

**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>23 October 2018</b>
Subject:	<b>Public Protection Commissioning Strategy</b>

**Summary:**

This report details the steps taken so far in creating the new Commissioning Strategy for Public Protection, detailing the process undertaken in order to understand the needs of the business area, the defined purpose of Public Protection, and objectives for each business area in order to meet the requirements of our public.

**Actions Required:**

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

1. Consider and comment on the work being undertaken to develop a new Commissioning Strategy for Public Protection; and
2. Give specific consideration to the general purpose underlined for Public Protection and the objectives outlined for each department.

## **1. Background**

Lincolnshire County Council has moved to a "commissioning strategy" model across its business areas. The strategy for Protecting the Public sits under the portfolio of Executive Director Pete Moore, Director for Finance and Public Protection. A commissioning strategy is being prepared on his behalf by Detective Chief Superintendent Chris Davison, who is the seconded Lincolnshire Police Officer who is the County Officer for Public Protection.

The Commissioning Strategy for Protecting the Public has the following elements in scope:

- Community Safety including partnership work to resolve statutory obligations under Section 17 of the Crime and Disorder Act 1998 (the reduction of Crime and Disorder across an area)
- Trading Standards
- Celebratory and Registration Service and Coroner's Service

- Lincolnshire Road Safety Partnership<sup>1</sup>
- Lincolnshire Fire and Rescue<sup>2</sup>

## 2. Process

In line with the agreed process of Commissioning Strategies, needs assessments have been made of each of these business areas, with the exception of the Lincolnshire Road Safety Partnership, (this is due to the Lincolnshire Road Safety Partnership having its own ten year strategy that has already been written). These needs assessments have been formed by a number of different means, but including:

- Checking against existing documents which lay out expectations – such as the Police and Crime Plan delivered by the Police and Crime Commissioner for Lincolnshire
- Checking across various stakeholder organisations via events or forums such as the district councils and their elected members
- Consultation with the executive and support councillors regarding their expectations
- Public consultation via events, forums, feedback mechanisms
- Checking against data sets and analysis of need based on both quantitative and qualitative data
- Horizon scanning against projected future trends and statutory requirements
- Full details of these consultation methods are produced as appendices to the main strategy.

Once the needs assessments were completed and collated, the process was made to understand what these needs were telling us in terms of how to understand our priorities as a Public Protection department, and to help form our overarching strategic objectives.

## 3. Proposed Departmental Purpose

The proposed purpose for Public Protection in the strategy is provided below:

- The purpose of the Public Protection directorate is to ensure that Lincolnshire is a safe place to live, work and visit, and that it feels like a safe place to live, work and visit.
- We will prioritise prevention of crime and disorder, and maximise the efficiency of our efforts to intervene to protect the most vulnerable.

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<sup>1</sup> LRSP has its own ten year strategy, which covers the strategic intent of the partnership. Therefore, to read more about the strategy for LRSP, please refer to <https://www.lincolnshire.gov.uk//Download/87404>

<sup>2</sup> The LFR strategy is outlined in its integrated risk management planning (IRMP) baseline document. Therefore, for the strategic document relating to LFR, please refer to <https://www.lincolnshire.gov.uk/lincolnshire-fire-and-rescue/about-us/service-planning/irmp-baseline-document/130350.article>

- We will provide our services efficiently, effectively, and provide good quality service in doing so. We will meet with high customer satisfaction.
- Our services will be sustainable and viable. We will explore and deliver commercial opportunities where they fit with our core purpose.

This purpose underpins the other, more detailed needs which are provided below:

#### **4. Our Strategic Objectives**

The strategy goes on to detail which objectives set about meeting the needs identified during the needs assessment, and how and why we organise ourselves to meet these needs. Each department is described, and a structure chart provided in order to demonstrate how Public Protection is structured.

##### **Community Safety**

- Preventing and tackling Domestic Abuse
- Preventing and tackling Anti-Social Behaviour
- Preventing and tackling Serious and Organised Crime, concentrating on Modern Day Slavery and Fraud
- Reducing Offending in Lincolnshire
- Recognising and dealing with Mental Health and Substance Misuse where they relate to Crime and Disorder

The scale and complexity of these challenges are such that they suggest the need to deal with them in a different way. To that end, the strategy states that the need to deal with these issues can only be dealt with effectively by way of partnership, and underlies the need to ensure that the Safer Lincolnshire Partnership works alongside other partnerships such as the Lincolnshire Safeguarding Adults and Safeguarding Children's boards.

The strategy also recognises the importance of prevention and joint intervention, and discusses the project to join Police and Lincolnshire County Council teams in collaboration to tackle crime prevention, effective messaging and offender management. It details the work undertaken to commission the provision of a single provider for Domestic Abuse services (WLDAS), and the commissioning of E-Cins electronic anti-social behaviour system to better join services across the county.

The strategy gives detail on the formation and organisation of the Safer Lincolnshire Partnership, which is the county's revised Community Safety Partnership, and how this strives to meet the needs identified for Community Safety.

##### **Trading Standards**

- To develop the use of intelligence to scan and test the market place and tackle those organised criminal networks and unscrupulous businesses who

deliberately, repeatedly or recklessly engage in fraudulent trading practices that harm the interests of consumers and legitimate businesses

- To support economic growth by helping businesses to comply with their legal responsibilities and enhancing public protection through delivery of chargeable business advice services and through increasing the number of business partnerships.
- To engage with the public, communities and businesses to increase resilience and safeguard the vulnerable against scams, rogue trading and unfair business practices.
- To develop our Officers to maximise resilience and flexibility in delivering services.
- To effectively manage income and expenditure to achieve a balanced budget for the Trading Standards Service.

In order to do so, the strategy provides details of how Trading Standards may work differently in the future. Principally, one of the developments is around how Trading Standards can better collect and use intelligence it gathers, recognising the increasing complexity and sophistication of some of the criminal networks it now deals with; in order to meet these challenges, the strategy outlines how we will create a joint team with Lincolnshire Police in order to better analyse intelligence, task effectively across the partnership, and use the full range of powers which are available to both agencies.

The strategy also details some of the tactical priorities of Trading Standards during this period. While traditional concerns such as product safety, doorstep crime and scams are still important for Trading Standards, emerging concerns such as cybercrime and high-risk areas such as illicit tobacco and alcohol sales also feature.

#### Celebratory and Registration Services and Coroner's Services

- The need to continue to provide excellence in service
- Improving our digital offering for customers
- Managing our people and processes effectively
- Managing our finances and maximising appropriate income
- Maximising the value from our partners and suppliers

The strategy makes it plain that the services the county supplies are already very well received by our customers, and that we have very high approval rates. The strategy also details some of the future needs that will come the way of the service, and how the service will need to keep a track of technological and customer expectations. This includes how, for instance, we have already digitised many records to make it easier for family historians to access, but how we will need to add capacity for customers to be able to pay digitally for our services.

The strategy also deals with the appointment of a new Senior Coroner, and the work undergone to modernise the Coroner's service, including the provision of a new electronic case management system, which will further reduce the time taken for the Coroner to be able to undertake their duties, and allow for a more efficient service for our customers.

## **5. Performance Measurement**

Each department of the strategy provides an assessment based on already provided performance statistics, reported to Public Protection Oversight and Scrutiny, about how each is performing. However, in a number of areas, most notably Community Safety, these may not now be relevant to the objectives, or not report on those areas which are directly in the control of the department.

Community Safety is currently in the process of developing new performance measures which will more accurately reflect the contribution of the department in reaching the objectives set. Once completed, these will then be brought to Oversight and Scrutiny for discussion and possible ratification, before being placed in the Strategy. There may be some variance in performance measures for Trading Standards in order to better align with national recording practices, to allow for benchmarking and data gathering which may be of benefit to members, while it is not proposed to significantly alter those used in Celebratory and Registration Services and Coroner's Service, as these were last amended in April 2018 and are thought to be still fit for purpose.

## **6. Conclusion**

The draft commissioning strategy is on target for completion and presentation to the Commissioning and Commercial Board on 7 December 2018.

## **7. Consultation**

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

N/A

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

N/A

## **8. Background Papers**

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

This report was written by Chris Davison, who can be contacted on 01522 554593 or [chris.davison@lincolnshire.gov.uk](mailto:chris.davison@lincolnshire.gov.uk).

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