



County Offices  
Newland  
Lincoln  
LN1 1YL

4 June 2018

**Public Protection and Communities Scrutiny Committee**

A meeting of the Public Protection and Communities Scrutiny Committee will be held on **Tuesday, 12 June 2018 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 blue ink that reads 'Richard Wills'. The signature is written in a cursive style and is underlined.

Richard Wills  
Head of Paid Service

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

Councillors N H Pepper (Chairman), A N Stokes (Vice-Chairman), C J T H Brewis, W J Aron, K J Clarke, C R Oxby, Mrs P Cooper, L Wootten, Mrs C J Lawton, R Wootten and M A Whittington



**PUBLIC PROTECTION AND COMMUNITIES SCRUTINY COMMITTEE AGENDA  
TUESDAY, 12 JUNE 2018**

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<b>1</b>	<b>Apologies for Absence/Replacement Members</b>	
<b>2</b>	<b>Declaration of Members' Interests</b>	
<b>3</b>	<b>Minutes of the meeting held on 13 March 2018</b>	5 - 12
<b>4</b>	<b>Announcements by the Chairman, Executive Councillors and Lead Officers</b>	
<b>5</b>	<b>Fire and Rescue - Peer Challenge Action Plan</b> <i>(To receive a report by John Cook, Assistant Chief Fire Officer, which highlights the key outcomes and findings from the Local Government Association and National Fire Chiefs Council Fire Peer Challenge which took place over the period 26 – 29 September 2017)</i>	13 - 46
<b>6</b>	<b>Fire and Rescue - Wellbeing and Inclusion</b> <i>(To receive a report by Simon York, Area Manager - Lincolnshire Fire and Rescue, which highlights to the Committee the key elements of the recently agreed Wellbeing and Inclusion Framework, which forms part of Fire and Rescue's People Strategy)</i>	47 - 54
<b>7</b>	<b>Engagement and Consultation Activity Review 2017/18</b> <i>(To receive a report by Kate Sobstyl, Programme Officer, which is informed by a review of council wide consultation and engagement activity were the Community Engagement Team provided advice and support, including a summary of service evaluations)</i>	55 - 84
<b>8</b>	<b>Integrated Communities Strategy Green Paper Consultation Response</b> <i>(To receive a report by Sarah Moody, Programme Officer – Community Engagement, which provides the Committee with an opportunity to consider a draft response to the Government consultation on the Integrated Communities Strategy Green paper prepared by the Community Engagement Team on behalf of Lincolnshire County Council)</i>	85 - 104
<b>9</b>	<b>Public Protection and Communities Scrutiny Committee Work Programme</b> <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>	105 - 112

## SITTING AS THE CRIME AND DISORDER SCRUTINY COMMITTEE

### 10 A Summary of the Review of the Lincolnshire Community Safety Partnership

113 - 120

*(To receive a report by Clare Newborn, Community Safety Manager, which provides an overview of the review of the Lincolnshire Community Safety Partnership, the subsequent changes to the partnership structure and priority areas as well as how Lincolnshire County Council is supporting the work of the Partnership)*

#### Democratic Services Officer Contact Details

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

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

Contact details set out above.

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**PUBLIC PROTECTION AND  
COMMUNITIES SCRUTINY  
COMMITTEE  
13 MARCH 2018**

**PRESENT: COUNCILLOR N H PEPPER (CHAIRMAN)**

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

Councillors: Mrs S Woolley and B Young attended the meeting as observers

Officers in attendance:-

Nick Borrill (Chief Fire Officer), Nicole Hilton (Chief Community Engagement Officer), Pete Moore (Executive Director, Finance and Public Protection), Daniel Steel (Scrutiny Officer) and Rachel Wilson (Democratic Services Officer)

49 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

There were no apologies for absence.

50 DECLARATION OF MEMBERS' INTERESTS

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

51 MINUTES OF THE MEETING HELD ON 23 JANUARY 2018

**RESOLVED**

That the minutes of the meeting held on 23 January 2018 be signed as a correct record subject to it being noted that Mark Baxter from Lincolnshire Fire and Rescue was also in attendance.

52 ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLORS  
AND LEAD OFFICERS

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

53 DRAFT ENGAGEMENT STRATEGY 2018-2023

Consideration was given to a report which presented the draft Engagement Strategy 2018 - 2023 which outlined plans for how Lincolnshire County Council would engage over the next five years. It was created following a workshop with 16 councillors and included feedback from them. It had also been informed by the Community

**PUBLIC PROTECTION AND COMMUNITIES SCRUTINY COMMITTEE**  
**13 MARCH 2018**

Engagement Team's experience of providing engagement advice and working with communities for many years.

It was reported that the workshop had been held with members to ensure that there would be the ownership of the Strategy would be both officer and member led. The Chief Engagement Officer thanked members for taking part in the workshop, as it had been a very progressive and effective way of delivering this piece of work.

The Committee was advised that the Strategy was deliberately more informal than the previous one, but it did capture all the relevant legislation.

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 commented that the way that LCC engaged with other organisations was admired by other areas, but this relied on a lot of people to make this work.
- It was considered important to let volunteers know how much they were appreciated.
- Officers were thanked for the way that the Strategy had been set out.
- It was commented that the transfer of resources back to the community was supported. The recent work undertaken by the Council in relation to Bourne Town Hall was highlighted as a positive example of this as it was felt that members and officer had gone to great lengths to ensure that the building was transferred back to the community and there had been absolute co-operation between the voluntary sector and the local authority. Congratulations were given to those members and officers who had been involved with the Bourne Town Hall
- It was noted that a report would be presented later in the year to this Committee on the type of support that could be provided and the methods of engagement which were available.
- It was confirmed that the Engagement Strategy would be reviewed periodically.

**RESOLVED**

That the Public Protection and Communities Scrutiny Committee support the recommendations to the Executive as set out in the report.

**54      CITIZENS ADVICE LINCOLNSHIRE**

The Executive Councillor for NHS Liaison and Community Engagement introduced a report which outlined proposed changes to the funding provided to the Citizens Advice Service in Lincolnshire. The Committee was informed that the Council believed that Citizens Advice was a very important volunteer organisation and had considered it could continue to support it.

It was proposed to allocate a single year amount of £278,000 to continue to fund Citizen Advice Lincolnshire for 'core services' for 2018/19 with a further one off £53,000 to enable the provision of advice and support in areas around welfare reform and Universal Credit.

Members were advised that Citizens Advice activity had historically been funded through a grant aid agreement. A review of the service had been carried out and it was proposed to continue to provide funding for the core service and income maximisation support. Other advice which was available in the community was also looked at, and it was discovered that there was a wide range of advice available within communities, with some of that being specialised.

The Committee was 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:

- One member commented that they had been a representative for South Kesteven District Council on the Citizens Advice and the organisation did an amazing amount of work. He congratulated the officers and executive member for their honesty in the report, and suggested that some background information
- It was noted that Citizens Advice did receive funding from a wide range of other sources such as district councils, the National Lottery and Age UK.
- It was confirmed that the proposed reduction in funding would be approximately £300,000, however, an additional £53,000 would be provided to meet the reform agenda.
- It was commented that for every £1 invested, the local community would benefit by £18. Therefore it was believed that local communities would lose out. However, it was noted that this investment would not be stopped by the proposed reductions in funding from the County Council, as the funding would continue, but it would be coming from other organisations.
- It was noted that there were also other organisations which could provide the same advice that the County Council was funding. There were other organisations also carrying out the same piece of work.
- Councillor R B Parker, who was not a member of the Committee was permitted to speak by the Chairman, reported that a provider impact assessment completed by the CAB had revealed some interesting points. Officers acknowledged that the Equality Impact Assessment had recognised that there would be impacts on particular vulnerable groups.
- Councillor Parker reported that there were two aspects in which people could be impacted negatively by this reduction, directly for people who would no longer receive the services provided and also those seeking help to stay in their own homes. It was noted that it was easy to recruit the trained volunteers, but when the cases became more complex they would be passed to the trained legal officers, and it was thought that the proposed funding reduction could lead to a loss of expert knowledge, as there was the potential for up to nine people to lose their jobs. It was also commented that in relation to people who were seeking help from CAB to stay in their own homes instead of going into residential care, there could be significant savings for the County Council if these people were able to retain their independence. It was

**PUBLIC PROTECTION AND COMMUNITIES SCRUTINY COMMITTEE**  
**13 MARCH 2018**

suggested that if only 11 people were diverted away from residential care, this would save the council money.

- It was noted that the County Council had a contract with an organisation called P3 which provided three housing related services, and one of the main tasks within the contract was to provide a countywide floating support service to all those who were vulnerable or at risk of losing their tenancies. It was also noted that all staff would be trained with knowledge of maximising benefits.
- It was noted that the work of Age UK, National Money Advice Service, Home Improvement Agency etc. had been reviewed which all work at keeping people as independent as possible. It was also noted that these organisations looked at the financial aspect as well as the appropriate level of welfare and benefits for a person.
- It was commented that the level of trust people had for the CAB was not comparable to any other organisation.
- It was suggested that if the fairer funding campaign was successful and the funding cuts were stopped, this should be the first service where funding should be restored to.
- It was queried whether the other organisations mentioned had the spare capacity to take on the additional work which the CAB would not be able to deal with due to the proposed funding cuts.
- It was commented that the CAB was a vital service of many people, not just the vulnerable, and it was understood that the core services would be maintained. It was confirmed that people approaching Citizen's Advice would be signposted to other organisations where necessary, but a resident had a choice of which organisation they wanted to go to.
- One member commented that they understood the reasons why this decision had to be made reluctantly, and they looked forward to the day when the service could be restored.

(NOTE: Councillor M A Whittington wished it to be noted that he would not take part in the vote on this item due to his involvement in the budget setting process as the Executive Support Councillor for Finance)

**RESOLVED**

That the Public Protection and Communities Scrutiny Committee support the recommendations to the Executive Councillor as set out in the report.

**55      QUARTER 3 PERFORMANCE REPORT (1 OCTOBER TO 31 DECEMBER 2017)**

Consideration was given to a report which provided with key performance information relevant to the work of the Committee.

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:



- In relation to the 'Reported incidents of domestic abuse' it was noted that it was encouraging to see that more people were able to report, but it was queried whether there were enough police to deal with the increase in these incidents.
- It was noted that reporting arrangements were a multi-agency issue, but it was reported that the County Council was looking to recommission domestic abuse support services. It was planned that there would be a joint approach, with not only providing victim support, but also perpetrator support, trying to target the behaviours further up stream with potential perpetrators to prevent some of these incidents by working with at risk families.
- It was noted that there was not a single system for recording domestic abuse incidents, as they could be recorded by a number of different organisations, but the authority was working with district councils.
- It was reported that one of the main areas of focus for the Community Safety Partnership would be domestic abuse and the aim was to have the fullest participation possible at meetings from all agencies involved.
- Members were advised that more and more individuals were being trained to recognise domestic abuse situations or risk factors and then feed this into the safeguarding processes. It was also confirmed that there was additional capacity in the system to deal with this.
- In relation to 'Alcohol related violent crime incidents' it was queried why this figure was still increasing. It was noted that there was a need to work smarter with this issues, and it was important to recognise that people did not just fall into one box at one time, and there was often a range of complex issues which led to these incidents. There was a need to divert people through to the right avenue for dealing with their issue, but these could not be treated in isolation.
- In relation to 'Deliberate Primary Fires' it was noted that there had been a spike in quarter 2 for 2014/15, 2015/16 and 2016/17 and it was queried if the reasons behind this were known. Members were advised that this time of year generally tied in with the school holidays, and it was known that this type of activity was seasonal. However, there was no definitive answer for the spike, but this could be looked into further.

## RESOLVED

That the Committee note the performance information presented.

## 56 BLUE LIGHT COLLABORATION PROGRAMME - PROGRESS REPORT

It was reported that in December 2015, the three blue light services agreed a programme of collaboration and formally started the 'Lincolnshire Blue Light Collaboration Programme'. the full programme management structures which initiated the programme were formally agreed by a steering group in May 2016. The following key elements were defined:

- A shared Fire and Police Service Headquarters (SHQ) project
- A shared Fire and Police Service Control Room (SCR) project
- A combined Lincoln Police/Ambulance/Fire Station (South Park Project)

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**13 MARCH 2018**

- A Wider Estates (WE) review project
- A Wider Interoperability and Integration (WII) Project

It was noted that the programme had a number of specific milestones, although given the rolling nature of the last two elements which were being considered on a case by case basis, there was no specified end date. The Committee received a presentation which gave an update on progress made to date as well as an indication of work which had been or was planned to be undertaken.

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

- In relation to the South Park site, it was noted that the project was running to schedule on costs. Members were also advised that this was a brand new type of building, and during the design phase there had been stakeholder meetings involving all three services. Some of the operational police and security measures were new to Fire and Rescue and EMAS.
- It was queried whether it was thought that the traffic congestion in Lincoln would have an impact on the ability of the services to respond to situations. Members were advised that there would be no difference in staff levels on site in terms of Fire and Rescue and EMAS, and it was also reported that a lot of in depth work had been carried out on the times when people would be occupying the site, including staffing models, and it was expected that there would be a steady flow of vehicles to and from the site due to shift patterns etc.
- In relation to the joint use of existing building by the other services, it was noted that in relation to fire stations, retained fire fighters were required to live within 5 minutes journey time of the station. Therefore, it was likely that other services would look to co-locate in fire stations. It was noted that EMAS was engaged in this process.
- It was part of the process by EMAS to dispose of sites no longer required. If EMAS was directed to dispose of a site then they would look at options for moving.
- Members commented that they were very pleased to see the progress that had taken place and that this project could offer opportunities that had never been seen before.
- It was clarified that the control room software currently being used by Fire and Rescue was Vision 3, but under the East Coast collaboration project would be updated to Vision 4.

**RESOLVED**

That the progress made in relation to the programme be noted by the Committee.

57     PUBLIC PROTECTION AND COMMUNITIES SCRUTINY COMMITTEE  
WORK PROGRAMME

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

During consideration of the work programme document, the following was noted:

- The Scrutiny Officer would be contacting officers to determine whether there were any further items which could be considered at the meeting scheduled for 24 April 2018.
- It was queried whether the Committee could receive a report in relation to juvenile offenders, however, members were advised that youth offending was now under the remit of the Children and Young People Scrutiny Committee.
- It was suggested whether there should be a more substantive paper on domestic abuse, following comments in relation to the performance information. Officers agreed to look into this.

**RESOLVED**

That the Work Programme as set out at Appendix A of the report be noted subject to the points raised above.

The meeting closed at 11.20 am

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**Open Report on behalf of Nick Borrill, Chief Fire Officer**

Report to:	<b>Public Protection and Communities Scrutiny Committee</b>
Date:	<b>12 June 2018</b>
Subject:	<b>Fire and Rescue – Peer Challenge Action Plan</b>

**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 was developed to address those 'areas for consideration' identified in the report. The purpose of this report is to update members on the progress made against the action plan to date.

**Actions Required:**

The Public Protection and Communities Scrutiny Committee are invited to consider and comment on progress made against the action plan and recommend any changes or actions required.

## **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. An action plan was developed to address these areas and reflecting on the importance of some of the matters raised, tight timelines were assigned.

In drawing up the plan, common themes were merged condensing down to a manageable number of actions whilst being careful to ensure all points were captured. In doing this, to ensure context is not lost, all actions are cross referenced to the report. It may be beneficial to have a copy of the report handy when reviewing the action plan.

## **2. Conclusion**

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

The action plan, which can be found at Appendix B, comprises 25 actions and has been updated with progress to June 2018. While good progress has been achieved, those planned completion dates not met have a new agreed target entered beneath. Of the 25 actions, 12 are complete, work has commenced on a further 12 and action against 1 has yet to commence. We continue to work hard to complete all actions.

At the time the action plan was drafted, we were aware of the Home Office intent to introduce a formal inspection process, yet not anticipating being within the first tranche of inspections. We believe that undergoing Fire Peer Challenge has put us in a good place in terms of preparing for inspection. However, the additional burden of inspection preparation has limited available resources for implementing some of the actions in the plan, despite this, we continue to make steady progress.

## **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
Appendix B	Lincolnshire Fire and Rescue Fire Peer Challenge Action Plan (Progress Report - June 2018)

#### 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	<a href="https://www.local.gov.uk/sites/default/files/documents/access-new-operational-as-c7f.pdf">https://www.local.gov.uk/sites/default/files/documents/access-new-operational-as-c7f.pdf</a>

This report was written by John Cook, who can be contacted on 01522 555018 or [john.cook@lincoln.fire-uk.org](mailto:john.cook@lincoln.fire-uk.org).

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**NFCC**  
National Fire  
Chiefs Council



## **Lincolnshire Fire and Rescue Service Fire Peer Challenge**

### **Report**

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## 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 29<sup>th</sup> 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 FRs 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 FRSs 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.

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## **Annex – Feedback Presentation**

Contents of the feedback presentation delivered to Lincolnshire Fire and Rescue Service on Friday 29<sup>th</sup> 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

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No	Page Reference	Action	Responsible Officer	Completion date	Progress end May 18
1	4/7	Develop a vision and strategy for collaboration both regionally with other Fire and Rescue Service and locally with partners	BM Response and Corporate Support	April 18	<b>Complete.</b> Collaboration Strategy endorsed at May 2018 SMB meeting.
2	4/7/10	Discuss and identify possibilities for further engagement of the fire service as part of the health agenda with the Lincolnshire Sustainability Transformation Plan (STP).	AM Planning, Prevention and Protection	June 18	<b>Complete.</b> Lincolnshire Fire and Rescue (LFR) are now identified as a partner in the STP. The Clinical Commissioning Group delivery plan also now identifies LFR as a partner on the Neighbourhood Team Collaboration Agreement.
3	5/9	Conduct a review of appraisal processes to minimise the perceived differences between that used by Lincolnshire County Council for green book staff and that used by Lincolnshire Fire and Rescue for grey book staff	AM Corporate Support	June 18 (August 18)	<b>Not yet actioned.</b> Lincolnshire Fire and Rescue appraisal update delayed by requirement to complete work around Grey Book job descriptions.
4	5	Establish whether pay differentials pose a risk to Lincolnshire Fire and Rescue and effectively communicate why some roles attract a pay enhancement	AM Corporate Support	March 18 (July 18)	<b>Commenced.</b> Further to a number of management decisions, and in light of a proposed Service restructure, pay differentials are considered to pose little risk to the Service. Communication of the reasons that some roles attract an enhancement is still to be completed.
5	5/6/8	Establish a strategy to support engagement with Retained Duty System personnel and continuous improvement of the Retained Duty System	GM Organisational Development	July 18	<b>Commenced.</b> First draft of the engagement strategy which includes both employees and employers has been prepared. A paper has been submitted to

					Service Management Board recommending the formation of an 'On-Call' Support & Improvement Board. A key role of this board will be to oversee areas such as employee/employer engagement.
6	5/6/8	Effectively communicate what the Retained Duty System review has delivered so far	GM Organisational Development	Mar 18	<b>Complete.</b> A number of updates have been delivered throughout the course of the Retained Duty System review and more recently further updates in the weekly bulletin and fired up have elaborated and provided the current picture. The engagement strategy (mentioned against action 5) includes running three face to face workshops (one per division) to be facilitated later this year.
7	6	Effectively communicate to the workforce why firefighters wear an orange stripe on their helmet during the development phase	AM Response	February 18	<b>Complete.</b> Communicated through the Weekly Bulletin on 12 <sup>th</sup> March 18
8	6	Consider whether it is appropriate to allow recruit firefighters to ride a fire engine ahead of completing all recruit course modules	GM Organisational Development	March 18 (June 18)	<b>Commenced.</b> A draft proposal has been presented to ACFO Ruff, AM Yeates and AM Baxter. Positive feedback has been received resulting in some further work on the gap and training needs analysis (transition from old to new). This is planned to be completed at a meeting on 30 <sup>th</sup> April ahead of presentation for ratification by Service Management Board.
9	7	Establish a programme of engagement for	BM Planning, Prevention	April 18	<b>Commenced.</b> Initial discussion



		Lincolnshire Fire and Rescue Strategic Managers with Lincolnshire County Council (LCC) Directors, Assistant Directors and other Strategic managers in order to build relationships, develop a broader understanding of roles and contribute to setting and delivering wider LCC priorities	and Protection	(August 18)	held with Director of Finance and Public Protection, further work required. Delayed due to anticipated staff changes – revisit once structure settled.
10	7/8	Establish a programme of engagement for Lincolnshire Fire and Rescue strategic managers with Lincolnshire County Council democratic processes and raise awareness of democratic processes with middle managers	BM Planning, Prevention and Protection	February 18	<b>Complete.</b> Presentation regarding Lincolnshire County Council democratic processes produced and delivered. Engagement programme involving senior and middle managers attending scrutiny meetings established.
11	8	Support Service Delivery Board member development through observation at Service Management Board and other appropriate meetings and forums	BM Planning, Prevention and Protection	February 18	<b>Complete.</b> Service Delivery Board members encouraged to attend as observers at Service Management Board and other key meetings (discussed at Service Delivery Board)
12	9/10/13	Deliver effective reporting and data visualisation ensuring that the value of data is considered against the effort required to collect it and that it can be used effectively to manage performance and analyse trends or patterns	GM Integrated Risk	March 19	<b>Commenced.</b> A process of continual development has been put in place to ensure that data is processed in an effective and efficient way. Service Order 60 has been amended to reflect the 'data value chain' procedure. A new system (InPhase) is in the process of being implemented. This will significantly improve access to performance information and streamline future reporting.
13	9	Review the Service approach to project management, ensuring that project	Programme & Planning Manager	February 18	<b>Complete.</b> Project managers now being selected in

		managers are selected in accordance with the knowledge and skills of the manager and regardless of whether Grey or Green Book.			accordance with knowledge and skills regardless of whether Fire Staff or Fire Service Staff. Policy & procedure to be updated to reflect during planned Service Order review.
14	11	Engage key political stakeholders in activities relating to Service Planning	BM Planning, Prevention and Protection	March 18	<b>Complete.</b> Arrangements in place to invite Portfolio Holder and Support Councillor to engage in key planning activities and workshops.
15	11	Establish a programme of activities to allow Lincolnshire County Council executive members to develop a greater understanding of prevention, protection and community risk management work and how it complements council service delivery and impacts on fire response	AM Planning, Prevention and Protection	April 18 (July 18)	<b>Commenced.</b> A programme has been established promoting awareness of LFR activity at Public Protection and Communities Scrutiny Committee. Portfolio Holder and Support Officer are invited routinely to Service events. A further programme of activity is planned in support of promoting Service activity with all executive councillors.
16	11	Effectively communicate the importance of prevention and protection to all staff groups, raising awareness of the broad range of activities undertaken, how they contribute to community safety and how all staff should be engaging in campaigns	AM Planning, Prevention and Protection	March 18	<b>Complete.</b> A programme of awareness has been developed to demonstrate how all have a part to play in community safety campaigns. This has been piloted with divisional personnel and is now being delivered to all staff groups. Social media activity has also been increased and a campaigns calendar is now available at all stations.
17	9/10	Review prevention and protection activities and their effectiveness in meeting	AM Planning, Prevention and Protection	April 18	<b>Complete.</b> Alignment of our activities is now being assessed

		Lincolnshire Fire and Rescue and partner community safety objectives			against partner's objectives. Starting with the Lincolnshire Road Safety Partnership where our activities are now aligned from Lincolnshire Road Safety Partnership Board level down to delivery of service. This approach is being applied to all key partnerships. Activities are also now subject to full evaluation.
18	10	Review the consequential impact of using operational crews to deliver prevention and protection activities	GM Prevention and Protection	April 18 (July 18)	<b>Commenced.</b> Further to a review, it was recognised that some newly trained, inexperienced personnel were adding a burden to fire protection officers workload. This could be seen as positive, as inexperienced personnel are seeking support rather than risking the delivery of poor outcomes. There are a number of proposals to address this burden, including, additional training and a departmental restructure.
19	13	Revisit the motivators for retention and satisfaction of Retained Duty System personnel and identify possible alternatives to increasing activity	GM Organisational Development	April 18 (June 18)	<b>Commenced.</b> The current feeling of Retained Duty System personnel is being explored further at divisional workshops. An 'On Call' Support and Improvement Board is also being established to address Retained Duty System issues as an ongoing process.
20	13	Review the consequential impact of reducing Watch Commander Support posts in the divisional structure and establish	AM Response	April 18 (June 18)	<b>Commenced.</b> Initial information gathering from Watch Commander Support personnel

		whether this has affected Retained Duty System firefighter competency			complete. Currently reviewing / analysing feedback to put into summary report. Expected completion June 18.
21	13	Review the knowledge of operational risk held by Retained Duty System personnel and introduce a programme to resolve any gaps identified	GM Integrated Risk	April 18 (August 18)	<b>Commenced.</b> This has been incorporated into a wider review of Operational Risk Information alongside the Mobile Data Terminal review group and National Operational Guidance Programme.
22	13	Review the consistency of operational risk data collected across staff groups and the completeness of risk identification	GM Integrated Risk	April 18	<b>Complete.</b> The Premises Type Risk Register has recently been aligned with Experian to provide a robust and risk-led approach to risk identification. This was introduced in April 2018 and will be monitored throughout the next year.
23	14	Review effectiveness of lone working arrangements and ensure that appropriate systems are in place	Health and Safety Advisor	March 18	<b>Complete.</b> Further to a review the health and safety team established that some lone workers had not been identified. A risk assessment pro-forma has now been developed and will be discussed at May Service Delivery Board ahead of being completed for all lone working staff groups with appropriate controls being applied. Service Management Board have also agreed to endorse Lone Working as subject of a future themed audit.
24	11	Identify options for how Organisational Development could assist with expansion of	GM Organisational Development	April 18 (August 18)	<b>Commenced.</b> The new Learning Management System is now used

		prevention and protection knowledge across the Service			to provide e-learning modules for Level 1 and Level 2 response personnel (fire crews) as part of the Maintenance of Competence programme and for personal study. A further community fire safety module has also been produced to cover post-fire Home Safety Checks. Further community fire safety and fire protection training opportunities are to be agreed and progressed in due course.
25	8	Evaluate and review effectiveness of internal communications arrangements	Knowledge and Information Manager	March 18 (June 18)	<b>Commenced.</b> A new E-newsletter is to be launched, followed by a staff survey on all internal communications. A report will be compiled by end June 18.

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**Open Report on behalf of Nick Borrill, Chief Fire Officer**

Report to:	<b>Public Protection and Communities Scrutiny Committee</b>
Date:	<b>12 June 2018</b>
Subject:	<b>Fire and Rescue – Wellbeing and Inclusion</b>

**Summary:**

The importance that Lincolnshire Fire and Rescue places on staff wellbeing has long been recognised and can be clearly linked to a positive Service culture and improved community outcomes. Over the last 12 months there has been increased national interest within the sector on the wellbeing and inclusivity of staff. This has resulted in a number of initiatives to help improve staff wellbeing including promotion of the MIND Blue Light programme<sup>1</sup> and the development of the NJC Inclusive Fire Service Group (IFSG) work<sup>2</sup>.

Acknowledging that Lincolnshire Fire and Rescue already has a number of mechanisms in place to support our staff, it is important we maintain a coherent approach to delivering these initiatives to improve wellbeing and inclusion within the workforce.

Our vision for wellbeing and inclusion is '*a healthy, happy and resilient workforce*'. Our recently agreed Wellbeing and Inclusion Framework, which forms part of our People Strategy, sets out roles and responsibilities and provides a clear structure to support achievement of that vision. The aim of this paper is to highlight the key elements of the Framework.

**Actions Required:**

Members of the Public Protection and Communities Scrutiny Committee are invited to consider and comment on the contents of the submission and highlight any points for further consideration.

## **1. Introduction**

In 2016, the Home Office outlined an ambitious programme of reform for the fire and rescue sector with workforce reform being a key part of that programme. The recently published Fire and Rescue Services National Framework Document<sup>3</sup> places a duty on all Fire and Rescue Services to have in place a People Strategy.

<sup>1</sup> MIND is a mental health charity offering information and advice to people with mental health problems. It also works to raise public awareness and understanding of issues relating to mental health.

<sup>2</sup> A comprehensive piece of work engaging with fire and rescue services and their employees to consider equality, diversity, cultural and behavioural issues with the purpose of developing improvement strategies which could be supported across the board and used at local level to deliver improvement.

<sup>3</sup> <https://www.gov.uk/government/publications/fire-and-rescue-national-framework-for-england--2>

It requires the strategy to address key priorities including:

- Improving the diversity of the workforce
- Ensuring that it represents the community it serves
- Equality
- Cultural values and behaviours
- Health, wellbeing and support

Within Lincolnshire Fire and Rescue these priorities are being addressed under our Wellbeing and Inclusion Framework which forms part of our People Strategy.

## **2. Wellbeing and Inclusion Framework**

### **2.1 Aim**

Our aim is to create a supportive and inclusive environment promoting and encouraging the '*health, happiness and resilience*' of our staff. We will do this by:

- Creating an accessible toolkit which unifies the policies, resources and advice which exists to support the wellbeing of staff
- Raising awareness of Equality, Diversity and Inclusion issues and initiatives
- Raising awareness that we all have a responsibility for improving our health and wellbeing
- Equipping managers with the necessary knowledge and skills to support improvements in workforce health and wellbeing
- Adopting an inclusive approach to developing wellbeing related activities, seeking ideas and commitment from all staff
- Overcoming barriers to inclusivity and wellbeing, including breaking down cultural barriers that prevent people accessing support or services
- Seeking feedback from our workforce to inform and shape future strategy, policies and procedures
- Linking in to regional, national and local collaborative wellbeing activities and resources and sharing best practice
- Regularly reviewing our strategy, policies and procedures to ensure they remain relevant and conducive to a wellbeing culture





## 2.2 Key Pillars

Our Wellbeing and Inclusion Framework comprises a number of key pillars including:

- Culture
- Equality, Diversity and Inclusion
- Family and Social
- Mental Health
- Fitness, Health and Nutrition
- Occupational Health and Rehabilitation

Taking into account the views of our staff<sup>4</sup>, we have established a Wellbeing and Inclusion action plan around these pillars to support delivery of our vision. Our broad approach, supporting both short and long term improvement, includes:

- Delivering against the Lincolnshire Fire and Rescue Wellbeing and Inclusion action plan (including our IFSG Improvement Plan)
- Implementing the Blue Light Workplace Wellbeing Charter Framework<sup>5</sup>
- Developing a network of Wellbeing and Inclusion champions across the Service

<sup>4</sup> Initially from the 2017 staff cultural survey and E&D focus groups involving representatives from across the Service.

<sup>5</sup> The Blue Light Workplace Wellbeing Charter Framework has been developed to support the health and wellbeing of police officers and is supported with resources at [www.oscarkilo.org.uk](http://www.oscarkilo.org.uk)

- Promoting wellbeing activities and resources available to staff
- Seeking feedback through online surveys and focus groups
- Engagement with staff to resolve issues
- Delivering a programme of events throughout the year
- An annual wellbeing communication strategy
- Including wellbeing and inclusion into our management development programme
- Building links with partners, utilising their expertise and best practice wherever possible

### 2.3 Delivery of the Framework

To ensure effective implementation of our Framework we have identified the following roles and responsibilities:

- *Wellbeing and Inclusion Board* - The Board will oversee the development, implementation, monitoring and evaluation of the Wellbeing and Inclusion framework. Demonstrating leadership from the highest level, it is chaired by the Chief Fire Officer and consists of representatives from all groups across the Service.
- *Managers* - Managers at all levels will ensure that policies and work programmes are effectively implemented and monitored and that staff are kept informed of any services provided.
- *Wellbeing and Inclusion Champions* - We have recruited champions for each of the 6 key pillars of the Framework. Our champions will help develop and deliver specific actions within those areas.
- *All Staff* - It is important that all staff are engaged in improving their feeling of wellbeing. All staff are encouraged to help shape the ongoing development and implementation of our Framework.
- *Representative Bodies* - Being members of the Wellbeing and Inclusion Board, we recognise the part that representative bodies can play in cascading information to staff throughout the organisation and feeding back any concerns.

### 2.4 Supporting Structures and Processes

We have put a number of structures in place which seek to deliver our commitment to maintaining and developing the health, wellbeing and inclusion of our staff. The following are key to success:

- Supportive leadership and management at all levels, fully committed to delivery of the framework
- An open and inclusive culture where everyone feels welcome, comfortable, engaged and involved
- Encouraging our staff to identify their own specific needs and develop suitable plans to address them
- Provision of a comprehensive coordinated range of policies, programmes and services focusing on health promotion, protection and prevention

- Creating workplace environments that are safe, healthy and pleasant, supporting staff to enjoy their work and deliver a strong performance.

## 2.5 Measuring our Success

We want to see the feeling of wellbeing and inclusion within our workforce improve and whilst recognising that this can be difficult to quantify, we will use the following to measure our success:

- Future staff surveys
- Number of staff visiting our wellbeing intranet pages
- Attendance at wellbeing activities
- Improvements in fitness assessment results
- Absence levels, reasons and trends
- Use of employee support initiatives
- The Bluelight Wellbeing Framework self-assessment
- Progress against the Inclusive Fire Service Group improvement strategies and national benchmarking exercises

## 3. **Wellbeing Champions**

Wellbeing champions have been appointed to represent the 6 key pillars of the Framework, their role being the 'voice of the Service'. They will also bring innovative suggestions to address identified issues and champion their subject area throughout the workforce. Champions will coordinate groups of volunteers, gathering information, leading on initiatives and delivering activities aimed at improving staff wellbeing. An example might be the Health and Fitness Champion arranging a '10,000 steps per day' challenge across departments, promoting and administering the event with peer support, collating results and providing an evaluation to the board on the impact of the initiative.

## 4. **The Project Team**

The project is being managed by existing staff from our Health and Safety and People Support areas. They will provide the link between Service policy and guidance and the initiatives or activities delivered by our Champions. Progress will be reported monthly to our Service Delivery Board<sup>6</sup>.

## 5. **Our Action Plan**

We have established an action plan and progress will be reviewed against it by our Wellbeing and Inclusion board. The plan comprises actions set by the board or project team, recommendations from the Equality and Diversity Audit and themes from the Staff Cultural Survey. The plan provides structure and supports prioritisation of activities in line with our strategy.

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<sup>6</sup> A key group of middle managers responsible for implementing Service plans, policy and procedures across all areas of the Service including effective communication.

## 6. Toolkit

Information will only be of use to people if readily available to those who need it at the time when it is required. A key piece of work for the project team is to create a toolkit where all relevant information is presented at the touch of a button in one accessible place. We are working to deliver this through a dashboard linking policy and guidance with initiatives for the 6 key areas. Our vision for how this could be presented is at Appendix 1.

## 7. Conclusion

Lincolnshire Fire and Rescue's vision for the wellbeing and inclusion of its people is '*a healthy, happy and resilient workforce*'. The Framework described in this paper is designed to support delivery of that vision. It is an integral part of the Service's People Strategy.

## 8. Consultation

### a) Policy Proofing Actions Required

n/a

## 9. Appendices

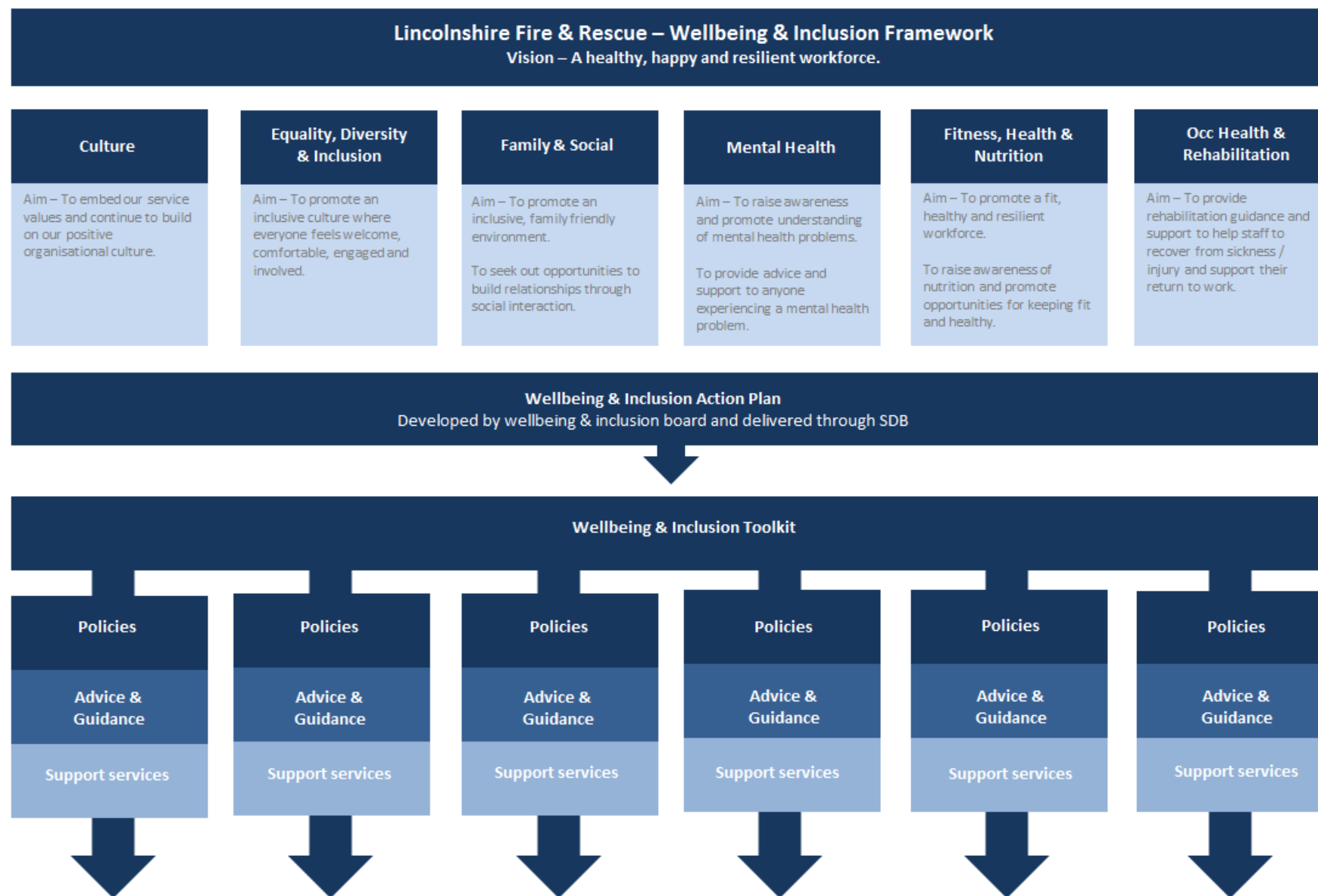
These are listed below and attached at the back of the report	
Appendix A	LFR Wellbeing and Inclusion Framework

## 10. 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
Fire and Rescue National Framework for England	<a href="https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/705060/National_Framework_-_final_for_web.pdf">https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/705060/National_Framework_-_final_for_web.pdf</a>

This report was written by Simon York, who can be contacted on 01522 555012 or [simon.york@lincoln.fire-uk.org](mailto:simon.york@lincoln.fire-uk.org).



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

Report to:	<b>Public Protection and Communities Scrutiny Committee</b>
Date:	<b>12 June 2018</b>
Subject:	<b>Engagement and Consultation Activity Review 2017/18</b>

**Summary:**

The Community Engagement Team provides support and advice to officers across service areas and to elected members on the planning and delivery of engagement (including consultation) activities. The support and advice provided is designed to help services ensure that engagement activities are of a high standard, avoid duplication and contribute to improving community confidence in the Council. This report is informed by a review of council-wide consultation and engagement activity where the Community Engagement Team provided advice and support, including a summary of service evaluations. The report provides a background which includes the definition of engagement; the legislation and guidance behind it, why we do it and how the information obtained is used to improve or help to change services. The supporting presentation includes a summary of the number and type of engagement activities supported in 2017/18, along with examples.

**Actions Required:**

Members of the Public Protection and Communities Scrutiny Committee are invited to consider and comment on the report, including the Engagement and Consultation Activity Review 2017-18 attached at Appendix A.

## **1. Background**

The phrase “engagement” is often misunderstood and should not be confused with “consultation”. It can be used as an umbrella term to cover the varied range of public involvement, including consultation, but it also has a more precise meaning, referring to actions and processes which take place to establish an effective relationship with individuals, communities and partners. Engagement is aimed at improving services through gaining insight and gathering customer feedback. The Council’s new Engagement Strategy states:

*“When delivered well, engagement demonstrates our commitment to making the whole experience of dealing with us as easy as possible and can help to build relationships. It is important to offer different ways of keeping in touch with each other. You can engage in a number of ways, including contact with the Customer*

*Service Centre, filling in an online form, submitting a petition, responding to a survey we've sent about developing services or talking something through with your local councillor."*

The Council's Engagement Policy provides the following definitions:

- **Engagement** is a concept that captures a range of methods of information sharing and dialogue with communities and service users. Consultation and other engagement activities sit within this broader engagement spectrum
- **Consultation** is a more formal method within this spectrum, by which we ask people's views on a particular subject or proposal to directly inform a specific decision. It is usually time limited and is subject to law and guidance.

Engagement can be open-ended or time limited, whereas consultation, as a form of engagement activity, has a defined start and end date. Consultation gives people an opportunity to express their opinion and to offer alternatives; these can then be assessed and considered against expert opinion and evidence as part of the decision making process. Pre-consultation engagement can also be important; this is not part of the consultation itself but a period when certain groups may be approached for their views on how the consultation should be conducted, especially where seldom heard groups or people within protected characteristics may be involved.

The Community Engagement Team's experience in supporting services demonstrates that things can change as activities evolve and develop – what may start looking like engagement can, after broader discussions, move to consultation. That being said, it is important to be clear at an early stage whether what is planned is engagement or consultation because language matters; if the Council says it is consulting then it will be expected to meet all the requirements of a public consultation or its decision will be susceptible to challenge. Therefore the term 'consultation' must only be used by the Council to mean a formal consultation governed by legal requirements.

## **Legislation & Guidance**

Engagement is not governed by legal requirements. However, as referred to above, formal consultation is regulated by law and may give rise to legal challenge if not done correctly; therefore consultation must be carried out in accordance with the principles laid down by the courts, such as:

- Gunning principles - established in case law judgements that set out the legal expectations of an appropriate consultation (used to successfully challenge a number of local authority consultations on 'process' issues).
- Brown Principles - set out what public authorities need to do to ensure 'due regard' to the aims set out in the Public Sector Equality Duty.

Where a consultation is carried out it must be done properly in accordance with these principles which, in summary, specify:



- The consultation must take place at a formative stage;
- Consultees must be given sufficient information on which to respond;
- Consultees must be given sufficient opportunity including awareness and time to respond; and
- The results of the consultation must be accurately reported to and conscientiously taken into account by the decision-maker.

There may be specific situations or services where there is a *statutory* duty to consult. However, in many cases it will not be possible to say definitely whether a legal obligation to consult exists. Because the law of consultation is based on the principle of fairness and legitimate expectation<sup>1</sup> the question of legal obligation will often be a risk assessed judgment.

National Government's Best Value Statutory Guidance sets out clear expectations on how local authorities should work with voluntary & community groups and small businesses when facing difficult funding decisions. Local authorities should consider overall value (including economic, environmental and social), when reviewing service provision and should broadly engage as early as possible before making a decision on - the future of the service; any knock-on effect on assets used to provide this service; and the wider impact on the local community.

### **Why we do it and how we use it**

While the Council continues to operate within budget pressures, partnership working, collaboration, co-production and community empowerment and engagement become crucial elements to effective commissioning and delivery of the council's strategy. Choosing the most appropriate approach in community engagement gives the Council an opportunity to provide balanced and objective information (Inform); learn from communities and partners and understand them better (Consult); manage change and build positive relationships (Involve); address concerns and develop solutions that benefit all (Collaborate); and enable communities to do it for themselves (Empower).

Effective community engagement, through the appropriate approach (as identified above), has real benefits for both the Council and the community. Inviting contributions in such a way that enables the sharing of skills, experiences, knowledge and identification of new ideas/solutions, brings different perspectives into policy and service design.

It also enables us to gain useful customer insight, helping us to understand our communities and assess local needs and expectations in shaping service delivery. Understanding our communities' preferences and aspirations enables services to be targeted more closely to needs (whilst managing expectations) and provides opportunities to make the services more efficient.

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<sup>1</sup> Legitimate expectations are frequently divided into two categories:

- Procedural expectations - arise where the expectation is to be notified and heard or consulted before a decision is taken.
- Substantive expectations - arise when the expectation is that the public body will act in accordance with its policy on a matter of substance.

Providing information to communities helps them to be better informed on how local services are delivered and the difficult decisions that have to be made. This, in turn, reduces complaints, improves satisfaction and builds trust and understanding raising a positive profile of the Council.

Feedback is an important aspect of any engagement activity. Explaining how responses have been used in shaping services gives people a better understanding of rationale behind decisions made. Using 'You said, we did' to show how feedback has influenced the decision making process can improve understanding and the credibility of decisions taken, since people can see how views have been taken into account.

### **How it helps the council**

In summary of the points made above, effective engagement contributes towards:

- Informed decision making
- Efficiency savings (VFM)
- Improvement in service delivery
- Evidence-based priorities
- Effective commissioning
- Customer insight
- Increased trust in the Council
- Improved image and reputation of the Council
- Reduced risk of challenge
- Better change management
- Social Value
- Strong sense of place

### **Overview of Engagement and Consultation Activity**

The Community Engagement Team has been involved in the support of a wide range of engagement and consultation activities undertaken by the LCC staff across all director areas and maintains a register of these activities. The Engagement and Consultation Activity Review 2017-18 attached at Appendix A provides a summary of the data gathered through the register.

The presentation supporting this report provides a summary of the activities supported.

To assess the service provided by the Community Engagement Team and to enable continuous improvement, a simple two page Evaluation Form is sent to the Service Area leads once support has concluded. Due to its brevity we have an excellent response rate of 76%. All respondents stated they would recommend CET to a colleague, rating their overall experience of the service received from CET as either very good (73%) or good (27%).

## **2. Conclusion**

The Community Engagement Team offers a wide range of experience and expertise on engagement to help officers to understand the approach that best suits a service area's needs. The Team is able to offer objective advice and support, with the Service Area (or Councillor) having the expertise on the Service and/or locality. By following a Quality Assurance Process the team helps ensure that engagement and consultation activities accord with legislation and best practice.

The team will be taking forward the business management approach of the Council's Audit Service – meeting senior managers across the Council's services in January to explore their requirements for the financial year ahead; enabling prioritisation and effective resource management. Through cross team collaboration, sharing best practice and taking on board lessons learned, the knowledge and practice of community engagement and consultation continuously improves. Responses received in Evaluation Forms suggest that services value the support in achieving engagement objectives and through development of the register, the Council will be able to assess the benefit of engagement on an annual basis.

As a Council we want to make sure residents and communities are able to contribute to decision making processes and to service improvements that shape the county in which we live and work. Providing robust advice and guidance on engagement and consultation ensures that activities are delivered well enabling meaningful involvement and contribution to that process.

## **3. Consultation**

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

No

### **b) Risks and Impact Analysis**

N/A

## **4. Appendices**

These are listed below and attached at the back of the report	
Appendix A	Engagement and Consultation Activity Review 2017/18
Appendix B	Engagement and Consultation Activity Review Presentation

## 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
Engagement Strategy 2018-2023	<a href="https://www.lincolnshire.gov.uk/local-democracy/finding-your-views/community-engagement-and-insight/51838.article">https://www.lincolnshire.gov.uk/local-democracy/finding-your-views/community-engagement-and-insight/51838.article</a>
Community Engagement Policy	<a href="https://www.lincolnshire.gov.uk/local-democracy/finding-your-views/community-engagement-and-insight/51838.article">https://www.lincolnshire.gov.uk/local-democracy/finding-your-views/community-engagement-and-insight/51838.article</a>

This report was written by Kate Sobstyl, who can be contacted on 01522 552228 or [kate.sobstyl@lincolnshire.gov.uk](mailto:kate.sobstyl@lincolnshire.gov.uk).

# **Appendix A – Engagement and Consultation Activity Review FY2017/18**

## **1. Introduction**

Engagement with the public, which may include consultation, enables the Council to fulfil its general duty of offering best value, achieving the right balance between cost, efficiency and effectiveness. Robust engagement activity ensures we meet our organisational commitment to consider the views of citizens who use our services.

This report provides an evaluation of the Community Engagement Team (CET) consultation and engagement activities for the FY2017/18. It contains an overview of the support and advice provided by the team to a range of engagement and consultation activities undertaken by Lincolnshire County Council (LCC) director areas, and includes an evaluation of the support hours and the effectiveness of the service provided to colleagues.

## **2. Methodology**

The Community Engagement Team maintains a register of the activities they support. In 2017, the register was further developed (including identifying the number of hours spent on activities). This has improved the functionality, quality and coherence of data recorded and enabled the team to use the information more effectively. The data presented below was gathered through the register.

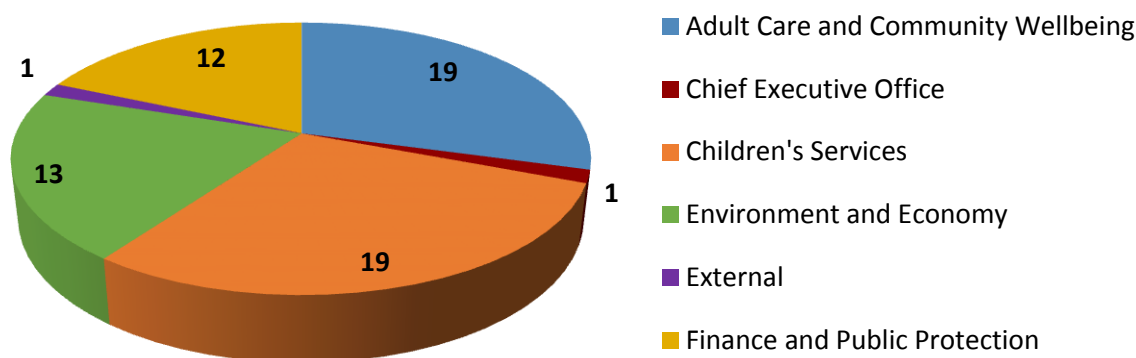
## **3. Findings – Engagement Activities in the FY2017/18**

The Community Engagement Team has been involved in the support of a wide range of engagement and consultation activities undertaken by the LCC staff across all director areas, totalling 738 hours of direct support provided in the FY2017/18. This only reflects work formally requested through [engagement@lincolnshire.gov.uk](mailto:engagement@lincolnshire.gov.uk).

In FY2017/18 the team has been involved in 65 engagement activities; 44 of which have concluded, 7 have been withdrawn and 14 remain open as work on them continues through to next year.

The following charts summarise the engagement activities supported in 2017/18 split by the director area and the activity type.

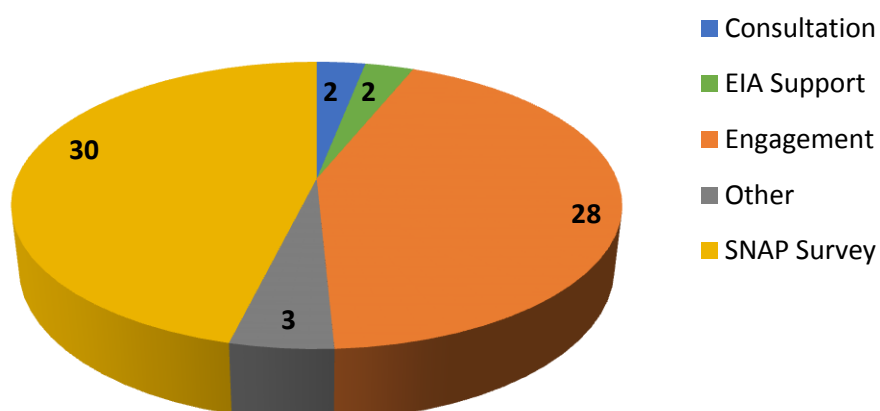
### Number Of Activities by Area



Director Area	No Of Activities	Percentage	Support Hours
Adult Care and Community Wellbeing	19	29%	194
Chief Executive Office	1	2%	5
Children's Services	19	29%	224
Environment and Economy	13	20%	176
External*	1	2%	15
Finance and Public Protection	12	18%	124
<b>Grand Total</b>	<b>65</b>	<b>100%</b>	<b>738</b>

\*The External area refers to supporting Police and Crime Commissioner's engagement with the victims of crime.

### Number Of Activities by Type



Activity Type	No Of Activities	Percentage	Support Hours
Consultation	2	3%	125
EIA Support only	2	3%	7
Engagement	28	43%	455
Other*	3	5%	40
SNAP Survey only	30	46%	112
<b>Grand Total</b>	<b>65</b>	<b>100%</b>	<b>738</b>

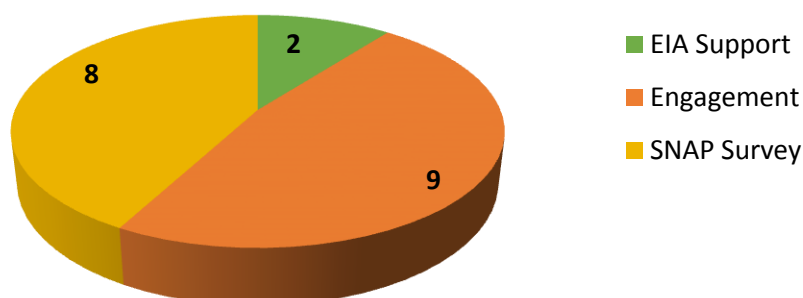
\* The other type refers to development of the contract monitoring element, for the Children's Services Strategic Commissioning Service around the framework for the participation of children and young people in Lincolnshire; support around the LCC Emergency Planning response to Grenfell presented to the Greater Lincs and Chief Executive; and providing local contacts for hard to reach groups within the community.

It should be noted that EIA Support figures relate to instances when **only** an EIA support element was required. Equality Impact Analyses are usually undertaken as a part of Engagement activity, therefore the number is not a reflection of the total number of EIAs undertaken in that year.

Similarly, SNAP Survey figures relate to instances when **only** support with development of the survey was required, and therefore provide a broad indication of the number of SNAP Surveys supported through the year and not a complete number. Questionnaires and surveys are often used as a part of wider Engagement activity alongside other methods.

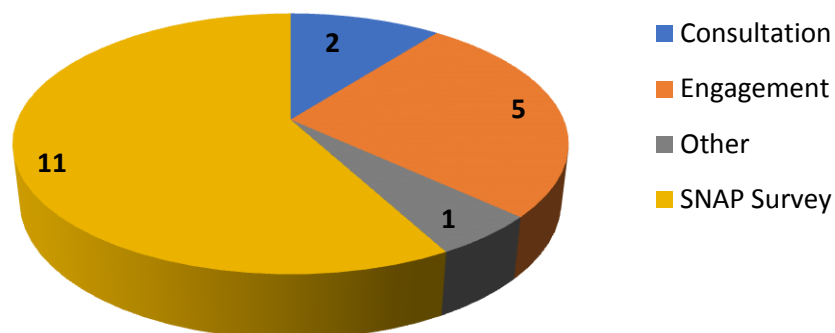
For each director area the activities supported were as follows:

### Adult Care and Community Wellbeing



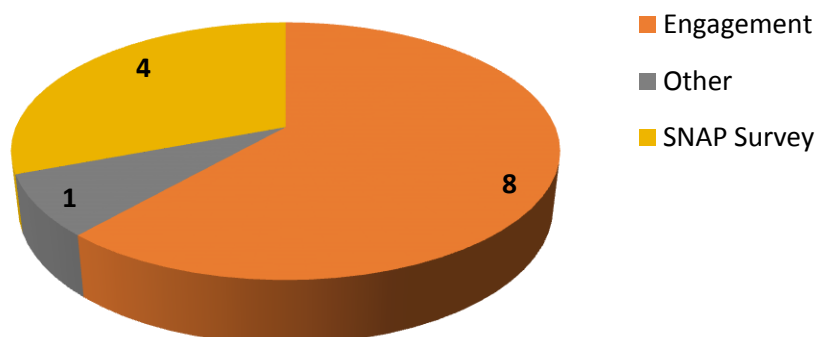
Activity Type	No Of Activities	Percentage	Support Hours
EIA Support only	2	11%	7
Engagement	9	47%	165
SNAP Survey only	8	42%	23
<b>Grand Total</b>	<b>19</b>	<b>100%</b>	<b>194</b>

## Children's Services



Activity Type	No Of Activities	Percentage	Support Hours
Consultation	2	11%	125
Engagement	5	26%	42
Other (as explained on page 3)	1	5%	12
SNAP Survey only	11	58%	46
<b>Grand Total</b>	<b>19</b>	<b>100%</b>	<b>224</b>

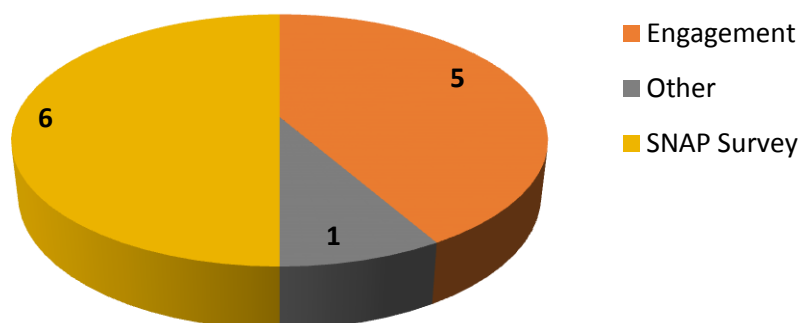
## Environment and Economy



Activity Type	No Of Activities	Percentage	Support Hours
Engagement	8	62%	163
Other (as explained on page 3)	1	8%	1
SNAP Survey only	4	31%	12
<b>Grand Total</b>	<b>13</b>	<b>100%</b>	<b>176</b>



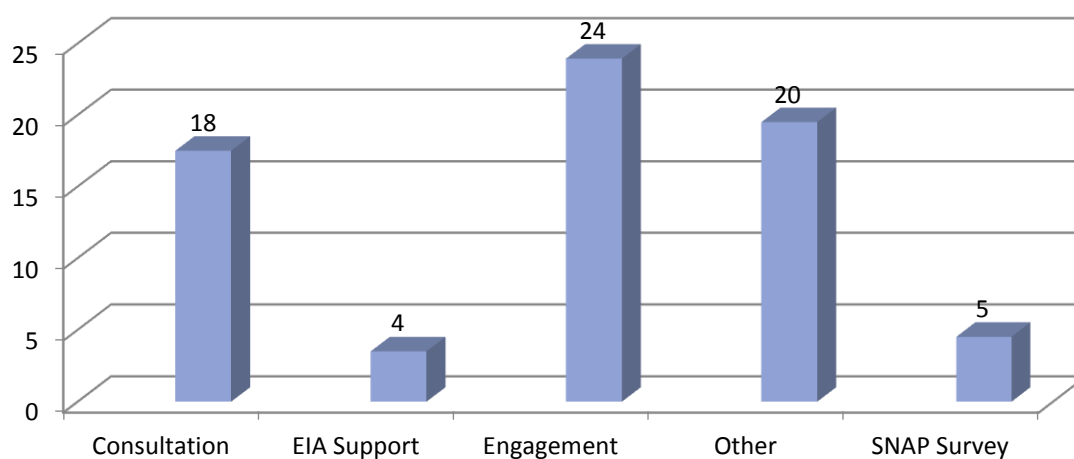
## Finance and Public Protection



Activity Type	No Of Activities	Percentage	Support Hours
Engagement	5	42%	71
Other ( <i>as explained on page 3</i> )	1	8%	27
SNAP Survey only	6	50%	27
<b>Grand Total</b>	<b>12</b>	<b>100%</b>	<b>124</b>

Out of 44 activities **that have concluded** in the FY2017/18, the average support hour's breakdown per different type of engagement activity was as follows:

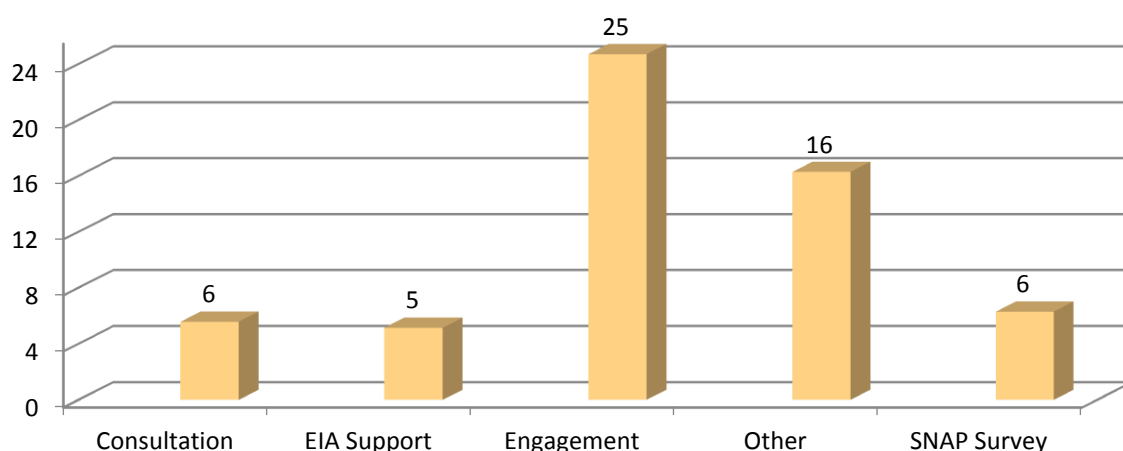
### Average Support Hours by Activity Type



Activity Type	No Of Activities	Average Support Hours
Consultation	1	18
EIA Support only	2	4
Engagement	16	24
Other ( <i>as explained on page 3</i> )	2	20
SNAP Survey only	23	5

Out of 44 activities that have concluded in the FY2017/18, the average duration of team's support as per different type of engagement activity was as follows:

### Average Activity Duration in weeks by Activity Type



Activity Type	No Of Activities	Average Activity Duration (in weeks)
Consultation	1	6
EIA Support only	2	5
Engagement	16	25
Other ( <i>as explained on page 3</i> )	2	16
SNAP Survey only	23	6

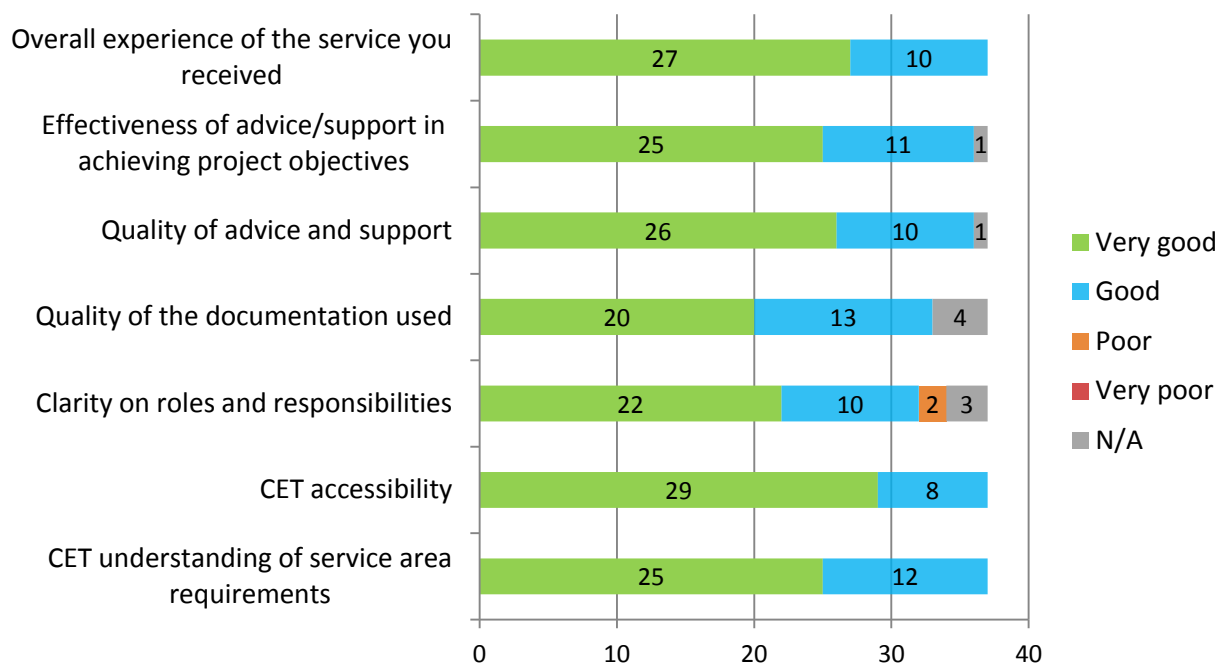
It should be noted that 18 hrs of support for a Consultation are actual support hours for this particular consultation (as Hearing Impairment ERP units was the only consultation exercise advised on during this period) and does not fully reflect the average hours of support for consultation activity (normally consultation requires a higher number of support hours).

It is also worth noting that even within one engagement spectrum/activity type, the level of complexity and therefore the support time required as well as the duration of the support may vary significantly.

## 4. Feedback

At the end of each piece of work an evaluation form was sent to the service lead in order to assess the quality of advice, support and guidance provided.

Service leads were asked to rate certain elements of CET service on a four-point scale from very good to very poor.



The majority of people learned about the Community Engagement Team and the services offered through recommendation from a colleague (65%). Alternative ways of hearing about the team included awareness sessions/team briefings (14%), internal Communications (5%) or using the team offer before (5%) and other ways, such as through a corporate SNAP Survey process or a partnership working with the team (11%).

When asked whether the service lead would recommend CET to a colleague 100% of respondents have answered 'Yes'.

There were a wide range of positive comments recorded on the evaluation form regarding the value of the advice and support received from the CET; some of which are:

*"The team are incredibly helpful, professional, quick, kind and patient. They provide really valuable advice and guidance. They ensured the questions were not biased, the form was easy for the public to complete, and the feedback we received was valid and so could be used to help inform future decisions."*

*"CET provided excellent advice and guidance that will assist the service to engage with community groups and stakeholders over a project that is likely to have immense public interest."*

*"Great accessibility, knowledgeable and professional - great team to work with - a credit to the team and to LCC."*

*"Professional, friendly, expert advice and support. A determination to ensure that the services provided best met the needs stated. User focussed, high quality and helpful at all times."*

*"Very quick, clear, concise and helpful advice. Good understanding of the situation and realistic, appropriate support provided."*

*"An overwhelming thank you to you both and the rest of the team who helped too. Having access to you, your professional expertise and your local knowledge, really did make a positive difference to the work we undertook."*

*"CET are really helpful, offer really good advice and support and have lots of great contacts."*

*"Involve the CE team at the earliest possible opportunity to ensure that the engagement or consultation process is planned to ensure it is inclusive and robust."*

*"Early engagement very valuable. Contact CET as early as possible in approaching any task on community engagement or consultation - easier to gain their input at planning stages and get it right first time!"*

*"Professional, helpful, expert advice and support delivered in a timely manner. I really felt we were working in partnership and the local knowledge and contacts was priceless."*

To enable learning from past experiences and for the purpose of making future improvements the evaluation form also gathers feedback on how the team can improve their service. Feedback received in 2017/18 helped identify improvements and facilitate internal planning and development. For example, the comments below led to the review of the corporate SNAP process, redesign of related documentation and the relaunch including county wide communications being issued.

*"I wasn't aware that there was an available survey service within the council. It was only when the survey monkey experience I was using shown its limitations that I enquired whether the council had a full survey solution that I could use."*

*"I found the different stages of the process and the different teams involved quite confusing (SNAP process). Better clarity of the different departments and their role would benefit future users."*

*"Overall the service I received was excellent. The only thing I think that would improve the overall process would be to make the forms shorter and easier."*

An effective dissemination strategy helps to ensure that the evaluation process remains open and transparent, and findings are being used in planning, quality reviews and decision making to ensure that the team and the organisation benefit from the work.

Prepared by Kate Sobstyl, Programme Officer Community Engagement; 03/05/2018

Director Area	Engagement Title	Activity Type	Total Hrs	Total Weeks	Support Start	Support End	Status
Adult Care and Community Wellbeing	Stop Smoking Service	EIA Support	5	5	14/11/2017	20/12/2017	Complete
Adult Care and Community Wellbeing	NHS Health Check EIA	EIA Support	2	5	12/02/2018	20/03/2018	Complete
Adult Care and Community Wellbeing	Carers Engagement Programme	Engagement	30	50	08/06/2016	23/05/2017	Complete
Adult Care and Community Wellbeing	Joint Health & Wellbeing review	Engagement	67	77	31/03/2016	20/09/2017	Complete
Adult Care and Community Wellbeing	Domestic Abuse Victims	Engagement	0	16	08/03/2017	26/06/2017	Withdrawn
Adult Care and Community Wellbeing	Telecare Funding Changes	Engagement	42		04/04/2017		Live
Adult Care and Community Wellbeing	Personalised Breaks	Engagement	21	20	31/05/2017	20/10/2017	Complete
Adult Care and Community Wellbeing	Pharmaceutical Needs Assessment	Engagement	12	36	21/07/2017	31/03/2018	Complete
Adult Care and Community Wellbeing	Health Checks	Engagement	10	8	20/09/2017	13/11/2017	Complete
Adult Care and Community Wellbeing	Day Services Modernisation EIA	Engagement	3	5	13/09/2017	20/10/2017	Complete
Adult Care and Community Wellbeing	Joint Dementia Strategy 2014-17	Engagement	12		05/10/2017		Live
Adult Care and Community Wellbeing	Homecare Survey	SNAP Survey	1	39	14/03/2017	14/12/2017	Complete
Adult Care and Community Wellbeing	Stop Smoking service	SNAP Survey	2	0	13/07/2017	14/07/2017	Complete
Adult Care and Community Wellbeing	Home Safety Guide Feedback	SNAP Survey	3	3	07/09/2017	27/09/2017	Complete
Adult Care and Community Wellbeing	Mental Health Crisis Services	SNAP Survey	5	9	29/09/2017	01/12/2017	Complete
Adult Care and Community Wellbeing	Care providers MPS refresh	SNAP Survey	4	5	25/10/2017	01/12/2017	Complete
Adult Care and Community Wellbeing	Adult Care Practitioners Survey	SNAP Survey	3	1	30/01/2018	07/02/2018	Complete
Adult Care and Community Wellbeing	Harm Free Care Survey	SNAP Survey	4		30/01/2018		Live
Adult Care and Community Wellbeing	JHWS Survey 2018	SNAP Survey	3		19/03/2018		Live
Chief Executive Office	SLG Event Evaluation	SNAP Survey	5	1	19/03/2018	23/03/2018	Complete
Children's Services	Hearing Impairment ERP units	Consultation	18	6	04/09/2017	13/10/2017	Complete
Children's Services	SEND Consultation	Consultation	107		08/11/2017		Live
Children's Services	Partners in Practice Programme	Engagement	7		18/04/2017		Withdrawn
Children's Services	Carholme Child Play Area	Engagement	6	22	03/06/2017	02/11/2017	Complete
Children's Services	Sufficiency Strategy Engage	Engagement	4	0	18/10/2017	19/10/2017	Complete
Children's Services	Child Protection Research	Engagement	7		06/12/2017		Live
Children's Services	RSE Programme	Engagement	19	61	17/01/2017	20/03/2018	Complete
Children's Services	CYP engagement in JET VOC	Other	12	19	22/06/2017	30/10/2017	Complete
Children's Services	Social Work Healthcare Survey	SNAP Survey	0	0	11/04/2017	12/04/2017	Withdrawn
Children's Services	Social Work Health Check	SNAP Survey	4		27/07/2017		Complete
Children's Services	School Food Services Survey	SNAP Survey	5	5	22/08/2017	25/09/2017	Complete
Children's Services	SEND Inclusion Fund SNAP survey	SNAP Survey	6	7	24/08/2017	10/10/2017	Complete

Children's Services	Edulincs Schools Survey	SNAP Survey	6	1	03/10/2017	11/10/2017	Complete
Children's Services	Participation Survey	SNAP Survey	5	3	10/11/2017	30/11/2017	Complete
Children's Services	Children's Services Training Survey	SNAP Survey	5	0	27/11/2017	30/11/2017	Complete
Children's Services	FAB Awards SNAP survey	SNAP Survey	2	0	29/01/2018	29/01/2018	Complete
Children's Services	Liaise survey	SNAP Survey	2		29/01/2018		Live
Children's Services	Dyslexia & ECLIPS services	SNAP Survey	7		06/03/2018		Live
Children's Services	Schools HR survey	SNAP Survey	5	1	13/03/2018	23/03/2018	Complete
Environment and Economy	Heritage service	Engagement	22		02/06/2016		Live
Environment and Economy	Municipal Waste Management	Engagement	39		01/09/2017		Live
Environment and Economy	Sessions House	Engagement	70	14	11/06/2017	16/09/2017	Complete
Environment and Economy	K College i2i research pilot	Engagement	18	8	18/07/2017	14/09/2017	Complete
Environment and Economy	Gedney Highways Scheme	Engagement	6	2	18/09/2017	03/10/2017	Complete
Environment and Economy	Coastal Highway engagement	Engagement	6	8	20/11/2017	17/01/2018	Complete
Environment and Economy	Greenway Project	Engagement	7		03/01/2018		Live
Environment and Economy	IG assurance survey	Engagement	1	0	16/03/2018	16/03/2018	Withdrawn
Environment and Economy	Boston Planning	Other	1		27/03/2018		Live
Environment and Economy	LRSP Young Riders survey	SNAP Survey	12	26	07/02/2017	08/08/2017	Complete
Environment and Economy	Office move property survey	SNAP Survey	5	1	06/01/2018	11/01/2018	Complete
Environment and Economy	LCC Tenants SNAP survey	SNAP Survey	5	0	29/01/2018	30/01/2018	Complete
Environment and Economy	Schools Traded Service Survey	SNAP Survey	0	1	16/03/2018	20/03/2018	Withdrawn
External	PCC Victim Survey	Engagement	15	6	30/08/2017	11/10/2017	Complete
Finance and Public Protection	Blue Light Campus	Engagement	70	57	08/09/2016	10/10/2017	Complete
Finance and Public Protection	County Farms Estates	Engagement	30	21	15/03/2017	09/08/2017	Complete
Finance and Public Protection	Lincolnshire Governance	Engagement	38	18	01/05/2017	01/09/2017	Withdrawn
Finance and Public Protection	County Farms Estates - Deeping	Engagement	11		27/02/2018		Live
Finance and Public Protection	Blue Light - next round	Engagement	3		23/02/2018		Live
Finance and Public Protection	EP response to Grenfell	Other	27	14	01/09/2017	08/12/2017	Complete
Finance and Public Protection	LCSP SNAP Survey	SNAP Survey	9	1	06/07/2017	13/07/2017	Complete
Finance and Public Protection	Ethics Audit	SNAP Survey	5	10	19/09/2017	01/12/2017	Complete
Finance and Public Protection	LCSP Hate Crime Survey	SNAP Survey	7	18	17/05/2017	19/09/2017	Complete
Finance and Public Protection	Lincolnshire MARAC Review	SNAP Survey	1	1	16/10/2017	20/10/2017	Complete
Finance and Public Protection	Information Governance Audit	SNAP Survey	2	6	25/10/2017	06/12/2017	Complete
Finance and Public Protection	Audit Committee Survey	SNAP Survey	4	1	09/03/2018	13/03/2018	Withdrawn



# Community Engagement

'Community Engagement – improving services, through conversation'

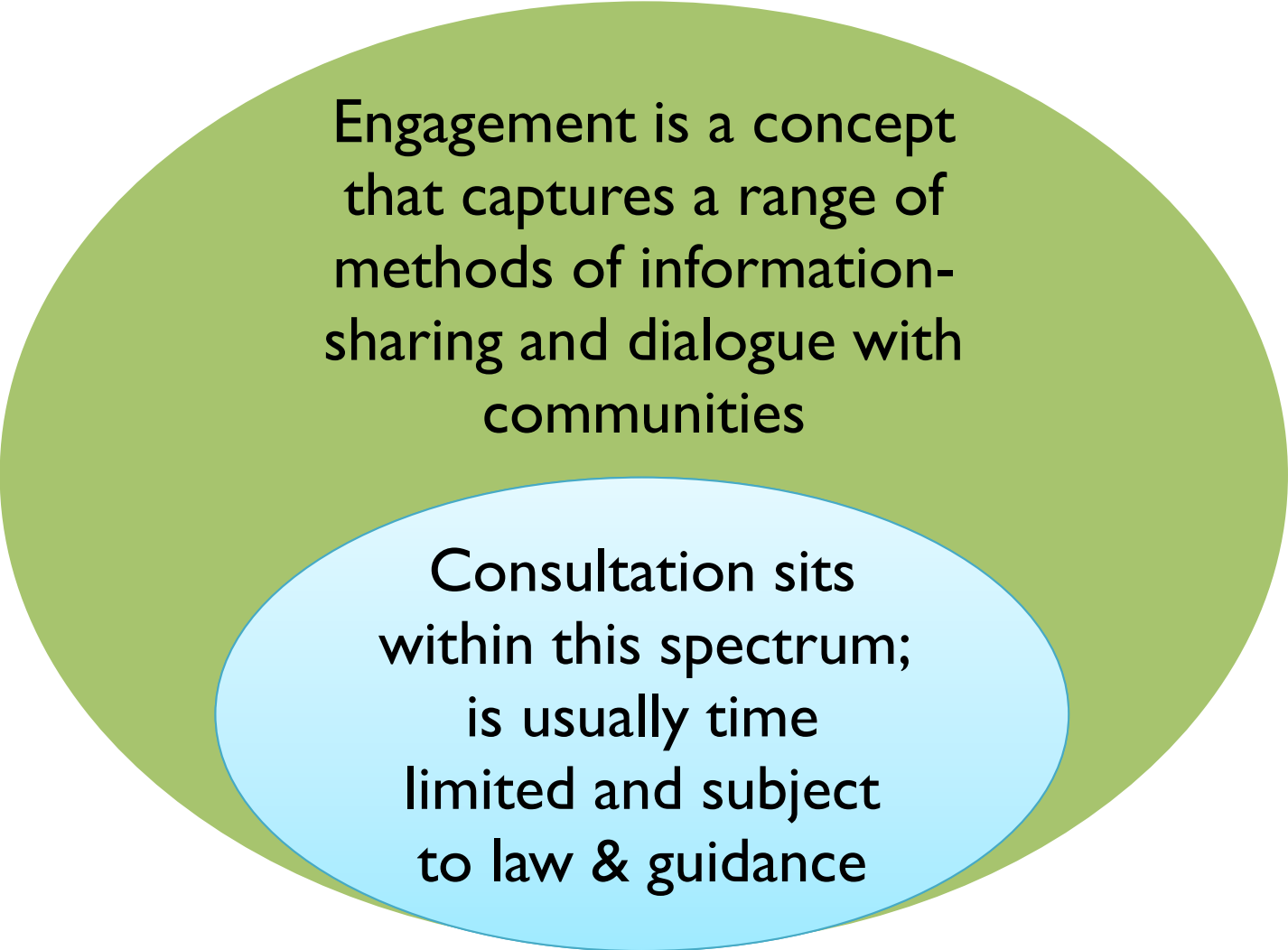
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# Engagement activities supported in financial year 2017-2018

- Definition of engagement & consultation
- Graphs showing
  - Number of activities supported; by area; support hours; and type
  - Average support hours by activity type
- Why engagement matters
- Examples of activities supported



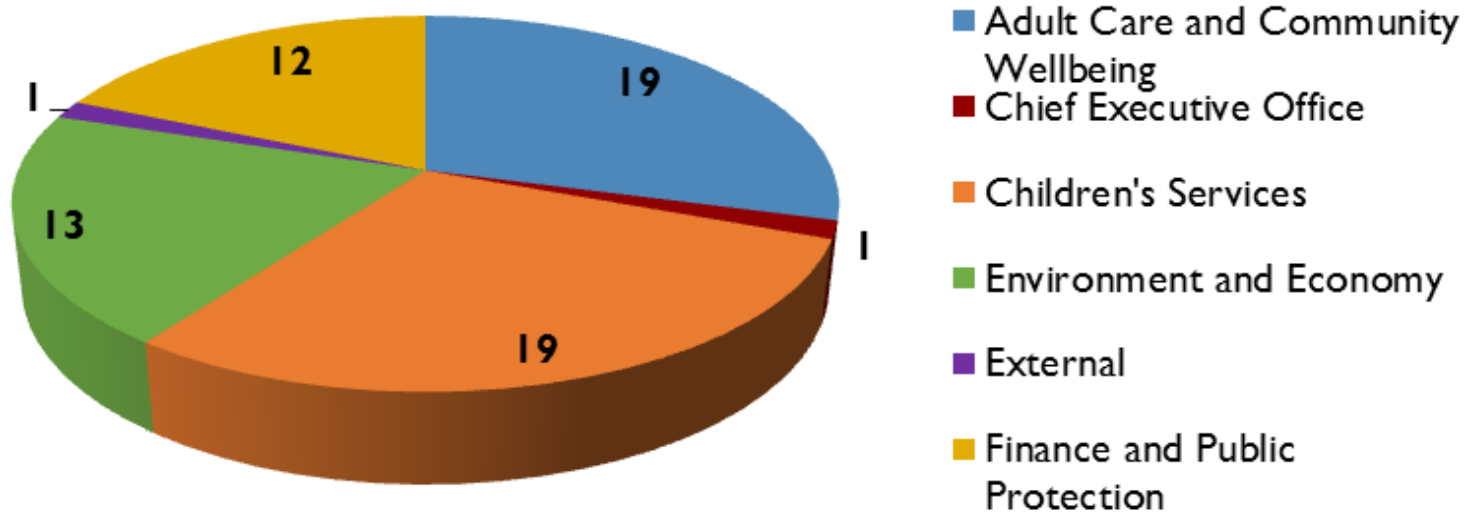
# What do we mean by engagement?



Engagement is a concept that captures a range of methods of information-sharing and dialogue with communities

Consultation sits within this spectrum; is usually time limited and subject to law & guidance

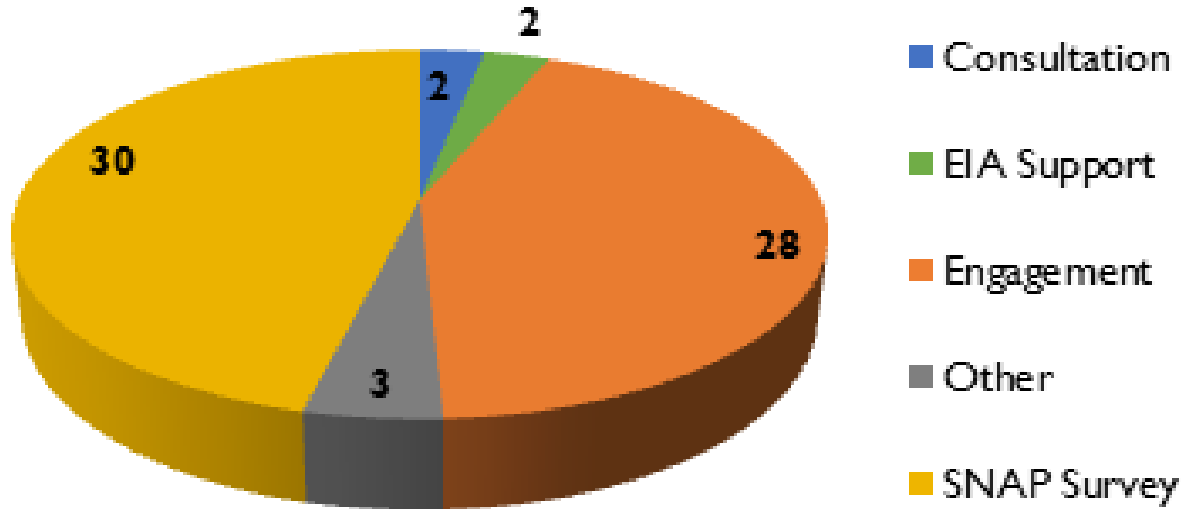
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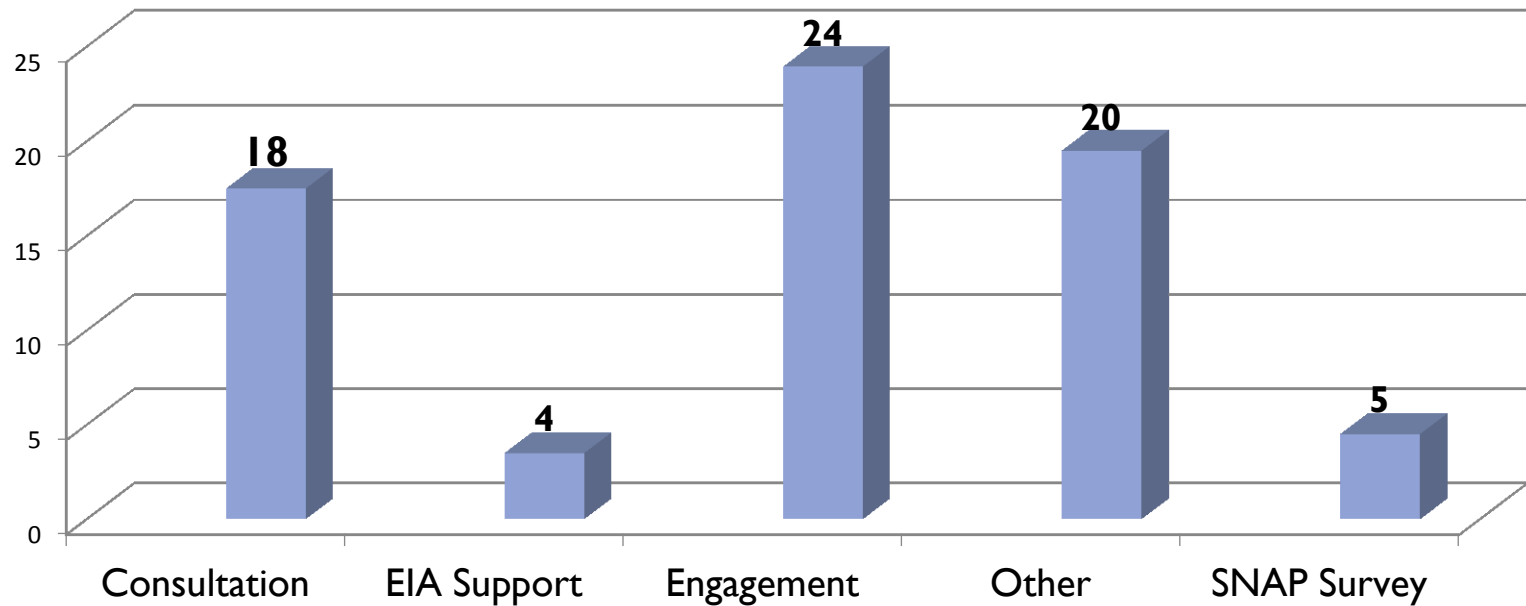
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\* The other type refers to development of the contract monitoring element for Children's Services Strategic Commissioning Service around the framework for the participation of children and young people in Lincolnshire; support around the LCC Emergency Planning response to Grenfell presented to the Greater Lincs and Chief Executive; and providing local contacts for hard to reach groups within the community.

# Average Support Hours by Activity Type



Activity Type	No Of Activities	Average Support Hours
Consultation	1	18
EIA Support	2	4
Engagement	16	24
Other type (as explained on previous slide)	2	20
SNAP Survey	23	5

# Why does community engagement matter?



## Policy making and service design

i.e. commitments that bring citizen voice into policy processes related to public services and/or involve citizens in the design of services



## Priority identification and agenda setting

i.e. commitments to develop mechanisms that bring citizen voice into decisions to prioritise issues and/or allocate resources (e.g. participatory budgeting).



## Co-commissioning and co-production

i.e. commitments that involve citizens in making commissioning decisions and/or directly delivering public services



## Monitoring and accountability

i.e. commitments that involve citizens in assessing public service performance and holding providers to account for their delivery

# Engagement

## Joint Health & Wellbeing Strategy Review

- Activity to inform a Joint Health & Wellbeing Strategy review
- 6 workshops with organisations of the Health & Wellbeing Board; 7 countywide public engagement workshops, an online survey and a reference group representing people with protected characteristics.
- 67 hours of support (incl. 45 hrs facilitation) over 77 weeks
- Obtained views on key priorities from over 400 people thereby priorities reflected stakeholder views and increased 'trust' in the reasoning for a future direction

# Consultation

## Bourne Town Hall

- Bourne Town Hall Management Committee appointed by the council wanted to hear views on how the building could be used
- 2 years' work by CET working with Legal, Property, Democratic Services, Elected Members, Bourne Town Council, local heritage/arts organisations and groups, and new trustees
- Consultation included 9 drop-in events in and around Bourne and a survey
- The council voted in favour of the recommendations of the Management Committee and agreed to transfer ownership to the Bourne Town Hall Trust
- The building will be restored and converted into an arts centre for the local community

# Survey

## Police & Crime Commissioner (PCC) - Victims of Crime

- PCC wanted to hear views of victims of crime
- CET acted as 'critical friend' to external organisation.
- Advised over a 4 week period including survey design and delivery; support to LCC Safer Communities; advice on stakeholders and Engagement Plan development.
- Intelligence informed development of the PCC's strategy and future victim support services commissioning



**Lincolnshire**  
**POLICE & CRIME COMMISSIONER**  

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**SAFER TOGETHER**



# Councillor Engagement

## Part Night Street Lighting Policy

- Supported Highways & Transport Scrutiny Committee 'task and finish' group to inform recommendations to Executive
- Worked with colleagues leading on the project, advising on engagement practices, question development and analysis methodologies
- 14.5 hours officer time supporting the engagement activity, including facilitation, advice and support
- Over 5,000 responses gathered that informed Councillors of public opinion and ensured informed decision making
- Influenced Highways' objective of delivering savings as part of the Street Lighting Transformation Project

# Equality Impact Analysis (EIA)

## Re-procurement of Lincolnshire Stop Smoking Service

- Support and advice on EIA completion to ensure it was robust and proportionate to the decision being taken
- 5 hours of support and advice provided on protected characteristics and potential impacts on them (both positive and negative) due to the re procurement of this service
- Enabled decision makers to fulfil their 'due regard' duty under the Equality Act 2010 by considering the impact their decisions may or will have on those with protected characteristics (and that this is documented and transparent)



# Community Group Engagement

## Community Lincs Save Energy

- Community Lincs sought guidance on their *Save Energy* project aimed at individuals and organisations that work with vulnerable consumers
- Provided guidance on how to engage and reach diverse communities across Lincolnshire; helped identify potential partners
- Signposted to networks
- Strengthened relationships between community organisations and the council, promoting LCC as a professional, positive, engaged, 'can-do' partner

Questions or comments?

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

Report to:	<b>Public Protection and Communities Scrutiny Committee</b>
Date:	<b>12 June 2018</b>
Subject:	<b>Integrated Communities Strategy Green Paper Consultation Response</b>

**Summary:**

This Committee asked the Community Engagement Team to co-ordinate and prepare a draft response to Government consultation on the Integrated Communities Strategy Green Paper on behalf of Lincolnshire County Council. This report and its appendix are the result of engagement with each director area and the compilation of feedback from all parties.

**Actions Required:**

Members of the Public Protection and Communities Scrutiny Committee are invited to:

- 1) Consider and comment on the County Council's response to the Integrated Communities Strategy Green Paper, and;
- 2) Endorse the draft Integrated Communities Strategy Green Paper consultation response.

## **1. Background**

The Ministry of Housing, Community and Local Government released its vision for building strong integrated communities where people – whatever their background – live, work, learn and socialise together, based on shared rights, responsibilities and opportunities in 2018. The green paper sets out an ambitious programme of actions which they propose to take across government to deliver this vision at the local and national level.

Lincolnshire County Council's Community Engagement Team (CET) was asked by the Public Protection and Community Scrutiny Committee to co-ordinate a council-wide response to the green paper, providing a Lincolnshire perspective.

The CET invited comment by email from all heads of service (or equivalent), to be received by Friday 18 May. A response was received from each director area and those responses have been compiled in to one, unified draft consultation submission (appended to this report).

There is general agreement with the aims of the government's strategy green paper. A sentiment echoed most frequently throughout responses from LCC colleagues was that integrating communities nationally, but very particularly in Lincolnshire, should be broader than just race, ethnicity and nationality; it must include those from all backgrounds and all protected characteristic groups. Some more specific notes made in response to the questions posed include:

#### Definitions

- General agreement with definitions, as noted above, but with a need to broaden scope to include and integrate:
  - deprived communities
  - isolated individuals
  - intergenerational activities
- There are a small number of projects underway in Environment and Economy and Adult services that could potentially be used to demonstrate effective practice when evaluated
- Strong agreement with the need for a local focus as blanket approaches are unlikely to work in rural areas in the same way as they do in urban centres

#### Leadership

- Few specific comments were received in relation to the nature of capacity that needs to be built, but some felt that cross-boundary working, influencing and delivery would need to be enhanced to shift the measures of success from more traditional ways of thinking

#### New Migrants and Resident Communities

- There would be a preference for 'shared values', rather than 'British values' as these are difficult to define and ever evolving. Using a shared approach means we learn from each other, rather than insisting on promoting potentially outdated ideals
- Celebration services in particular had positive examples of the work they had done around citizenship and ideas to extend this offer to others, for example young people being given opportunities for multi-generational celebrations as a rite of passage and way to instil civic pride

#### Education and Young People

- Where services areas shared insight on this matter there was agreement across the board that it was important, but some questions were raised as to how meaningful the statements were without further detail/clarity, ie signposting to ad hoc existing services is unlikely to be sufficient to make a difference; support to enhance and integrate services (and knowledge/control of how they operate) however might offer better outcomes in future
- Education settings must admit children in an open and fair way. Whilst all efforts are made to ensure diversity 'social engineering' of school make up is open to challenge
- Teaching about values and respect could be a greater focus in RE lessons to increase understanding and value

- Funding for schools was raised as a concern to be able to implement some of the more detailed recommendations the report cites
- This was not specific to those from different backgrounds/new migrants, but should include mixing among children with different abilities and disabilities

#### Boosting English Language

- Responses on this matter were focussed on the need to use the community to do this to improve integration further – as a minimum co-producing services with communities
- Utilise community facilitators and connectors – there is knowledge and experience in the voluntary and community sector
- Funding has been withdrawn in the past and therefore it would need additional resources to make it a reality

#### Places and Community

- There was little response to the question of bringing together segregated communities, other than that the principle is a good thing, suggesting there is no one, magical solution
- There are concerns relating to barriers to this:
  - Insufficient flexibility in housing stock
  - No consistency in social mobility
  - Libraries/community hubs rely on volunteers
  - Sustained opportunities are required – funding is often short term and activities cannot be sustained so have limited likelihood of success

#### Increasing Economic Opportunity

- Again, respondents had little experience of this area so agreement was generally reached, but with some reservations and concerns:
  - Community businesses have a role to play
  - Statutory services, such as schools could play an ambassadorial role
  - Rurality has a huge impact on access to opportunities

#### Rights and Freedoms

- Community leaders and schools were both seen to have a role in resisting divisive views, particularly female role models, for example leaders and business women, mentoring other women
- Concerns were raised however that trying to curtail differences could have the reverse effect and actually fuel more extreme views
- Equity of opportunity was seen as vital
- The matter of reforms to law of marriage was raised by one respondent highlighting the need for staff training to protect vulnerable people

#### Measuring success

- We need a community-focussed, shared vision of what success looks like, even if the scale and route to achieve it might vary from place to place and project to project
- Concerns were raised in relation to potential unintended consequences and how comparator measures will be made

## 2. Conclusion

There is general agreement across Lincolnshire County Council with the principles of what the Government wishes to achieve through its strategy, however there is little detail and some statements are vague regarding measurable ambition and funding sources to achieve the goals set. A submission should be made which reflects this point of view and highlights areas of concern, locally and at a more general, national level.

## 3. Consultation

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

No

### b) Risks and Impact Analysis

The intention of the Government's Strategy is to integrate marginalised communities. Consideration to those with protected characteristics has been captured in the response. The Government has carried out its own analysis on the green paper and presents a statement alongside the paper itself, which can be viewed online here: <https://www.gov.uk/government/consultations/integrated-communities-strategy-green-paper>

## 4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Lincolnshire County Council's response to the Integrated Communities Strategy Green Paper

## 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
Integrated Communities Strategy green paper Published 14 March 2018	<a href="https://www.gov.uk/government/consultations/integrated-communities-strategy-green-paper">https://www.gov.uk/government/consultations/integrated-communities-strategy-green-paper</a>

This report was written by Sarah Moody, who can be contacted on 01522 552539 or [sarah.moody@lincolnshire.gov.uk](mailto:sarah.moody@lincolnshire.gov.uk).



On 14 March the Ministry of Housing, Communities and Local Government (MHCLG) launched a consultation on the cross government Integrated Communities Strategy Green Paper. The consultation ends on 5 June and is open to everyone. The Government is keen to hear from a wide range of interested parties, including those who work with migrant groups and resident communities. You can view the paper [here](#). The Integrated Communities Strategy green paper invites views on the government's vision for building strong integrated communities where people – whatever their background – live, work, learn and socialise together, based on shared rights, responsibilities and opportunities. Lincolnshire County Council's Community Engagement Team has been tasked by the Public Protection and Communities (PP&C) Scrutiny Committee to co-ordinate a response on behalf of the authority. The Team is therefore seeking your views and contributions; after which we will collate and pass on to Democratic Services to share with PP&C Scrutiny Committee members for their contribution and comment. Please, therefore add to the responses highlighted in yellow below by 18 May to allow time for the response to be collated and shared before submission.

### **Integrated Communities Strategy Green Paper - Background**

- Britain is a great place to live and is a well-integrated society on the whole. However, we cannot ignore the fact that in too many parts of our country communities are divided.
- This reduces opportunities for people to mix with others from different backgrounds, allows mistrust and misunderstanding to grow, and can prevent people in isolated communities from taking advantage of the opportunities that living in Britain offers.
- The Integrated Communities Strategy Green Paper invites views on the Government's vision for building strong integrated communities where people – whatever their background – live, work, learn and socialise together, based on shared rights, responsibilities and opportunities.
- The Green Paper sets out an ambitious programme of actions to deliver this vision at the local and national level. You and your community have an important part in shaping the strategy and delivering this vision.

## The Consultation

- The consultation will end on 5 June 2018.
- This consultation is open to everyone. The Government are keen to hear from a wide range of interested parties from across local government, in the faith, voluntary, community and business sectors, and the general public.

## Introduction: Building Integrated Communities

**Question:** We define integrated communities as communities where people - whatever their background – choose to live, work, learn and socialise together, based on shared rights, responsibilities and opportunities.

**Do you agree with our definition?**

**Response:** We agree with the definition in principle; however we would suggest the shared rights, responsibilities and opportunities is an outcome rather than a definition. Also, the Green Paper is heavily focused towards the integration of recent migrants or communities of different faith/background. In Lincolnshire we have a number of vulnerable groups and marginalised communities which don't necessarily fit the detail provided in the Paper. For example, communities living on the east coast which have higher levels of deprivation due to low incomes/lack of job opportunities; our increasing elderly population who are becoming lonely and isolated; and issues relating to intergenerational integration. Consideration should also be given to individuals who do not want to integrate – should there be an element of choice?

**Question:** We believe that the varied nature and scale of integration challenges means that tailored local plans and interventions are needed to tackle the issues specific to particular places. **Do you agree?**

**Response:** Yes, it needs to be tailored and specific to the local community, but there is learning that can still be shared amongst communities facing similar challenges. Blanket approaches can only be applied by having very broad definitions that risk not being able to be operationalised in any meaningful sense, unless made very specific to the nature and scale of the challenges of particular localities.

The varied nature and scale of integration challenges means that tailored local plans and intervention are needed. Each upper tier authority, through the Health and Wellbeing Board, already has a statutory responsibility to publish a Joint Strategic Needs Assessment (JSNA) which details the needs of the local population, now and in the future. The JSNA provides an evidence based resource covering a range of health, wellbeing and wider determinant issues – whatever local plans are produced need to be developed using the JSNA as the evidence base.

**Question:** Do you have any examples of successful approaches to encourage integration that you wish to highlight, particularly approaches which have been subject to evaluation?

**Response:** We are currently running 'Join the Dots' community events which have not yet been evaluated, but will be happy to share learning when this is undertaken in June 2019.

## Strengthening Leadership

Our ambition is that challenging segregation and promoting integration should sit at the heart of all policy and public service delivery. We want all leaders in national and local government, and in the faith, voluntary, community and business sectors, to work in partnership and have the confidence to champion our shared values.

To **strengthen leadership to drive integration** in policy development and service delivery, we will:

- call on public authorities to include an equality objective outlining specific activity to promote integration;
- select a number of priority policies and services to review across government to determine how they might best drive integration;
- call on local government and business, and voluntary and community sector organisations to commit to doing the same;
- support the new Cohesion and Integration Network to enable it to identify best practice on leadership and to share this widely.

**Question:** The Green Paper proposes that we need to build the capacity of our leaders to promote and achieve integration outcomes. **Do you agree?**

**Response:** We agree that the capacity of our community leaders needs to be enhanced and supported. Organisational leaders will need to develop skills as well in cross boundary leadership, influence and delivery rather than measuring success in a traditional way which focuses on individual organisational/departmental performance.

## Supporting New Migrants and Resident Communities

We want all people who come from outside the UK and wish to settle lawfully in this country to play a full part in our society and to make the most of the economic and social opportunities available to them. Local resident communities share a responsibility for the effective integration of recent migrants.

To **support newly arrived migrants to integrate** and improve communities' ability to adapt to migration, we will:

- review the impact of English language requirements on visas, introduced in 2017, and review the potential for further change in the English language requirements in future;
- review the Life in the UK test and whether it could be amended to strengthen its focus on the values and principles of the UK which we expect all people to live by;
- consider providing information to prospective migrants before they arrive in the UK, to give them a clear expectation about life in modern Britain, including our laws, norms and standards;
- provide a package of information for recent migrants in the Integration Areas to test what is most helpful to support them to integrate into their communities and to build an understanding of life in the UK;
- work with civil society and others to increase the integration support available to help refugees overcome the barriers to integration.

## Supporting New Migrants and Resident Communities (Cont.)

**Question:** The Green Paper proposes measures to support recent migrants so that they have the information they need to integrate into society and understand British values and their rights and responsibilities. **Do you agree with this approach?**

**Response:** Although we agree with this approach, we question the term 'British Values'. Whilst there is a need to be specific about British law, we should be promoting 'shared values'?

Local Registration Services have provided support to migrants on their route to British Citizenship for a number of years. This is via support with a Nationality Checking Service, Settlement Checking Service, European Passport Return Service, Joint Citizenship and Passport Application Service and a Nationality Document Return Service. In addition the facilitation and hosting of Citizenship Ceremonies as part of the Registration Service Statutory Services has been incredibly well received by citizenship recipients, evidenced by customer feedback.

**Question:** The Controlling Migration Fund was constructed to deal with the short-term migration pressures and associated costs that local authorities can encounter. **Do you think it adequately achieves this objective?**

**Response:** Partly, as we could only assume that projects receiving funding will achieve the objectives of the fund.

Are there opportunities to extend this to all Citizens or residents, perhaps as a coming of age/rite of passage for young adults. Many other countries support civic and national pride and this could be demonstrated at these events. If attended by parents, siblings and grandparent these events could be celebrated across multiple generations.

In addition Local Authorities can play an important role in extending a warm welcome to European residents following confirmation of the route or application for residency after Brexit.

## Education and Young People

All children and young people in England should receive a good education in a safe environment which prepares them for life in modern Britain. They should have the opportunity to mix and form lasting relationships with others from different ethnic, religious or socio-economic groups so they are well equipped for life.

To **make sure all children and young people are prepared for life in modern Britain** and have the opportunity for meaningful social mixing with those from different backgrounds, we will:

- work with local admission authorities in the Integration Areas to help ensure the intake of schools are more representative of the wider area;
- strengthen expectations on integration for new free schools;
- promote mixing and twinning arrangements between schools in areas of high segregation;
- support teachers to promote British values across the curriculum;
- work with Ofsted to ensure that there is strong coverage of schools' promotion of fundamental British values and integration within its new inspection arrangements;
- ensure a high standard of safeguarding in all education settings;
- work with the National Citizen Service to increase young people's mixing in areas of high segregation, and stimulate other innovative approaches to promoting meaningful social mixing.

## Education and Young People (Cont.)

**Question:** The Green Paper proposes measures to ensure that all children and young people are prepared for life in modern Britain and have the opportunity for meaningful social mixing with those from different backgrounds. **Do you agree with this approach?**

**Response:** Although we agree with the approach, we question what is meant by 'meaningful social mixing' and what this means to a young person. All schools should already be achieving this measure. It is important to include mixing children with a range of abilities and disabilities, not just different ethnic or religious backgrounds.

The paper proposes to increase diversity in schools via changes to the admissions process. Whilst well-meaning this might prove problematic as the outcomes are equally vague and ambitious. The government must define precisely what is meant by 'diversity,' and 'increasing it' before attempting to bring about change. Admissions arrangements are inter-dependent and very context specific, changes made can have many consequences. Alternative approaches are already being tested to increase diversity.

The majority of schools work hard to teach an understanding of, and a respect for, other faiths and cultures for life in modern Britain, however, immigration in both politics and the press run counter to these lessons. This negativity feeds further division. New approaches to teaching religious education (RE) in schools could support the renewed focus on British values, offering all students the opportunity to learn from, and relate to, their peers. Whilst RE is part of the basic curriculum in all state-funded schools, it is not on the National Curriculum, so parents and carers can withdraw their children.

Funding will be vital to achieving any of this and the current envelope is insufficient so resources would need to be increased from government before considering a new approach.



**Question:** The Green Paper sets out proposals to support parents with their choice of out-of-school education settings. **Do you agree with this approach?**

**Response:** Although we agree with the approach, there is insufficient clarity about what support means and how this will be offered to parents/carers. Will this be simply signposting to existing opportunities and support groups or something more meaningful? It is vital that children meet their potential so all schools would need to be monitored so there is confidence that this is the case. There is no ability under current legislation to do this.

More specifically, consultation on supplementary schools in early 2016 supporting light-touch regulation will give an idea of views on this matter. Although local authorities recognise the value of this provision and many already work collaboratively with school leaders, it is likely that there are schools operating under the radar. Several recognised quality assurance schemes already exist so it's unclear what the added value of some of these new measures will be, particularly if funding to create the capacity to identify and tackle concerns is not forthcoming. We are aware of such schools in our county, but do not know how many supplementary schools there are more broadly in England, making any changes in duties a significant new burden for education authorities with diverse local populations.

Similarly the DfE has released two recent consultations on related matters. Unregistered schools operate on a full-time basis under the guise of part-time provision (supplementary schools). As part-time schools are not obliged to register, local authorities cannot assure themselves that children attending them are safe, well and receiving a broad and balanced education. The DfE is responsible for the registration of independent schools. The proposal in this Green paper to review current procedures, including regulatory regime for independent schools that fail to meet the required standards, is welcome, however, the government must go further and robustly challenge any lack of compliance.

## Boosting English Language

Everyone in England should be able to speak and understand English so they can integrate into life in this country.

To **boost English language skills** – which are fundamental to being able to take advantage of the opportunities of living in modern Britain such as getting a job, mixing with people and playing a full part in community life – we will:

- propose developing a new strategy for English Language in England;
- launch a new community-based English language programme;
- work with local authorities in the Integration Areas to improve the provision of English language learning and establish a new infrastructure fund open to other local authorities;
- facilitate a new network of community-based conversation clubs

**Questions:** The Green Paper proposes a number of measures to improve the offer for people to learn English. **Do you agree with this approach?**

**Response:** Yes we agree, subject to there being sufficient funding and resources in place.

**Question:** Do you have any other suggestions on how we can improve the offer for people to learn English?

**Response:** Engage with communities who would use this service in order to achieve best design for all ages. The initiatives should be led by communities, or at the least co-produced with them. ESOL and similar services have been reduced/removed altogether and this is bound to have had an impact. Support people whose first language is not English to engage fully in their local community and consider how to engage the wider community and citizens in supporting and integrating with each other. Community

facilitators and Community connectors can assist and support with this as well as utilising voluntary and community organisations.

## Places and Community

Everyone should feel comfortable living alongside and mixing with people from different backgrounds. We want to see vibrant communities in which everyone plays a part and for people from all backgrounds to have access to, and make use of community hubs where they can come together with people from different backgrounds around shared activities.

To **mitigate residential segregation** and support people to build strong and integrated communities, we will:

- take forward a programme of work to determine what changes to housing policy and practice would help in addressing residential segregation;
- challenge libraries and other community hubs to maximise their contribution to building integrated communities;
- issue revised guidance on how community groups can bid to take over the running of valued local assets;
- work with the Parks Action Group on how to enhance the sustainability of parks and green spaces and how they can best promote integration.

**Question:** The Green Paper proposes measures to ensure that people, particularly those living in residentially segregated communities, have opportunities to come together with people from different backgrounds and play a part in civic life. **Do you agree with this approach?**

**Response:** Although we agree with the approach, we envisage significant challenges with this approach, such as:

- Insufficient flexibility in housing stock
- No consistency in social mobility
- A significant number of libraries and community hubs are no longer under local authority control. They rely on volunteers, should we support and develop rather than challenge
- Real integration requires sustained/on-going opportunities – a reliable venue or calendar of regular activities, for example playgroups to allow early mixing/understanding, women's groups that enable everyone to attend freely, and frequent events that are timed with/allow celebration of culture etc, not just 'one offs'

Community cohesion programmes led by local people who live within their communities and neighbourhoods, using existing community leaders to bring communities together are required

### Increasing Economic Opportunity

Everyone, no matter what their background, level of educational attainment, or where they live, should have the opportunity to upskill and reskill into the jobs of the future. Work and progression in work supports integration by increasing the size and diversity of our networks and brings confidence and a sense of belonging.

To **increase economic opportunity**, we will:

- provide additional funding to Jobcentre Plus so they can support more people from the most segregated communities into work in the Integration Areas;
- use the opportunity of Universal Credit to engage people who are economically inactive to help them realise their potential through pathways to work;
- support people from ethnic minorities into work in places where there remains a big gap between their employment rates and that of White British people;
- increase take up of apprenticeships and the early years offer by people in isolated communities.

**Question:** The Green Paper proposes measures to provide tailored support to people, especially those who may not currently be active in the labour market, to build their confidence and skills to take up employment. **Do you agree with this approach?**

**Response:** Although we agree with the approach, those living in rural and sparse areas of Lincolnshire might face significant challenges to attend and sustain such support and employment. There has been a plethora of employment support, tailored to the needs of different groups in society, which was often disjointed and double funded and we believe those services that worked well can share learning to enhance this service while ensuring it doesn't make the same mistakes as previous initiatives. Use community businesses and organisations to engage with the process of out-reach to their localities. Make full use of statutory organisations to work with local schools and communities as ambassadors for change. Identify people who have been successful in these areas to go and speak to local people at a peer promotion/champion/ambassador level.

## Rights and Freedoms

We believe in a society based on shared rights, responsibilities and opportunities in which we respect and promote equal rights, particularly for those in isolated and segregated communities whose voices are too seldom heard.

To **challenge the practices that can hinder integration and equal rights**, we will:

- empower marginalised women, including exploring limited reform of the law on marriage and religious weddings;
- improve our understanding of the ways in which overseas influences can undermine attitudes to rights and freedoms in the UK;

- expand the Strengthening Faith Institutions programme to help a wider range of faith institutions to strengthen their governance structures, including the participation of women and young people;
- support faith communities and interfaith dialogue as a means of breaking down barriers between communities, building greater trust and understanding, and removing the conditions which can allow intolerance and unequal treatment to flourish;
- support delivery of the Hate Crime Action Plan in the Integration Areas, strengthening local partnerships to identify innovative practices to address hate crime and promote greater reporting of incidents.

**Question:** The Green Paper proposes measures to encourage integration and resist divisive views or actions. **Do you agree with this approach?**

**Response:** Yes, but care needs to be taken not to conflate culture, traditions, values and Law. Where it can be carefully implemented, use existing community leaders to take an active role in this and also consider entering schools and community groups to build on the suggested programme. Existing legislation can and does often work well; it is our general experience that the current provisions can be used without resorting to further measures.

In relation to exploring limited reform of the law of marriage:

Yes, protection of any individual who is disadvantaged and/or marginalised is important. Improved training for all staff to support vulnerable or isolated individuals is important and could be further enhanced. Raising awareness of the impact of non-legal ceremonies in local communities, where the couples later separate, would also support the legal formation of marriage as defined in current law. The Local Registration Service is committed to upholding the highest level of integrity in the delivery of pre-marriage formalities and ceremonies.

**Question:** The Green Paper proposes measures to address practices which can impact on the rights of women. **Do you agree with this approach?**

**Response:** Yes, this should relate to all women and not just marginalised women, in fact measures to address practices which impinge on the equity of opportunity for any group of community should be considered. Specific to women - invite female community leaders and business women to mentor/buddy women.

### Measuring Success

Measuring progress and sharing evidence of what works is important for strengthening community integration and enabling us to learn and build upon our successes.

To **learn what works** in building integrated communities and to **share that learning**, we will:

- undertake a programme of evaluation research in the Integration Areas to generate evidence of what works in different local area settings;
- improve the way knowledge of what works is promoted and shared so that it reaches the people who need it;
- develop a clear set of integration measures at the local and national level so that policy makers and practitioners can monitor and measure progress.

**Question:** The Green Paper proposes core integration measures for national and local government to focus on. **Do you agree these are the right measures?**

**Response:** We agree with the measures, but must be aware of potential unintended consequences. It is vital that there is a shared vision of what success looks like and this must be community-focussed and owned by local communities to promote ownership and increase buy-in.

There should be a comparison between the five integration pilot areas and five non-pilot areas to further develop integration measures with those you are trying to support.



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

Report to:	<b>Public Protection and Communities Scrutiny Committee</b>
Date:	<b>12 June 2018</b>
Subject:	<b>Public Protection and Communities Scrutiny Committee Work Programme</b>

**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](mailto:daniel.steel@lincolnshire.gov.uk)

## Public Protection and Communities Scrutiny Committee

12 JUNE 2018 – 10:00am		
Item	Contributor	Purpose
<b>Fire Peer Challenge Action Plan</b>	Nick Borrill, Chief Fire Officer	Update on progress Fire Peer Challenge action plan
<b>Consultation &amp; Engagement Activity Review</b>	Nicole Hilton, Chief Community Engagement Officer; Bev Finnegan, Programme Manager, Community Engagement	A review of council wide consultation & engagement activity and how it helps the Council to effectively engage people and be better informed to improve service provision.
<b>Fire and Rescue Wellbeing Strategy</b>	Simon York, Area Manager; Debbie Yeates, Area Manager Corporate Support	To provide an overview of the new fire and rescue strategy to promote health and wellbeing within the workforce.
<b>Integrated Communities Strategy</b>	Nicole Hilton, Chief Community Engagement Officer, Paul Drury, Programme Officer	Consideration of the Integrated Communities Strategy Green Paper published by the government in March 2018.
Sitting as the Crime and Disorder Scrutiny Committee		
<b>Safer Lincolnshire Partnership Priorities</b>	Sara Barry, Safer Communities Manager	Consultation item on the future priorities for the Safer Lincolnshire Partnership.

24 JULY 2018 – 10:00am		
Item	Contributor	Purpose
<b>Quarter 4 Performance Report (1 January to 31 March 2018)</b>	Nick Borrill, Chief Fire Officer, Chris Davison, County Officer - Public Protection, Nicole Hilton, Chief Community Engagement Officer	Review of the Key Performance and Customer Satisfaction Information
<b>Performance of the Library Services Contract – Year Two Review Report</b>	Nicole Hilton, Chief Community Engagement Officer	Review of the second year performance and key performance indicators (KPI) for the Library Services Contract.
<b>LFR Prevention and Protection Activities</b>	Simon York, Area Manager	To provide an overview of the current activities undertaken to promote fire safety to the community and business.
<b>Financial Inclusion</b>	Nicole Hilton, Chief Community Engagement Officer; Bev Finnegan, Programme Manager, Community Engagement	Background on national documents and reports (including parliamentary / government), the financial inclusion challenges facing Lincolnshire, where we are within the local context, including key drivers, and priorities.

<b>24 JULY 2018 – 10:00am</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
<b>Supporting Volunteers</b>	Nicole Hilton, Chief Community Engagement Officer; Bev Finnegan, Programme Manager, Community Engagement	An update on the range of volunteering roles, the policy and documents that enable effective management including outcomes and achievements of current grant funding to support volunteering.

<b>11 SEPTEMBER 2018 – 10:00am</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
<b>Quarter 1 Performance Report (1 April to 30 June 2018)</b>	Nick Borrill, Chief Fire Officer, Chris Davison, County Officer - Public Protection, Nicole Hilton, Chief Community Engagement Officer	Review of the Key Performance and Customer Satisfaction Information
<b>Fire and Rescue – Retained Duty System (RDS) Review</b>	Debbie Yeates, Area Manager Corporate Support	To provide an update on the implementation of the RDS review action plan.
<b>Lincolnshire Registration, Celebratory and Coroners Services Update</b>	Donna Sharp, County Services Manager (Registration & Celebratory Service and Coroners Service)	Update Report

**Sitting as the Crime and Disorder Scrutiny Committee**

<b>Safer Lincolnshire Partnership Priorities - Domestic Abuse</b>	Sara Barry, Safer Communities Manager	Update on Domestic Abuse support, including the progress towards the revised Abuse Support Services Re-procurement.
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<b>23 OCTOBER 2018 – 10:00am</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
<b>Annual Prevent Review Report</b>	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.
<b>Road Safety Partnership Annual Report</b>	Steven Batchelor, Lincolnshire Road Safety Partnership	Annual update on the Road Safety Partnership including information on fatal, killed and serious injury figures for Lincolnshire.
<b>Trading Standards Priorities</b>	Sara Barry, Safer Communities Manager	Review of the identified service priorities for the Trading Standards service in Lincolnshire.
<b>Future Model of the Heritage Service</b>	Nicole Hilton, Chief Community Engagement Officer	<b>Pre-decision / Executive Cllr Decision</b> for approval to go to Consultation.

<b>11 DECEMBER 2018 – 10:00am</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
<b>Quarter 2 Performance Report (1 July to 30 September 2018)</b>	Nick Borrill, Chief Fire Officer, Chris Davison, County Officer - Public Protection, Nicole Hilton, Chief Community Engagement Officer	Review of the Key Performance and Customer Satisfaction Information.
<b>Emergency Medical Response co-responding</b>	TBC, Brigade Manager Response and Corporate Support	To provide an update on the medical response activities delivered by Lincolnshire Fire and Rescue.

**Sitting as the Crime and Disorder Scrutiny Committee**

<b>Serious and Organised Crime</b>	Sara Barry, Safer Communities Manager	Review of work being undertaken as part of the Safer Lincolnshire Partnership to tackle Serious and Organised Crime.
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<b>22 JANUARY 2019 – 10:00am</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
<b>Revenue and Capital Budget Proposals 2019/20</b>	Nick Borrill, Chief Fire Officer, Chris Davison, County Officer - Public Protection, Nicole Hilton, Chief Community Engagement Officer	<b>PRE-DECISION SCRUTINY</b> Budget proposals for 2018/19.

<b>12 MARCH 2019 – 10:00am</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
<b>Quarter 3 Performance Report (1 October to 31 December 2018)</b>	Nick Borrill, Chief Fire Officer, Chris Davison, County Officer - Public Protection, Nicole Hilton, Chief Community Engagement Officer	Review of the Key Performance and Customer Satisfaction Information.
<b>Future Model of the Heritage Service</b>	Nicole Hilton, Chief Community Engagement Officer	<b>Pre-decision Scrutiny</b> on the Final Recommendation / Implementation Plan

**Sitting as the Crime and Disorder Scrutiny Committee**

<b>Safer Lincolnshire Partnership Priorities – Anti-social Behaviour</b>	Sara Barry, Safer Communities Manager	Review of work being undertaken as part of the Safer Lincolnshire Partnership to tackle Anti-social Behaviour.
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Items to be Programmed

- Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services Report (proposed December 2018)

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](mailto:daniel.steel@lincolnshire.gov.uk)

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

DEC REF	MATTERS FOR DECISION	DATE OF DECISION	DECISION MAKER	PEOPLE/GROUPS CONSULTED PRIOR TO DECISION	DOCUMENTS TO BE SUBMITTED FOR DECISION	HOW AND WHEN TO COMMENT PRIOR TO THE DECISION BEING TAKEN	RESPONSIBLE PORTFOLIO HOLDER AND CHIEF OFFICER	KEY DECISION YES/NO	DIVISIONS AFFECTED
I013959	Future Model of the Heritage Service	18 December 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 Head of Paid Service & Executive Director for Environment and Economy	Yes	All Divisions



## Policy and Scrutiny

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

Report to:	<b>Public Protection and Communities Scrutiny Committee</b>
Date:	<b>12 June 2018</b>
Subject:	<b>A Summary of the Review of the Lincolnshire Community Safety Partnership</b>

### **Summary:**

This report provides an overview of the review of the Lincolnshire Community Safety Partnership, the subsequent changes to the partnership structure and priority areas, and how Lincolnshire County Council is supporting the work of the Partnership.

### **Actions Required:**

Members of the Public Protection and Communities Scrutiny Committee are invited to:

- 1) Consider and comment on the contents of the report, and;
- 2) Endorse the Safer Lincolnshire Partnership plan to reduce crime, disorder and anti-social behaviour in the county of Lincolnshire in the coming years.

## **1. Background**

The Lincolnshire Community Safety Partnership (LSCP) was formed in response to the Crime and Disorder Act 1998 and is the single strategic multi-agency forum for members to address community safety priorities that impact across Lincolnshire. The LSCP has a statutory duty to produce a strategic assessment of community safety priorities and implement a community safety agreement based on the results of this. Following a full strategic assessment in 2015, six community safety priorities were agreed for 2015-2018:

- Anti-social Behaviour and Hate Crime
- Domestic Abuse
- Reducing Offending
- Serious and Organised Crime
- Sexual Violence
- Substance Misuse

In order to inform priority setting for the 2018-2021 cycle, LCSP members agreed to a further strategic assessment of the partnership that would consider:

- **Partnership Structure:** the strengths and weaknesses of the LCSP structure, processes and methods of working.
- **Significant Trends and Issues:** an examination of data on the prevalence of each priority in Lincolnshire and any emerging community safety issues, the community perception of the issues, and the demand that each priority places on the partnership.
- **Priority Setting:** based on the collection of evidence, agree the priorities to be recommended for the 2018-2021 cycle.

This evidence base has been used to inform a series of recommendations aimed at ensuring the partnership is in the best possible position to agree its future structure, priorities and activities going forwards.

## 2. Partnership Structure

The strategic assessment was carried out by members of Lincolnshire County Council's Community Safety Team between May and September 2017. The assessment of the LCSP structures and processes involved a quantitative analysis of:

- LCSP minutes and agendas from 2016/2017
- LCSP website views and other LCSP publicity
- SMB membership, meetings, delivery plans and risk registers
- Analysis products produced for SMBs

A meeting of the LCSP and each SMB was observed in order to understand how the meetings worked and the types of discussion that take place in these meetings. Interviews were also carried out with partner representatives who had attended meetings in 2016/17, the LCSP support team and the SMB chairs and coordinators. During this part of the review the focus was on the LCSP's performance in terms of membership, accountability and activity. The legislation that informs the function and role of community safety partnerships in England was reviewed, and research into other community safety partnership arrangements across the country was conducted.

The overall findings of this element of the review illustrated a desire for the partnership to continue the good work it is doing, whilst improving and refining the structures and processes that control its activity. The key recommendations were:

- The partnership should be renamed the 'Safer Lincolnshire Partnership' (SLP) and all partnership groups should sit under the 'Safer Lincolnshire Partnership' title.
- The purpose, functions and responsibilities of the LCSP should be split between two groups with different memberships: the Safer Lincolnshire Partnership Overview and Scrutiny Board (SLP-OSB) and the Safer

Lincolnshire Partnership Strategy Board (SLP-SB). The 7 District Councils, LCC and the OPCC are represented on the SLP-OSB, and partner agencies are represented on the SLP-SB by strategic leads. Using recommendations from the strategic assessment, the SLP-SB propose core priorities for the partnership. The SLP-SB may also identify emerging issues that need to be tackled alongside its core priorities. Emerging issues could be cross cutting issues or other areas of business that are causing the partnership particular concern. The SLP-OSB has final approval and sign-off of priorities and emerging issues.

- A Core Priority Group (CPG) should be established for each core priority. The work of each Core Priority Group is directed by the SLP-SB. The SLP-SB identifies the routine activity that it expects the groups to manage and maintain and identifies focus areas for each group. Focus areas are those most pressing parts of the priority that require partnership development.

These recommendations were accepted by members so all boards now sit within the Safer Lincolnshire Partnership (SLP). The SLP-SB has identified Chairs and a base membership for each CPG, and these groups are currently holding their first meetings.

### **3. Significant Trends and Issues**

This element of the strategic assessment considered the current priority areas and strategic trends and emerging issues by examining a wide range of data sources on agency demand, issue prevalence and community perception, including:

- Lincolnshire Police crime and incident records,
- Office for National Statistics (ONS) Crime Survey for England and Wales (CSEW),
- LCSP survey of Lincolnshire residents' views of community safety,
- Assault patient presentations to ULHT and LCHS A&E departments (based on the Cardiff Model),
- Sentinel Anti-Social Behaviour cases,
- MARAC meeting records,
- East Midland Ambulance Service pickups,
- Ministry of Justice offending and court statistics,
- Lincolnshire County Council commissioned support service contract monitoring figures for domestic abuse and substance misuse treatment services
- Children's social care statistics,
- ONS adult drinking habit statistics,
- Hospital Episode Statistics
- Lincolnshire Research Observatory

The analysis identified a number of strategic trends and gaps in the partnership's management of each priority, and was used to inform a detailed set of recommendations regarding future focus areas, and necessary actions relating to routine business and other tasks.

#### **4. Priority setting**

Having considered the evidence and recommendations, each agency in the partnership was invited to participate in the priority setting process using the Management of Risk in Law Enforcement (MoRiLE) methodology. This methodology has been developed within policing to assess the threat, risk and harm that different community safety issues present to agencies. Results from the partnership's MoRiLE returns were amalgamated, scored and analysed, and from this work the Partnership identified four core priorities (Appendix A) which were scrutinised and signed-off by the SLP OSB:

- Anti-social Behaviour
- Domestic Abuse
- Reducing Offending
- Serious and Organised Crime

As per the revised process, the SLP-SB also identified mental health, information sharing and substance misuse as issues that are emerging and/or that cut across all four core priorities, and will therefore be addressed by the partnership in the delivery plans of the four core priorities.

As sexual violence is no longer a core priority for the SLP, the Sexual Violence Strategic Management Board has had their final meeting and some outstanding tasks have been transferred to the Domestic Abuse CPG. The LCC Safer Communities Service will maintain a sexual violence specialist who will continue to support sexual violence strategies and campaigns such as #NoMore and 'Ask for Angela'.

#### **5. Support to the Partnership by Lincolnshire County Council**

Lincolnshire County Council offers secretariat and coordination support to the SLP and takes an active role in the SLP-OSB, SLP-SB and each of the subgroups. The County Council's Safer Communities Service also carries out a range of other functions that supports the work of the Partnership, including the procurement of the county's Domestic Abuse Support Services as well as the procurement, implementation and contract management of a new I.T. solution that will enable partners to more effectively manage anti-social behaviour in the County.

The Safer Communities Service gathers intelligence on a range of community safety issues to inform the work of the SLP, and evaluates and reports on the performance of a number of partnership initiatives such as the Joint Diversionary Panel, Assisting Rehabilitation through Collaboration or ARC (prolific offending) and The BlueLight Project (treatment resistant drinkers). The County Council is now host to the latter two multi-disciplinary teams as well as Action Lincs, whose focus is to address entrenched rough sleeping in the county.

## 6. Conclusion

The partnership has completed a comprehensive review of its business and supporting structures. It has drawn on a wide range of data sources and utilised a number of different evaluation methods to ensure it has been in the best possible position to make informed decisions about future areas of partnership attention and effort in the coming years. There is clarity and agreement on the way forward, and confidence in the partnerships ability to deliver the desired outcomes for the communities of Lincolnshire. Lincolnshire County Council has been and is

## 7. Consultation

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

Not Applicable

### b) Risks and Impact Analysis

Not Applicable

## 8. Appendices

These are listed below and attached at the back of the report	
Appendix A	Safer Lincolnshire Partnership Priorities & Focuses

## 9. 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 Clare Newborn, who can be contacted on 01522 553804 or [clare.newborn@lincolnshire.gov.uk](mailto:clare.newborn@lincolnshire.gov.uk)

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## Safer Lincolnshire Partnership Priorities & Focuses

### Domestic Abuse

Prevention of domestic abuse before it occurs- continue to tackle cultural perceptions about the acceptability of abusive behaviours within relationships.

Early intervention to prevent the intergenerational cycle of abuse- review the process for supporting child witnesses of domestic abuse. This should not only focus on the immediate needs of child witnesses in the aftermath of abuse, but also on how the increased susceptibility to becoming involved in future abusive relationships in adulthood might be mitigated.

Continue to encourage victims of domestic abuse to report their abuse to appropriate public agencies and support services. An increase in report demand should not necessarily be seen as a failure but instead as a sign that the gap between prevalence and reporting rates may be narrowing. The partnership should consider how it might resource and measure the anticipated increase in demand.

As an increasing proportion of alcohol-related crimes are domestic abuse related, consideration should be given to how the group can work within current domestic abuse processes to offer a pathway for perpetrators with an alcohol misuse problem to access treatment via an expedited and bespoke route. This should ideally enable the perpetrator to see the link between their alcohol misuse and their abusive behaviour and tackle the two issues simultaneously.

Late intervention to prevent known abusers from abusing again- if feasibility assessments allow, implement a countywide perpetrator scheme aimed at supporting perpetrators of domestic abuse who want to change and reform.

### Reducing Offending

Oversee collaboration between ARC, SIB (ACTion team), Blue Light Project for treatment resistant drinkers and other similar multi-agency schemes which deal with offenders. This should help to maximise the use of resources and prevent duplication.

Continue to support and oversee the ARC scheme, to ensure it has the resources and leadership to deliver its aspired outcomes as detailed in both the ARC strategy and the Reducing Offending strategy.

Support, monitor and evaluate the impact of the Departure Lounge on reoffending outcomes for those released from HMP Lincoln.

Monitor and evaluate the effectiveness of Community Resolutions for children/young offenders and Joint Diversionary Panels.

### Anti-Social Behaviour

Develop and share good practise for those ASB issues that are trending significantly upwards in specific areas of the county (i.e. begging/vagrancy and youth-related ASB).

Engage Environment Protection departments with the partnership so that it can respond to public concerns about environmental ASB (fly-tipping, rubbish etc.) that may also be acting as 'signal crimes'. This may be particularly beneficial when tackling ASB at hotspot locations, so that activity and information sharing can be effectively coordinated.

Consolidate the reductions in crime and ASB that are already occurring in town centres at night by strengthening partnership working in this area, for instance, by building on the data sharing that is now in place between the partnership and A&E departments in Lincolnshire for assault admission data based on the Cardiff Model. This information should be developed and analysed alongside police and other stakeholders working and participating in the night time economy (e.g. Pubwatch, the Police, EMAS, Lincoln University etc.)

Resolve ASBRAC attendance issues with mental health and social care agencies

Implement a new case management system

### Serious and Organised Crime

#### Modern Day Slavery

Improve information flow to partners

Improve intelligence reporting flow from partners

Devise a reporting mechanism

Raise awareness of modern day slavery in the community

Raise awareness of modern day slavery with frontline staff

#### Fraud

Improve information flow to partners

Improve intelligence reporting flow from partners

Devise a reporting mechanism

Raise awareness of fraud in the community

Raise awareness of fraud with frontline staff