some level of user error.
- It was highlighted that Lincolnshire had higher numbers of older drivers when compared to other areas, which could explain why there were a higher number of collisions in the county involving older drivers.
- There was a need to tailor resources to those user groups who were over represented in terms of fatalities.
- Members were offered the opportunity to visit the Road Safety Partnership at any time to view the data and ask any questions they may have.
- If there was a collision which involved an injury then all the details of the incident would be recorded on the LRSP's database.
- It was noted that most collisions happened in fine weather, and there was also no specific time of day when accidents were more likely.
- It was queried whether if data was grouped into four hour intervals, for example, would peaks then be seen. It was acknowledged that if this was done, then peaks would more likely to be seen either just before or just after peak traffic times.

- In relation to average speed cameras, it was queried how effective they were at reducing accidents and how many people were caught by them on the A1. Officers advised that they could bring back specific data on this, but advised that a reduction in accidents had been seen, and more people had been caught. It was also noted that equipment was being replaced with new smaller cameras, which could be attached to existing street furniture and more signing was being installed. However, it was thought that not many people actually understood what average speed cameras did.
- In terms of the reasons why accidents occurred, it was noted speeding was one specific element, but other factors such as aggressive driving or swerving around other vehicles would also involve an element of speed.
- In relation to the corporate scheme which was being carried out in relation to safer driving, it was commented that for a lot of people employed as drivers, the delivery scheduled which were given by the employers were quite tight and so drivers felt that they had to drive faster than normal to meet their schedules. Members were advised that there was a package of initiatives that could be offered to employers. It was noted that work had been done nationally with large companies who had found that they could save significant amounts of money by ensuring their drivers travelled at a more realistic speed. These savings were found through fuel consumption and reduced insurance liabilities.
- One member queried why signs were put up warning people about speed cameras and suggested that they should not be sign posted so that people were caught when they were speeding. It was reported that speed cameras were located in places where there was a clear and demonstrable history of collisions. By warning people of the presence of speed cameras it gives people the opportunity to look at their speed and modify their behaviour.

RESOLVED

That the comments made in relation to the report be noted

27 FIRE AND RESCUE - STATEMENT OF ASSURANCE 2016-17

A report was received which enabled the Committee to consider the Lincolnshire Fire and Rescue Statement of Assurance for 2016-17. Members were advised that the Fire and Rescue National Framework for England set out the requirement for fire and rescue authorities to provide an annual Statement of Assurance on financial, governance and operational matters to show that due regard had been given to the expectations set out in the integrated risk management plan and the requirements included in the Framework. The Statement would be used as a source of information on which to base the Secretary of State's biennial report under section 25 of the Fire and Rescue Service Act 2004.

Members were advised that the department for Communities and Local Government had provided 'light touch' guidance on the content of the Statement, leaving it to the individual fire and rescue authorities to decide how best to present the information. It was noted that as Lincolnshire Fire and Rescue was part of the County Council,

PUBLIC PROTECTION AND COMMUNITIES SCRUTINY COMMITTEE
31 OCTOBER 2017

much of the financial and governance information had already been published in the Council's Statement of Accounts, and other information was readily available in published documents.

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

- It was queried whether the recruitment of retained fire fighters was being actively pursued. Members were advised that a number of measures had been put in place, which were intended to support retained fire fighters and employers.
- It was commented that it was important to acknowledge that Lincoln was an urban area and could not be classified in the same way as the other districts when it came to considering any further cuts. Members were assured that this classification had been reflected in the Statement.
- It was queried whether there were any concerns from a financial point of view as cost per head of population and cost per hectare were lower than the average. Members were advised that the comparison was included to demonstrate the cost-effectiveness of the Service. Whilst it was recognised that budgets were tight, this reflected the position across LCC. Officers did make a case for the budget each year along with other services. It was also commented that this highlighted the issue of fairer funding, which was a campaign that senior councillors had taken to Parliament.
- Members were advised that relationships with neighbouring fire authorities were still good and that Section 16 agreements were in place, which were reviewed on an annual basis.

RESOLVED

That the comments made in relation to the content of Lincolnshire Fire and Rescue Authority's Statement of Assurance 2016-2017 be noted.

28 **PROGRESS REPORT ON THE FUTURE GOVERNANCE OF HERITAGE SERVICES**

It was reported that the Council had been exploring ways of reducing the costs of its Heritage Service whilst also improving and enhancing its public offer. The Committee received a report which provided an update on the progress to date.

(NOTE: Councillor M A Whittington stated that he would not be taking part in this discussion as he was a member of the Commissioning Board)

Members were informed that the working group had met three times, and officers wanted to thank those members who participated as they received robust and challenging feedback. It was reported that the approach that was taken was to provide each of the members of the working group with a resource pack on the Heritage Service which contained large amounts of data on each site including how they operated, staffing structures and costs including various property and leasing

arrangements. The Group also looked at opportunities and risks presented by the different governance options.

It was concluded that more time was needed to make a decision on what the right fit for the service would be. It was also noted that a need to split the focus had been identified to look at what the offer that LCC wanted to make would be and what that service would like before looking at what the best delivery model to make that happen would be. In terms of timescales, it was acknowledged that these would have to be slightly different, with any decision now going into the new financial year, probably either May or June 2018.

Members of the Committee were provided with an opportunity to ask questions to the officers present in relation to the information contained in the report and some of the points raised during discussion included the following:

- It was noted that an e-mail had been received by one of the Members in relation to future access to the Lincolnshire Archives. It was noted that this had been forwarded on to the Chief Community Engagement Officer who had indicated that she would be willing to meet with the gentleman who had written the e-mail, as he had a lot of questions from a professional point of view.
- Members commented that they felt that the working group had been very successful and now felt that they understood the issues much more clearly.
- It was commented that because of the slippage in the timescales, then the right decision would be made.
- Officers were thanked by the members for their frankness with the working group.
- One member commented that this had been one of the best task groups that they had been involved in.
- There was agreement that it had been an excellent working group and that the members had challenged the officers who had come back with the information the group had asked for.

RESOLVED

That the Public Protection and Communities Scrutiny Committee be satisfied with the assurance given on the progress towards the Future Governance of Heritage Services.

29 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 would be of greatest benefit. The work programme was reviewed at each meeting of the Committee to ensure that its contents were still relevant and would add value to the work of the Council and partners.

PUBLIC PROTECTION AND COMMUNITIES SCRUTINY COMMITTEE
31 OCTOBER 2017

Members were advised that there would be two occasions when the Committee would be sitting as the Crime and Disorder Committee, first on the 12 December 2017 and secondly on 13 March 2018.

Members were also reminded that there would be an informal session following the meeting in December when the Committee would receive a performance of the 2fast2soon play.

It was noted that work would continue to programme in an item on the proposed changes to neighbourhood policing for a future meeting.

It was also requested whether a report on the Joint Ambulance Conveyance Project pilot could be brought to a future meeting.

RESOLVED

1. That the work programme as set out in Appendix A of the report be agreed.
2. That the points raised in relation to the content of the work programme be noted and scheduled in to future meetings.

30 ANNUAL PREVENT REVIEW REPORT

Consideration was given to a report which provided the Committee with an update on Prevent activity in Lincolnshire during 2016/17 as a result of changes to the Counter-Terrorism Bill 2014 and the introduction of the Government Counter-Extremism Strategy 2015 and the new responsibilities placed upon Local Authorities.

Members were advised that the focus of the Prevent work was moving more towards targeting the threat from extreme right wing groups. Officers were working with schools, colleges and community groups to raise awareness of the Prevent legislation. However, it was noted that Lincolnshire remained a low risk area.

The Committee received a presentation from Paul Drury, the Prevent Officer, which provided further information in relation to the following areas:

- Principles of the Prevent Duty Guidance
- Current International Threat
- Crown Prosecution Service (CPS)
- Threat: Far Right Extremism
- New wave of Radicalisation
- Extremist Narratives
- Channel

Prior to the start of the debate on this report, members were advised that discussion of this report may result in the requirement for the disclosure of confidential information ("confidential" information refers to information provided to the Council by a government department on terms which forbid the disclosure of that information to the public or information of which to the public is prohibited by or under any enactment or by the order of a court.) and where the requirement for such a disclosure was identified, no further discussion would take place on the item. When

discussion that did not require reference to confidential information was complete, the press and public would be excluded from the meeting before the remaining identified items would be discussed.

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

- It was noted that participation in the Channel programme was voluntary and a lot of people did respond to it. Officers were only aware of one person in 7 years who had turned it down.
- The concerns regarding the activities carried out by some of the right wing groups, such as operating foodbanks, and providing accommodation for homeless veterans, was around the narrative that accompanied them which was toxic.
- It was commented that a lot of the problems around this issue were related to the media as it gave 'free advertising' to these groups when they carried out attacks, as well as giving people ideas about how to do things in future. It was noted, that for the first time in history, when events are unfolding, that information was able to be manipulated by social media.
- Social media companies acknowledged that use of these platforms was an issue in tackling these activities, but on a daily basis there were 700,000 attempts to spread malicious information and radicalisation. Members were advised that when one site was shut down, there were another 20 ready to replace it. It was noted that when one was taken down, it created a void, and there was a need to find an alternative which could fill it.
- It was noted that this was an ongoing battle for social media platforms, as no matter how quickly things were taken down, new ones would appear.
- It was suggested that the Channel and Prevent programmes should be seen as safeguarding activities, as people did not always feel that they had the right to challenge religious beliefs in the same way. This needed to be approached in the same way as safeguarding.
- One member commented that when they were young they were able to talk very openly, but now it felt like people could not express their views as freely without being accused of intolerance.
- There was a need for an environment where people could speak freely without being judged, as the right to freedom of speech had been hard won and should be protected. However, there was also a need for balance and for people to be able to challenge extremist ideas. It was noted that in some countries the criminalisation of some views had led to movement's being pushed underground and attacks on specific groups had increased.
- It was queried how the message about the Prevent and Channel work was going to be communicated, and it was suggested that a councillor development session could be held on this subject. It was commented that councillors could be key to this as they would know their communities better than officers could. This suggestion was supported by the Executive Councillor for Community Safety and People Management.
- The difference between the far right and extreme right was clarified (although it was noted that there was a difference of opinion in the academic world

PUBLIC PROTECTION AND COMMUNITIES SCRUTINY COMMITTEE
31 OCTOBER 2017

regarding defining the two groups) in that the far right tended to be a political movement, with a focus on housing and rights for workers etc., whereas the extreme right had a much more radicalised ideology based on race.

- It was queried to what extent this activity was cyclical and whether it fed off social factors. It was also queried whether the extremist Islamic groups and the extreme right groups were feeding off each other. It was acknowledged that there was a commonality with the past, but the biggest difference now that the world had never experienced before was the impact of social media and how people could communicate ideas instantly to vast numbers of people across the world.
- There was a need to recognise whether a person was just disenfranchised or if they had bought into a belief system.
- It was noted that running the support groups for veterans etc. required funding and it was queried how those being operated by extreme right groups were recognised. Members were advised that the Police were aware of groups like National Action and the individuals associated with them, and were able to shut down activities when necessary. Although it was important to remember there was a difference between illegal activities and unappealing behaviour.
- A vast amount of intelligence came from communities. When something did not look right, feel right or sound right, there was a need for people to know who to report it to.
- It was suggested whether something similar to Signs of Safety which was used in schools for identifying safeguarding issues could be developed to recognise problems.
- It was commented that it was amazing how one personality could have an influence on a young person.
- It was noted that there was a psychological aspect to this as people were pack animals who wanted to be surrounded by people who were the same as them, but society had evolved to a place where differences were to be explored not feared. If people were comfortable in where they were in life they were unlikely to get caught up in propaganda. However, there was now a situation where the generation below were less well off than older generation.
- It was noted that a Hate Crime survey had been launched by the Community Safety partnership as there were very low reporting rates for hate crime, and it was hoped that this survey would help the community to understand the picture better.
- In terms of funding for local authorities for taking on the new responsibilities for Prevent activities, it was noted that the Home Office had made a £40million budget available to authorities, and it was expected that those with the greatest perceived risk would receive the most resource. The money would be split between 9 regions, and Lincolnshire was part of the east midlands Region, and colleagues from other authorities in this region were supportive of Lincolnshire's concerns about funding and have assured the authority that the county would receive its fair share and have pledged to ensure that all authorities would have a full-time Prevent Officer and the appropriate administrative support.

10

PUBLIC PROTECTION AND COMMUNITIES SCRUTINY COMMITTEE

31 OCTOBER 2017

As a question had been asked which required the disclosure of confidential information, the Chairman confirmed that there were no members of the press and public in the room and the Committee moved into confidential session.

RESOLVED

1. That the comments made in relation to the report be noted.
2. That a Councillor Development session be held in relation to the work of the Prevent and Channel programme.

The meeting closed at 12.02 pm

Open Report on behalf of Nick Borrill, Chief Fire Officer

Report to:	Public Protection and Communities Scrutiny Committee
Date:	12 December 2017
Subject:	Fire and Rescue – Peer Challenge Report

Summary:

Lincolnshire Fire and Rescue (LFR) undertook a Local Government Association and National Fire Chiefs Council Fire Peer Challenge over the period 26 - 29 September 2017. The attached report highlights the key outcomes and findings from that Peer Challenge process. Feedback from the Peer Challenge was generally positive. An action plan is currently being developed to address those 'areas for consideration' identified in the report.

Actions Required:

The Public Protection and Communities Scrutiny Committee is invited to consider and note the contents of the report and receive an update against the associated action plan in June 2018.

1. Background

Fire Peer Challenge, jointly sponsored by the Local Government Association (LGA) and the National Fire Chiefs Council (NFCC), is part of the approach to sector led improvement. The purpose of the review was to provide external challenge to help support improvement and to reflect how the Service is performing across a number of key areas. The Peer Challenge process is structured around 7 Key Assessment Areas and 6 Strategic Leadership questions as outlined in the Operational Assessment and Peer Challenge toolkit. In addition to these areas, the Service also requested the Peer team to focus on the following:

- Sense check on Integrated Risk Management Planning (IRMP) changes
- Collaboration
- Workforce Reform

The Peer Challenge took place in LFR from 26-29 September 2017 and consisted of a range of on-site activities including interviews, focus groups and fire station visits. This complemented a review of supporting documentation provided to the Peer Team in advance of their visit.

The Peer team comprised the Chief Fire Officer from Suffolk Fire and Rescue Service (FRS), the Chairman of Kent and Medway Fire and Rescue Authority, fire officers from Oxfordshire, Gloucestershire and Nottinghamshire FRS and a programme manager from the LGA. Key findings from the Peer Challenge included that:

- There is pride and a positive culture across LFR
- IRMP changes have been well managed with good staff and partner engagement, ensuring that LFR remains fit for purpose
- There is a clear commitment to blue light collaboration which is well resourced and governed

As with any Peer Challenge process there were also a number of ‘areas for consideration’ identified. These are currently being reviewed and an action plan developed to address the areas as appropriate.

2. Conclusion

The Fire Peer Challenge is a voluntary process that is managed by and delivered for the sector. It is not a form of sector-led inspection and is a mechanism to provide FRS with information that allows them to challenge their operational service delivery and their organisational effectiveness, to ensure they are efficient, effective and robust.

3. Consultation

a) Policy Proofing Actions Required

n/a

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Lincolnshire Fire and Rescue Fire Peer Challenge Report November 2017

5. Background Papers

The following background papers as defined in the Local Government Act 1972 were relied upon in the writing of this report.

Document title	Where the document can be viewed
Operational Assessment and Fire Peer Challenge Toolkit	https://www.local.gov.uk/sites/default/files/documents/access-new-operational-as-c7f.pdf

This report was written by Nick Borrill, who can be contacted on 01522 555012 or nick.borrill@lincoln.fire-uk.org.



NFCC
National Fire
Chiefs Council



Lincolnshire Fire and Rescue Service Fire Peer Challenge

Report

Contents

Contents	1
Introduction, context and purpose	2
The fire peer challenge process and team	3
Specific focus areas:	4
Sense Check on IRMP changes	4
Collaboration	4
Workforce Reform	4
Leadership and organisational capacity	6
Key Assessment Areas	9
Community Risk Management, Prevention and Protection	9
Response and Preparedness	12
Health, safety and welfare	14
Learning and development	15
Conclusion and contact information	16
Annex – Feedback Presentation	17
Leadership and Corporate Capacity	17
Community Risk Management, Prevention and Protection	18
Preparedness and Response	18
Health, safety and welfare	19
Training and development	19
Additional Focus Areas:	20
Notable Practice:	20

Introduction, context and purpose

This report outlines the key findings from the Local Government Association's (LGA) Fire Peer Challenge at Lincolnshire Fire and Rescue Service (LFR) in September 2017. It expands on the presentation that was delivered on site on Friday 29th September 2017. The content of the presentation is included as an Appendix on p18.

Fire Peer Challenge is part of sector led improvement. In the last four years, all 46 FRSs nationally have undertaken a peer challenge. Following this, the process has been revised to reflect developments within the sector and ensure it continues to meet the needs of FRSs and other key stakeholders. FRSs have been able to commission another peer challenge, to take place at a time of their choosing over the next four years.

Fire Peer Challenges are structured around the core elements in the Operational Assessment toolkit. All fire peer challenges consider these seven key assessment areas (KAAs) and six strategic leadership questions:

KAAs:

- Community Risk Management
- Prevention
- Protection
- Preparedness
- Response
- Health, Safety and Welfare
- Training and Development

Strategic leadership questions:

- Understanding local context and priorities
- Delivering outcomes for local communities
- Financial planning and viability
- Political and managerial leadership
- Governance and decision-making
- Organisational capacity

The Operational Assessment and Fire Peer Challenge toolkit can be viewed and downloaded from: [2016 OpA Toolkit](#)

In addition, Lincolnshire Fire and Rescue Service asked the team to focus on the following key areas of interest:

1. Sense check on Integrated Risk Management Planning (IRMP) changes

2. Collaboration

Blue light collaboration, health and medical response

3. Workforce Reform

Particularly around the Retained Duty System (RDS) review and duty systems

The fire peer challenge process and team

Fire peer challenges are managed and delivered by the sector for the sector and peers are at the heart of the process. They help FRSS' and Fire & Rescue Authorities with their improvement and learning by providing a 'practitioner perspective' and 'critical friend' challenge.

The peer challenge team for Lincolnshire FRS was:

- Mark Hardingham, Chief Fire Officer, Suffolk Fire and Rescue Service
- Councillor Nick Chard, Chairman, Kent and Medway Fire and Rescue Authority
- David (Gabby) Heycock, Business Improvement Manager, Oxfordshire FRS
- Tally Giampa, Head of Community Safety Gloucestershire FRS
- Damien West, GM Service Delivery North, Nottinghamshire FRS
- Becca Singh, Local Government Association

The LFR Fire Peer Challenge took place from 26th – 29th September 2017 and consisted of a range of on-site activities including meetings, focus groups and fire station visits. The peer team met with a broad cross-section of officers, staff, front-line firefighters, partners and elected members. During the challenge the peer team were very well looked after and people the team met were fully engaged with the process and very open and honest.

The peer team undertook background reading provided to them in advance, including LFR's Peer Challenge self-assessment. The evidence and feedback gathered was assimilated into broad themes and was delivered to LFR on the final day of the challenge.

Context

Lincolnshire Fire and Rescue (LFR) is a County Fire Service and is therefore a department of Lincolnshire County Council (LCC). It serves a very rural and coastal county, primarily (81%) through retained fire fighters with other primary employers, following a traditional Retained Duty System (RDS). It has been co-responding on medical emergencies for many years, providing a vital service to Lincolnshire's rural communities. Over 50% of its calls are for medical emergencies.

These elements provide the context to how LFR delivers its Risk Management, Prevention, Protection and Response functions.

Key Findings

Specific focus areas:

Sense Check on IRMP changes

This is mostly covered in the 'Workforce Reform' and 'Preparedness and Response' sections of the report.

The Service has demonstrated that it effectively engages with Partners and its workforce in relation to changes and developments within the Service. Changes since the last peer challenge in 2012 have included crewing system changes, investments in equipment, the move to police headquarters and a new joint emergency response station being built on the site of the old headquarters. These changes have been well managed with good staff and partner engagement, ensuring that LFR remains fit for purpose.

Collaboration

This is largely covered in the 'Response and Preparedness', 'Leadership and Corporate Capacity' and 'Community Risk Management, Prevention and Protection' sections.

There is a clear commitment to blue light collaboration locally. It is well-resourced, governed and financially supported. Examples include co-responding, shared headquarters and exploring shared estates more widely. Consideration is also being given to further plans for the Joint Ambulance Conveyancing Project (JACP), although this is funding dependent. Blue-Light Collaboration focuses mostly on the response function and facilities management at the moment. 'Fire as a Health Asset', rather than just as an emergency responder, is beginning. Further engagement with the local Clinical Commissioning Groups (CCG) will help this where opportunities to work together have so far been limited. LFR should consider how to more effectively engage with the NHS' Strategic Transformation Plan (STP) process locally.

Partners have identified that there will soon be a need, at the right time, to have a strategic plan for future collaboration, beyond the shared headquarters and emergency responding in Lincolnshire. There is an opportunity to further consider how LFR works in partnership with neighbouring FRSs in this regard.

Workforce Reform

The Service has undertaken comprehensive reviews of its duty systems in order to align resources to a sustainable service delivery model. This resulted in a number of key changes including:

- Introduction of the Lincolnshire Crewing System (LCS) at eight of its nine Wholetime stations
- Introduction of an organisational development instructor (ODI) duty system
- Establishment of a pool of Watch Commander Support (WCS) posts
- Use of 'reduced crewed' appliances to support the initial attendance at operational incidents.

The changes were negotiated and implemented through effective engagement with Representative Bodies (through joint working groups) and wider staff (through focus groups). This has led to staff largely feeling engaged in the changes and understanding the rationale behind the decisions that have been taken. LFR should build on this positive engagement to ensure RDS personnel are included in periodically reviewing changes. This will help to ensure standardisation in how changes have been delivered at different stations and how they continue to operate when they are embedded in the Service.

There have been some unintended consequences of the changes that LFR will need to consider. For example, some of the roles now include a salary enhancement. Whilst the reason for this is clear, it has a potential to impact on career progression and future management capacity. More senior roles, without the same enhancements, may come with a reduction in salary.

Lincolnshire County Council (LCC) has implemented and embedded a values-based approach to individual performance management through the Performance Development Review (PDR) system. LFR uses different values to the rest of LCC which are felt to be more appropriate to a fire and rescue service. However, non-operational staff at LFR are on LCC terms and conditions and are managed through LCC values and PDRs. The differences in approach and systems is having a detrimental effect, emphasising separation and differences in the LFR workforce. This is most evident where non-operational staff are managed by operational staff who are more accustomed to the language used in the LFR values.

LFR's Response function is performed largely by retained personnel (81%) on a traditional retained duty system model. In 2016 there was a comprehensive RDS review. This resulted in investment in and revision of recruitment, training, engagement, and retention. The review has already delivered, and has the potential to continue to deliver, significant improvements.

LFR could consider some further areas:

- Communication about the RDS Review's outcomes including the rationale for progressing, or not progressing, some areas that were explored. Not all RDS personnel were apparently aware of either the review, or the outcomes of that review. Some personnel are therefore disengaged, and would benefit from greater clarity around the review outcomes.
- Now that progress has been made and support has been established for the RDS, this could form the basis of a continual improvement mechanism.
- Rigidity over the number of supervisory personnel at a RDS station. This can lead to a shortage of appropriate managers at certain times.
- The 120 available hours per week model and how this is financially rewarded, considering the impact on achieving a sustainable workforce with a good work/life balance.

- The stigma associated with identifying Fire Fighters in Development (FFDs) with an 'orange stripe' when they have completed all acquisition courses
- The length of time for FFDs to achieve 'competence' (currently four years), and how this is evidenced. Could a greater use of technology help this?
- Build on the flexibility demonstrated by the training of the 'Bardney Four'. Explore other ways to creatively engage with primary employers to increase recruitment and resilience
- Explore the variety of on-call options (such as flexible numbers of hours) which could work in Lincolnshire on a station-by-station basis to meet local needs and challenges. This could also widen the pool of potential on-call firefighters.

Leadership and organisational capacity

This section incorporates all five themes:

- Understanding of local context and priority setting
- Delivering outcomes for local communities
- Financial planning and viability
- Political and managerial leadership
- Governance and decision-making
- Organisational capacity

There is pride and a positive culture across LFR. The team heard complimentary views from people inside and outside about the culture and feel of the Service, particularly about the approach and style of the senior management team. The Service clearly demonstrated effective relationships with partners, especially East Midlands Ambulance Service (EMAS; bariatric patient assessments), LIVES (the organisation which, along with EMAS, supports medical responding) and neighbouring Services (Section 13 / 16 arrangements). The response to the Grenfell fire was highlighted as a robust partnership approach to emerging risk.

Councillors, senior officers at LCC and managers at LFR have the same view of the future resources in the Fire and Rescue Sector. There is a consistent view of the financial outlook and capacity of the Service, which means that they work constructively to negotiate resources. The Portfolio Holder for LFR has a high level of confidence in the LCC Executive Director of Finance & Public Protection, his knowledge and relationship with the Service. The clear planning structure (IRMP, Service Plan, Risk Registers, and Strategies) will serve LFR well beyond April 2018.

The Service has secured a sustainable partnership funding stream for co-responding through LCC Public Health and the Better Care Fund (BCF). The local community benefits significantly from this activity and it comprises a significant number of LFR 999 calls. The maturity of the model and the learning that LFR have had means that other FRSs could learn from this model.

The Police and Crime Commissioner and the Chief Constable are very supportive of closer collaboration with the police and fire, whilst being clear about the respective roles, structures, cultures and approaches. The move into shared headquarters in early 2017 was well co-ordinated and executed. Staff from across LFR and the police report that it was a very smooth operation.

Relationships between LFR management and representative bodies are positive and the impact is widely felt. The whole organisation can see this as a constructive relationship, working for the Service and the people of Lincolnshire. There has clearly been a conscious effort from all parties to reach this position and they have worked through challenges, negotiating for example, to implement LCS and responding with reduced crewing levels.

Political leadership at LCC is well informed about the fire sector and this is acknowledged and valued by LFR. The Portfolio Holder takes part in Chief Officer Group (COG) station visits which staff appreciate and helps to demonstrate leadership. The Council Leader holds LFR in high regard and supports the Service's broadening role. The relationship with the rest of LCC is generally good, although the way roles are designed means this relies on relationships more than structures. The Service should consider how it influences and works with the rest of LCC in future. LFR should build on the relationships at a senior level between strategic managers at LCC.

COG visits have two purposes: an engagement mechanism and part of the assurance procedures. The team suggest that LFR considers the balance between these two functions. The visits stretch COG capacity, but are an extremely valuable engagement tool. They may be less value to the wider Service as an assurance tool. Staff would welcome a better balance between identifying areas for improvement and celebrating success.

The peer team did not find clear evidence of how LFR contributes to setting and delivering wider LCC priorities. Capacity and resilience could be improved through innovative exploration of closer LCC (and partner) working. LFR has been co-responding for many years, before many other FRSS. Expanding the role further is beginning to be considered, for example through Prevention and Protection work, as well as the wider Response function. Politicians are mindful of the need for a good strong emergency response service, but more exploration of the wider benefits of Prevention and Protection work may need to be explored with councillors. For example, Safe and Well (SAW) visits complementing Adult Social Care assessments, and Fire Protection work with catering establishments supports work by Trading Standards and Environmental Health. Emergency response, adult social care, housing, highways, trading standards and environmental health could work together to have a positive impact on each other's services.

There are two layers of strategic management which each meet monthly. The Strategic Management Board (SMB) is the Chief, Deputy Chief and Assistant Chief Fire Officers along with Area Managers, HR and finance representatives. The Service Delivery Board (SDB) is Group Managers

(GMs) and other key roles. This structure works well, however they could work closer together to share ideas and feedback. Holding occasional, perhaps annual, joint meetings might be useful to set and manage the strategic direction of the Service and ensure there is clarity over internal communications. SDB actively and positively saw part of their role as a filter for feedback from front line staff. Both SMB and SDB should consider if the right views and ideas from the front line are reaching senior managers and what the role of middle managers is in facilitating this.

Some LFR officers would benefit from greater understanding of the role of LCC Members in LFR. This would help with succession planning, as officers gradually build up their political awareness and acumen. Suggestions include:

- LFR making direct links with democratic services team,
- Individuals attending relevant scrutiny, cabinet or council meetings, accompanied by someone to explain how the democratic processes work,
- improving wider political understanding of how prevention, protection and community risk management work complements council service delivery and has an impact on fire responding
- individuals shadowing an LFR or LCC officer throughout the process of working with a report that needs to go for political consideration
- involve the portfolio holder, his deputy, the leader and his deputy in part of an annual SMB / SDB away day helping to set the strategic priorities for LFR.

There are some good communications mechanisms and approaches, blending different channels for different audiences, and supporting staff to use them. Internally, there is a good structure of team meetings although there are some questions on how effectively these include RDS personnel. The Service can demonstrate that it has made reasonable efforts to ensure all personnel are engaged and informed (for example, the COG visits, social media and various publications). It is worth regularly evaluating the different methods used to measure the impact and effectiveness of communication mechanisms. It is good to know that the Communications officers are linked into wider Fire Communications support, such as FirePro and regional communications networks.

As part of the more general financial constraint, there has been a reduction of LFR communications resources. There is no dedicated Fire Communications Team, although there are some identified skilled officers, including one of the LCC Communications Team dedicated to Fire Communications. There is no 'out of hours' duty rota for tactical and emergency communications, and no strategic line of reporting from Head of Communications to CFO. When the Knowledge and Information Manager was on maternity leave, the communications part of her role was not covered. This gives the impression that the Service does not value communications expertise, and has left internal communications needing some support to improve it. Some of this has been alleviated with the introduction of a new system of team and

management meetings, but an evaluation of the value of internal communications methods would be useful.

There is an extensive performance monitoring system with many performance indicators. LFR should continue to consider if the balance between the need for good performance reporting and the time taken to collect the data is appropriate and ensure that the extensive range of data that is collected is used to manage good and poor performance, and to identify and analyse trends and patterns.

As with any large and uniformed organisation, there are varied dynamics between staff groups and teams that need to be appreciated and managed. For example: operational / non-operational staff, Prevention / Protection / Response teams, Headquarters / Stations and Wholetime / Retained personnel. People have noted that the relationships between groups have improved recently but some procedural and structural barriers remain. For example, the difference in language used to express LCC and LFR values, the relationship between Response and other functions of the Service, and the convention of operational staff leading projects. LFR should consider how these relationships are perceived, communicated and balanced.

There have been a number of problems with support functions provided through LCC by third parties which have impacted directly upon the Service. For example, the payroll problems, where staff have been either overpaid or underpaid, has caused significant problems over an extended period, which in some cases have affected in-work benefits and student loan repayments. LCC and LFR should continue to work together to manage through these challenges and their impact on staff.

Key Assessment Areas

Community Risk Management, Prevention and Protection Strengths:

Senior Managers have given a strategic commitment to Prevention, Protection, Community Risk Management and the Response functions having equal importance. This is reflected in the LFR strapline: “Preventing, Protecting, Responding”. At the start of the peer challenge, SMB asked the peer team to explore whether this was felt across the Service.

LFR has an impressive number and range of partner organisations who refer clients for Home Safety Checks (HSCs). Community Safety Advocates (CSAs) are passionate, skilled and knowledgeable staff, delivering a range of prevention activities across the County with partners. The risk rating works well and visits are now more targeted and relevant. This could be further developed to monitor how many HSCs are provided to vulnerable people and establish a meaningful target. The range of prevention activity (Youth Engagement, Road Safety) has been reduced recently but it is not clear if the wider impacts on partners, other LCC services or service-users were

specifically considered. For example, where LFR youth engagement has been reduced, how has this decision involved the Youth Offending Team, Highways department or the police, and how has it affected their performance? Consider how to build resilience and achieve strategic outcomes by working more closely with others.

Staff report that the Primary Authority Scheme (PAS) is doing very well and would compare strongly nationally. There are plans for expansion and a desire to generate income through commercial trading and training. It is very satisfying to develop out-of-the-box solutions and see them being adopted by a willing partner. Potentially high-risk organisations such as those in the food manufacturing sector and Anglian water are involved in the scheme. Staff described PAS as buoyant and growing.

There are a number of national prevention campaigns which all FRs can promote annually. These are sophisticated with toolkits, social media and design work provided. The Prevention Team, supported by Communications professionals, could consider a comprehensive campaign strategy which can be aligned to local priorities. This will provide an opportunity for proactive communications which supports the prevention, protection and community risk management messages that LFR wants to promote.

Data shows that figures for people killed or seriously injured (KSI) on roads are rising. There are many factors to this, and different partners will have an impact on the reasons for this rise. This has led to a conference being arranged to explore options for improvement. A strong strategic partnership response (for example, LCC, LFR, the police, and EMAS) will be needed in order to reduce these numbers. LFR cannot do it alone. There has been investment in a post based in the Road Safety Partnership, but consideration of the impact of KSIs, and what LFR can do, has not been embedded across the Service.

Closer integration with other LCC services will help to identify vulnerable people and work could be targeted accordingly. For example, Adult Social Care presents a significant community risk which will continue to put pressure on local councils and the NHS. There is an aspiration to help people live independently for longer in their homes. If there is appetite to broaden the role, LFR firefighters could make a significant impact in the community for example by embedding HSCs into hospital discharge, slips trips and falls, developing MoU with districts for new tenants to have HSCs, responding to Telecare devices. This builds on the good work already being done with bariatric, oxygen users and bed-ridden smokers.

There is good integration between the Prevention and Protection teams, but the number of HSCs completed by wholetime watches is low. There is a desire to enhance the fire protection skills of wholetime crews, but the hazard spotting and protection advice given by crews has been reported to cause problems for technical inspectors. The team heard that misleading and incorrect advice is sometimes given out which then has to be remedied. Consider what performance and risk data is saying, and evaluate the

effectiveness of work done by stations, identifying where the most long-term impact could be delivered by firefighters and non-operational staff. Use the data to balance the priorities of Prevention, Protection, Risk Management and Response work. This will need to be assessed on a localised basis. LFR could investigate whether there is capacity to increase the activity from fire stations. Closer working with LFR's Learning and Development team could expand the knowledge and expertise across the Service.

LFR appears to prioritise Response as its core function with a focus on the operational activity of its personnel. This is reflected in published documents which are reassuring for the public to know that a high quality response can always be relied upon. Although it is imperative that the response function (including co-responding) is delivering appropriately, staff felt that more could be done in prevention activities; the true value of the benefits to the community (and potentially to firefighter safety) is not being acknowledged, recognised or communicated by politicians and senior managers. This is highlighted through the focus on co-responding as a key example of collaboration and a core operational activity (over 50% of calls are medical). Many crews did not see Prevention activities as their core role, but as a role for the Prevention Team and specialists.

Internally, staff feel that prevention is treated as a lesser priority than response. Processes and practices appeared to be very focused on Response, sometimes at the risk of comprehensive risk management, prevention and protection work. For example, CSAs do not have a guaranteed vehicle or transport arrangements. Visits and transport are booked in advance, but they may then lose the vehicle at short notice to Response. This carries reputational risk by cancelling visits and appointments and is not an efficient use of time. It gives the impression that Prevention work is not valued.

Consider how to prioritise new work and initiatives. Staff feel that they are trying to do everything that is requested of the Service. There is no single point at LFR to filter out or signpost enquiries and requests to the Prevention and Protection teams. Watches reported that the recording of HSCs is onerous and recorded in various formats and the quality is inconsistent. Current processes and IT packages are not enabling demand to be managed, or helping prioritise Prevention activity. LFR has recently reviewed its UWFS policy which is largely based on national guidance. In time this should be reviewed to see if the outcomes are mirroring those of other FRS who might be managing better reductions in UWFS.

Response and Preparedness

In general, the team found that the self-assessment for both Preparedness and Response arrangements reflected the views that were expressed on site.

Local Resilience Forum (LRF) arrangements and relationships are effective. This was confirmed by partners. The Service has demonstrated the application of resilience arrangements through recent incidents. The Service recently successfully dealt with two large incidents (10 pumps) simultaneously.

There is great pride in the level of provision and the high standard of equipment and appliances in the Response function. The Service has invested in these areas significantly and continues to do so through the purchase of 33 new appliances. The significant investment through LCC demonstrates a commitment to maintaining operational readiness. LFR recognises the impact of such investment on support functions such as training and development and has phased the implementation over 3 years, this phased approach should be continually reviewed to take account of capacity.

The Service has effectively reviewed its workforce to deliver an effective response with the resources it has at its disposal. The Control function embraces the flexibility around PDAs and provides a flexible and professional approach to mobilising. The SM for Control is engaged across the Service including at SDB. The Service has clearly invested in the competence and capability of its personnel through the instigation of its Learning Management System (LMS), WCS, training plans and centralised training and refresher courses.

There was evidence that LFR are exploring their options to make use of limited crew numbers. The planned use of crews of three is a positive use of resources but based on the number of RDS stations the Service might want to consider their risk appetite for expanding the use of crews of three to include using them as the initial response to emergency calls.

Medical response is a significant part of LFRs Response activities (over 50%) and is seen as a valuable provision for communities by all personnel. Staff are proud of the JACP and co-responding provision provided by the Service. The team heard questions over whether the Service's primary response for medical incidents is affecting appliance availability. LFR should satisfy themselves that their legislative responsibilities, and commitment to their communities to provide a timely response to fire-related emergencies, is not compromised.

Arrangements for operational assurance and monitoring are established and were thoroughly evidenced, as were the processes for sharing information and 'closing the loop' on areas that were highlighted. The current COG and Portfolio Holder visits form part of this assurance although this may need to be reviewed after feedback from crews as mentioned earlier in this report.

Organisational learning from local and national response activities has been shown to be effective with the recent introduction of “Key Findings” briefings. This could be shared wider as part of National Operational Learning (NOL) to facilitate sector-led improvement. It includes learning from a range of circumstances including operational incidents, national events and outcomes from training. It is effective and valued by all personnel.

RDS personnel highlighted that increasing activity levels is not the sole solution to retention and satisfaction of personnel. Appropriate remuneration for availability was a greater issue for some personnel. It is important to recognise that motivators for personnel will differ greatly and that a suite of solutions may be required to engage and motivate everyone.

Staff indicated that the process to record and maintain levels of competence was not accessible to all, nor suitably robust. Acquisition of competence by firefighters in development (FFDs) was seen as overly arduous, with limited time or access to operational experiences. The focus on operational competence (managed by WCS) had recently changed and some believed that levels of competence have reduced as a result. Exploration is needed to establish a clear understanding of the situation in order to ensure that the WCS role is delivering the outcomes that were intended.

The establishment of eight Lincolnshire Crewing System (LCS) stations (where daytime firefighters provide on-call cover overnight) is largely seen as a positive move to ensuring the provision of response for the Service. LFR should consider the necessity of the current practice of differentiation between their Wholetime staff and RDS through the use of the terms “Operator” and “Technician”. This practice would appear to challenge workforce integration and LFR should consider the necessity for it to continue. There are additional requirements as a result of the practice, such as sending “technicians” to all structural fires, which could provide an opportunity to engage with staff across all duty systems and to seek their views on established practices.

LFR deliver a robust performance framework for Response with a suite of indicators. These were highlighted as adding value for management who use them to improve performance, either directly or indirectly, but not at a local level. LFR should ensure that the resources committed to this process are commensurate to the benefits gained, that all performance indicators add value and that targets are realistic.

Business Continuity Plans are embedded in the organisation, however there were inconsistencies in the programme to test and review them. Risk information is gathered (through liaison with other departments, agencies and crews), assured (including the assurance of use at incidents) and is accessible to crews. The peer team is not assured that there is consistency in the identification of risks and collection of data by RDS, nor that all risks are covered, especially in some of the RDS areas. LFR could do more to ensure that the RDS have a thorough risk knowledge, regularly reviewed and exercised.

Health, safety and welfare

Health and safety is well established and the arrangements are effective. Representative bodies were complimentary about the focus and importance placed on health and safety.

There is a 'Safe Card' mechanism for staff to report concerns. Officers provide feedback to staff who have submitted their concerns. This allows staff to see what has happened as a result of their reporting. Staff commented that this was appreciated and is encouraging completion.

The structure and responsibilities are resulting in good levels of strategic and tactical engagement in health and safety throughout the service. Clear responsibilities are provided and both evidenced throughout the service in meeting minutes and as agenda items. Driven by the Chief Officer Group (COG), there is widespread acceptance that health and safety are everyone's responsibility. There is a clear training strategy to provide staff with the competencies required.

Evaluating and reporting enables LFR to identify trends and make improvements. For example, the Service Plan identifies remedial actions to address manual handling. Pro-active activity such as inspections and audits are contributing to good levels of assurance around legislative compliance.

Increased reporting and the 'Key findings' approach show a service which is a learning organisation. In addition to this the H&S team also attend LCC H&S meetings to ensure that learning and issues can be shared. LFR was able to evidence not only the completion of cultural surveys but the actions that had been taken as a result.

The Service has thorough provision locally on stations for welfare and mental well-being, but there are no obvious external support routes. This might be particularly important in relation to medical response and support staff. Welfare arrangements were viewed positively, but staff were not able to identify who they would call or turn to apart from their direct line manager. As LFR explores potential joint welfare arrangements with the police, consider the need for external support and the provision or communication of support options for support as well as operational staff. When reviewing different crewing models, ensure that staff are involved looking at welfare considerations as well as operational effectiveness.

LFR should consider their arrangements for lone working and ensure that the appropriate processes and systems in place are effective. The Service could involve lone workers in reviewing those arrangements. Learning from other LCC teams with similar arrangements, for example Children's or Adults' Social Care could be particularly useful.

Learning and development

Learning and Development (L&D) is an area of strength in the Service. Engaged staff deliver products directly in line with Service priorities, designed and delivered with a high emphasis on customer needs. The training centre at Waddington is an excellent facility and staff speak highly of the courses run there.

The revision of training as a result of the RDS review is innovative, and valuable to wholetime as well as retained fire fighters. For example, providing high quality materials on an iPad for the whole of the initial training course, e-learning and PowerPoint presentations, alongside quarterly training plans offer flexible learning options. Alongside regular 'key findings' briefings, LFR shows a realistic approach that is supportive and achievable. Regular briefings to supervisory personnel on different ways to use the materials would be valuable as some were unaware of what was available and how it could be used.

L&D worked with a local employer to design and deliver a tailored initial training course to enable four RDS recruits to complete training around their primary employment (the 'Bardney Four'). This demonstrates the ability to be flexible. L&D could explore how other approaches could support other RDS stations by working with specific employers. Consider what improvements could be made, such as timetabling of the sessions in conjunction with primary employment and moving some of the training sessions away from Waddington. There would appear to be an opportunity to consider this approach with other employers around the county after reviewing and making any identified improvements.

Audit and Review arrangements are proportional and effective. The quarterly review of competence against the training plan by Station Managers (SM) examines the competence of operational staff and reviews the standard of training delivery. This audit activity is used by the L&D department to identify trends and training requirements. Staff were positive about SM visits and saw them as supportive.

Further flexibility is demonstrated by L&D by the introduction of the three-hour drill night for RDS personnel. After feedback from staff, this was reduced back down to two hours' operational training, with technical training to be completed using the e-learning provided, either on station as a group, or individually at home. A new ODI role was introduced to improve service provision by L&D and early indications are that this has been a good move.

Training Staff complete centralised assessments of operational personnel but are not the final decision-makers on whether the individual continues to provide operational cover despite not reaching the appropriate standard of assessments centrally. Operational availability can appear to take precedence over competence. In practice LFR have adopted an approach whereby Response managers take decisions locally to alleviate local crewing

limitations by restricting roles personnel can undertake, thereby maximising availability whilst maintaining a competent crew. Better communication of this process would benefit the Service, and in particular those in Response and OD.

L&D has focused revisions following the RDS review. LFR may now want to consider learning and developments for recent and future managers and non-operational staff. Improving political awareness and managerial skills for staff at SDB level would help LFR's succession planning.

Conclusion and contact information

Through the peer challenge process we have sought to highlight the many positive aspects of Lincolnshire Fire and Rescue Service but we have also outlined some key challenges. It has been our aim to provide some detail on them through this report in order to help the service consider them and understand them. SMB and political leadership will therefore undoubtedly want to reflect further on the findings before determining how they wish to take things forward.

Thanks to LFR for commissioning the challenge and to everyone involved for their participation. The team are particularly grateful for the support provided both in the preparation for the challenge and during the on-site phase and for the way people we met engaged with the process.

As part of the revised Fire Peer Challenge offer, team members are happy to be contacted for suggestions to help develop your plans, and offer to undertake a follow-up to the challenge in due course, at a time which is most useful to you. The Local Government Association's Principal Advisor in the East Midlands is Mark Edgell, and you may wish to stay in touch with him as well as with members of the team in the meantime. Hopefully this provides you with a convenient route of access to the organisation, its resources and packages of support.

All of us connected with the peer challenge would like to wish Lincolnshire Fire and Rescue Service every success in the future.

Becca Singh
Local Government Association
E-mail: becca.singh@local.gov.uk
Phone: 07919 562 851

Mark Edgell
Email: mark.edgell@local.gov.uk
www.local.gov.uk

Annex – Feedback Presentation

Contents of the feedback presentation delivered to Lincolnshire Fire and Rescue Service on Friday 29th September 2017

Leadership and Corporate Capacity

- There is a pride and positive culture across LFR
- The approach and style of the senior leadership is viewed positively
- There is agreement on the medium term financial plan for LFR across both LCC and LFR
- There is a collective understanding across LFR and LCC of the Service's performance, capacity and risk
- The Service has secured a sustainable partnership funding stream for co-responding through LCC Public Health and the BCF
- Relationships between LFR management and representative bodies are positive and the impact is widely felt
- There is a clear planning structure – IRMP, Service Plan, Risk Registers, Strategies etc.
- Internal Communications - there are some very positive aspects to this but also some emerging areas of consideration
- LCC political leadership is strong and well informed which is valued by LFR staff
- The Council Leader holds the Fire and Rescue Service in high regard and supports the service's broadening role within LCC's priorities.
- The executive Member and his Member colleagues take an active part in Chief Officer Group station visits which are welcomed by staff
- There is effective scrutiny of LFR by LCC committees.
- There is a good relationship with the PCC who is very supportive of closer collaboration with the police.

Leadership and Corporate Capacity:

Areas for consideration

- - There are opportunities to build further on the LFR links with LCC - bringing the potential impact of LFRS to the benefit of other areas.
 - Succession planning at senior level in LFR - future LCC/LFR role of CFO
 - Are the right views and ideas from the front line reaching senior managers – what is the role of middle managers to facilitate this?
 - SMB and SDB could work closer together to share ideas and feedback
 - Wider role of the firefighter in an RDS FRS - ensuring the balance between capacity, resilience and statutory functions
 - There are various dynamics that exist between groups of staff, for example uniform and support staff and between different teams
 - There are mixed views about the extent to which the resources required to support some processes outweighs the benefits
 - The payroll issues are widely felt over an extended period
 - Some LFR officers would benefit from greater political awareness and better understanding of the role of LCC Members

Community Risk Management, Prevention and Protection Strengths

- An established PAS with excellent partnerships with organisations within your risk target group – this would compare strongly nationally
- LFR has a broad range of partner organisations to deliver prevention work supporting vulnerable people
- Broad range of prevention activity – Youth Engagement, Road Safety, Elderly and vulnerable, hoarding etc.
- Use of community safety advocates – passionate staff
- Robust partnership approach to emerging risk – response to Grenfell DBs and HA
- Good integration between Prevention and Protection teams

Community Risk Management, Prevention and Protection Areas for consideration

- The Service is primarily seen by staff as response-focused
- LFR could investigate whether there is capacity and a willingness to increase the P&P activity from fire stations
- The recording of HSC / SAW visits is time-consuming and burdensome – Flosuite is not viewed as an enabling tool
- To achieve reductions in RTC KSIs, what more can LFR do to influence partnership working
- Consider the benefits that a comprehensive campaign strategy can offer
- How well do you prioritise new work and initiatives into the Service?

Preparedness and Response Strengths

- Pride in the standard of PPE, equipment and appliances
- Investment in the competence and capability of its personnel through the instigation of LMS, Watch Command Support, training plans and centralised training and refresher courses.
- Establishing Lincolnshire Crewing System stations and maintaining one 24/7 is seen as a positive move
- Medical response is a significant part of LFR's Response activities and is seen as a valuable provision for communities
- LFR plays an active role in an effective LRF
- Organisational Learning effectively applied to a range of circumstances including operational incidents, national events and outcomes from training

Preparedness and Response Areas for consideration

- LFR have a robust performance framework for Response with a suite of indicators; do the outcomes always justify the input?
- Is risk information gathered and used effectively at RDS stations?

- Is the balance of audit and assurance vs engagement right at the Chief Officer Group visits?
- Some mixed views over the use of 'operator' and 'technician' levels of response – is this about competence or specialist roles?
- Are the current Incident Support Team arrangements the most effective use of reduced crews?

Health, safety and welfare

Strengths

- The structure and responsibilities are resulting in good levels of strategic and tactical engagement in H&S throughout LFR
- Provision of feedback after the submission of a Safe Card is appreciated by staff and is encouraging completion
- H&S evaluation and reporting is enabling LFR to identify trends and make improvements
- LFR has identified the police welfare approach as a collaborative opportunity
- Rep bodies are complimentary about the focus and importance placed on H&S

Health, safety and welfare

Areas for consideration

- Some staff are unclear about referral pathways for welfare and mental well-being
- Ensure involvement of lone workers in reviewing processes for lone working and the upcoming trial
- Ensure the longer term welfare implications of new crewing models are integral to any future review
- Some staff are experiencing logistical issues with occupational health

Training and development

Strengths

- There is a broad consensus that L&D is a notable area of strength
- Waddington is an excellent training facility
- L&D staff feel fully engaged in creating products, designed and delivered with end-user in mind
- LMS and LearnPro are considered to be excellent systems
- L&D demonstrate the ability to be flexible in their approach
- Audit and Review arrangements are proportional and effective
- LFR is demonstrating a continuous improvement approach to learning and developing

Training and development

Areas for consideration:

- There is a view that LFR needs a renewed focus on leadership and development training
- The shift from ADC to CFP has been largely welcomed albeit with some mixed views about the process

- Additional role supplements to pay is having an impact on career progression and future capacity

Additional Focus Areas:

Collaboration:

- There is a clear commitment to blue light collaboration locally.
- What are the plans for the future of JACP, given the uncertainty of funding?
- Does LFR effectively engage with the STP process?
- A need, at the right time, to have a plan for future collaboration

IRMP sense-check:

- Changes since 2012 have been well managed with good engagement, ensuring that LFR remains fit for purpose

Workforce Reform:

- LFR is primarily an RDS Service and this is largely reflected in their approach to activity and initiatives
- Consider what more LFR can do to engage new and existing employers of RDS firefighters
- LFR have taken risk-based, innovative and bold steps in their introduction of new duty systems
- There are some relatively minor limiting factors to workforce reform, such as RDS retaining fee to hours available and the views about time-served approach to flexi appointments
- Build on the good work that has recently started on Inclusion
- There is a very strong approach to values based working – one area to consider is the different values approach between LFR and LCC

Notable Practice:

- The use of technology for Phase 1 training
- The RDS recruitment hub and planning tool
- The partnership approach to bariatric patients involving operational crews
- The bespoke training course for the “Bardney 4”
- The LMS and the overall approach to training and training materials
- Work completed on retained training as a result of the RDS review
- JACP approach is innovative

This page is intentionally left blank

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

Report to:	Public Protection and Communities Scrutiny Committee
Date:	12 December 2017
Subject:	Quarter 2 Performance Report (1 July to 30 September 2017)

Summary:

The accompanying appendices to this report provide key performance information that is relevant to the work of the Public Protection and Communities.

Actions Required:

Members of the Public Protection and Communities 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 2 2017/2018 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 2017/2018

The Council Business Plan 2017/2018 was approved by Council on 24th February 2017. 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



Improve public safety by the reduction in drugs and alcohol misuse, focused on town centre alcohol fuelled violence and anti-social behaviour, young people and drug misuse



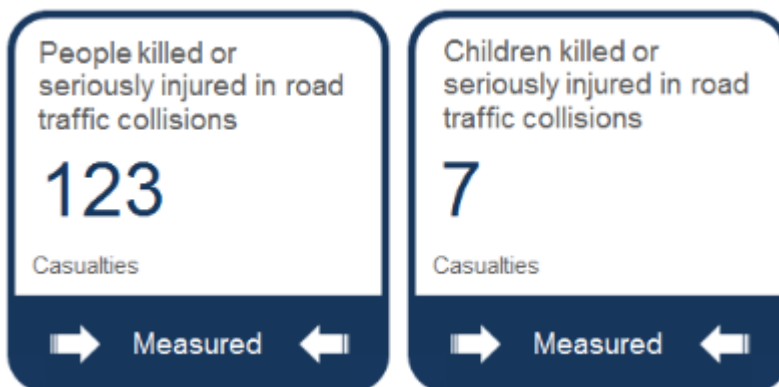
- 'Alcohol related antisocial behaviour incidents' Alcohol related anti-social behaviour is 10% lower in Q2 than in Q2 2016/2017. Alcohol related anti-social behaviour continues to fall and remains the lowest this quarter than it has been in Quarter 2 for the past six years. Alcohol related crime occurring at night has decreased particularly. Although the target has not been achieved this quarter, the figure is closer to the target than in Q1 2017-18.
- 'Alcohol related violent crime incidents' alcohol related violence is up 38% compared to Q2 2016/2017 and is higher than last quarter. Overall, all types of alcohol related crime are continuing an upwards trend with alcohol related violence accounting for the largest proportion. An increase in overall violent crime is currently being experienced nationally.

Increase public confidence in how we tackle domestic abuse



- 'Reported incidents of domestic abuse' domestic abuse incidents reported to the police are 8% lower in Quarter 2 than in Q 2 2016/2017. In terms of locality, all districts except for Boston and North Kesteven have seen a decrease in reports compared to the same quarter last year. Although there remains a gap between the prevalence estimates provided by the Crime Survey for England and Wales and those reported to the police, it is important to note that these figures don't include incidents reported to other agencies and support services such as district councils or housing agencies.

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



Reduce adult reoffending



Lincolnshire Fire and Rescue

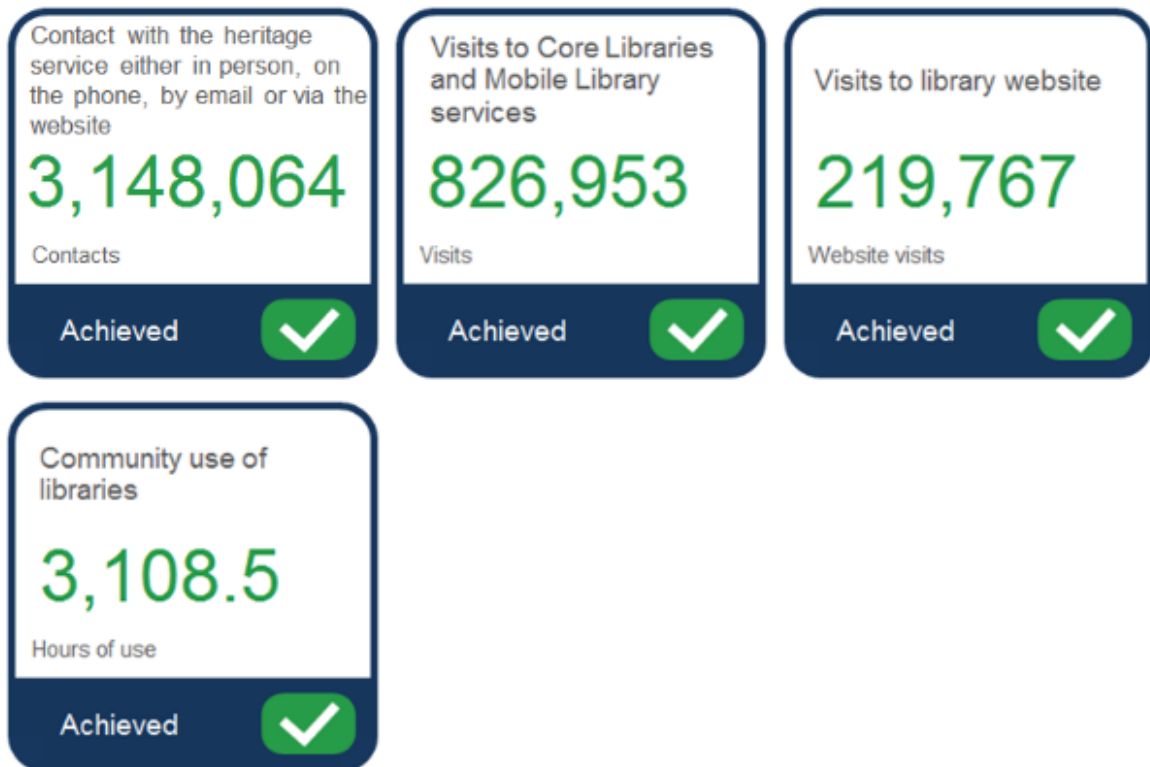
Reduce fires and their consequences



- 'Primary fires' we are currently behind target having seen a 7% increase (41 incidents) over the 6 month period compared with last year (up from 560 at Q2 last year to 601 this year). The increase can be attributed mainly to dwelling fires (increase of 16 or 9%) and vehicle fires (increase of 22 or 17%). The increase seen at Q2 is less significant than that at Q1 and this has had the effect of bringing the measure closer to target.
- 'Deliberate primary fires' we are currently behind target having seen an increase of 35 (32%) deliberate primary fires compared to Q2 last year. This is mainly due to an increase in deliberate vehicle fires (from 42 to 71), again compared to Q2 last year. However, the increase seen at Q2 is less significant than that at Q1 and this has had the effect of bringing the measure closer to target.
- 'Deliberate secondary fires' we are currently behind target having seen a 26% increase (39 incidents) in deliberate secondary fires compared to this time last year. The increase can be attributed mainly to deliberate fires involving refuse/refuse containers (up by 40 from 84 at Q2 last year to 124 this year). The increase seen at Q2 is less significant than that at Q1 and this has had the effect of bringing the measure closer to target.

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 Q2 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 2 Performance Report
Appendix B	Q2 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

Improve public safety by the reduction in drugs and alcohol misuse, focussed on town centre alcohol fuelled violence and anti-social behaviour, young people and drug misuse

Alcohol related anti-social behaviour incidents

This measure is a count of Police recorded Anti Social Behaviour incidents. An Anti Social Behaviour incident is classed as alcohol-related if it fulfils one of the following criteria:

Where alcohol has been identified as contributing to the incident.

The incident is classed as either 'street drinking' or 'drunken behaviour'.

The caller's initial description of the incident contains the words 'drunk', 'drink', 'alcohol', 'intoxicated', or 'urinate'.

A lower number of alcohol related anti-social behaviour incidents indicates a better performance.



Not achieved

1,677

Incidents

Quarter 2 September 2017

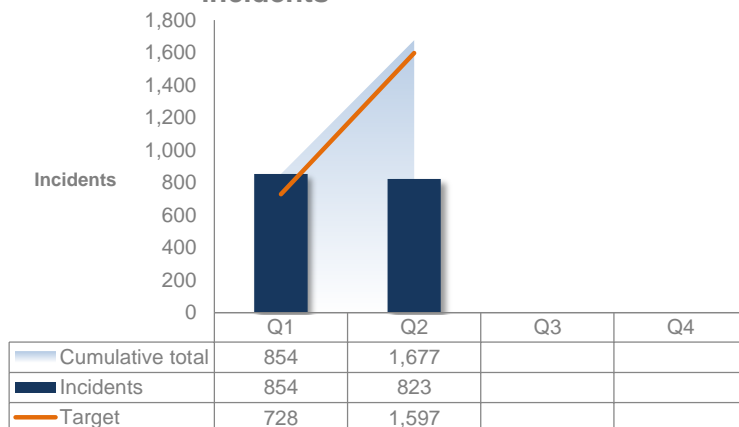


1,597

Incidents

Target for September 2017

Alcohol related anti-social behaviour incidents



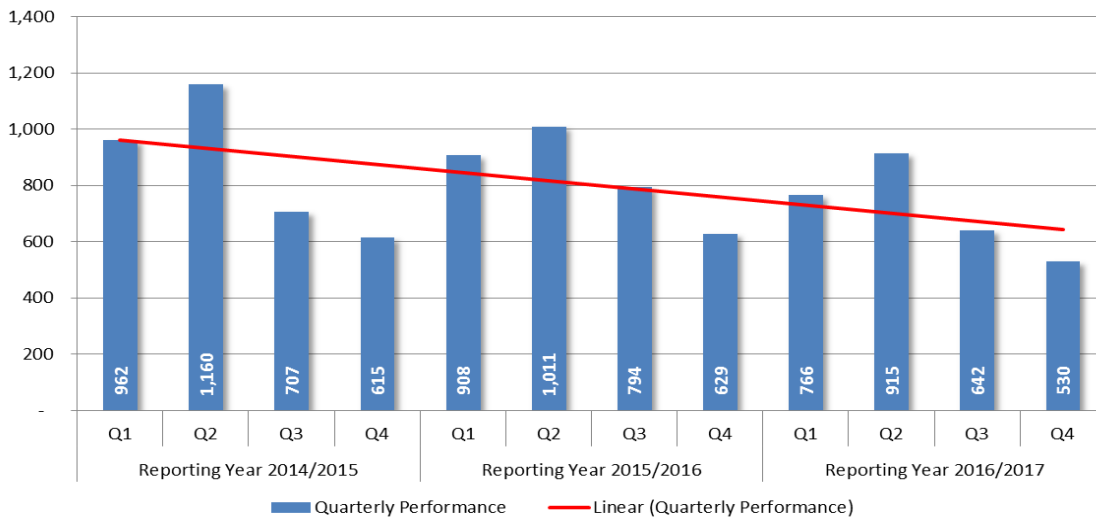
About the latest performance

Alcohol related anti-social behaviour is 10% lower this quarter than the same quarter last year (2016-17). Alcohol related anti-social behaviour continues to fall and remains the lowest this quarter than it has been in Quarter 2 for the past six years. Alcohol related crime occurring at night has decreased particularly. Although the target has not been achieved this quarter, the figure is closer to the target than in Quarter 1 2017-18.

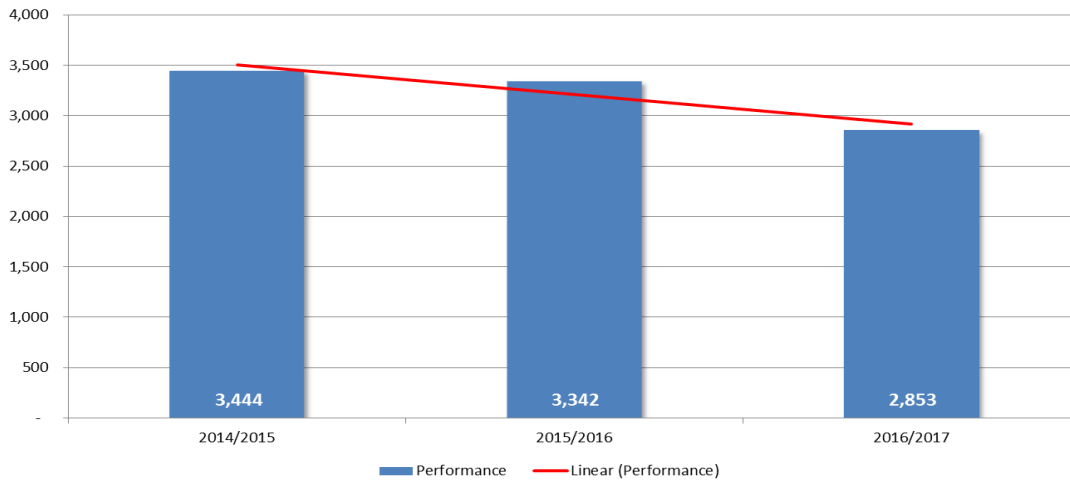
Please note due to technical difficulties in Q1 we were unable to report final data figures. These have now been updated accordingly.

Further details

Alcohol Related Anti-social Behaviour Incidents



Alcohol Related Anti-social Behaviour Incidents Annual Performance



About the target

Decrease alcohol related anti-social behaviour by 5%. A large proportion of anti-social behaviour incidents are alcohol related. We want to reduce the impact that alcohol related anti-social behaviour has on individuals and communities by reducing the occurrence.

About the target range

The target range for this measure allows for a +/- 1% fluctuation against the target.

About benchmarking

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



Communities are safe and protected

Improve public safety by the reduction in drugs and alcohol misuse, focussed on town centre alcohol fuelled violence and anti-social behaviour, young people and drug misuse

Alcohol related violent crime incidents

This measure is a count of all Home Office notifiable violence against the person offences (excluding 'no crimes') where alcohol is identified as contributing to the incident. Violence against the person offences includes all assaults apart from sexual offences. This is not a statutory measure and is used as a local indicator only, Home Office notifiable offences refer to the offence classification. For more information about Home Office notifiable offences see:

<https://www.gov.uk/government/publications/counting-rules-for-recorded-crime>.

A lower number of alcohol related violent crime incidents indicates a better performance.



Not achieved

926

Incidents

Quarter 2 September 2017

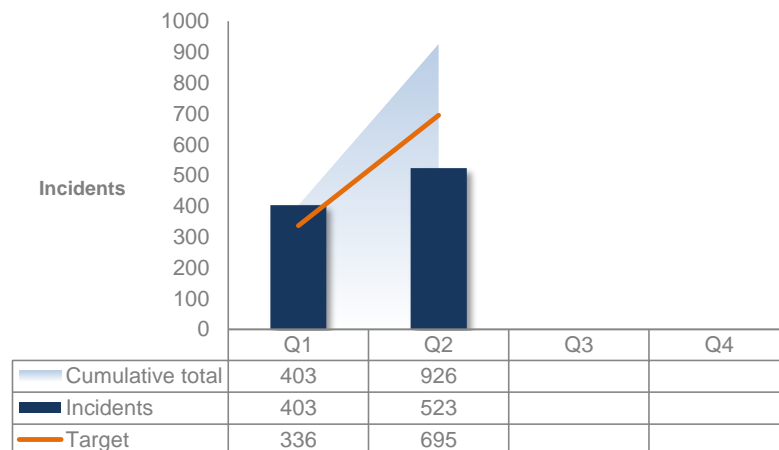


695

Incidents

Target for September 2017

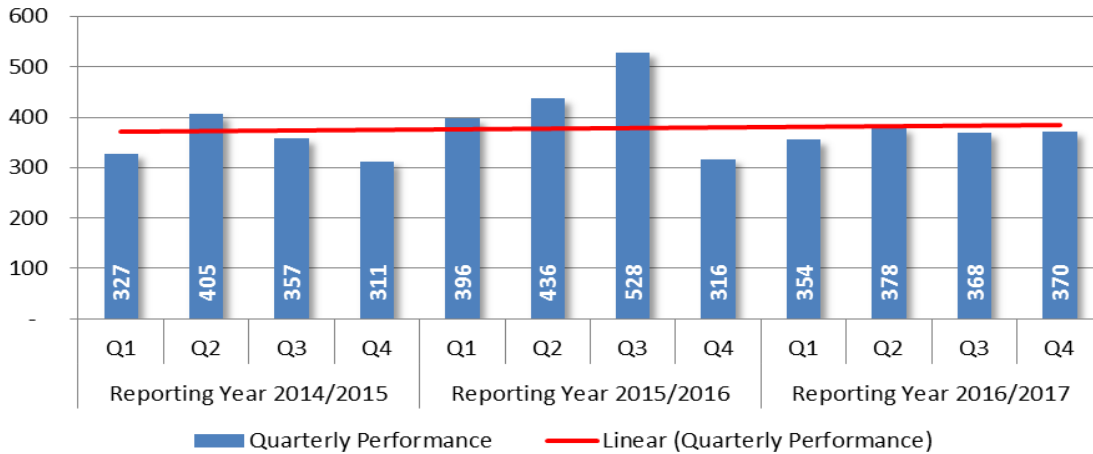
Alcohol related violent crime incidents



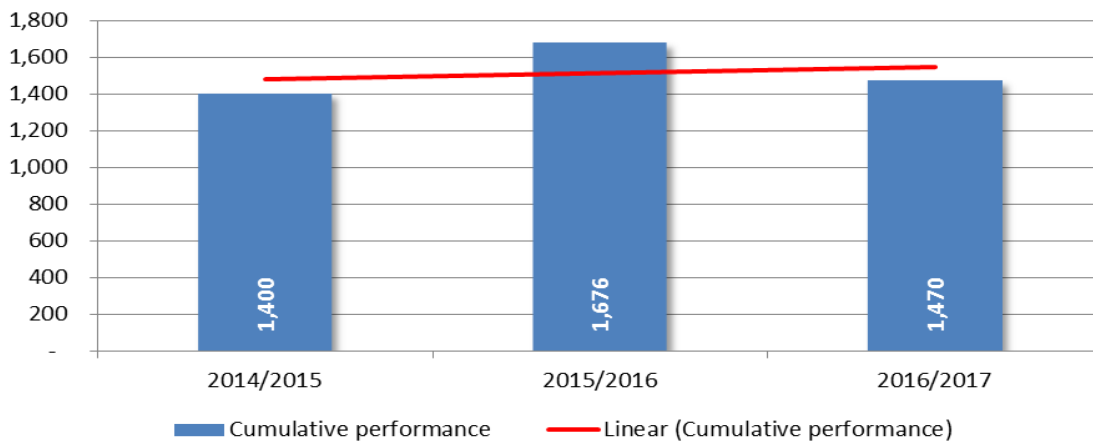
About the latest performance

Alcohol related violence is up 38% compared to quarter two in 2016-17 and is higher than last quarter. Overall, all types of alcohol related crime are continuing an upwards trend with alcohol related violence accounting for the largest proportion. An increase in overall violent crime is currently being experienced nationally.

Alcohol related violent crime incidents Quarterly Performance



Alcohol related violent crime incidents Annual Performance



About the target

Decrease alcohol related violent crime by 5%. A significant number of violence against the person offences are alcohol related. Reducing alcohol related violent offences will help us make sure Lincolnshire is a safe place to live and visit.

About the target range

The target range for this measure allows for a +/- 1% fluctuation against the target.

About benchmarking

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



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 and Emotional abuse.

A higher number of reported incidents of domestic abuse indicates a better performance. Domestic Abuse is under reported for many reasons. We take reports of Domestic Abuse seriously and encourage reporting to the Police therefore an increase in reporting is to be seen as a positive, as it allows us to reach more people who need support.



Not achieved

4,850

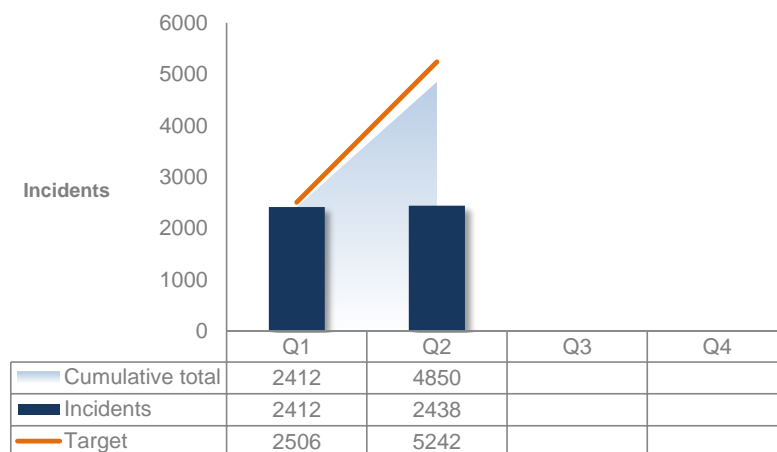
Incidents
Quarter 2 September 2017



5,242

Incidents
Target for September 2017

Reported incidents of domestic abuse



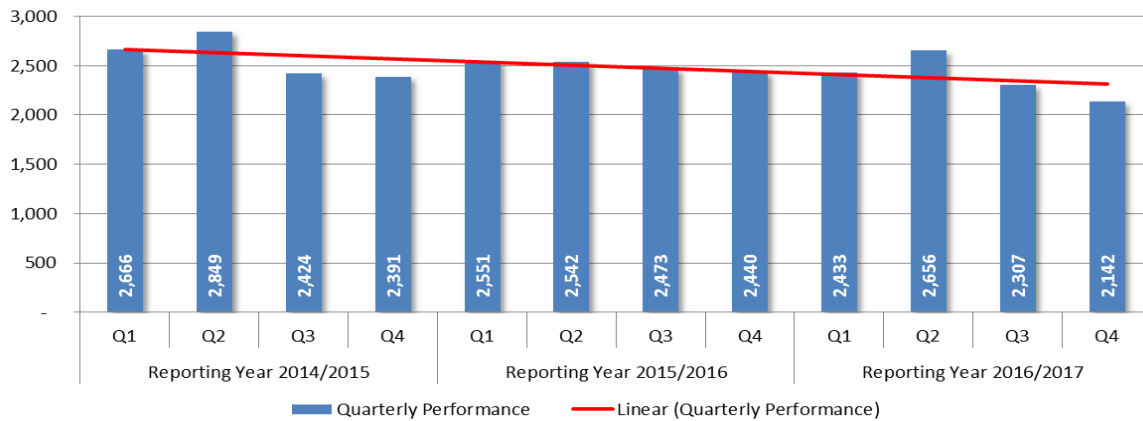
About the latest performance

Domestic abuse incidents reported to the police are 8% lower in Quarter 2 2017-18 than in Quarter 2 of 2016-17. In terms of locality, all districts except for Boston and North Kesteven have seen a decrease in reports compared to the same quarter last year. Although there remains a gap between the prevalence estimates provided by the Crime Survey for England and Wales and those reported to the police, it is important to note that these figures don't include incidents reported to other agencies and support services such as district councils or housing agencies.

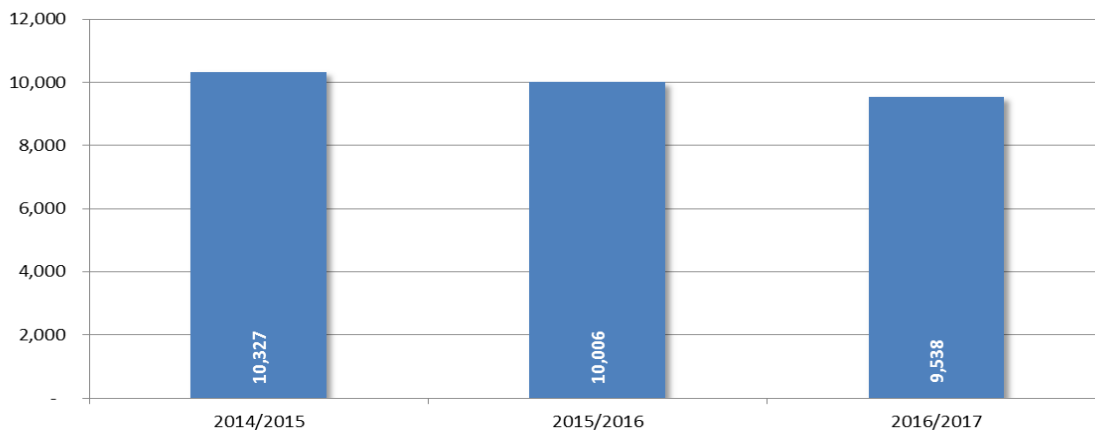
Please note due to technical difficulties in Q1 we were unable to report final data figures. These have now been updated accordingly.

Further details

Reported Incidents of Domestic Abuse Quarterly Performance



Reported Incidents of Domestic Abuse Annual Performance



About the target

Our aim is to increase reports of domestic abuse to the Police by 3%. Any increase in reports of domestic abuse to the Police will allow us to reach more people who need support.

About the target range

The target range for this measure allows for a +/- 0.5% fluctuation against the target.

About benchmarking

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



Communities are safe and protected

Reduce adult reoffending

Satisfaction with response to crime and anti-social behaviour

This measure helps demonstrate our achievement against Section 17 of the Crime and Disorder Act 1998 "Duty to consider crime and disorder implications" which sets out the requirement for Local Authorities to work in partnership with relevant agencies " ...to do all that it reasonably can to prevent crime and disorder in its area". Satisfaction that the Police and Local Council are dealing with anti-social behaviour and crime issues is a measure of successful multi-agency response in Lincolnshire.

The measure is a national statistic by the United Kingdom Statistics Authority and is sourced directly from Crime Survey for England and Wales (CSEW) reports.

Data is reported with a 3 month (1 quarter) lag so 2017/18 data will be reported in Q1 2018/19.

Numerator: The number of respondents strongly agreeing or tending to agree that Police and Local Council are dealing with issues.

Denominator: The number of respondents who answered the question.

The Crime Survey for England and Wales does not provide data for the numerator or denominator.

A higher percentage of people who are satisfied with the response to crime and anti-social behaviour indicates a better performance.



Not achieved

59.9

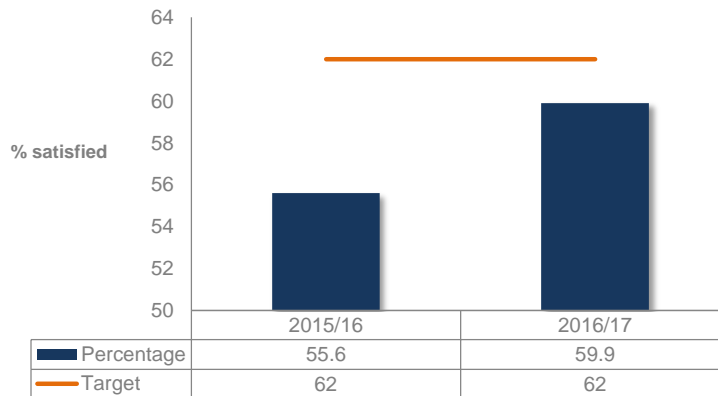
% satisfied
March 2017



62

% satisfied
Target for March 2017

Satisfaction with response to crime and anti-social behaviour

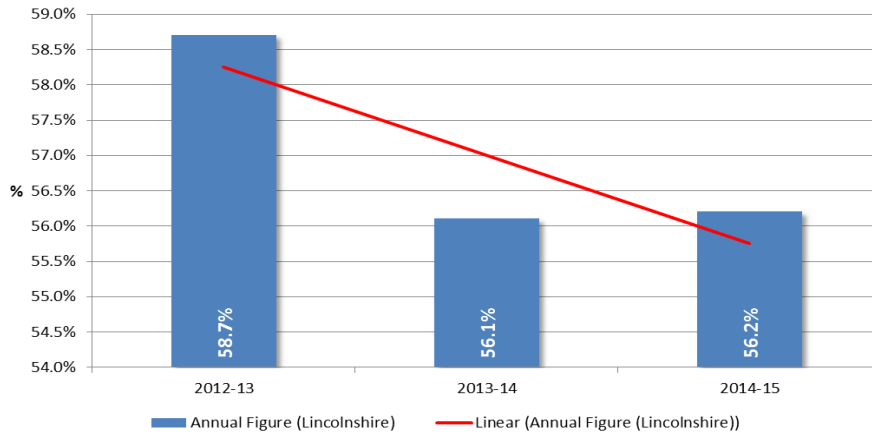


About the latest performance

Satisfaction that police and local council are working in partnership to deal with community safety issues in Lincolnshire has increased by 4.3 percentage points in 2016/17 compared to 2015/16 results. The results for Lincolnshire are 2.1 percentage points higher than the East Midlands average satisfaction results (57.8%). Nationally, satisfaction levels have dropped (61.9% in 2015-16 to 61.3% in 2016-17). Previous year's results have showed a downward trend in satisfaction for Lincolnshire however this now appears to be improving.

Further details

Satisfaction with response to crime and anti-social behaviour (Annual Figure)



About the target

We want to ensure that we fulfil our duty to the public and that our customers are satisfied. Therefore the target for this measure is to meet or exceed the national average for England and Wales (62% in 2015-16).

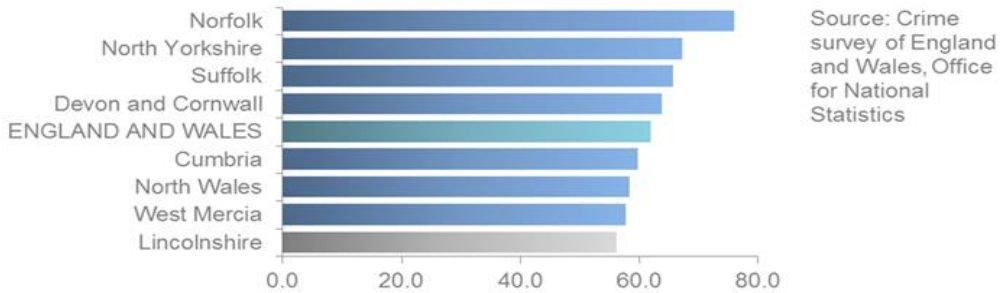
About the target range

The target range for this measure allows for no fluctuation against the target.

About benchmarking

This measure has been benchmarked against the national average for England and Wales (62% in 2015-16). We aim to meet or exceed the national figure.

Attitudes to local police working in partnership, comparison of police force area; Year ending March 2015
Police and local council are dealing with issues.



% saying strongly agree/tend to agree	
Year ending March 2015	
Lincolnshire	56.2
West Mercia	57.8
North Wales	58.5
Cumbria	59.8
ENGLAND AND WALES	62.0
Devon and Cornwall	63.8
Suffolk	65.8
North Yorkshire	67.3
Norfolk	76.1



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.

A lower rate of primary fires per 100,000 population indicates a better performance.



Not achieved

80.84

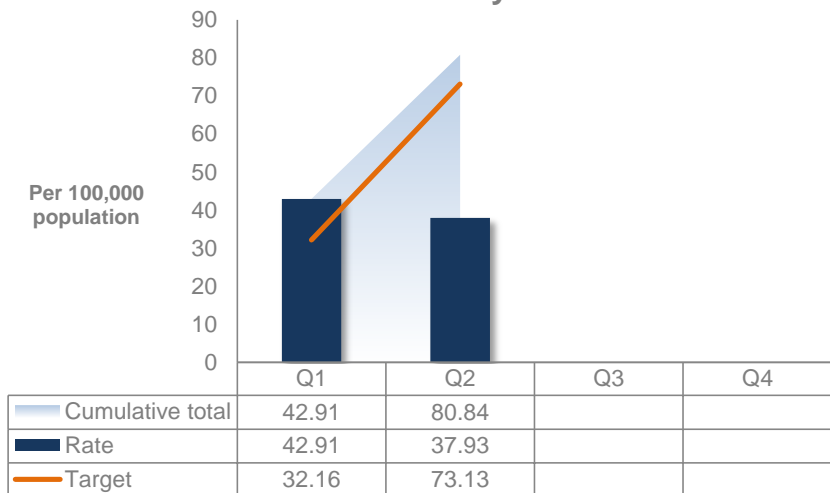
Per 100,000 population
Quarter 2 September 2017



73.13

Per 100,000 population
Target for September 2017

Primary fires

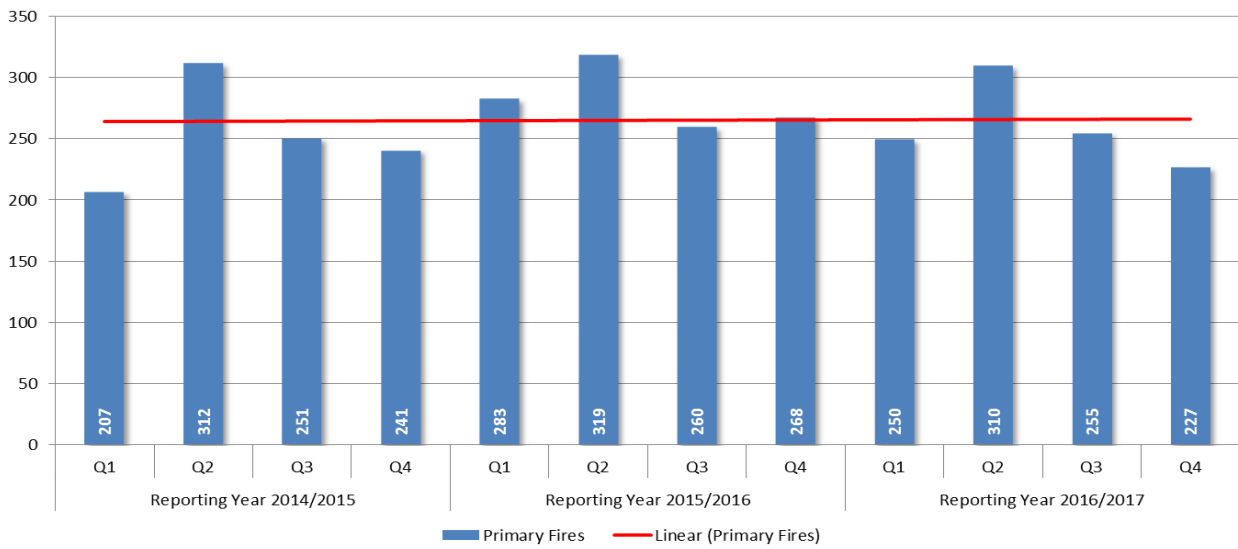


About the latest performance

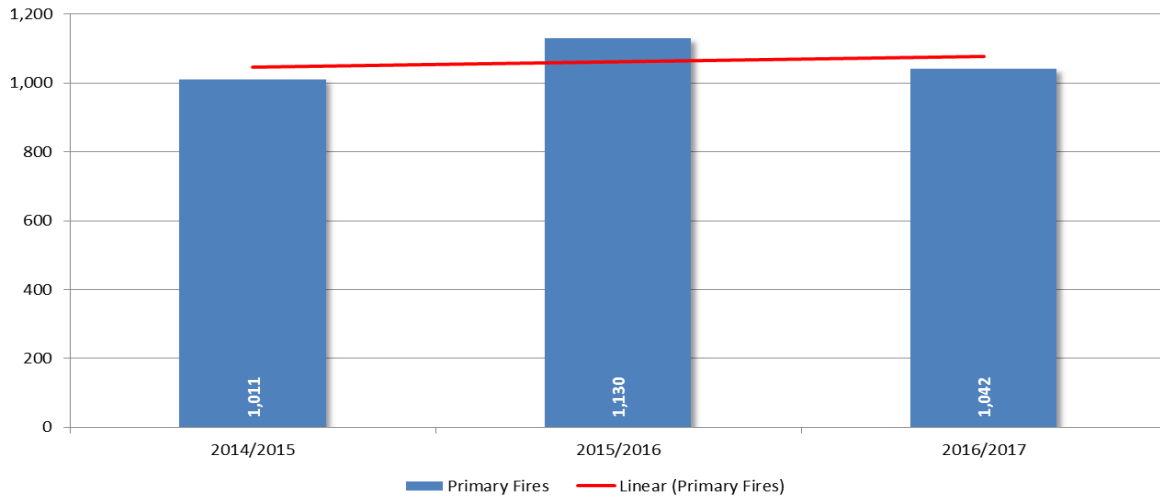
We are currently behind target having seen a 7% increase (41 incidents) over the 6 month period compared with last year (up from 560 at Q2 last year to 601 this year). The increase can be attributed mainly to dwelling fires (increase of 16 fires or 9%) & vehicle fires (increase of 22 fires or 17%). The increase seen at Q2 is less significant than that at Q1, this has had the effect of bringing the measure closer to target.

Further details

Primary Fires (Actual Numbers)



Primary Fires (Actual Numbers - Annual)



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

Deliberate primary fires

Number of incidents of fires involving property (for example buildings, vehicles, recycling banks, caravans and so on); and/or casualties, fatalities or rescues; and/or five or more pumping appliances where the Fire Service attended & determined that the cause of the fire was deliberate/malicious intent (per 10,000 population).

Numerator is the number of deliberate primary fires.

Denominator is the population of Lincolnshire.

The rate per 10,000 population is calculated as follows: Numerator divided by the denominator multiplied by 10,000.

A lower rate of deliberate primary fires per 10,000 population indicates a better performance.



Not achieved

1.96

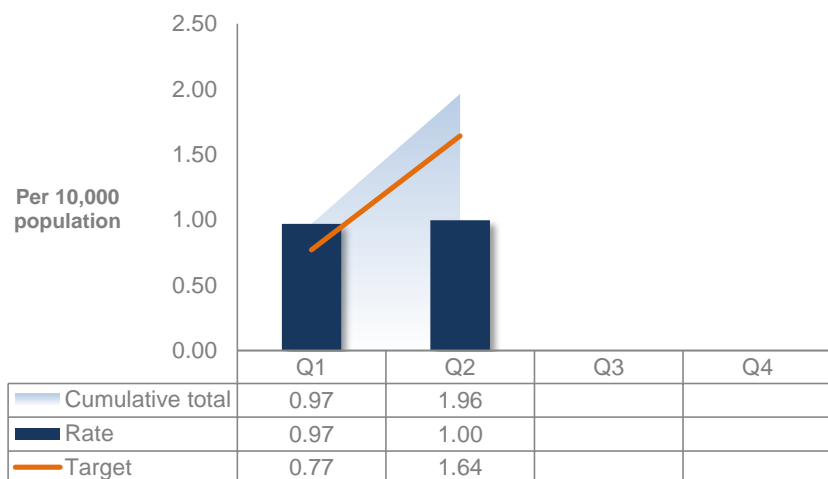
Per 10,000 population
Quarter 2 September 2017



1.64

Per 10,000 population
Target for September 2017

Deliberate primary fires

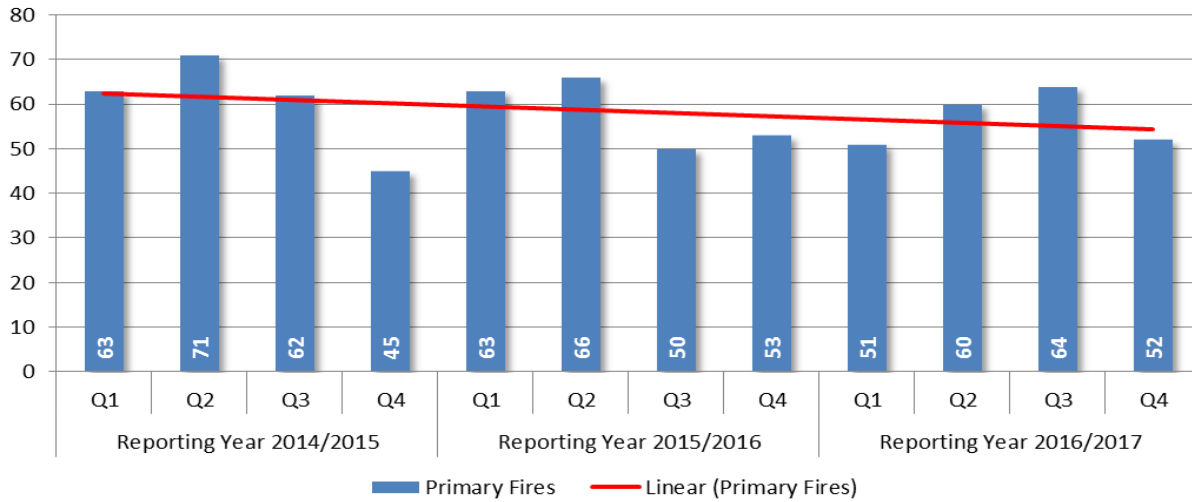


About the latest performance

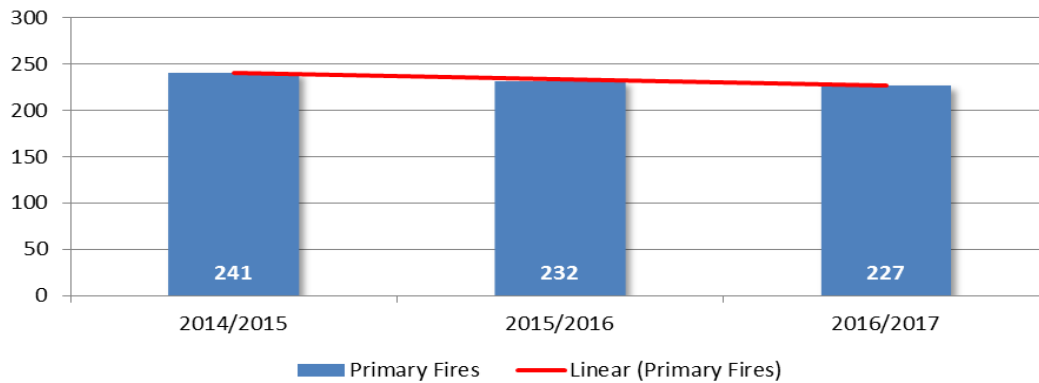
We are currently behind target having seen an increase of 35 (32%) deliberate primary fires compared to Q2 last year (up from 111 at Q2 last year to 146 this year). This is mainly due to an increase in deliberate vehicle fires (from 42 to 71), again compared to Q2 last year. However, the increase seen at Q2 is less significant than that at Q1, this has had the effect of bringing the measure closer to target.

Further details

Deliberate Primary Fires (Actual Numbers)



Deliberate Primary Fires (Actual Numbers - Annual)



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 5% 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

Deliberate secondary fires

Number of incidents of fires:- not involving property; were not chimney fires in buildings; did not involve casualties, fatalities or rescues; were attended by four or fewer pumping appliances where the Fire Service attended and determined that the cause of the fire was deliberate/malicious intent (per 10,000 population).

Numerator is the number of deliberate secondary fires.

Denominator is the population of Lincolnshire.

The rate per 10,000 population is calculated as follows:

Numerator divided by the denominator multiplied by 10,000.

A lower rate of deliberate secondary fires per 10,000 population indicates a better performance.



Not achieved

2.52

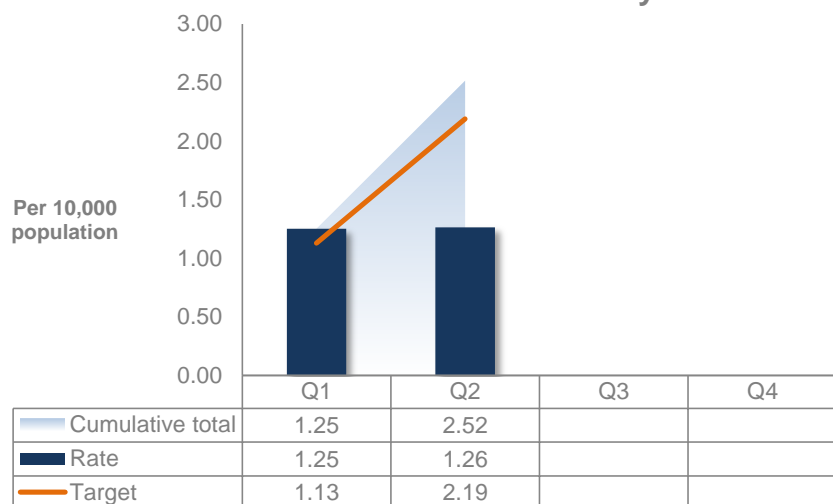
Per 10,000 population
Quarter 2 September 2017



2.19

Per 10,000 population
Target for September 2017

Deliberate secondary fires

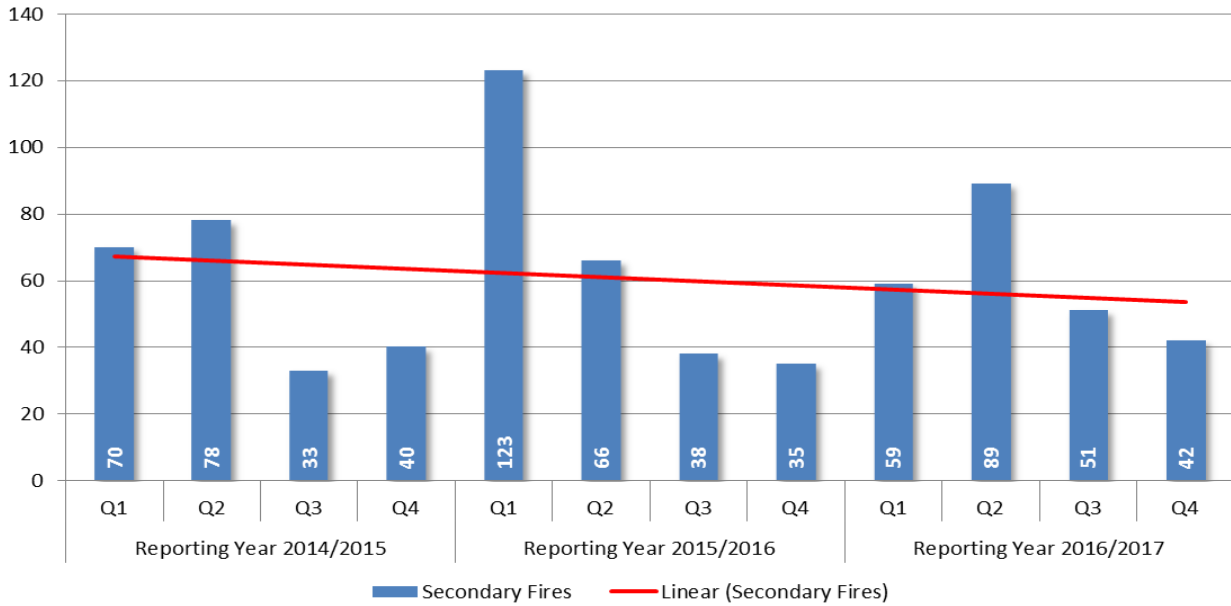


About the latest performance

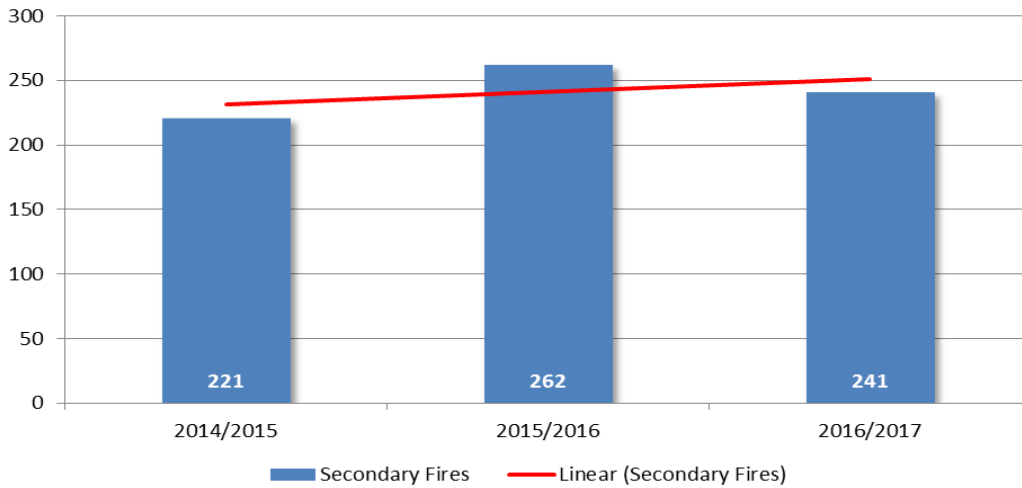
We are currently behind target having seen a 26% increase (39 incidents) in deliberate secondary fires compared to this time last year (up from 148 at Q2 last year to 187 this year). The increase can be attributed mainly to deliberate fires involving refuse/refuse containers (up by 40 from 84 at Q2 last year to 124 this year). The increase seen at Q2 is less significant than that at Q1, this has had the effect of bringing the measure closer to target.

Further details

Deliberate Secondary Fires (Actual Numbers)



Deliberate Secondary Fires (Actual Numbers - Annual)



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 5% either side of the likely number of incidents at the end of the year.

About benchmarking

Benchmarking data for this measure is not available

Customer Satisfaction Information
Public Protections and Communities Scrutiny Committee Q2
Date range for report 1st July 2017 – 30th September 2017

LCC Overview of compliments

Overall Compliments

The overall compliments received for Public Protections and Communities shows a decrease of 19% this Quarter, with 17 compliments being received compared to 21 received last Quarter.

Total number of compliments relating to <u>Public Protections and Communities Scrutiny Committee</u>	Current Q2	Q1	Q4	Q3	Q2
	17	21	26	47	26

Public Protections and Communities Compliments

Public Protections and Communities have received 17 compliments this Quarter. The compliments were:

7 x Fire and Rescue

- These were relating incident responses, event attendance & contribution to National Operational Guidance.

3 x Registration, Celebratory and Coroners Service

- These were in relation to praise received for wedding ceremonies.

7 x Heritage

- These were in relation to Archives staff, The Collection Exhibition & staff.

LCC Overview of complaints

The total number of LCC complaints received this Quarter (Q2) shows a 38% increase on the previous quarter (Q1). When comparing this Quarter with Q2 of 2016/17, there is an 87% increase when 117 complaints were received.

Total number of complaints received across all LCC service area.	Current Q2 17/18	Q1 17/18	Q4 16/17	Q3 16/17	Q2 16/17
	219	159	169	143	117
Total number of complaints relating to <u>Public Protections and Communities Scrutiny Committee</u>	3	7	6	6	6
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	2	2	0	0	0
Registration, Celebratory and Coroners Services	0	5	6	3	3
Trading Standards	1	0	0	0	1
Public Health	0	0	0	0	0
Libraries & Heritage	0	0	0	0	2

Number of complaint escalations relating to <u>Public Protections and Communities Scrutiny Committee</u>	0	0	0		
How many LCC Corporate complaints have not been resolved within service standard	10	0	1	6	8
Number of complaints referred to ombudsman	11	9	7	8	17

This Quarter Public Protections and Communities have received 3 complaints which is a decrease of 57% on last Quarter when they received 7 complaints. When comparing this Quarter with Q2 2016/17, there is a 50% decrease with 6 complaints being received.

Trading Standards

This Quarter Trading Standards has received 1 complaint which is increase of 1 from last Quarter when 0 were received.

The complaints were regarding a customer who felt Trading Standards should have assisted in a trader dispute, rather than a signpost to CAB.

This complaint was partly substantiated.

Fire & Rescue

This Quarter Fire & Rescue has received has received 2 complaints which is the same as last Quarter. The complaints were regarding:

- Misuse of public property – appliance being used to transport children to an event.
This was Substantiated
- Attendance at a fire – time taken to attend & locate hydrant
This was Unsubstantiated

Complaint escalations

In Quarter 2 of 2017/18 there were a total of 22 complaint escalations for LCC.

None of these related to Public Protection and Communities.

Ombudsman Complaints

In Quarter 2 of 2017/18, 11 LCC complaints were registered with the Ombudsman. None of these complaints were recorded against Public Protection and Communities.

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

Report to:	Public Protection and Communities Scrutiny
Date:	12 December 2017
Subject:	Citizen Engagement Strategy

Summary:

Lincolnshire County Council has created a number of citizen engagement and customer-related documents over the last five years as this area of activity has grown increasingly important and central to Local Government activity. This report describes the proposal to bring all of this documentation, some of which has been superseded or replaced, together in one Citizen Engagement Strategy. This report aims to seek the involvement of the Public Protection and Communities Scrutiny Committee in agreeing a proposal to consider potential future options in the development of the strategy.

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
- 3) Approve the formation and nominate membership of a Working Group, to meet after a workshop open to all elected members has been held on Tuesday 9 January 2018, to consider potential future options. The Working Group will bring recommended options back to this Committee in March 2018

1. Background

Like our communities, geography and individuals, Community Engagement is diverse and varied. Recognising this, the current Community Engagement Strategy, dated 2013-2018, contains nine commitments which include working through councillors to share and gather information, using appropriate methods and language for our audiences and enabling the voluntary sector to support people to get involved.

Many of the existing strategy's reference points, such as The Cabinet Office Principles and the Council's Customer Charter have, since its creation, been

replaced or updated. Others, however, are still relevant, such as the Gunning Principles, which have helped to form case law over more than 30 years. Of the nine points in the action plan, five were fully completed; with the remaining four either partially complete or continually developing.

The externally facing strategy is supported by the Community Engagement Policy, which guides staff on the implementation and delivery of the strategy, and states that officers are '*strongly recommended*' to use the Community Engagement Team when embarking on engagement activity. Those services that have used the Team have provided positive feedback on the support provided, but there remains a need to ensure a uniform approach to engagement to meet the needs of citizens, ensure the council is safeguarded from legal challenge as far as possible and make most effective use of resources. As the existing document reaches its end date, there is an opportunity to review and develop a new, broader strategy. As the document is included within the Council's Constitution the final document will need to be presented to full Council in May 2018.

With other customer and citizen-related documents/strategies under review or being developed, it makes sense to consider producing a single strategy that members of the public can access and which would direct them, through provision of hyperlinks, to those connecting documents – for example Petitions, Corporate Complaints & Compliments and Customer Insight.

2. Content

It is proposed that the new Citizen Engagement Strategy covers a five year period from mid-2018 to the end of 2023. Its priorities should address and include:

- An updated Customer Service Charter, the Customer Insight Charter, revised Petitions Scheme and the Corporate Complaints and Compliments Policy
- Definitions associated with engagement, and consultation so everyone is clear what we mean by the terms we use
- The process, methodologies and standards for engaging with citizens so everyone is working in a way that encourages and enables involvement
- Reference to a proposed citizens survey to gauge opinion on life in Lincolnshire and the services provided by the County Council
- The latest legislation and information about the best way to promote on-going relationships to avoid the need for unnecessary consultation and therefore the increased threat of legal challenge
- How information and intelligence will be used to develop and improve services
- How we will ensure information, advice and guidance is accessible

It should include:

- An updated set of actions to support delivery of the strategy
- A revised and updated Customer Service Charter, which references our commitments to citizens, what we expect in return and detailed, contractual

standards required of organisations delivering services on our behalf, such as the Customer Service Centre provision, currently delivered by Serco

- The draft Customer Insight Charter which aims to provide the framework to maintain and improve the high levels of customer service frontline staff deliver. It will also make sure that we seek and embed public views and ideas, as well as making best use of demographic information and intelligence, to inform and improve our planning, commissioning and delivery of services
- Links to the revised petitions scheme, which is currently under review
- Links to the Corporate Complaints and Compliments guidance documents
- Reference to the Council's Community Engagement Policy

These documents have their own aims, objectives, priorities and actions, as illustrated in the table below:

Aims	Objectives	Priorities	Actions
Community Engagement Strategy (external, outward looking document)			
<ul style="list-style-type: none"> • Give everyone the opportunity to have their say on local issues that affect/ interest them 	<ul style="list-style-type: none"> • Undertake co-ordinated, robust and appropriate engagement • Make engagement a fundamental part of service review 	<ul style="list-style-type: none"> • Make sure engagement is effective, inclusive has genuine influence 	<ul style="list-style-type: none"> • Develop a plan of future engagement activity • Promote the Community Engagement Team's 'offer' • Evaluate engagement activity to ensure we are meeting our own standards • Widely advertise engagement opportunities and ensure they are accessible • Use clear language • Feedback on all involvement • Work through local councillors (county, district and town/parish councils) • Produce a toolkit to outline different engagement techniques • Be involved in key partnerships • Work with & grant aid infrastructure organisations so communities can be actively involved • Develop community hubs
Community Engagement Policy (internal, also externally accessible document)			
<ul style="list-style-type: none"> • Provide clarity on what community engagement is • Outline the quality standards expected when engaging communities 	<ul style="list-style-type: none"> • Strongly recommends utilising the skills and knowledge of the Community Engagement Team when undertaking community engagement 	<ul style="list-style-type: none"> • Consider the Gunning and Brown Principles to ensure that where engagement takes the form of formal consultation it adheres to good practice and the law • Follow the Quality 	<ul style="list-style-type: none"> • Inform officers of and promote the policy and Community Engagement Team 'Offer' • Highlight the strong recommendation to contact the Community Engagement Team before planning engagement activity • Promote and utilise the QAP to ensure engagement meets the Council's own standards

Aims	Objectives	Priorities	Actions
		Assurance (QAP) to engagement strict criteria	Process to ensure meets
Customer Insight Charter (external, outward looking document)			
<ul style="list-style-type: none"> • Provide the framework to maintain and improve high levels of customer service • Seek and embed public views and ideas, make best use of demographic information and other intelligence to improve services 	<ul style="list-style-type: none"> • Communicate clearly and encourage people to use different methods of contacting the council • Manage expectations • Influence perceptions for a positive customer experience • Make best use of information we gather • Feedback how citizens have shaping decision making 	<ul style="list-style-type: none"> • Engage stakeholders • Achieve 'channel choice' • Feedback to citizens • Routinely cross-reference 'known' data with feedback • Make sure analysis and review leads to action • Live up to our corporate values • Communicate clearly • Resolve issues quickly • Build our reputation • Ensure data is processed in accordance with the Data Protection Act 1998 	<ul style="list-style-type: none"> • Discuss and develop approaches with key partners • Improve access through a choice of channels and use the best method for each customer while promoting electronic and self-service methods • Produce 'You said, We did' summaries • Seek and share good practice • Analyse feedback to monitor how well we're doing • Use CRM to record contacts and understand citizens • Proof read and test information • Speak clearly, openly and succinctly to resolve matters quickly • Record and analyse quality and timeliness of responses • Plan communications, utilising good news, celebrations and national events to build relationships • Always process data in accordance with the law

Aims	Objectives	Priorities	Actions
Corporate Customer Complaints and Compliments Policy (internal, also externally accessible document)			
<ul style="list-style-type: none"> • Give people an excellent level of customer service • Make sure our customers are satisfied with the service they receive • Provide a professional service 	<ul style="list-style-type: none"> • Provide clarity on how matters raised will be received and responded to 	<ul style="list-style-type: none"> • Promote policy to ensure citizens know how to complain • Implement internal processes to deal with complaints and compliments 	<ul style="list-style-type: none"> • Produce a procedural guidance document to support the policy • Create, promote and implement a complaints process • Review and analyse complaints to establish learning and implement findings
Petitions Scheme (external, outward looking document)			
<ul style="list-style-type: none"> • Define how petitions should be presented to the Council and how the Council will deal with them (paper and online) 	<ul style="list-style-type: none"> • Enable communities and individuals to engage with the Council on a particular issue and influence decision making on local matters • Ensure a clear, transparent and robust process for handling petitions • Clarify how the Council will deal with petitions 	<ul style="list-style-type: none"> • Review the current scheme to establish a clear process 	<ul style="list-style-type: none"> • Provide clear information on how to submit a petition and how the Council deals with petitions • Guide the public as to alternative ways to resolve issues • Ensure a range of flexible actions the system can take in response to a petition • Ensure the scheme is accessible, clearly explained and well publicised • Ensure the petitioner is informed at each stage of the petition process • Produce a procedural guidance documents to support the petition process, including officer protocols, public guidance documents and templates, and a centrally maintained administration system

Aims	Objectives	Priorities	Actions
Customer Service Charter (external, outward looking document)			
<ul style="list-style-type: none"> • Promote the Council's promise to provide the best possible experience however people choose to get in touch when they require our services • Recognise our duty to deal with all customers fairly and value their diversity 	<ul style="list-style-type: none"> • Put the customer at the centre of our organisation • Offer different ways of getting in touch, which are easy and convenient for the customer and set appropriate standards of service to ensure this happens 	<ul style="list-style-type: none"> • Aim to resolve queries at the first point of contact • Ensure customer service is at the forefront of our planning • Serve with integrity, fairness and honesty • Strive to improve all the time and put things right if they go wrong 	<ul style="list-style-type: none"> • Work with our partners to achieve our promise of delivering a first class customer service • Regularly seek customer views • Be polite, helpful and treat people with respect • Listen carefully to understand customer's needs • Staff will always give their name or wear a name badge to identify themselves • Inform customers of the actions they have taken or will take

Proposal

With engagement being such a broad and cross cutting issue, to support and inform the strategy development process a workshop is proposed for all elected members who have an interest in engagement. The purpose will be to provide more detailed background, to discuss key elements and priorities and to agree the outline content. An agenda will be drafted and circulated with a calendar appointment for all elected members if this Committee agrees this proposal.

It is also proposed that a working group is formed, comprising Scrutiny Committee members, following the workshop, to take forward and agree draft recommendations, begin to draft an action plan and ensure officers developing the document do not miss any vital elements that should be included. The table below gives a brief overview of the development timetable:

Committee	Date
Public Protection and Communities Scrutiny	12 December 2017
Proposed Workshop	9 January 2018
Working Group meetings	Mid/late January 2018
Public Protection and Communities Scrutiny Pre-decision Scrutiny	13 March 2018
Executive	4 April 2018
Full Council	18 May 2018
Go live (if approved)	21 May 2018

Legal Considerations

Engagement as a general activity aimed at the gathering of customer feedback and insight to inform the development of services is not governed by legal requirements. However, formal consultation is regulated by law and may give rise to legal challenge if not done correctly. Therefore anything we say or hint at in our strategy regarding how or when we will consult with our citizens may give rise to a legal obligation to consult and may be used to support a legal challenge. The document therefore must be entirely clear about when it is referring to consultation rather than general engagement and must be realistic, and achievable and adhered to by all staff.

The current engagement policy states that officers are '*strongly recommended*' to contact the Community Engagement team at the beginning of any engagement planning. However, given a desire to improve engagement and consultation quality across the organisations and with the risk of challenge that may arise one suggestion is to change the phrase to '*must* contact the Community Engagement Team'. This would reflect the way that the Information Governance and SNAP teams have to be involved in elements of the engagement process.

3. Conclusion

As this document shows, the Citizen Engagement Strategy will comprise many strands and therefore needs to be detailed, coherent and straightforward. It will need to cover priorities for the next five years, be very clear about our commitments to our citizens to ensure we do not over promise or put ourselves at risk of legal challenge and include a SMART (specific, measurable, achievable, realistic and time limited) action plan. It should also be succinct, understandable and helpful to elected members, officers and most importantly Lincolnshire citizens who wish to engage with the County Council.

We would like to seek permission to form a workshop with a cross section of elected members, followed by a work group of Scrutiny Committee representatives, to review and discuss the strategy priorities, actions and outline content to ensure it is fit for purpose. This will help us to create a useable document that has broad support, protects the Council and can make a difference to our citizens.

The final recommended draft strategy will be presented to the Public Protection and Communities Scrutiny in March 2018 as part of a pre-decision scrutiny item, before being considered for approval by the Executive in April and Full Council in May 2018.

4. Consultation

a) Have Risks and Impact Analysis been carried out?

N/A

b) Risks and Impact Analysis

Risk and Impact Analyses will be completed during late 2017, prior to the documents return to Scrutiny Committee, when a draft strategy has been prepared.

5. Appendices

These are listed below and attached at the back of the report	
Appendix A	Community Engagement Strategy 2013 - 2018

6. 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 Sarah Moody, who can be contacted on 01522 552539 or sarah.moody@lincolnshire.gov.uk

This page is intentionally left blank

CONTENTS

1. Introduction	3
2. Aims and Objectives	3
3. Community Engagement team role	4
4. Commitments	5
5. Useful References	7
6. Glossary	8
7. Action plan	8
8. Appendices	10

If you require this document in a different format, for example large print or another language, please contact the Community Engagement team via consultation@lincolnshire.gov.uk or our Business Support team on 01522 553729

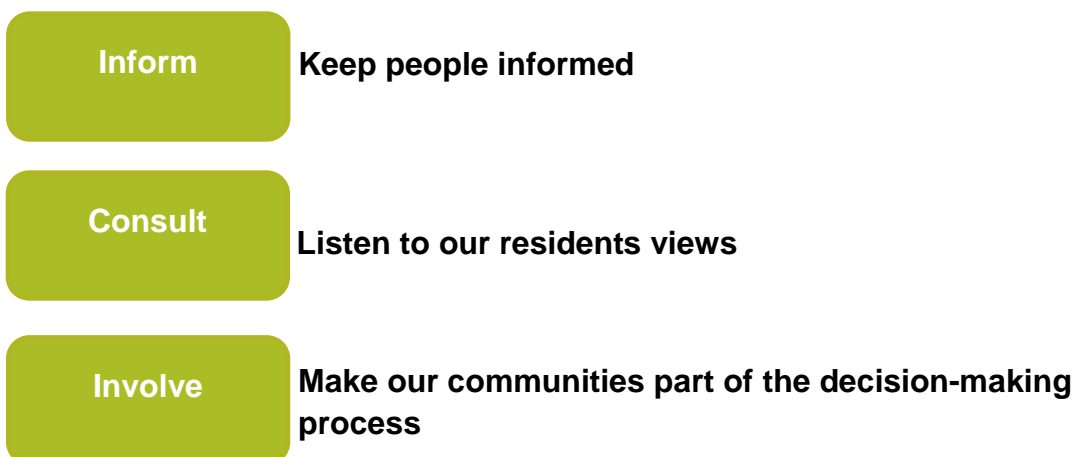
1. Introduction

During the summer of 2012 Lincolnshire County Council talked to Lincolnshire residents about the concept of the Big Society, ie local people take control of local issues and services. This strategy is based on feedback from communities and partner organisations. It builds on the Council's 2009 Community Engagement and Empowerment Strategy and other engagement strategies from across the country.

As a Council, we want to make sure communities can influence, control and own decisions and services that shape the county in which they live and work. This means we can ensure services work better and are based on communities' needs; protecting lifestyles whilst promoting community wellbeing and resilience.

This strategy identifies how effective community engagement can achieve this and underpin the key areas of joint work with partner organisations. It is supported by a series of other documents for staff to use that helps to plan engagement and chose particular consultation and engagement tools to suit the needs of the audience.

For the purposes of this strategy, community is defined as a group of people who have something in common. They might live in the same area or share an interest, characteristic or belief. Community engagement is defined as an on-going, regular dialogue. It differs from consultation, which is a one off exercise used to exchange views on a particular subject. Below are the different levels of community engagement the County Council uses:



2. Aims and objectives

At Lincolnshire County Council, we think it's important for everyone to have the opportunity to engage and have their say on local issues that affect or interest them. For that reason we have produced this strategy to explain how our staff will be supported to engage communities in the best way possible. It identifies our priorities and outlines how the County Council will engage with communities.

As a council, we want to build on our strengths, protect your lifestyle and be ambitious for the future so we want to make sure that our community engagement follows this vision too. Our priorities are to make sure our engagement is effective, inclusive and has genuine influence. Our commitments are explained in section four of this strategy.

By 2019 we want to be a council that ensures consultation and engagement activity is a fundamental part of all service planning. We will undertake coordinated, robust and appropriate engagement with only an occasional need for one off consultations because activity will be well planned in advance, in line with the Quality Assurance Process (see appendix 2, page 11). We believe this approach to engagement will further build meaningful relationships.

To check that we are achieving what we set out to do, we will review a random sample of engagement activities to see how effective and inclusive they were and evaluate the advice we have given by asking staff to feedback what they thought about it.

This strategy is aimed at the individuals, communities and organisations who want to engage with Lincolnshire County Council and the staff who engage people in what they do.

If you want to get involved or know more about how you can involve others, please contact us via consultation@lincolnshire.gov.uk

3. Community Engagement team role

Lincolnshire County Council has a specialist Community Engagement team that supports staff in the planning of consultation activities and provides funding to voluntary sector organisations to help communities build the capacity and confidence to drive improvements in their quality of life and influence decisions affecting them.

The team will process queries from the public relating to consultation or engagement activity, these are detailed below:

Contact point - help individuals and external organisations contact the relevant member of staff

Raise an issue - on behalf of an individual or external organisation with the relevant member of staff, by such methods as forwarding e-mails or setting up a meeting

Community-led plans – receive plans produced by communities and forward them to the relevant teams/directorates to be acted upon and responded to

Facilitate queries – make contact with a member of staff if they do not respond to an individual or external organisation

However, the team cannot resolve issues directly, or guarantee individuals or external organisations will get the response they want.

The team also offers support to staff, which has direct benefits to the community by ensuring good quality engagement occurs. These activities will prevent consultation fatigue in communities and duplication of effort and can help to inform people directly what engagement is taking place. Before starting, to ensure a consistent and appropriate approach to consultation, it is recommended that services within the Council discuss any consultation /engagement activity with the team. For more information about how we do this, including details of the consultation calendar, database and work with partnership boards, please see appendix one.

4. Lincolnshire County Council Commitments

In order to achieve the aims of this strategy the County Council will:

Commitment	Activities	Benefit
Widely advertise consultation and other engagement opportunities	Media releases and promotional material via partner organisations Implement the consultation calendar Ensure all LCC staff involved in consultation are aware of the mandatory obligation to upload relevant activities to the calendar	Increased uptake in engagement, especially with those who previously have not participated in consultation People have a greater stake in local decision-making process
Use clear language whenever we inform, consult or involve you	Information to assist with this to be shared via the Community of Practice Advice to be shared with teams undertaking consultation Provision of guidance booklet Signposting to LCC Corporate Communication team, where relevant	Easy to read, fit for purpose documentation Improved accessibility of information as jargon free Improved engagement via use of range of consultation methods Information available in a variety of formats, for example in hard copy as well as electronically, ie website and social media

Have widely accessible engagement events	Information to assist with this to be shared via the Community of Practice Advice to be shared with teams undertaking consultation Provision of guidance booklet	Events run at times suitable for the general public to attend, not just in 'normal' location, during working/peak hours Improved opportunity to be involved
Feedback on all consultation and involvement undertaken	Implement the 'you said, we did' table and publish in same format as consultation activities	Those who gave ideas feel more valued Greater understanding of rationale behind decisions being made
Work through local councillors to share information and seek feedback	Mechanism in place to ensure local councillors are updated on consultation responses/ feedback	Enhanced relationships between councillors and constituents Easier access into council systems Increase profile of local councillors
Produce a toolkit that outlines different techniques to engage people	Produce and promote different methods of engagement and consultation in a simple format	Consultors can choose from a 'toolkit' which approach(es) to use Appropriate methods are used with different audiences
Be involved in key partnership groups, for example partnership boards and the Lincolnshire Association for Local Councils (LALC)	Attend meetings Bring action points back to Council to be addressed Feedback action undertaken	Dialogue into and from Council Named individual to work with Issues actioned
Work with town and parish councils (and urban equivalent body), in line with agreed Communities Scrutiny action plan	Liaison between LALC and County Council Champion town/parish council role and their needs	Issues raised Voice for local councils/neighbourhood management group

Work with infrastructure organisations to provide support so communities can develop and be actively involved	Design services with experts Monitor support quality	Information, advice and practical help is fit for purpose Communities have the support they need to play an active role
---	---	--

5. Useful References

There are a number of national and local policies that influence the way we work and as a result, this strategy is related to the following:

Cabinet Office Principles - www.gov.uk/government/publications/consultation-principles-guidance

Gunning Principles - www.adminlaw.org.uk/docs/18%20January%202012%20Sheldon.pdf

Customer Charter - www.lincolnshire.gov.uk/local-democracy/how-the-council-works/key-plans-and-strategies/customer-service-charter/49249

Big Society Strategy - www.lincolnshire.gov.uk/big-society

Parish and Town Council Final report - <http://www.lincolnshire.gov.uk/local-democracy/how-the-council-works/overview-and-scrutiny/general-information/completed-scrutiny-reviews/56555.article>

Scrutiny - www.lincolnshire.gov.uk/local-democracy/how-the-council-works/overview-and-scrutiny/the-scrutiny-committees

Community of Practice - www.lincolnshire.gov.uk/communityofpractice

Useful documents available on request from consultation@lincolnshire.gov.uk include:

Community Engagement team toolkit - a variety of consultation methods, including a template

Community Engagement team guidance – advice and best practice on which to base consultation planning

6. Glossary

Term	Explanation
Community	A group of people who have something in common. They might live in the same area or share an interest, characteristic or belief
Consult(ation)	The opportunity to have a say on a specific issue at a given time using different methods
Co-production	A plan, policy or service jointly designed by a number of interested parties to ensure it meets everyone's needs
Engage(ment)	An on-going dialogue with individuals, groups and organisations to ensure they influence decisions that affect them
Gunning Principles	A set of five principles, used in case law to explain how consultation should be done
Inform(ation)	Facts and figures provided to help people understand an issue
Involve(ment)	The opportunity to ensure people have genuine influence over decisions, services and outcomes
Quality Assurance Group (QAG)	A group comprising the directorate/team's activity lead and the community engagement representative who has been advising who attend meeting(s) to sign-off consultation, and amendments to it, if required

7. Action plan

The following plan will help us to achieve the goals laid out in this strategy:

Activity	Benefits	Responsibility	Start date	End date
Promote Engagement Strategy, including use of corporate communication tools and engagement strapline	<ul style="list-style-type: none"> Staff and public aware of strategy, our commitments within it and how it can help them influence the council 	Strategic Communications team Community Engagement team	14/02/14	30/09/18
Develop council-wide plan of future engagement in line with service planning	<ul style="list-style-type: none"> Engagement is planned and co-ordinated Public aware of what is expected 	Community Engagement team All service areas supply directorate forward plan	30/04/14	30/04/18

Promote Community Engagement team offer and templates internally, including staff and councillor training and development	<ul style="list-style-type: none"> • People aware of support and practices (public, staff and councillors) • Better quality engagement • Approved process to ensure quality and consistency 	Community Engagement team Strategic Communications team Democratic Services	02/01/13	31/12/18
Provide guidance to teams undertaking engagement	<ul style="list-style-type: none"> • Better quality engagement • Better quality feedback 	Community Engagement team	2011	31/12/18
Review and evaluate engagement advice and support service	<ul style="list-style-type: none"> • Better quality engagement • Enhanced reputation 	Community Engagement team Advice recipients	30/09/14	30/09/18
Promote and support co-production when designing council services	<ul style="list-style-type: none"> • Better quality engagement • Better quality services • Three co-designed services by year two 	Community Engagement team	02/01/13	31/12/18
Grant aid voluntary sector support in line with Big Society Strategy	<ul style="list-style-type: none"> • Quality support to community groups • Effective co-produced services 	Community Engagement team District councils	01/04/13	31/03/16, then review annually
Lead implementation of Parish and Town Council action plan	<ul style="list-style-type: none"> • Improved engagement with councils • Public better informed at very local level 	Community Engagement team LALC Scrutiny	2011	On-going
Review involvement mechanisms and support partnership boards and similar involvement groups, using the outcomes star to feedback the progress they make to councillors	<ul style="list-style-type: none"> • Strategic, effective approach to group support • More empowered, independent and consistent services with a broader reach • Greater influence and involvement • Feed in to process and receive direct feedback • Councillors better informed of their role 	Adult Services Community Engagement team Partnership Board and Groups Excellent Ageing Partnership	2011	31/12/18

	and benefits of them			
Develop community hubs via brokerage	<ul style="list-style-type: none"> • Communities supported • Communities create local services 	Community Engagement team	01/04/14	31/03/16

8. Appendices – information for Lincolnshire County Council staff:

Appendix 1 Community Engagement Team Core Offer

Lincolnshire County Council has a specialist Community Engagement team that advises staff in the planning of consultation activities (process below) and 'grant aids' selected voluntary sector organisations, in line with set criteria, to help communities build the capacity and confidence to drive improvements in their quality of life and influence decisions that affect them.

The team offers a range of support to staff, laid out in this document. This benefits the community by ensuring good quality engagement and consultation occurs. These activities (detailed below) will prevent consultation fatigue and duplication.

Consultation calendar - all planned County Council consultation activities are recorded so staff and the public are aware of what they can influence, when and how

Consultation pack - details what to consider before embarking on consultation. It includes a checklist, template on which to base consultation planning and consultation methods from a toolkit of different options

Consultation planning session - advice in initial phase of planning, using the above guidance documentation

Questionnaires and surveys - advice on appropriate wording to ensure plain language is used and the document is fit for purpose

Events – We are able to attend a small number of engagement events to advise further, provide feedback on and evaluate the approach used

Equality and diversity - provide corporately approved equality and diversity monitoring questions and guidance on completing the impact analysis template, which will inform the engagement process

Connect - different groups who are carrying out similar consultations/working with similar audiences to enable joint working and sharing of results when possible

Database of community groups and individuals - provision of contact details of community groups and individuals in the county who wish to be consulted

Training information - disseminated to, or organised for, staff so they are able to deliver the activity themselves

Community Engagement Community of Practice – opportunity to join so experiences and ideas can be shared and lessons learned

Partnership organisations and boards - support the relationship between these and other representatives, in particular the Lincolnshire Association of Local Councils (LALC), Health and Wellbeing Board, Healthwatch, Carers Partnership (adults and young carers) Learning Disability, Physical Disability and Sensory Impairment and the Mental Health Partnership Boards

In return for the support and advice offered by the Community Engagement team, it is expected that staff will:

- Use the advice to ensure there is scope to influence decisions made and services delivered
- Contact the Community Engagement team at the beginning of any consultation process or engagement activity
- Log consultation on the online calendar
- Ensure engagement is consistent, effective and accessible
- Respond and feedback to the engagement needs of communities
- Promote the advantages of working with the Community Engagement team and the benefits of engaging effectively to other colleagues

The team will process queries from the public relating to consultation or engagement. It will do all it can to help ensure engagement is as good as it can be, but the team role is not to resolve issues directly or guarantee individuals or external organisations will get the response they desire. Some of the things we can do to help are detailed below:

Contact point - help individuals and external organisations contact the relevant member of staff

Raise an issue - on behalf of an individual or external organisation with the relevant member of staff, by such methods as forwarding e-mails or setting up a meeting

Community-led plans – we will receive plans produced by communities and forward them to the relevant teams/directorates to be acted upon and responded to

Contact - a member of staff if they do not respond to an individual or external organisation

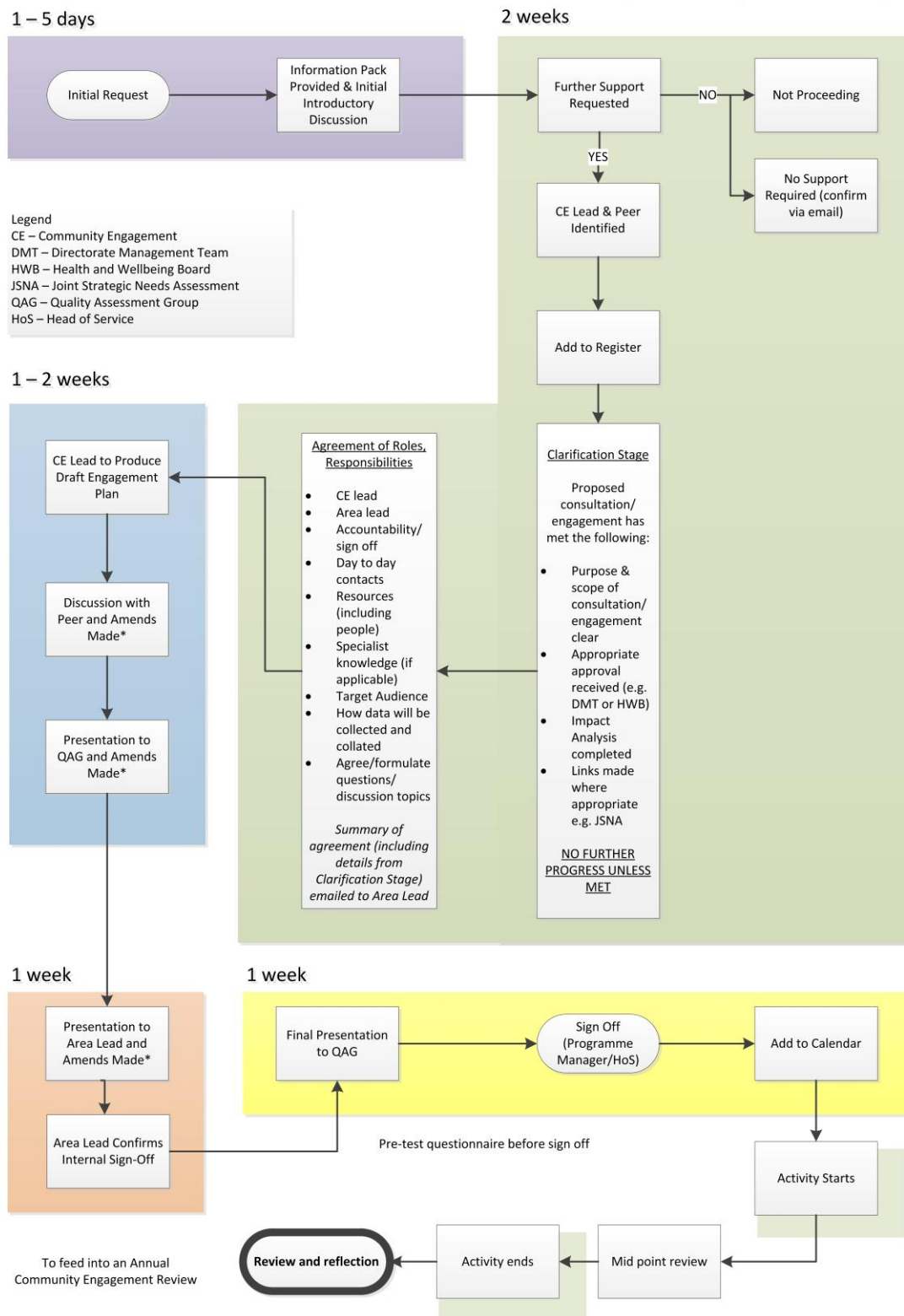
For more information contact them via consultation@lincolnshire.gov.uk

Appendix 2 Quality Assurance Process

The Community Engagement team has developed this process to explain how activity should be developed and signed off:

Community Engagement Quality Assurance Process

The consultation/engagement activity can start up to 7 weeks after the initial request



* If amendments are required

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

Report to:	Public Protection and Communities Scrutiny Committee
Date:	12 December 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

12 DECEMBER 2017 – 10:00am		
Item	Contributor	Purpose
Quarter 2 Performance Report (1 July to 30 September 2017)	Nick Borrill, Chief Fire Officer; 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.
Citizen Engagement Strategy (Next Steps)	Nicole Hilton, Chief Community Engagement Officer	Policy Development item describing the initial work streams and timeframes for the exploration of the potential options for the Citizen Engagement Strategy.
Sitting as the Crime and Disorder Scrutiny Committee		
Adult Offending and Assisting Rehabilitation through Collaboration	Sara Barry, Safer Communities Manager	Consideration of partnership working within Adult Offending and Assisting Rehabilitation through Collaboration.

23 JANUARY 2018 – 10:00am		
Item	Contributor	Purpose
Revenue and Capital Budget Proposals 2018/19	Nick Borrill, Chief Fire Officer; County Officer - Public Protection; Nicole Hilton, Chief Community Engagement Officer	PRE-DECISION SCRUTINY Executive – 06 February 2018 Budget proposals for 2018/19.
Domestic Abuse Support Services Re-procurement	Sara Barry, Safer Communities Manager	PRE-DECISION SCRUTINY Executive Councillor – 30 January 2018
Drugs and Alcohol Services Item	Sara Barry, Safer Communities Manager	To provide an opportunity to review the work being undertaken to improve public safety by the reduction in drugs and alcohol misuse.
Emergency Planning Item - Grenfell Tower Response	Ian Reed, Emergency Planning and Business Continuity Manager	To provide an overview of the Grenfell Tower fire and to review the lessons learnt and potential implications for Lincolnshire County Council.

13 MARCH 2018 – 10:00am		
Item	Contributor	Purpose
Citizen Engagement Strategy	Nicole Hilton, Chief Community Engagement Officer, Bev Finnegan, Programme Manager, Community Engagement	PRE-DECISION SCRUTINY Executive – 04 April 2018
Quarter 3 Performance Report (1 October to 31 December 2017)	Nick Borrill, Chief Fire Officer, County Officer - Public Protection, Nicole Hilton, Chief Community Engagement Officer	Review of the Key Performance and Customer Satisfaction Information.
Blue Light Collaboration Progress Report	Fire and Rescue	Review of the current progress towards integrated Blue Light Collaboration in Lincolnshire.
Sitting as the Crime and Disorder Scrutiny Committee		
Lincolnshire Community Safety Partnership Priorities	Sara Barry, Safer Communities Manager	Consultation item on the future priorities for the Lincolnshire Community Safety Partnership.

24 APRIL 2018 – 10:00am		
Item	Contributor	Purpose
Future Model of the Heritage Service	Nicole Hilton, Chief Community Engagement Officer, Louise Egan, Libraries & Heritage Client Lead	PRE-DECISION SCRUTINY Executive – 3 July 2018
Domestic Abuse	Sara Barry, Safer Communities Manager	Review of the work undertaken in relation to the re-procurement of DASS related services

12 JUNE 2018 – 10:00am		
Item	Contributor	Purpose
Quarter 4 Performance Report (1 January to 31 March 2018)	Nick Borrill, Chief Fire Officer, County Officer - Public Protection, Nicole Hilton, Chief Community Engagement Officer	Review of the Key Performance and Customer Satisfaction Information
Fire Peer Challenge Action Plan	Nick Borrill, Chief Fire Officer	Update on progress Fire Peer Challenge action plan

24 JULY 2018 – 10:00am		
Item	Contributor	Purpose
Performance of the Library Services Contract – Year Two Review Report	Nicole Hilton, Chief Community Engagement Officer	Review of GLL first year performance, transition and key performance indicators (KPI).

11 SEPTEMBER 2018 – 10:00am		
Item	Contributor	Purpose
Quarter 1 Performance Report (1 April to 30 June 2018)	Nick Borrill, Chief Fire Officer, County Officer - Public Protection, Nicole Hilton, Chief Community Engagement Officer	Review of the Key Performance and Customer Satisfaction Information

23 OCTOBER 2018 – 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.

Items to be Programmed

- LFR Emergency Medical Response co-responding
- Trading Standards
- Lincolnshire Archives
- Annual Review of Consultation and Engagement Activity
- Lincolnshire Registration, Celebratory and Coroners Services

Sitting as the Crime and Disorder Scrutiny Committee

- Serious and Organised Crime Update

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
I014208	Citizen Engagement Strategy	04 April 2018	Executive	Public Protection and Communities Scrutiny Committee	Report	Programme Manager, Community Engagement Tel: 01522 550516 Email: bev.finnegan@lincolnshire.gov.uk	Executive Councillor: NHS Liaison, Community Engagement and Executive Director for Environment and Economy	Yes	All Divisions
I013959	Future Structure for the Heritage Service	03 July 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