



**PUBLIC PROTECTION AND
COMMUNITIES SCRUTINY
COMMITTEE
12 DECEMBER 2017**

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, C R Oxby, L Wootten, R Wootten and M A Whittington

Councillors: R D Butroid, Mrs S Woolley, C N Worth and B Young attended the meeting as observers

Officers in attendance:-

Sara Barry (Safer Communities Manager), Nick Borrill (Chief Fire Officer), Andrea Brown (Democratic Services Officer), John Cook (Acting Assistant Chief Fire Officer), Bev Finnegan (Programme Manager - Community Engagement), Nicole Hilton (Chief Community Engagement Officer), Clare Newborn (Community Safety Manager), Donna Sharp (County Service Manager (Registration, Celebratory & Coroners Services)) and Daniel Steel (Scrutiny Officer)

31 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

There were no apologies for absence, all Members were in attendance.

32 DECLARATION OF MEMBERS' INTERESTS

There were no declarations of Members' interest at this point in the proceedings.

33 MINUTES OF THE MEETING HELD ON 31 OCTOBER 2017

RESOLVED

That the minutes of the meeting held on 31 October 2017 be agreed and signed by the Chairman as a correct record.

34 ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLOR AND LEAD OFFICERS

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

35 FIRE AND RESCUE - PEER CHALLENGE REPORT

Consideration was given to a report by the Chief Fire Officer, which highlighted the key outcomes and findings from the Local Government Association and National Fire Chiefs Council Fire Peer Challenge which was undertaken by Lincolnshire Fire and Rescue between 26 and 29 September 2017.

At 10.07am, Councillor W J Aron joined the meeting.

Nick Borrill, Chief Fire Officer, introduced the report and gave a presentation which covered the following areas of the Peer Challenge:-

- Structure;
- Leadership & Capacity – Strengths and Considerations;
- Risk, Prevention, Protection – Strengths and Considerations;
- Preparedness & Response – Strengths and Considerations;
- Health & Safety – Strengths and Considerations;
- Learning & Development – Strengths and Considerations;
- Sense Check on IRMP Changes; and
- Questions.

At 10.24am, Councillor R Wootten joined the meeting.

It was explained that the Peer Challenge process was structured around seven Key Assessment Areas and six Strategic Leadership questions. In addition to these areas, the Service also requested that the Peer team focus on the following:-

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

The challenge consisted of a range of on-site activities including interviews, focus groups and fire station visits which complemented a review of supporting documentation provided to the Peer Team in advance of their visit.

Key findings of the Peer Challenge included:-

- That there was both pride and a positive culture across LFR;
- That IRMP changes had been well managed with good staff and partner engagement which ensured that LFR remained fit for purpose; and
- That there was a clear commitment to blue light collaboration which was well resourced and governed.

A number of 'areas for consideration' had also been identified and these were currently under review with a view to developing an action plan to appropriately address these areas.

During discussion, the following points were noted:-

- A suggestion was made to actively promote retained firefighters to private companies in the food industry given the large number based in Lincolnshire. This suggestion was welcomed and Members were encouraged to have discussions with relevant companies within their own communities to promote the benefits of having retained firefighters;
- The report highlighted that some staff had been unclear about welfare arrangements and, despite viewing the welfare arrangements positively, some were unable to identify who they would call other than their direct line manager. It was explained that four stations had been visited, two retained and two full-time, however it was recognised that this was an area for improvement. A wellbeing strategy was in development which would assist staff with the process. It was further explained that there was not a dedicated welfare officer and that this was appointed on a 'needs' basis from full-time staff;
- Although the full action plan had not yet been finalised, the Committee was assured that all points raised within the report had been addressed within that document. The intention was to bring the finalised action plan to the Committee for consideration in June 2018;
- The report suggested that prevention was given a lesser priority than response and it was explained that the majority of staff were retained firefighters and the perception was that response was the main part of their role rather than prevention. It was acknowledged, however, that some campaigns could be improved;
- Despite the employment of Community Safety Advisors, access to a dedicated vehicle for this purpose was not available and, therefore, priority of vehicle use was for emergencies. This may have given the impression that prevention was not afforded as much importance as response;
- The Chairman noted that some firefighters had an orange stripe on their helmet and asked why this was the case. It was explained that newly qualified firefighters had these stripes to enable incident commanders to easily recognise the level of training and experience held by firefighters during an incident. Although this had not been highlighted as a stigma, all firefighters would be reassured that this system was for their own health and safety during a shout;
- Issues with payroll had not been completely resolved but it was recognised that there was a considerable amount of work ongoing with Serco and senior colleagues to address these issues; and
- The Committee was advised that all Fire & Rescue Services were to be inspected and that the inspection of Lincolnshire Fire & Rescue was expected in the summer of 2018.

The Committee agreed that the work undertaken by Lincolnshire Fire & Rescue was both versatile and brilliant and a vital part of the community.

RESOLVED

That the report and presentation be noted.

36 QUARTER 2 PERFORMANCE REPORT (1 JULY TO 30 SEPTEMBER 2017)

Consideration was given to a report by the Executive Director of Finance and Public Protection which provided key performance information which was relevant to the work of the Public Protection and Communities Scrutiny Committee.

Daniel Steel (Scrutiny Officer) introduced the report and explained that the report gave performance and customer satisfaction information for Quarter 2 2017/2018 relevant to Public Protection, Lincolnshire Fire and Rescue and Libraries and Heritage Services as set out in the Council's Business Plan. The following indicators had been particularly highlighted for the attention of the Committee:-

- Public Protection – the public are protected from unsafe and dangerous goods (*achieved*);
- Public Protection – improve public safety by the reduction in drugs and alcohol misuse, focussed on town centre alcohol fuelled violence and anti-social behaviour, young people and drug misuse (*not achieved*);
- Public Protection – increase public confidence in how we tackle domestic abuse (*not achieved*);
- Public Protection – reduce the number of people killed and seriously injured on Lincolnshire's roads (*measured*);
- Public Protection – reduce adult reoffending (*satisfaction – not achieved; adults reoffending – achieved*);
- Lincolnshire Fire and Rescue – reduce fires and their consequences (*not achieved*);
- Community Assets and Resilience Commissioning (CARC) – enable and encourage people to participate in Lincolnshire's culture (*achieved*); and
- Community Assets and Resilience Commissioning (CARC) – communities and residents area supported to be involved in local decision making and have their views taken into account (*achieved*).

During discussion, the following points were noted:-

- Clarification was requested if performance for '*Alcohol Related Anti-Social Behaviour Incidents*' included incidents of *Drunk and Disorderly* and *Drunk and Incapable*. It was agreed to provide this information to the Committee after the meeting;
- Consideration of historical issues and identifying the shift in anti-social behaviour was done through the Community Safety Partnership and the Anti-Social Behaviour Group. It was proposed to present a report to the Committee about specific areas such as this to a future meeting;
- It was also proposed to provide a fuller explanation of the figures relating to the reduction of adult reoffending, as noted on page 51 of the agenda pack, to the Committee at a future meeting; and
- District Councils had raised concern in regard to the use of Anti-Social Behaviour Orders and the abilities of the Crown Prosecution Service (CPS) for

these orders. It was agreed that the item to consider this be brought forward on the Committee's Work Programme for consideration at an earlier meeting.

RESOLVED

That the report be noted.

At 10.50am, Councillor C N Worth left the meeting and did not return.

37 CITIZEN ENGAGEMENT STRATEGY

Consideration was given to a report by the Executive Director for Environment and Economy which described the proposal to bring together all of the documentation in relation to citizen engagement and customer-related documents, created by the Council over the last five years, into one Citizen Engagement Strategy.

Nicole Hilton (Chief Community Engagement Officer) introduced the report and explained that the proposed Citizen Engagement Strategy would cover a five year period from 2018 to 2023 and would include:-

- An updated Customer Service Charter, the Customer Insight Charter, revised Petitions Scheme and the Corporate Complaints and Compliments Policy;
- Definitions associated with engagement and consultation on the terms to be used;
- The process, methodologies and standards for the engagement with citizens;
- Reference to a proposed citizens survey to gauge opinion on life in Lincolnshire and the services provided by Lincolnshire County Council;
- The latest legislation and information about the best way to promote ongoing relationships to avoid the need for unnecessary consultation;
- How information and intelligence would be used to develop and improve services; and
- How information, advice and guidance would be accessible.

The strategy should also include:-

- An updated set of actions to support delivery of the strategy;
- A revised and updated Customer Service Charter;
- The draft Customer Insight Charter which aimed to provide the framework to maintain and improve the high levels of customer service delivered by frontline staff;
- Links to the revised petitions scheme;
- Links to the Corporate Complaints and Compliments guidance documents; and
- Reference to the Council's Community Engagement Policy.

It was proposed to hold a workshop for all elected members to provide more detail, an opportunity to discuss key elements and priorities and to agree the outline content of the strategy. It was also proposed to establish a working group, including

**PUBLIC PROTECTION AND COMMUNITIES SCRUTINY COMMITTEE
12 DECEMBER 2017**

members of the Committee, to take forward and agree draft recommendations content of an action plan.

It was expected that the final recommended draft strategy would be presented to the Public Protection and Communities Scrutiny Committee in March 2018 as part of a pre-decision scrutiny item, prior to consideration by the Executive in April 2018 and approval by Full Council in May 2018.

The Committee was advised that the title included the word 'Citizen' but that this was a working title and could be changed should that be decided by the Working Group.

Councillor C J T H Brewis indicated that he would be interested in joining the working group. It was agreed that expressions of interest for the working group, from all County Council Members, be sought by the Scrutiny Officer.

RESOLVED

1. That the initial work and timeframe of future actions, as noted within the report, be supported;
2. That no suggestions for additional priorities be added for consideration; and
3. That the establishment of a Working Group be approved.

At 10.57am, Councillor Mrs S Woolley left the meeting and did not return.

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

Following discussions, it was agreed to make the following amendments to the Work Programme:-

- 23 January 2018 – Add '*Anti-Social Behaviour*'; and
- 23 January 2018 – Remove '*Drugs and Alcohol Services*'; and
- 13 March 2018 – Incorporate '*Drugs and Alcohol Services*' into the '*Lincolnshire Community Safety Partnership Priorities*' report whilst sitting as the *Crime and Disorder Scrutiny Committee*.

RESOLVED

1. That the work programme as set out in Appendix A of the report be agreed; and
2. That the amendments to the Work Programme, as noted above, be agreed.

SITTING AS THE CRIME AND DISORDER SCRUTINY COMMITTEE

39 ADULT OFFENDING AND ASSISTING REHABILITATION THROUGH COLLABORATION

Consideration was given to a report by the Executive Director of Finance and Public Protection which provided information on the delivery of Assisting Rehabilitation through Collaboration (ARC) and how it was reducing offending by the most prolific offenders in Lincolnshire through the use of a multi-agency approach.

Sara Barry (Safer Communities Manager) introduced Clare Newborn to the Committee and explained that Clare had been appointed to a new role as Community Safety Manager and was on secondment from the Youth Offending Service (YOS) to coordinate and drive forward the ARC Project.

The Chairman welcomed Clare to the meeting and invited her to give a presentation on the project. The presentation covered the following areas:-

- Drivers for Change;
- The Evidence Base;
- ARC – a refreshed IOM 'brand';
- ARC Client A (example);
- ARC Client B (example);
- ARC – a stronger multi-disciplinary partnership to support the team;
- Partner agencies – engagement with a range of partners;
- Synergies not silos;
- Early signs of success; and
- ARC Contact Details.

Despite having crime rates of 49.2 crimes per 1000 population, which was significantly lower than the national average of 70.0 crimes per 1000 population, Lincolnshire had a disproportionately high proportion of crime committed by a small number of prolific offenders. It was acknowledged that outcomes for these offenders were generally poor with many sentenced to short term prison sentences where the current reoffending rates suggested that nearly two thirds would reoffend within 12 months of their release.

It was recognised that these offenders had a significant social impact on communities and impart an unacceptable physical, emotional and financial impact upon victims as well as a substantial resource burden upon agencies both within and outside criminal justice.

Assisting Rehabilitation through Collaboration (ARC) was launched in Lincolnshire and established clear differences against conventional offender management, focussing on the most prolific offenders in the county regardless of age, gender, geography or types of crime committed.

At present ARC were working with 82 individuals ranging in age from 13 to 60 years old (the average age was 32 years old), 14% of whom were female. This cohort presented multiple complex needs with 60% either previously or currently known to Children's Services and 68% known to Mental Health Services.

The scheme sought to align with existing programmes and initiatives with the aim of reducing duplication and to ensure synchronised service delivery. The County Council was also host to ACTion Lincs, another multi-disciplinary team whose focus was to address entrenched rough sleeping within the county. Both ARC and ACTion Lincs would work in close collaboration to support and address the complex needs presented.

It was also intended to bring the Blue Light Project under the remit of ARC with Support Workers working with treatment-resistant drinkers and the associated issues of anti-social behaviour.

One of the offending profiles of the ARC cohort related to domestic abuse, anti-social behaviour and serious sexual/violent offences which had resulted in ARC also working collaboratively with MAPPA, MARAC, SMARAC and ASBRAC to seek support and bolster the efforts of others.

Performance data was produced for the Reducing Offending Strategic Management Board on a quarterly basis. The performance report captured the rate and severity of offending of a cohort of 65 individuals six months after their adoption into the ARC scheme. It was reported that the rate of offending had reduced by 73.5% from 268 offences to 71 offences. The crime severity score had also reduced by 74.7% from 15,491 to 3,917 seeing a reduction in associate costs by 58.8% from £341,342.89 to £140,505.87.

The Committee noted that, since its launch in March 2016, over 130 individuals had benefitted from a period of intensive support from ARC and performance reports continued to evidence the success of the scheme.

An invitation was extended to Members to visit the teams in their respective areas to see the work being carried out.

At 11.25am, Councillor M A Whittington left the meeting and did not return.

During discussion, the following points were noted:-

- The Committee was complimentary about the report which provided relevant information;
- The work with clients was time limited to nine months but this timescale was set to encourage a conversation with the cohort should they still be on the scheme at that point. Should the primary objectives of their adoption onto the scheme be achieved, a multi-agency discussion would take place regarding discharge;

PUBLIC PROTECTION AND COMMUNITIES SCRUTINY COMMITTEE
12 DECEMBER 2017

- Due to individual exit plans, some clients may be on the scheme for less than the nine months but others may have to stay on the scheme longer. Weekly meetings were held and the progress was constantly reviewed so if it was necessary to stay on the scheme longer than nine months there would be a good reason for doing so;
- It was reported that there was only a small number of homeless people on the scheme and it had been identified by the Social Impact Bomb Team (ACTion Lincs) that over 50% of the same names featured on each cohort. It was noted, however, that they were not just homeless but also rough sleepers, 'sofa surfers' or those in supported housing who struggled to maintain accommodation. There was also good support for the scheme by accommodation providers, including District Councils;
- Although Lincolnshire County Council gave support to the team, the primary contribution was that office accommodation had been provided at Myle Cross. Lincolnshire Police also paid for some of the analytical costs of the project;
- Due to the under 18 cohort, it was confirmed that the team was required to spend a considerable amount of time on safeguarding issues as a result of the risks of social media;
- Specific services to support clients with mental health issues had been implemented alongside the Police and Crime Commissioner (PCC), who now had a member of staff from Lincolnshire Partnership NHS Foundation Trust (LPFT) on secondment to the PCC office in order to better understand the challenges;

At 11.37am, Councillor C R Oxby re-entered the meeting.

- The Committee was advised that mental health issues could be a common feature with offenders but that this was not necessarily the cause of their behaviour. It would be inappropriate to assume that the two were linked as some people who suffer with mental health may *never* commit a crime;
- Although the scheme was supported, one member of the Committee mentioned the victims of the crimes committed by these clients and asked what would happen should they reoffend. It was explained that this cohort would receive short term sentences which was usually enough to encourage them to successfully complete the scheme. Long term implications for reoffenders would be the potential loss of their accommodation;

At this point of the proceedings, Councillor B Adams asked the Committee to note that both of his daughters work in this particular field in different parts of the country.

- There was concern that prisons provided the minimum service to inmates in relation to rehabilitation which was thought to be letting the system down;
- It was explained that this initiative was not a single agency project and therefore the issues faces were not necessarily in relation to resources. The Local Authority had taken a leadership role to bring all relevant agencies together to drive the partnership work;
- Following the appointment of a new Governor at Lincoln Prison, work was ongoing to develop a stronger relationship with the prison;

- Lincolnshire Police had indicated that they would like to commit more resource to this scheme as the evidence suggested that this was a successful policing strategy;
- Further consideration was to be given to the supporting partners and the level of experience required to support and help individuals;
- Although the hub for this scheme was based at Myle Cross in Lincoln, it was confirmed that there was also a staff group based in the east of the county. However, a lot of the work was undertaken in the home of the individual.

RESOLVED

That the progress made by the ARC scheme to reduce offending throughout the county be noted.

The meeting closed at 12.00 pm