



**PUBLIC PROTECTION AND
COMMUNITIES SCRUTINY
COMMITTEE
25 JULY 2017**

PRESENT: COUNCILLOR N H PEPPER (CHAIRMAN)

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

Councillors: W J Aron, R D Butroid, C N Worth and B Young attended the meeting as observers

Officers in attendance:-

Nick Borrill (Chief Fire Officer), Louise Egan (Library and Heritage Client Lead), Nicole Hilton (Chief Community Engagement Officer), Daryl Pearce (County Manager Public Protection), Donna Sharp (County Service Manager (Registration, Celebratory & Coroners Services)), James Sharples (Transition Manager), Daniel Steel (Scrutiny Officer) and Rachel Wilson (Democratic Services Officer)

6 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

Apologies for absence were received from Councillor Mrs C L Perraton-Williams.

7 DECLARATIONS OF COUNCILLOR'S INTERESTS

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

8 MINUTES OF THE MEETING HELD ON 13 JUNE 2017

RESOLVED

That the minutes of the meeting held on 13 June 2017 be signed by the Chairman as a correct record.

Some queries raised during consideration of the minutes included the following:

- In relation to the report from a previous task and finish group on the relationship with town and parish councils, it was noted that this had been passed to Bev Finnegan to follow up. One member also commented that LALC was very keen to maintain the close working relationship with the County Council and this had been conveyed to the Leader. Members were also advised that there was a piece of work in place with the community engagement team on this subject, and there was already very close liaison but there was a need to look at how best the County Council could help and

advise town and parish councils. It was confirmed that a report would come back to the Committee in due course.

- It was queried whether there was any feedback in relation to the fatal collision, and it was confirmed that Councillor L Wootten had been approached by highways officers following the meeting.
- It was queried whether street lighting would be coming back to this Committee from a community safety point of view. Members were advised that a report was likely to go to Overview and Scrutiny Management Board as it would be of a cross cutting nature. Officers would enquire about whether there was any merit in bringing the report to this Committee from a public safety perspective. One councillor commented that it was her understanding that the police representative would bring a report back but 12 months of data was required.

9 ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLORS AND CHIEF OFFICERS

There were no announcements by the Chairman, Executive Councillors or Chief Officers.

10 QUARTER 4 PERFORMANCE REPORT (1 JANUARY TO 31 MARCH 2017)

The Committee received a report which provided performance and customer satisfaction information for Quarter 4 2016/17 relevant to Public Protection, Lincolnshire Fire and Rescue and Libraries and Heritage as set out in the Council's Business Plan.

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

- It was known that incidents of domestic abuse were under-reported, but the numbers reported were in line with national statistics. It was highlighted that an increase in incidents reported would not necessarily mean there were more victims, but that more people were being encouraged to come forward. Work was being carried out to try and engage with the hard to reach groups.
- It was queried what publicity material there was on how people could confidentially report incidents of domestic abuse either towards themselves or friends and family. Members were advised that there were a lot of third party charities who could help in these situations, who would ask if they could have the authority to report the incident to the Police.
- It was queried whether there was a correlation between the number of police officers in an area and how safe it was, as Lincoln had been judged as the most unsafe place in the county, whilst North Kesteven was the safest. Members were advised that officers were not governed by district boundaries, but there were many factors for why Lincoln was considered more unsafe than other places including socio-economic factors, population density, having a night-time economy and there would always be a difference between urban and rural areas. It was also noted that when someone was arrested and taken

into custody in Lincoln, regardless of where the person was from, that would be included in Lincoln's figures. It was confirmed that there were more police officers in Lincoln, and that they would be deployed where the requirement was.

- Concerns were raised regarding elderly people living alone who may become victims of fraudsters and be too afraid to report it to the police, and it was queried how reporting of this could be encouraged. Members were advised that work was ongoing with the Police and Trading Standards. Information on this work would be forwarded to members of the Committee.
- Members were advised that Councillor R Wootten had been nominated as the Council's Domestic Abuse representative, whose role it was to ensure that the Council was supporting its staff. It was reported that there was an online training package, as well as face to face training available for staff in recognising and supporting victims of domestic abuse. It was suggested that all councillors should complete the online course.
- It was queried whether there was a reason for an increase in the figures of people killed or seriously injured in road traffic collisions between July and September. Members were advised that this was likely due to the increased volume of traffic on the roads during summer as it was the holiday season. It was noted that officers would drill down further into these figures to determine how many of the casualties were visitors to the county, as well as the geographical location of the collisions.
- Satisfaction with response to crime and anti-social behaviour – it was queried why this measure had not been achieved. However, members were advised that this figure had since increased to 59%, it was also noted that this measure covered the 'whole journey' so whilst there may be higher satisfaction with the initial response from the police, a person may then be disappointed with what happened in court. It was acknowledged that there was some work to be done in relation to managing expectations of what the outcomes may be. Concerns were raised regarding whether there was a risk that this figure would drop lower as people were encouraged to report crimes online, however, officers advised that they believed the opposite would happen as people would be able to track the progress of their report online.
- It was noted that the reporting of domestic abuse in South Holland and West Lindsey had increased, and it was queried why that was and if there was anything that other areas could duplicate. Members were advised that these areas did not have a different reporting method, but some of the support services were slightly different, but this should not affect the figures.

RESOLVED

That the performance information presented be noted.

11 UPDATE ON THE FIRE AND RESCUE RETAINED DUTY SYSTEM REVIEW

It was reported that in November 2016, Lincolnshire Fire and Rescue (LFR) presented a paper which laid out its Retained Duty System (RDS) Improvement Strategy. This Strategy established an action plan to respond to the national report

'A professional view of the Challenges for recruitment and retention in the Fire and Rescue Retained (on call) Sector' and also to the findings of an extensive local review of the RDS as it operated in Lincolnshire.

It was reported that Lincolnshire Fire and Rescue had 48 fire engines to respond to emergencies; 39 of these were crewed by personnel working the Retained Duty System (RDS) and represented 81% of the operational staff. RDS staff responded to emergency incidents on an "on call" basis and provided an effective and efficient community Service. Members were advised that the RDS review was one of the most important projects for the Service at this time, and the report built on the one which was presented in November 2016.

Members were advised that the action plan aimed to address 78 recommendations, grouped under 9 work streams, to improve the RDS and would be delivered in three phases with a target completion date of April 2018. It was noted that there were two work streams which had been put on hold which were the annual leave arrangements and the payment system, as these were interlinked.

The Committee received a demonstration of the RDS online training development system and an update on the recruitment pages on the website.

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

- It was queried whether the training was an NVQ type qualification or just internal training. Members were advised that while the training did not provide an NVQ qualification, retained fire fighters are trained to a national operational standard. It was also highlighted that the online learning was about maintenance and development of skills.
- It was noted that improvements had been made to the Fire and Rescue side of the LCC website so it was now more aimed at supporting RDS fire fighters and employers, including guidance documents for employers.
- It was confirmed that Fire and Rescue did have a cadet scheme which operated in several areas of the county, and young people could get involved from the age of 14. It was noted that this was an area which Fire and Rescue was looking to expand.
- Members were informed that there were 24 female retained fire fighters, which was around 6% of the total. It was noted that this was slightly above the national average for RDS firefighters. One of the aims of the project was to ensure the recruitment process was as accessible as possible to all members of the community.
- It was queried when the Service would be in a position to address work stream 9 – Payment System and also whether those who worked on a roster were more willing to be paid a salary. Members were advised that this was a complex area and officers were still unclear about the relative benefits of a salary system. The variance of pay would be fairly small per individual, but it was not certain that this would improve retention, and there was also an

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ongoing debate at a national level regarding salary systems for RDS staff. More work would be done to look at increasing activity such as additional work around co-responding and medical services.

- It was queried whether rewarding personnel for providing day time cover had been explored, it was confirmed that it had been but it would bring issues of disproportionate pay for the same job, and a lot of the hours that people were available were due to an individual's lifestyle.
- It was commented that the co-responding by Fire and Rescue and LIVES added about 8-9% to EMAS's response times. However, it was suggested that the Joint Ambulance Conveyance Project (JACP) had been a victim of its own success as retaining staff was difficult as this was taking up more of their time. It was highlighted that systems were in place to manage availability on busy RDS stations as appropriate.
- It was queried how Fire and Rescue could get across the message to the large employers of the benefits of releasing their staff to become retained fire fighters, and also if there was anything that councillors could do to help. Members were advised that information was available on the website and would be circulated to the Committee.
- There was always a dilemma between needing to recruit more people and response times, as if the distance requirements were relaxed too much in order to widen the opportunities for recruitment, there would be an effect on performance and response times.
- In relation to 'hits' logged by the website, it was noted that the website was owned by the recruitment department, and they were able to collect the statistics. It was also noted that there were live Facebook feeds, where information on the number of people watching could be collected.
- It was noted that salary schemes for retained fire fighters had been used since 2000. The longest running system was in South Wales and, while initially it appears there were some benefits in terms of recruiting, the longer term benefits remain unclear. Once a salary system had been introduced it was difficult to revert back to the previous system.
- The Service had successfully piloted a bespoke RDS recruit course in partnership with Rase warehouse company to support Bardney fire station. While this flexible approach worked well it is recognised that it is resource intensive.
- It was commented that the previous year, it had been requested whether the Fire and Rescue Budget could be ring-fenced. However, members were advised that while not ring-fenced, Fire and Rescue was a priority service and so its budget was protected to a greater extent.

RESOLVED

That the progress against the action plan be noted.

12 PERFORMANCE OF THE LIBRARY SERVICES CONTRACT - ONE YEAR REVIEW

Consideration was given to a report which provided an update of the contract performance information to enable the Committee to fulfil its role in scrutinising performance of the first year of the outsourced Library Contract to Greenwich Leisure Limited (GLL). It was noted that the Council was now entering its second year of the GLL contract, and during the transition period and first year of operation officers had found working with GLL to be positive and beneficial.

Joseph Rham and Nicola Rogers from Greenwich Leisure Ltd were also in attendance in order to provide an update and answer questions from members of the Committee. Some of the points highlighted to the Committee included the following:

- It had been a successful year, and had been a very positive year in terms of working with existing staff.
- In terms of entering year 2 of the contract, GLL would continue to look at the service, and it was noted that changes would be made to mobile routes.
- Challenges continued in terms of Lexicon House
- A programme of physical improvements had been embarked upon, and more people were being attracted to Lincoln Central Library which was becoming more of a centre for events for children and families. A huge amount of work had also been put into redeveloping Stamford Library.
- It was noted that it had not just been about physical improvements but there had also been improvements around services for customers. For example, stock was an area where a large amount of work had been carried out including how stock was purchased, how it was allocated and the usage analysed so that the right stock could be targeted to the local community.
- The annual user survey had been carried out in Lincolnshire for the first time 6 months earlier, and the highest levels of satisfaction had been recorded for all of the 50 contracts that GLL managed, overall satisfaction had been rated at 99%.

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:

- Appreciation and congratulations were expressed towards Cllr Worth, Executive Councillor for Culture and Emergency Services, for his work in the transformation of the libraries, and it was commented that this showed that the right decision had been made.
- It was queried what the current situation was with Grantham Library and where the library would be relocated to. Members were advised that this continued to remain a concern as the Council was unable to transfer the library to GLL due to the lease which did not allow it to be sub-let as the Council paid a peppercorn rent. The Council continued to look for alternative accommodation through the property team, as well as working with South Kesteven District Council to locate short term premises. The search had also widened out to other areas of the public sector to look for opportunities for any shared services or buildings suitable for change of use. Members were reassured that work to resolve this situation was ongoing, however, it was frustratingly slow. Members were also advised that there was no danger of the service being withdrawn from the area. Officers thanked GLL for their continued

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support of this situation. It was hoped that a resolution would be found for Grantham Library within 12-18 months.

- Members congratulated GLL for achieving all but one of the KPI's and queried what scope there was to increase the challenge and increase the targets in future years. Members were advised that this was built into the contract, and the targets would increase for the consecutive four years to ensure that there was the competitive nature in the service for continued improvement.
- Members were advised that the staff turnover for the last year had been below the threshold of 5%, primarily the team had remained the same but some individual had had the opportunity to gain new roles as well as promotions.
- Thanks were given to the Library Development Officers, as footfall in one of the non-core libraries (Sutton Bridge) had increased by nearly 30% in the past year, and the library had people who came in regularly and was a valued facility in the local community.
- It was clarified that ACE was the Arts Council England.
- The Committee thanked all officers for attending, in particular the representatives from GLL.

RESOLVED

1. That the Public Protection and Communities Scrutiny Committee support the ongoing development and proposed 'Year 2 Developments' highlighted in the report.
2. That the Committee receive annual performance updates on the Library Service Contract going forward.

13 FUTURE GOVERNANCE MODELS FOR THE HERITAGE SERVICE

Members were advised that the Council had been exploring ways of reducing the costs of its Heritage Service whilst improving and enhancing its public offer. Consideration was given to a report which described the initial work streams and timeframe for exploring potential future governance models for the Heritage Service following Executive approval on 4 October 2016 to assess and analyse these options. Officers requested the involvement of the Public Protection and Communities Scrutiny Committee in exploring potential future options.

It was reported that a whole service restructure had been completed, and this had affected every level of the Heritage Service. This had been a very challenging and difficult restructure, but it was a very considered restructure, and now had the right staff in the right positions delivering the right priorities.

Members were advised that the Council would need to make the decision as to whether its preference was to keep control and build business, income and market or cede control of these assets but realise the immediate savings. Officers expressed gratitude to the Council for allowing the time to form a considered opinion and not make a quick decision.

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:

- Concerns were raised by members as LCC had been hugely successful in how it had managed these assets. There had also been an increased sense of public ownership towards some of the assets, e.g. Lincoln Castle.
- Concerns were also raised that educational aspects of the Service were being lost at Gainsborough Old Hall for a more light touch approach.
- It was queried whether discussions had been held with the City of Lincoln Council as many of the attractions were in Lincoln. It was confirmed that this had taken place.
- It was queried whether there was a steer towards outsourcing the Service, and members were advised that this was not the case, and this work would be about learning lessons from the past and bringing in the views of councillors and the public at the early stages. The Executive Councillor for Culture and Emergency Services was very open minded about the future of the Heritage Service.
- It was noted that there was a lot of complexity around the options and status and it was this that officers would want to explore further with members during the working group. There was a lot of complexity at a lot of different levels for each of the options.
- Officers were liaising with neighbouring authorities including Derby, Nottingham, Norfolk, York and Liverpool on different approaches.
- Caution was expressed when looking at other authorities, as those which were not 'shire' counties would not have the same funding issues as Lincolnshire.
- It was commented that the Castle, with the vault and the skills academy, was an example of what should be done in other areas and had put Lincolnshire on the map. Whichever option was chosen would have to keep this mind and also be able to open up additional funding.
- It was suggested that there was a need for the Council to be more commercially minded, and to maximise grants and access to private funding that could make the heritage service better than it already was.
- There was a need to make use of the opportunities which were out there, and councillors would not want to see it diminish as a service if it remained in house. Ideally, the Council needed to maximise opportunities whilst retaining control of the asset.
- It was commented that there had been changes in legislation around commercialisation in relation to improving tourism and the economy.
- In relation to Grantham Museum, which was run by a charitable trust, it was queried how archived stock would be protected. Officers advised that there was a similar situation with Stamford Museum, where there was a need to look at what materials were there that could be better placed within the community. Officers confirmed that the Council would continue to support Grantham Museum.
- It was noted that benefactors and donors trusted the council, for example, being chosen to display the Domesday book as it not been out of the storage facility in London for decades, yet Lincoln was chosen. Lincoln was the only

place that was chosen to display it and it was likely that it would be only place to display it.

- Following concerns from members, it was confirmed that there was no intention to remove the educational programme from Lincoln Castle, but it would be reviewed as it was felt that it was too Lincoln – centric.
- It was queried whether there was a comprehensive of all materials which had been archived on behalf of Stamford Town Council, and it was acknowledged that the collection was not 100% catalogues. However, as the Archive Service was at 100% staffing, managers had re-prioritised staff to start work on conducting a three year programme to catalogue each item. In the Lincolnshire Life Museum, there was a 100% record of the physical stock, but not the paper materials. It was queried whether there was a risk management issue in terms of not having records of stock, but members were advised that officers knew where each item was and it was stored under lock and key. It was also noted that there was a Collection Development Policy which set out the type of material that the Council would collect and keep. Members were also advised that there were no plans to dispose of any stock at this stage in time.

RESOLVED

1. That the initial work and timeframe of future actions included as part of the report be supported.
2. That the formation of a Working Group to consider potential future options, bringing recommended options back to this Committee in October 2017 be approved.
3. That the following members be part of the working group – Councillors B Adams, C J T H Brewis, Mrs Brockway, A N Stokes and M A Whittington.

14 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, the following points were noted:

- It was requested whether there could be an update on the Blue Light Collaboration Project 'sooner rather than later'
- There was a need for the Committee to sit as the Crime and Disorder Panel during the year. It was queried whether it would be possible to have two of these meetings. Members were advised that officers would ensure that at least one was booked in.
- A report on the Home Safety Check Strategy would be brought to the September 2017 meeting.

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RESOLVED

1. That the work programme as presented at Appendix A to the report be noted.
2. That the additional scrutiny activity noted above be included within the Committee's work programme.

The meeting closed at 12.20 pm