



County Offices
Newland
Lincoln
LN1 1YL

4 March 2019

Public Protection and Communities Scrutiny Committee

A meeting of the Public Protection and Communities Scrutiny Committee will be held on **Tuesday, 12 March 2019 at 10.00 am in Committee Room One, County Offices, Newland, Lincoln LN1 1YL** for the transaction of the business set out on the attached Agenda.

Yours sincerely

A handwritten signature in black ink that reads 'DBarnes'.

Debbie Barnes OBE
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), W J Aron,
C J T H Brewis, K J Clarke, Mrs P Cooper, Mrs C J Lawton, C R Oxby,
M A Whittington, L Wootten and R Wootten

**PUBLIC PROTECTION AND COMMUNITIES SCRUTINY COMMITTEE AGENDA
TUESDAY, 12 MARCH 2019**

Item	Title	Pages
1	Apologies for Absence/Replacement Members	
2	Declarations of Members' Interests	
3	Minutes of the previous meeting held on 22 January 2019	5 - 12
4	Announcements by the Chairman, Executive Councillors and Chief Officers	
5	Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services Report Action Plan Update <i>To receive a report from Dan Quinn (Assistant Chief Fire Officer), which invites the committee to consider the finalised action plan which was produced in response to the inspection by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services)</i>	13 - 24
6	Public Protection Commissioning Strategy <i>(To receive a report from Chris Davison (County Officer – Public Protection), which presents the Commissioning Strategy for Public Protection)</i>	25 - 62
7	Quarter 3 Performance Report <i>(To receive a report which provides key performance information that is relevant to the work of the Public Protection and Communities Scrutiny Committee. Key officers will be present at the meeting)</i>	63 - 112
8	Public Protection and Communities Scrutiny Committee Work Programme <i>(To receive a report by Daniel Steel (Scrutiny Officer), which provides the committee with the opportunity to consider and comment on the content of its work programme for the coming year to ensure that scrutiny activity is focussed where it can be of greatest benefit)</i>	113 - 118
SITTING AS THE CRIME AND DISORDER SCRUTINY COMMITTEE		
9	Serious and Organised Crime <i>(To receive a report from Sara Barry (Safer Communities Manager) which provides an overview of the approach to tackling serious and organised crime in Lincolnshire, with a particular focus on Fraud and Modern Slavery)</i>	119 - 124

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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.

All papers for council meetings are available on:
www.lincolnshire.gov.uk/committeerecords



**PUBLIC PROTECTION AND
COMMUNITIES SCRUTINY
COMMITTEE
22 JANUARY 2019**

PRESENT: COUNCILLOR N H PEPPER (CHAIRMAN)

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

Councillors: attended the meeting as observers

Officers in attendance:-

Sara Barry (Safer Communities Manager), Daniel Steel (Scrutiny Officer), Emily Wilcox (Democratic Services Officer), Nick Borrill (Chief Fire Officer), Chief Superintendent Chris Davison (County Officer Public Protection), Michelle Grady (Head of Finance (Communities)), Nicole Hilton (Chief Community Engagement Officer), Dan Quinn (Assistant Chief Fire Officer) and Will Mason (Head of Cultural Services)

48 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

Apologies for absence were received by W J Aron.

49 DECLARATIONS OF MEMBERS' INTERESTS

There were no declarations of interest.

**50 MINUTES OF THE PREVIOUS MEETING HELD ON TUESDAY 11TH
DECEMBER 2018**

RESOLVED:

That the minutes of the previous meeting held on Tuesday 11th December 2018 be approved as a correct record and signed by the chairman, subject to the below amendments:

- Minute 45 – 'although it was anticipated that there would be a reduction in calls for 2018/19 due to the instruction of the Ambulance Response Programme', be amended to read: 'although it was anticipated that there would be a reduction in calls for 2018/19 due to the introduction of the Ambulance Response Programme'.
- Minute 45 – 'Not all of the 4000K funding received from DCLG had been spent', be amended to read: 'not all of the 400K funding received from DCLG had been spent'.

**51 ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLORS
AND LEAD OFFICERS**

The Chairman extended the committee's thanks to Nick Borrill (Chief Fire Officer), for his service to the council and wished him a happy retirement. It was noted that Lez Britzman would take over as Acting Chief Fire Officer with effect from the end of 31 2019.

52 COUNCIL BUDGET 2019/20

Consideration was given to a report by Michelle Grady (Head of Finance – Communities), which set out the budget proposals for the 2019/20 financial year. The proposals would be presented to the Executive for consideration on 5 February 2019.

The report specifically focused on the budget implications for Community Resilience & Assets; Protecting the Public; and Sustaining & Developing Prosperity through Infrastructure (Heritage Services only).

The committee considered the proposals and agreed to put forward the following points to the Executive for consideration:

- The Committee endorsed the proposed 2019/20 revenue and capital budget and supported the funding of the known cost pressures identified within the proposals.
- The Committee welcomed the proposals to re-instate a budget to support the core services of the Citizens Advice Bureaux (CAB) (£0.278m), after the service received support by use of reserves during the last two years.
- The Committee acknowledged the limited options available to continue to effectively fund services going forward. The Committee supported the proposed 4.95% increase in Council Tax and welcomed comments from officers that Lincolnshire would remain in the lowest quartile for Council Tax in the Country.

RESOLVED:

That the above comments, be passed on to the Executive for consideration.

53 FUTURE OF THE HERITAGE SERVICE

Consideration was given to a report from the Chief Community Engagement Officer, which invited the committee to consider a report regarding the future of the Heritage Service. The report would be presented to the the Executive on the 5 February 2019.

The report sought the Executive's approval to conduct public consultation on the proposed changes to the Council's Heritage Services based on a move to a Cultural Enterprise Model.

Comments from the committee would be put forward to the Executive as part of its consideration of the report.

It was highlighted that changes in the heritage service would involve moving from a microsite to supersite approach, with the proposed supersites being Lincoln Castle and the collection Museum and Art Gallery.

The Chief Community Engagement Officer also set out the proposed changes to the mix of sites that the Council would deliver as part of its heritage offer.

The committee supported the recommendations to conduct public consultation on proposed changes to the Council's Heritage service based on a move to a Cultural Enterprise Model and agreed to pass on the following comments to the Executive:

- The Committee supported the proposals to conduct a consultation and seek ideas from the public on how the Heritage Service could develop in the future. The Committee highlighted that they were keen to ensure the public had the opportunity to comment and input into the proposals to help shape potential future developments.
- The Committee queried the level of consultation which had taken place with the City of Lincoln Council over the proposed change of use for the Usher Art Gallery. Officers confirmed that they had kept local District Councils fully informed on the proposals, but highlighted that no agreements had been made due to the desire to undertake a public consultation prior to final proposals being approved.
- The Committee acknowledge that whilst the provision of heritage services was not a statutory duty, these proposals identified a model which would enable continued public access to heritage, art and culture in a self-sustaining and affordable way. Officers confirmed that a change of model was required to enable a more aggressive commercial approach to continue to provide quality museums, galleries and attractions.
- The Committee commented that the proposed changes were bold and ambitious and welcomed the commitment to develop a service which enables the broadest range of audiences to engage with a wide range of heritage experiences.
- The Committee highlighted the need to work across the public and private sector to consider public transport as a key part of these proposals. The Committee identified accessibility to public transport as a key weakness for Lincolnshire when competing with other major tourist destinations across the UK. Officers confirmed additional work was required to review destination management options and the how the heritage offer could further promote Lincolnshire as a destination.

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Councillor K J Clarke wished it to be noted that he voted against the recommendation to approve the public consultation on the grounds that the consultation questions had not yet been finalised and there was no clarity on what the consultation would look like.

RESOLVED:

1. That the committee supported the recommendations to the Executive
2. That the agreed comments, as set out above, be passed to the Executive in relation to this item.

54 HER MAJESTY'S INSPECTORATE OF CONSTABULARY AND FIRE AND RESCUE SERVICES REPORT

Consideration was given to a report by the Chief Fire Officer, which provided the committee with the results of the inspection by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services Report (HMICFRS).

Lincolnshire Fire and Rescue (LFR) had been inspected by HMICFRS in the summer of 2018 as part of a new independent inspection process.

LFR had received a positive report and had been graded 'Good' for how effective it was at keeping people safe from fire and other risks, and 'Good' for how efficiently it delivers the service. An action plan was being finalised to address the areas identified for improvement.

The service had been assessed as 'required improvement' in how well it looks after its people. This mainly related to concerns over the effectiveness of how it records training and monitoring systems. It was noted that LFR were already aware that there needed to be improvements made in these areas and they were in the process of implementing a new system to help improve the situation. Officers highlighted that there were only 3 services across the county that had been rated 'good' in this area and that the reports had recognised it as an issue nationally.

Members were informed that an action plan was currently being finalised to address the areas identified for improvement, and the final update would be brought to the committee in July 2019.

Members were invited to ask questions, in which the following points were raised:

- The Chief Fire Officer explained that all LFR employees had the same access to wellbeing support that all County Council employees do.
- Officers were confident that they had a balanced budget going forward.
- The Executive Councillor for Culture and Emergency Services added that from a capital point of view, LFR was one of the best funded services nationally.
- The Assistant Chief Fire Officer highlighted that there had been 2 new posts created which would help ensure that there were enough resources given to a priorities and risk-based inspection programme.

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- It was clarified that retained firefighters had an availability contract which generally managed within each station to ensure that the service was well maintained but firefighters had a balanced work/life schedule.
- LFR had a very successful on-call service.
- The Assistant Chief Fire Officer explained that they offered on-going support to all parties involved in any serious incidents, including employees of LFR. Officers acknowledged that mental health and wellbeing is a number one priority for all those involved in incidents.
- Officers confirmed that the new competence recording system for recording training was due to be in place by mid-2019, rather than the end of 2018 as stated in the report.
- It was confirmed that LFR had a grievance policy and procedure which was currently being renewed. Efforts would be made to communicate the policy to all employees and increase awareness of it.
- Officers acknowledged the comments from firefighters that they felt disconnected from senior members of the service and were working to improve this. Due to the rural nature of the county, sometimes it was hard for officers to physically go out to all stations but efforts would be made to communicate with them in other ways and be innovative about communication and engagement.
- The Executive Councillor for Culture and Emergency Services felt that it would be beneficial for Members to visit their local stations as part of the communication process. Email invitations to all members about station visits would be sent out to all Members in due course.
- The Chief Fire Officer agreed to bring a report back containing the statistics in relation to the amount of 'false alarms' attended by the fire service.

RESOLVED:

1. That the report and comments made be noted.
2. That a final update on the LFR action plan, which would address issues raised from the HMICFRS Report, be reported to the committee meeting scheduled for the 23 July 2019.

55 STAY SAFE PARTNERSHIP - RESOURCES TO PROTECT AND SAFEGUARD CHILDREN AND YOUNG PEOPLE

The committee received a report from the Safer Communities Manager which provided an overview of the Stay Safe project, its achievements to date and plans for the future.

The Stay Safe Partnership had been commissioned with the aim to establish a co-ordinated strategy in the delivery of preventative education in Lincolnshire schools and academies.

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The Safer Communities Manager set out the issues that had been identified; the key objectives to the project, as well as what was available to primary and secondary schools as part of the project.

The committee were invited to ask questions, in which the following points were noted:

- Members commended the stay safe project.
- It was noted any information disclosed during the workshops or as part of the stay safe project would be passed on to the safeguarding lead for that particular school if available. If there was no safeguarding lead, the school would deal with the issue appropriately.
- Members were informed that there was enough money in the Council's Reserves to fund the Stay Safe Programme for at least another two years.
- Members felt that the Children and Young People Scrutiny Committee should be informed of the stay safe programme in some way. It was agreed that the Scrutiny Officer and Safer Communities Manager would agree the best way to report to the Children and Young People Scrutiny Committee about the Stay Safe Partnership.

RESOLVED:

1. That the report be noted.
2. Those officers agree the most appropriate way to report to the Children and Young People Scrutiny Committee about the Stay Safe Partnership.

56 PUBLIC PROTECTION AND COMMUNITIES SCRUTINY COMMITTEE
WORK PROGRAMME

Members were provided with an opportunity to review the committee's work programme for the following year.

It was noted that the Scrutiny Officer would amend the work programme to include a report from LFR on the action plan addressing issues raised from the HMICFRS Report for 23 July 2019.

It was agreed that information relating to false alarm fire calls would be included in the LFR Performance Annual report scheduled for 11 June 2019.

One member requested that the committee receive a report on Modern Day Slavery. Officers suggested that it may be beneficial for there to be an all member briefing on Modern Day Slavery. Officers agreed to discuss and agree the best option going forward.

RESOLVED:

That the committee was satisfied with the proposed work programme.

The meeting closed at 12.25 pm

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Open Report on behalf of Les Britzman, Acting Chief Fire Officer

Report to:	Public Protection and Communities Scrutiny Committee
Date:	12 March 2019
Subject:	Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services Report Action Plan Update

Summary:

Lincolnshire Fire and Rescue (LFR) was inspected during the summer by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) as part of a new independent inspection process.

LFR received a very positive report being graded 'Good' for how effective it is at keeping people safe from fire and other risks and 'Good' for how efficiently it delivers the Service. The report identified areas for improvement highlighted by the Inspectorate which LFR have produced an action plan to address. In January, LFR advised it would present the finalised action plan to update the Public Protection and Communities Scrutiny Committee on future actions.

Actions Required:

The Public Protection and Communities Scrutiny Committee is invited to consider and comment on the contents of the HMICFRS action plan and review progress against the finalised action plan on a periodic basis.

1. Background

LFR was inspected during the summer by HMICFRS as part of a new independent inspection process. The reports for the first tranche of inspections (of 14 FRS) were published on 20 December 2018¹.

The inspections focus on three main questions:

- How *effective* is the Service at keeping people safe and secure from fire and other risks;
- How *efficient* is the Service at keeping people safe and secure from fire and other risks; and,
- How well does the Service look after its *people*.

¹ The remaining 31 fire and rescue services will be inspected over the next 12 months.

Graded judgements are given for each of the three areas and the relevant sub-sections too. A copy of LFR's inspection report is available on the HMICFRS website².

2. Results for Lincolnshire Fire and Rescue

The judgements for LFR are shown below:

Effectiveness	Good
Understanding the risk of fire and other emergencies	Good
Preventing fires and other risks	Good
Protecting the public through fire regulation	Requires improvement
Responding to fires and other emergencies	Good
Responding to national risks	Good

Efficiency	Good
Making best use of resources	Good
Making the fire and rescue service affordable now and in the future	Good

People	Requires improvement
Promoting the right values and culture	Requires Improvement
Getting the right people with the right skills	Requires improvement
Ensuring fairness and promoting diversity	Good
Managing performance and developing leaders	Requires improvement

LFR received a very positive report being graded 'Good' for how effective it is at keeping people safe from fire and other risks and 'Good' for how efficiently it delivers the Service. However, LFR was graded as 'requires improvement' in how well it looks after its people. This primarily related to concerns over the effective recording and monitoring of training (*getting the right people with the right skills*).

3. Action Plan

These inspections were the first that HMICFRS had conducted. The focus of the inspections is on the service the FRS provide to the public, and the way they use the resources available. Therefore, the inspection assessed how effectively and efficiently LFR prevents, protects the public and responds to fires and other emergencies. They also assessed how well we look after the people who work for the service.

The Inspectorate were pleased with most aspects of LFR performance in keeping people safe and secure. However, they did identify that in some areas, we need to improve how we look after our people, to give a consistently good service.

² <https://www.justiceinspectorates.gov.uk/hmicfrs/frs-assessment/frs-2018/lincolnshire/>

More specifically, the LFR report identifies ten areas for improvement and one cause of concern. These areas were based on the evidence gathered by the inspection team during their visit to LFR. As a result of this feedback, the Service has produced an action plan to address these:

- The one cause of concern, which relates to the effective recording and monitoring of training, is the only recommendation that is time bound. By 31 July 2019 the service must ensure that suitable operational training is provided, assessed and recorded accurately and assure itself that all operational staff are competent in risk-critical skills. LFR will monitor progress against this recommendation and update the Committee at the July meeting.
- The ten areas for improvement identified within the report are not time bound and do not require LFR to submit a formal response to address each area. Nonetheless, LFR have reviewed these areas and have identified a number of improvements with timescales for implementation. Many of these areas had already been identified as improvements that the Service should be striving towards, for example LFR ensuring that it targets its prevention work at people most at risk, including those from hard-to-reach groups.

The action plan details the areas for improvement along with the activities, outcomes and timescales for completing the development required. In addition, it identifies the lead officer responsible for delivering the improvement. The action plan will be monitored on a monthly basis as part of the LFR Service Management Board to ensure targets are being achieved and any issues or risks are addressed.

LFR will review progress against this action plan and update the Committee about progress on a periodic basis.

4. Conclusion

Notwithstanding the areas identified for improvement for LFR, this was a strong report recognising the broad range of excellent work being carried out across the Service. Work will now continue to implement the activities associated with the action plan with progress being reported through the Public Protection and Communities scrutiny committee.

5. Consultation

a) Policy Proofing Actions Required

n/a

6. Appendices

These are listed below and attached at the back of the report	
Appendix 1	HMICFRS Report Action Plan – An Action Plan to address the 'Areas of improvement' and 'Causes for Concern' as identified in the Inspection of Lincolnshire Fire and Rescue dated 20 th December 2018

7. 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 services inspection programme and framework 2018/19	https://www.justiceinspectorates.gov.uk/hmicfrs/publications/hmicfrs-fire-inspection-programme-2018-19/

This report was written by Dan Quinn, who can be contacted on 01522 555701 or dan.quinn@lincoln.fire-uk.org.

Fire and Rescue Service

Effectiveness, efficiency and people inspection 2018/19

An inspection of Lincolnshire Fire and Rescue



Action Plan 2018 / 2019

Areas for improvement

Cause of concern (highlighted in red)

HMICFRS report sub-section (& page)	Area for Improvement / Cause of concern (red)	Activity	Output	Target date	Owner	Progress	RAG
Question 1 - How effective is the Service at keeping people safe and secure?							
1.1 - Understanding the risk of fire and other emergencies (page 9)	1.1.1 - The service needs to improve how it engages with the local community to build up a comprehensive profile of risk in the service area	1.1.1.1 - Develop Service Level Agreement (SLA) with the County Wellbeing Service	SLA signed	Dec-18	AM P&P	SLA completed	
		1.1.1.2 - Enhance presence in local GP surgeries to advertise services and support available	Main contact for County's GPs identified	Dec-18	GM P&P		
			GP materials developed to promote safe and well visits	May-19			
			Process for six monthly updates to GPs developed	May-19			
		1.1.1.3 - Develop/explore the volunteer sector	Requirements for generic volunteer role explored	Sep-19			
			Appropriate volunteer opportunities investigated with partners/agencies	Jun-19			
		1.1.1.4 - Review mechanism for gathering community risk information	Community Risk profile updated Community engagement strategy developed Process developed for staff to share information on known risks within their community	May-19			

HMICFRS report sub-section (& page)	Area for Improvement / Cause of concern (red)	Activity	Output	Target date	Owner	Progress	RAG
1.2 - Preventing fires and other risks (page 11)	1.2.1 - The service should evaluate its prevention work, so it understands the benefits better	1.2.1.1 - Work with other FRS/NFCC to develop a generic evaluation process that will support LFR prevention activity	LFR evaluation process identified	Sep-19 Jun-19	GM P&P		
		1.2.1.2 - Conduct analysis of LFR's main prevention campaigns (cooking, smoking, heating, electrical,)	Report produced outlining activity and impact	Jun-19			
		1.2.1.3 - Conduct a Service led multi agency de-brief to share learning after a fire fatality or near miss	Post fatality or serious injury policy reviewed and embedded	May-19			
		1.2.1.4 - Review approach to community fire safety activity at on-call stations	Report produced outlining activity and impact	Oct-19			
	1.2.2 - The service should ensure it targets its prevention work at people most at risk, including those from hard-to-reach groups	1.2.2.1 - Establish mechanism to engage with hard to reach groups ie migrant community, seasonal	See 1.1.1.4 engagement strategy	Oct-19	GM P&P		
		1.2.2.2 - Evaluate the data currently available, with specific focus on drive times to ensure hard to reach areas are assessed for priority action.	Hard to reach communities based on drive times identified	Nov-19		Completed	
		1.2.2.3 - Engage with Priority groups identified as part of the data analysis in 3.2	Agree mechanisms to engage with priority communities	Nov-19			

HMICFRS report sub-section (& page)	Area for Improvement / Cause of concern (red)	Activity	Output	Target date	Owner	Progress	RAG
1.3 - Protecting the public through fire regulation (page 13)	1.3.1 - The service should ensure it allocates enough resources to a prioritised and Risk-Based Inspection Programme (RBIP)	1.3.1.1 - Confirm validity of current RBIP methodology	Methodology confirmed	Nov-18	GM P&P	Completed	
		1.3.1.2 - Implement revised Prevention and Protection (P&P) structure	Structure agreed Structure embedded	Nov-18 Aug-19	AM P&P	Structure agreed by SMB - Nov 19	
		1.3.1.3 - Agree business case and secure funding for additional Fire Protection (FP) resources	Business case agreed Funding approved	Nov-18 Jan-19		Business case agreed by SMB - Nov 18. Funding discussed at Resources Board - Jan 19	
			Additional FB officers in post	Sep-19			
		1.3.1.4 - Version 3 Flo-Suite fully implemented	Embedded within LFR	Sep-19	GM P&P		
		1.3.1.5 - Ensure hazard spotting process remains fit for purpose	Process reviewed and report produced	May-19			
	1.3.2 - The service should assure itself that its enforcement plan prioritises the highest risks and includes proportionate activity to reduce risk. It should also include appropriate monitoring and evaluation	1.3.2.1 - Ensure Fire Service Guidance Note 27 remains fit for purpose	FSG Note 27 reviewed and updated	Mar-19	GM P&P		
		1.3.2.2 - Enhance engagement with all staff around potential enforcement activity	Engagement plan developed and agreed	Apr-19			
		1.3.2.3 - Evaluate effectiveness of FP activity	Evaluation process developed and agreed	Mar-20		Once national picture known	

HMICFRS report sub-section (& page)	Area for Improvement / Cause of concern (red)	Activity	Output	Target date	Owner	Progress	R A G
1.4 - Responding to fires and other emergencies (page 15)	1.4.1 - The service has a plan in place to adopt National Operational Guidance (NOG), including joint and national learning, but needs to clearly communicate this throughout the organisation	1.4.1.1 - Ensure NOG is understood and embedded throughout the	Engagement plan developed and agreed	Mar-19	AM Response		
		1.4.1.2 - Ensure Service Order 04 (Operations) is NOG compliant	Compliance confirmed	Feb-19			
		1.4.1.3 – Produce Response Framework document in line with NOG	Document produced	Apr-19			
		1.4.1.4 - Implement LFR Organisational Learning Board	Quarterly meetings schedule developed	Feb-19			
		1.4.1.5 - Evaluate effectiveness of NOG activity	Evaluation process developed and agreed	Oct-19			

HMICFRS report sub-section (& page)	Area for Improvement / Cause of concern (red)	Activity	Output	Target date	Owner	Progress	RAG
Question 3 - How well does the Service look after its people							
3.1 - Promoting the right values and culture (page 28)	3.1.1 - The service should improve its mechanisms for staff to access specialist wellbeing support	3.1.1.1 - Complete wellbeing and Inclusion toolkit	Information collated	Mar-20	AM P&P	Depended on LCC website progress	
		3.1.1.2 - Raise manager awareness of routes and the process	Communications plan developed	Nov-19			
		3.1.1.3 - Review LFR Health & Wellbeing Framework	Updated and agreed Communicated to staff	Nov-19			
		3.1.1.4 - Work collaboratively with Police/ EMAS to align where possible	Exploit any collaborative opportunities to work with Blue Light partners	Jun-19			
	3.1.2 - The service should ensure its values and behaviours are understood and demonstrated at all levels of the organisation	3.1.2.1 - Review whether LFR should adopt LCC values definitions	Review undertaken	Jun-19	CFO		
		3.1.2.2 - Develop Learning Management System (LMS) values package based on current Organisational Culture booklet	LMS package developed Rolled out to stations	Jul-19 Sep-19			
		3.1.2.3 - Develop a plan to engage workforce on LFR values and behaviours	Develop a plan	Jun-19			

HMICFRS report sub-section (& page)	Area for Improvement / Cause of concern (red)	Activity	Output	Target date	Owner	Progress	RAG
3.2 - Getting the right people with the right skills (page 30)	3.2.1 - Lincolnshire Fire and Rescue Service needs to assure itself that it has systems in place for the effective recording and monitoring of training (By 31 July 2019 the service must ensure that suitable operational training is provided, assessed and recorded accurately and assure itself that all operational staff are competent in risk-critical skills)	3.2.1.1 - Undertake audit of risk critical training competence (breathing apparatus, incident command, driving, water)	Audit completed	Nov-18	AM CS		
		3.2.1.2 - Introduce new training recording system (PDRPro)	System procured	Dec-18		System procured Train the trainer course attended (2 persons trained).	
			Train the trainer course	Jun-19			
			Phase 1 completed	Mar-20			
		3.2.1.3 - Review quality assurance process for training content and delivery	Skills for Justice accreditation renewed	May-19			
		3.2.1.4 - Review the quality assurance of training delivery/sector competence on a quarterly basis	Review completed	Jan-19			
			Evidence of CM/WM competence	Apr-19			
		3.2.1.5 - Identify method to record competence (as opposed to attendance) on PDRPro	Report completed	Jun-19			
		3.2.1.6 - Undertake corporate audit of training records	Audit / validation to be completed once all records are in place.	Apr-20			

HMICFRS report sub-section (& page)	Area for Improvement / Cause of concern (red)	Activity	Output	Target date	Owner	Progress	RAG
3.3 - Ensuring fairness and promoting diversity (page 31)	3.3.1 - The service should assure itself that it has effective grievance procedures	3.3.1.1.- Ensure LFR managing grievance policy (SO18) is up to date	Policy reviewed and agreed	Mar-19	AM CS		
		3.3.1.2 - Deliver investigator training	All SMs/equivalent FSS trained	Sep-19			
3.4 - Managing performance and developing leaders (page 33)	3.4.1 - The service should put in place a specific process to identify, develop and support high potential staff and aspiring leaders	3.4.1.1 - Review Organisational Development Procedure (ODP) 3.5	Procedure reviewed and agreed	Apr-19	AM CS		
		3.4.1.2 - Consider wider development programmes at lower level (GM) for the ELP (Green / Grey) / other LCC development programmes.	L&D framework to SMB	Sep-19			
		3.4.1.3 - Consider individual PDR for all On-call staff	Options paper to on-call resilience board	Sep-19			

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

Report to:	Public Protection and Communities Scrutiny Committee
Date:	12 March 2019
Subject:	Public Protection Commissioning Strategy

Summary:

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 has been 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.

Actions Required:

Members of the Public Protection and Communities Scrutiny Committee are invited to consider the content of the Public Protection Commissioning Strategy and to provide feedback that can be considered by the Council's Executive.

1. Background

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 ¹
- Lincolnshire Fire and Rescue ²

¹ 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>

² 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>

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 as 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.

The Strategy is formed of two parts. The full strategy provides the departmental purpose for Public Protection, and provides objectives and details of the work of our departments. Where these departments have other strategies or akin documents in existence (for example, Lincolnshire Fire and Rescue and Lincolnshire Road Safety Partnership). There is a second, summary document which presents all of the pertinent information including performance and commissioned services together without the narrative provided in the main document.

The Strategy was presented to the Commissioning and Commercial Board on the 29th of January, where it was approved by the board. This was approved with a desire for there to be more information on work ongoing regarding frauds and scams; this has been included in the version before the panel.

2. Departmental Purpose

The 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.

- 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.

The Departmental Purpose was given in a previous paper to Scrutiny, which approved them as being fit for purpose.

3. 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.

The Strategic Objectives for our departments are:

Lincolnshire Fire and Rescue

- Reduce fires and their consequences
- Reduce road traffic collisions and their consequences
- Improve health and wellbeing
- Protect the community and environment from the impact of major emergencies
- Assess and plan for the risk of emergencies occurring in Lincolnshire
- Support communities to enable them to respond to emergencies
- Provide LCC and districts with emergency planning and business continuity advice
- Support the Lincolnshire Resilience Forum

Trading Standards

- Tackle Detriment and reduce Harm
- Support the Local Economy
- Promoting Health and Wellbeing

Community Safety

- Prevent crime and disorder
- Commission effective support services
- Facilitate effective partnership working

Road safety

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

Celebratory and Registration Services and Coroners Service

- Achieving Excellent customer service
- Improving our digital offering to customers
- Managing our people and finances effectively

- Ensuring our processes support the needs of our customers
- Ensuring we work effectively with suppliers and partners

4. 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.

We are working with our executive councillor, Councillor Young, to develop new performance measures. 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. Illustrative performance measures are placed in the strategy which reflect the direction of travel for these performance measures.

There will 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.

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.

5. Conclusion

This paper requests the Committee consider endorsing the strategy, with the proviso that new performance measures will come to scrutiny before being a request being made to alter them in time for the new business cycle.

6. Appendices

These are listed below and attached at the back of the report	
Appendix A	Public Protection Strategy
Appendix B	Commissioning Highlight Report

7. Background Papers

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

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PUBLIC PROTECTION STRATEGY

Author: Chris Davison, County Officer Public Protection
Version Control: 0.5.3
Date: 20/02/19

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1 Executive Summary

This document sets out the commissioning strategy for a number of key areas within the Public Protection Directorate for Lincolnshire between 2019 and 2022. These areas include the business areas of **Community Safety, Trading Standards** and **Registration and Celebratory Services**. It also references the ongoing work of the **Lincolnshire Road Safety Partnership** and **Lincolnshire Fire and Rescue**.

Our main responsibilities are:

- ❖ Preventing and intervening on crime and disorder issues
- ❖ The county partnership approach to dealing with crime and disorder¹ through the **Safer Lincolnshire Partnership**
- ❖ Work to keep consumers safe and provide quality advice and guidance through **Lincolnshire Trading Standards**
- ❖ Our work to produce high quality **Registration and Celebratory Services**
- ❖ Ensuring that Lincolnshire has a highly performing **Coroner's Service**
- ❖ Making Lincolnshire's roads safer for all with the **Lincolnshire Road Safety Partnership**

The Public Protection Commissioning Strategy is one of a number of strategies that outline the County Council's purpose and role.

1.1 Our Purpose

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.

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.

How we work

The underpinning themes of how these matters will be dealt with are those of working **in partnership** where it makes sense to do so, **prevention** of threat, risk and harm where this is possible, and **earliest possible interventions**. In the event that individuals within Lincolnshire with complex needs cause concern to the community, then we will work in a **multi-agency** way, **integrating** our efforts to maximise benefit.

¹ Community Safety Partnerships were formed in response to the Crime and Disorder Act 1998. Changes to this legislation were brought in by the Police and Justice Act 2006 and subsequent regulations came in to force in 2007. The regulations set out the minimum requirements for partnership working to ensure effective practise and that all partnerships deliver to a common standard.

Our services will be **sustainable, efficient** and delivered in an **ethical way**.

Whether we provide services to individuals, communities, businesses or other agencies, we will be **professional, resourceful, respectful** and **reflective**, in line with the values of Lincolnshire County Council.²

1.2 The Public Protection Directorate

The Public Protection Directorate contains the departments of **Community Safety, Trading Standards, Registration & Celebratory Service and Coroners Service** and **Lincolnshire Fire and Rescue**.

Public Protection has the commissioning lead for:-

- ❖ Enabling partnerships for the purpose of Preventing and Reducing Crime
- ❖ Supporting victims of Domestic Abuse and reducing instances of Domestic Abuse
- ❖ Protecting the Public through Trading Standards
- ❖ Ensuring compliance with relevant legislation for Registration, Celebratory and Coroner's Services.
- ❖ Lincolnshire Fire and Rescue³

These are statutory responsibilities of the local authority. This document will outline the key needs identified by our Joint Needs Analysis process, and then detail how we organise our staff, our partnerships and our processes to meet that demand.

1.3 Departmental Objectives in support of the Public Protection Strategy

In support of the four pillars of the Public Protection Strategy, each department has some objectives to meet this strategy. These are:

Community Safety:

- ❖ Prevention and intervention of Crime and Disorder
- ❖ The Commissioning of Effective Services
- ❖ To facilitate effective partnerships

Trading Standards:

- ❖ Tackle detriment and reduce harm to the public, businesses and communities
- ❖ Support the economy
- ❖ Promote health and wellbeing of the public, businesses and communities

Registration & Celebratory Service and Coroners:

- ❖ Improve the digital offering to our customers

² <https://www.lincolnshire.gov.uk/jobs/manuals/employment-manual/employee-appraisal-and-development/core-values-and-behaviours/113085.article>

³ Lincolnshire Fire and Rescue strategy is contained within the Integrated Risk Management Plan baseline document (2016-2020) which can be found at <https://www.lincolnshire.gov.uk/lincolnshire-fire-and-rescue/about-us/service-planning/irmp-baseline-document/130350.article>

- ❖ Manage the people, finances and effective processes in support of our service to the public
- ❖ Ensure that we work effectively with suppliers and partners

2 Lincolnshire's Public Protection Needs

The Public Protection Directorate has a varied and wide remit, from ensuring that crime and disorder is prevented and detected (Community Safety), to ensuring that consumers and businesses are kept safe (Trading Standards), through to ensuring that the most significant moments in our citizens lives are recorded in line with statutory requirements (Registration, Celebratory and Coronial Services).

In these areas, there are a number of mechanisms that allow us to understand the needs of the county, though these are often defined by the legislative requirements placed upon the local authority – such as, in the case of Community Safety, the requirement to deal with Crime and Anti-social behaviour under Section 17 of the Crime and Disorder Act 1998⁴. In other cases, such as with Trading Standards, we use the existing national and regional Trading Standards structures to help inform our local information, gathered in conjunction with local businesses and our feedback systems. Registration and Celebratory services are, again, tightly configured to ensure compliance with national legislation, but we use the host of customer feedback to understand the needs of Lincolnshire and ensure that the future design of our services meets those needs.

2.1 Community Safety

Lincolnshire remains one of the safest places to live in the country. Lincolnshire recorded 50.6 crimes per 1,000.⁵ This represents the fourth lowest rate of crime per head in the country; indeed, one of the districts (North Kesteven), has been the safest place to live in the United Kingdom for four consecutive years. Never the less, Lincolnshire saw 40,597 offences committed for year ending December 2017⁶, representing a 10% rise in overall crime, which although lower than the national average of a 15% rise in overall crime, is still a change in the recent trend for falling crime rates over recent years.

This document has analysed a range of data sources on agency demand, issue prevalence and community perceptions of crime and disorder, as well as having considered a number of local documents and strategies from across Lincolnshire and national agencies

These data sources include:

- ❖ Lincolnshire Police crime and incident records
- ❖ The Office of Police and Crime Commissioner⁷ (Marc Jones) work on community safety perceptions in Lincolnshire

⁴ <https://www.legislation.gov.uk/ukpga/1998/37/section/17>

⁵ <https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/crimeinenglandandwales/yearendingdecember2017>

⁶ <https://www.ons.gov.uk/file?uri=/peoplepopulationandcommunity/crimeandjustice/datasets/policeforceareadatatables/yearendingdecember2017/policeforceareatablesyearendingdec2017.xls>

⁷ <https://lincolnshire-pcc.gov.uk/your-pcc/about-the-role-of-pcc/>

- ❖ 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 ASB 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
- ❖ Community Safety experimental statistics Q1 2018
- ❖ Safer Lincolnshire Partnership Strategic Board consultation events

More detail in all of the following areas can be found at Appendix A, the Lincolnshire Community Safety Partnership Strategic Assessment 2017⁸.

What does this tell us?

We understand that the nature of crime is changing, as is the complexity and relative harm that those crimes are causing. We understand that **Domestic Abuse** continues to be a significant concern within the county, with what has been a fragmented approach to the issue across the county.

We know that **Anti-Social Behaviour** continues to be a concern throughout the county, and this can be evidenced by the widespread local concern regarding aggressive begging and those under the influence of New Psychoactive Substances on Lincolnshire's streets.

The threat of **Serious and Organised Crime** exists within Lincolnshire. We have had one of the largest and most complex cases of **Modern Day Slavery** taken to trial in the UK, and we need to do more to prevent other cases taking place in the county. While Modern Day Slavery is a relatively new term, we use it to mean the exploitation of the vulnerable, which can include things like forced servitude, sexual exploitation and so-called "county lines" drug gangs. We understand that the issue of **Fraud** is of huge concern to the people of Lincolnshire, with the especially vulnerable being increasingly targeted by sophisticated criminals, causing huge amounts of personal harm.

While re-offending rates of offenders in Lincolnshire have reduced, we know that there is still more to do in ensuring that we further **Reduce Offending**, in particular concentrating on the twin strands of prevention and education about crime and disorder, and at the other end of the spectrum, working intensively with the most criminally active offenders in Lincolnshire to prevent further harm.

⁸ Laughton P & Framp S, (2017), *Lincolnshire Community Safety Partnership Strategic Assessment 2017*, Lincoln, Lincolnshire County Council

Two health-related matters are also of considerable influence to matters of Crime and Disorder in Lincolnshire, as with elsewhere in the country. The prevalence of **Mental Ill Health** is a matter of concern, as is the issue of **Substance Misuse**, whether by drink or drugs, in the county. Our analysis tells us that we need to ensure that both of these issues are dealt with in partnership with our colleagues in health.

2.3 Trading Standards

Trading Standards assessments are partially derived from examining the themes set by National Trading Standards⁹, Trading Standards East Midlands (TSEM) and the Strategic Needs Assessment carried out by Community Safety and the Trading Standards local Intel Team. This is then distilled via locally contextualised priority setting into our key objectives. These are contained within our Trading Standards Service Plan, which is contained at Appendix B of this document.

What does this tell us?

We know that the sophistication of the crime committed in the Trading Standards arena has increased in complexity. We know that we will need to **increase the amount and value of the intelligence** we gather in order to more effectively tackle this offending. We will develop our 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.

Whilst rogue trading can occur in any trade sector we have identified the following that specifically threaten our local communities:

- ❖ Doorstep Crime and Scams which cause misery to some of the most vulnerable residents in Lincolnshire
- ❖ Cybercrime, which is increasingly used as a means to commit other offences such as Fraud
- ❖ Illicit Tobacco sales, which endanger consumers, pose fire and health risks and defraud the exchequer from legitimate tax revenues
- ❖ Product Safety, ensuring that we keep our consumers safe from dangerous and harmful products
- ❖ Second-hand Car Sales continue to be an area of concern for our consumers from our research and available data
- ❖ Intellectual Property and the issue of counterfeit and misleading labelling or branding of products, harming both consumers and business

We will **support economic growth** by helping businesses to comply with their legal responsibilities and enhancing public protection through delivery of our chargeable business advice services and through increasing the number of our business partnerships.

We will engage the public, communities and businesses to **increase resilience** and safeguard the vulnerable against scams, rogue trading and unfair business practices. We will **develop** our Officers to maximise resilience and flexibility in delivering our services. We will effectively manage our income and expenditure to **achieve a balanced budget** for the Trading Standards Service.

⁹ <http://www.nationaltradingstandards.uk/uploads/nts%20business%20plan%202018-19.pdf>

2.4 Registration, Celebratory and Coroner's Services

The Directorate keeps a number of key metrics from customer use, which is all contained within the Directorate Service Plan (Appendix C). These include both the quantitative details of numbers of customers using our features, the number of births, deaths and marriages being recorded, numbers of deaths dealt with by Coroners and so forth. Importantly, we also have details of the overall satisfaction rates of our services from the perspective of our clients. We actively seek consultation and feedback from customers, partners and staff. A copy of our engagement program can be found at Appendix D¹⁰ We use this information to help shape our services, along with the statutory and best-practice guidance issued by the General Register Office (GRO), part of Her Majesty's Passport Office within the Home Office, and other key stakeholders.

Our services are and may be affected by the following:

- ❖ Good Practice Guidance for the delivery of Registration Services to National Standards updated and revised in August 2015 with the new Key Performance Targets updated 1 April 2016
- ❖ Compliance with the Code of Practice and New Governance Scheme for Registration Services
- ❖ Tell Us Once programme and proposals for Tell Us About a Death¹¹
- ❖ Customer Service Excellence assessments
- ❖ Coroners and Justice Act (2009) – supporting the modernisation of the Coroners Service
- ❖ Coroners and Justice Act (2009) – improving the process of death registration as well as supporting the proposed introduction of Medical Examiners
- ❖ Introduction of guidelines from the Chief Coroner and Ministry of Justice in relation to the Coroners Service
- ❖ Potential changes to Marriage legislation following a series of national consultation documents
- ❖ Potential national changes to Data Sharing agreements (Digital Economy Act) and the General Data Protection Regulation (GDPR)
- ❖ To support the Home Office's key commitments to Public Protection and Counter Fraud and new commitments to security assurance
- ❖ Changing legislation for Registration Services, e.g. Immigration Act (Fees and Burdens), Deregulation Act and Marriage Registration Bill

Much more detailed information can be found in the area Service plan, which is produced here at Appendix E of this document.

What does this tell us?

Our services overwhelmingly meet the needs of our customers, and we exceed our standards of service consistently and in almost every area, having reviewed these measures in April 2018. We have ensured that our configuration, processes and service meet the needs of our customers by being proactive in obtaining their views, and in so doing retain our flexibility in how we provide that service. We need to ensure we continue providing **excellent service**. Our service strives to provide our customers with professional and excellent services every time. There is however a real challenge to meet the requirement to register the majority of deaths within five days in line with statutory requirements. Activities to improve this target include detailed analysis of the process,

¹¹ <https://www.gov.uk/after-a-death/organisations-you-need-to-contact-and-tell-us-once>

dynamic appointment management and partnership working.

We know, though, that we need to concentrate on **improving our digital offering to customers**. Though we have made some significant gains in this area, for instance in digitising some records for family historians, we need to make more progress in allowing online and e-payments. We know that we need to continue to build on our success on **managing our people** to ensure they are trained, fit and available to service our customer's needs. Our financial position continues to be a challenge, and so we will ensure that we **manage our finances** and maximise commercial opportunities. We know that there is much we can do with modernising aspects of our Coroner's work, continuing the existing considerable work that has been completed in this area. We will work together with the new Senior Coroner for our county to ensure that our **processes** are efficient and fit for purpose in the modern age. We also know that we need to continue to improve in our work with our **suppliers and partners**, to ensure that we get the very best from our joint working arrangements.

3 How we will go about our work

3.1 Quality of Service

Our services will be delivered with high quality. Where charging for services is appropriate, these will be fair, providing a balance with value for money and be affordable for our clients. Our services will be responsive, customer-focussed and accessible.

We will ensure that our services are delivered in a modern and efficient way, utilising digital services where possible, but ensuring that access is maintained for those customers who do not have digital access. Our day to day continuing work is detailed within our departmental business and service plans.

3.2 Our People

The public protection department will embrace Lincolnshire County Council's Organisational Development Strategy, recognising with fewer staff that our move to being a commissioning authority will demand different skill sets; not just doing things differently but being different.

In our innovative and creative approach to a new strategy and transformational change we will require our leaders to be more dynamic, decisive and entrepreneurial; this will require investment from senior leaders to ensure we have the right calibre of staff to deliver our future plans.

Senior managers will be accountable for driving their own professional skills and competencies, commissioning support as appropriate. Senior leaders will promote a leadership style that encourages professional development, ensures continuous review, evaluation and a needs analysis of directly and commissioned staff.

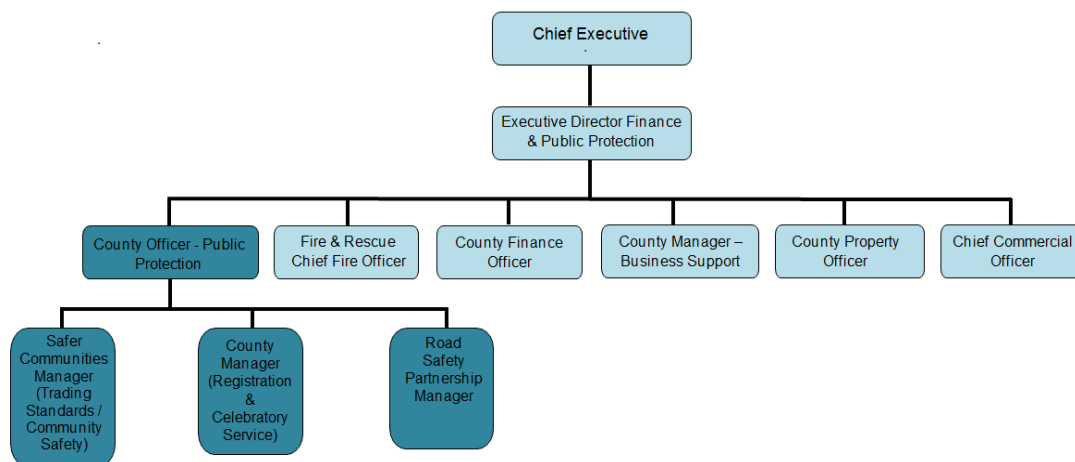
Public Protection will adopt a style of supportive leadership based on the notions of fairness to staff, providing help and guidance where required to get the very best from our talented people, and removing blockers where this is within our power.

4 How we organise ourselves to meet the needs of Lincolnshire

The Public Protection Department is organised into three separate but interlinked departments, **Community Safety**, **Trading Standards** and **Celebratory and Registration Services and Coroner's Service**, as well as being the umbrella department for **Lincolnshire Fire and Rescue**.

Lincolnshire Fire and Rescue produce their own strategies and plans, and for ease of reading, these are not reproduced here. Key documents for LFR can be found online.¹²

Public Protection works under executive councillors Barry Young (Community Safety and People Management) and Nick Worth (Culture and Emergency Services, and under the command of the Executive Director for Finance and Public Protection, Pete Moore.



5 Community Safety

Who we are

The Community Safety department comprises of a number of teams who are responsible for the running of the Safer Lincolnshire Partnership, the Stay Safe program, Assisting Rehabilitation through Collaboration (ARC), Community Safety Analysis and other functions which discharge our commitments to the Crime and Disorder Act.

Where are we now?

The current performance monitoring for Community Safety often does not reflect the work of department, but rather performance of other agencies, most often Lincolnshire Police. Based on the end of the last performance year (2018), the following progress was made:

Measure	Target	Performance
ASB reported to Police	N/A	21,019
Alcohol related ASB reported to Police	2710	2785
Alcohol Related Violent Crime	1397	2007
Reported Incidents of Domestic Abuse	9525	9824
Domestic Homicides	N/A	2
Repeat MARAC referrals	N/A	23.7%
Repeat Offenders	28%	28.4%

¹² <https://www.lincolnshire.gov.uk/lincolnshire-fire-and-rescue/>

What are we doing?

Spending has become more constrained across partner agencies during the period of austerity. During such times, it is perhaps a natural inclination for agencies to retreat into their "core business"; however, it is unlikely that such approaches will be sufficient to deal with the rising complexity, threat and volume of risks which are facing our communities now and in the foreseeable future. Partnership working, therefore, remains a key priority for the Public Protection work area; one which has a long history of working in effective partnership to reduce both the impact and severity of crime and disorder in the county. We will endeavour to work more smartly, and effectively together, rather than to "shrink apart".

In order to enhance our capacity to work in partnership, we will do several things in different ways. We have already begun to reshape our Community Safety Partnership into the **Safer Lincolnshire Partnership**. This is more than a mere name change; we will concentrate on fewer priorities (anti-social behaviour, domestic abuse, serious and organised crime through fraud and modern day slavery, and reducing offending), with development plans prioritised to produce greater impact through the resulting outcomes.¹³

Safeguarding is a key element of the role of public protection. Safeguarding extends beyond on the requirements of S.11 through to adults and a wider definition. We will continue to work with Youth Offending, Police, the wider Children's services, to work with and protect young people from becoming involved with crime and disorder. We will work with colleagues from Public Health and Adult's Services to understand and mitigate the risks posed to vulnerable adults.

We recognise our relationship with other partnership arrangements, such as the Lincolnshire Safeguarding Adults Board¹⁴, the Lincolnshire Safeguarding Children Board¹⁵, the county Health and Wellbeing Board¹⁶ and the county Victim's Commissioning Board¹⁷. We will continue to work under the county Public Protection Board, ensuring that our efforts are joined up, avoiding duplication and maximising our efforts.

Through our core priority group in "Reducing Offending" via the Safer Lincolnshire Partnership, we will continue to support the work undertaken by the Joint Diversionary Panels, and will look to expand and evolve this and other approaches to ensure that we reduce the unnecessary criminalisation of children.

The Safer Lincolnshire Partnership has a key role in supporting the Safeguarding Boards in ensuring all partners recognise their statutory responsibility, and consider safeguarding of both young people and adults within any joint priorities. This is particularly relevant in respect of learning from Domestic Homicide Reviews.

Safeguarding is a responsibility of public protection and, as such, is built into every plan and strategy across our service areas.

¹³ Further details of the Safer Lincolnshire Partnership can be found at Appendix:: Safer Lincolnshire Partnership Handbook

¹⁴ <https://www.lincolnshire.gov.uk/lsab>

¹⁵ <https://www.lincolnshire.gov.uk/LSCB>

¹⁶ <https://www.lincolnshire.gov.uk/health-and-wellbeing-board/115337.article>

¹⁷ <https://lincolnshire-pcc.gov.uk/victim-services-and-information/>

5.1 Legislative Background

Community safety is an aspect of the quality of life of people, individually and collectively, describing that they are protected as far as possible from hazards or threats from the criminal or anti-social behaviour of others, and are equipped or helped to cope with those they do experience. Community Safety Partnerships were formed in response to the Crime and Disorder Act 1998. Changes to this legislation were brought in by the Police and Justice Act 2006 and subsequent regulations came in to force in 2007. The regulations set out the minimum requirements for partnership working to ensure effective practise and that all partnerships deliver to a common standard. As a two-tier area, Lincolnshire is required to form a 'county strategy group'. In Lincolnshire this group is known as the Safer Lincolnshire Partnership.

5.2 The Purpose of the Safer Lincolnshire Partnership

The Safer Lincolnshire Partnership, as the informally-merged community safety partnership for Lincolnshire, has the following statutory duties:

- ❖ To prepare and implement a partnership plan that sets out a strategy for the reduction of reoffending, crime and disorder, combating substance misuse, community engagement and addressing the priorities identified in the strategic assessment
- ❖ To set up protocols and systems for information sharing
- ❖ To regularly engage and consult with the public about their community safety priorities and issues
- ❖ To hold one or more public meetings during each year
- ❖ To commission Domestic Homicide Reviews following notification from the Police of a domestic homicide

Aims

The Safer Lincolnshire Partnership is the single multi-agency forum for addressing community safety issues across Lincolnshire. The SLP aims to:

- ❖ Reduce crime and disorder and increase the safety of individuals and communities across Lincolnshire
- ❖ Ensure those living, working or visiting Lincolnshire feel safe and are equipped to cope with any hazards or threats they may encounter
- ❖ Improve communication, coordination and cooperation between agencies allowing them to work together more efficiently and effectively

The SLP consists of:

- ❖ The SLP-Overview and Scrutiny Board (OSB) – represents the views of the public within the SLP and oversees partnership activity and decisions
- ❖ The SLP-Strategy Board (SB) – is responsible for devising and implementing a strategic plan to address SLP priorities
- ❖ 4 Core Priority Groups (CPGs) – each brings together experts and critical agencies to plan and carry out the partnership work on each priority

Emerging and Cross-Cutting Issues

The partnership also identifies emerging and cross-cutting issues that are affecting either the SLP as

a whole, or multiple partners or CPGs. The Strategy Board will consider current workload and available resources when deciding how and when to address these issues.

2018-2021 Priorities

The SLP has identified the following core priorities for 2018-2021:

- ❖ Anti-Social Behaviour
- ❖ Domestic Abuse
- ❖ Reducing Offending
- ❖ Serious and Organised Crime (incorporating Modern Day Slavery and Fraud)

In order to support the work of the Safer Lincolnshire Partnership, we will create the Safer Together Team. This will be a multi-agency team charged with helping to deliver the plans of the Safer Lincolnshire Partnership, working to a single crime prevention strategy for the county, and working together to provide a more resilient and effective response to specialist enforcement to the shared priorities of Trading Standards and the Police. This team will be comprised of officers from Community Safety, Trading Standards, Police Crime Prevention Team and the Police Liquor Licensing Department. An LCC project ("Safer Together") will help deliver this team by September 2019. Where we have de-prioritised some former priorities (hate crime, sexual violence, substance misuse), we will continue to help co-ordinate some of these efforts on a more limited partnership basis through the use of our existing co-ordinators.

5.3 Prevention and Early Intervention

The work of the Public Protection Department must represent efforts to prevent crime and disorder wherever possible, and to maximise efforts with those available resources where prevention has not been possible. In order to do so, co-ordinated efforts will be required in order to bring to harness all the available resources across the county in order to do so.

In order to best power our efforts to prevent and intervene earlier on crime and disorder, we will continue to develop our **analytical capability** via developing new ways of looking at existing data sets, and where possible, joining data sets from partners to give us the widest possible view of the picture in Lincolnshire.

We co-ordinate the efforts of the **"Stay Safe" Partnership**, which sees partners entering schools in order to provide preventative lessons to years 7-10 within the classroom. Last year, this saw almost 10,000 pupils given these inputs, with over 98% of staff and children reporting that these messages were useful and helped to keep them safe.

We will produce a **county crime prevention strategy** in order to direct our work in this area. We will ensure that our strategy complements the production of a "tri-board safeguarding harm prevention strategy" currently in production by the Adult Safeguarding board. This will be a co-produced strategy, created in consultation with the office of Police and Crime Commissioner for Lincolnshire. We continue to be active partners within youth justice, recognising the importance of early intervention for young people, and enabling co-work on work streams such as the **Joint Decision Panels**, which have seen criminalisation of young people in Lincolnshire reduce markedly since their use. We will seek to ensure that our crime prevention efforts, when delivered through our collaborated "safer together" project is able to best tackle issues which are a real concern for the county, including Fraud and Scams, through the establishment of an anti-fraud hub to pinpoint

activity in the best possible way to prevent further victims.

We aim to improve and broaden our intervention work. Assisting Rehabilitation through Collaboration (ARC) is the county response to prolific offending; it works with the top 2% of offenders within Lincolnshire (those that have committed 8 or more offences of any type within a 12 month period). This is already a partnership arrangement, but more can be done. We will create an **"Integrated Management of Complex Needs"** arrangement, which will seek to better co-ordinate efforts between existing and soon-to-exist cohorts that work with those in Lincolnshire with complex needs. We have already begun planning this work, (known as "IMCN"), and will continue to explore how ARC could work more closely with teams such as Bluelight (treatment resistant drinkers), ACTION Lincs (outreach work to tackle entrenched homelessness), High Intensity Network (Partnership response to high-frequency callers with mental health issues) and other person-centred approaches to improving outcomes and reducing crime and disorder.

5.4 Commissioning and partnership enablers

We have overseen the **commissioning of county-wide Domestic Abuse services** for Victims in Lincolnshire through a single supplier, Ending Domestic Abuse Now in Lincolnshire (EDAN Lincs) formally known as WLDAS (WLDAS). This will ensure that the level of service and access to help for domestic abuse victims are simplified and as far as possible standardised, ensuring that we have services that are as accessible as possible for victims from across the county. We will deliver this service in consultation with the wider partnership, including internal partners from Children's Services and Adult's Services. For the first time, these services provide help and support to families and children affected by domestic abuse. The annual cost for these services is £840,000. We continue to ensure that we bid for any extra central government grants to support this and other initiatives.

The following is a brief summary of the support services commissioned through EDAN Lincs across the county:

Independent Domestic Violence Advisor (IDVA) Service:

The IDVA Service is commissioned to support victims (men, women and young people aged 16 and over) who reside within the geographical boundaries of Lincolnshire, and who have been assessed as at 'high risk' of serious harm or death, and have been referred to a Lincolnshire Multi-Agency Risk Assessment Conference (MARAC). An IDVA provides a confidential information, advocacy and advice service; assisting individuals and their families to access criminal and civil justice remedies, housing, counselling, advice, health and other support services.

Hospital based IDVA service:

The service aims to reduce the immediate risk of harm and homicide, and improve the physical and mental health outcomes of those affected by domestic abuse and receiving treatment. The Hospital IDVA will provide immediate support and advice on options to improve safety and advocacy, as well as link individuals and families to longer-term specialist community-based support services and serve as a link between community-based domestic violence services and local health services.

Present data suggests hospital-based IDVA services reach a different demographic of victim; including those who would otherwise be 'hidden' from services (such as the elderly), those with particular vulnerabilities (such as those who are pregnant or suicidal) and those with complex issues

and higher needs (such as those with mental health and drug and alcohol dependency issues).

Outreach Domestic Abuse Support Service - Support for Adults (Women and Men):

All referrals are triaged on access into the service to ensure clients are prioritised and managed in an appropriate and timely manner. The type of support offered will vary and will be determined by the level of risk and need identified. A comprehensive service user led safety & support plan is formulated, bespoke to the service user and their family. The nature of the support available for adults ranges from telephone support and signposting to online resources, to evidenced-based group and intensive 1:1 therapeutic interventions specifically targeting domestic abuse.

Outreach Domestic Abuse Support Service – Support for Children/ Families:

Once adults engage in the Outreach Service, families will have the opportunity to access the Family Focus programme where it is safe and appropriate to do so. The Family Focus programme consists of family group sessions with the non-abusive parent/caregiver and their child/children together. The purpose of the support is to help the family to stay safe, assist in the rebuilding of relationships which may have been damaged or undermined by the impact of domestic abuse, and ultimately empower the non-abusive parent to meet the needs of their child/children.

Targeted Children's Support Service:

The new service for children and young people is available to those aged 5 to 16 years, whose non abusive parent is already accessing Outreach support, as well as Looked After Children, those under a Special Guardianship Order (SGO) and adopted children. Young people who have been identified as having SEND and/or are a care leaver, can access the service up to the age of 25. The support is suitable for those assessed as having higher levels of need or experiencing the more serious effects of domestic abuse. Those children will be provided specialist 1:1 therapeutic support and intervention that focus on the needs of the child, taking into account factors such as age and vulnerability.

The new arrangements only went live on the 1st August 2018 so it is early days in terms of clients accessing the new interventions on offer, but some children have started the Children and Young People programme and some existing clients and their children have commenced the Family Focus support programme.

E-Cins:

In order to better support the work of the partnership in collaborating and directing resources on concentrating on Anti-Social Behaviour, we have jointly commissioned the procurement of the "E-Cins" computer software. This data sharing allows agencies to share key data, in a controlled way, in order to provide better outcomes for communities. We intend to begin our use of this system on Anti-Social Behaviour, but it can be easily configured in the future to help co-ordinate our partnership

response to a host of other crime and disorder related issues. The annual cost for this service is £50,000, which is shared between LCC, district councils and the office of Police and Crime Commissioner.

Assisting Rehabilitation Through Collaboration (ARC):

We host our joint partnership team that works to reduce the offending of the top 2% of offenders in Lincolnshire – those offenders that cause 8 or more offences in a 12 month period. The team, which is comprised of Police Officers and Staff, Analysis and Performance and business administration from LCC, members of the Community Rehabilitation Company and other partners, work intensively around the cohort of offenders. This approach has seen an almost 60% reduction in offending from this cohort.

We have moved to help manage high-volume Youth Offending Service cohort offenders alongside staff from that service, and we will seek to manage more at earlier points in their offending behaviour in order to intervene more quickly. This comes at no direct costs from Safer Communities (with exception of £150 personal expenses for clients).

Bluelight Workers:

Working alongside ARC are our "Bluelight Workers". These key workers work alongside treatment resistant drinkers, helping them deal with the causes of their drinking, and ensuring that their other needs are being addressed. This reduces demand on services for these individuals, and also improves outcomes for the cohort.

This service consists of two "Blue Light Workers" which collectively cost £60,000, one Business Support officer at £12,500, with a £37,500 contribution from the Police and Crime Commissioner.

MARAC:

The MARAC process ensures a timely risk assessment of the circumstances affecting a victim of domestic abuse, ensures that those individuals believed to be at high risk of serious harm or death are linked directly with appropriate services, providing a coordinated multi-agency response to high risk domestic abuse cases, in a single meeting. LCC have produced the MARAC Operating Protocol that a number of partner agencies have signed up to, this document is revised every 2 years. LCC are responsible for all aspects of the MARAC administration from processing the referrals within 24 hours, facilitating meetings to the recording of all actions agreed at the meeting. In addition LCC provide face to face domestic abuse training for all frontline staff across all agencies.

Domestic Homicide Reviews:

A Domestic Homicide Review refers to a review of the circumstances in which the death of a person

aged 16 or over has or appears to have resulted from violence, abuse or neglect by:

- ❖ a person whom he/she was related or had been in an intimate personal relationship, or
- ❖ a member of the same household

Domestic Homicide Reviews are multi-agency reviews and are carried out to make sure lessons are learned regarding the way in which local professionals and organisations work individually and together to safeguard victims. Their purpose is not to reinvestigate the death or apportion blame.

The decision to undertake a Domestic Homicide Review is the responsibility of the Safer Lincolnshire Partnership following notification of a domestic homicide by the police.

The Safer Lincolnshire Partnership is determined to make sure that the lessons we learn are shared as widely and thoroughly as possible so that professionals can understand what happened in each homicide, and most importantly, to identify what needs to change in order to reduce the risk of such tragedies happening to someone else. By making these changes we aim to improve service responses for all domestic abuse victims and their children through improved intra and inter-agency working.

Cross Cutting Themes:

Our Strategic Assessment highlighted two cross-cutting areas of concern for Crime and Disorder in Lincolnshire. These are the issues of **Substance Misuse** and **Mental Ill Health**. Both are well known to be significant factors in crime and disorder. In conjunction with colleagues from Public Health, these topics are dealt with primarily from a health-perspective, with representatives from Health present within the Safer Lincolnshire Partnership, ensuring that our development plans consider how these issues may be contributory factors in crime and disorder and subsequent actions taken to mitigate these risks.

We also support work to address other serious offending, most notably Sexual Violence, through our prevention work on "Stay Safe" in schools, and our communication campaigns, such as #askforangela¹⁸ and the "drink detectives" scheme, that allows patrons to test whether or not their drinks may have been spiked.¹⁹

Emerging Themes:

The nature of crime and disorder in the 21st century are that long-held patterns of crime and disorder are subject to flux and relatively quick change. Within a generation, for instance, cyber-enabled crime has gone from being a relative rarity to an increasingly present risk to our citizens. For the first time, there are more female victims of crime than male²⁰. Property based crimes (theft, burglary) are in relative decline, while offences against the person (violence, harassment, sexual offences) are increasing in prevalence. The Safer Lincolnshire Partnership is in the process of developing new information management practices that will bring these emerging themes into sharper focus, and allow the partnership to consider priorities in a much more flexible and reactive manner.

Our Performance framework:

As mentioned in the "Where are we now" section, our traditional performance management

¹⁸ <https://www.bbc.co.uk/news/uk-37855009>

¹⁹ <https://lincolnshirereporter.co.uk/2018/10/lincolnshire-bars-drinks-testing-spalding-drugs-testing/>

²⁰ Laughton, P (2018), Q1 *Experimental Performance Statistics*

measures have been related in large part to the activity of other organisations. While Community Safety does have a key role to play in enabling partnership work that might support the work of other partners, our desire is to show those activities that Lincolnshire County Council has a direct impact on.

Our new performance measures, therefore, are designed to show the effectiveness of our commissioned services, and our contribution to being the heart and co-ordination of our work to analyse, understand, plan and co-ordinate work to reduce and detect crime and disorder.

Our Need	What are we doing?	Who is doing it?	How will we know if it's working?
Prevent crime and disorder	<ul style="list-style-type: none"> Delivering preventative messages to young people about key crime and disorder issues 	<ul style="list-style-type: none"> Stay Safe Partnership 	The proportion of primary and secondary schools in Lincolnshire which received at least one session delivered by the Stay Safe Partnership
Commission effective support services	<ul style="list-style-type: none"> Supporting victims of domestic abuse (including children and families) 	<ul style="list-style-type: none"> Ending Domestic Abuse Now in Lincolnshire (EDAN Lincs) 	The number of victims of domestic abuse who received support (including IDVA, Outreach, and Targeted Support)
Facilitate effective partnership working	<ul style="list-style-type: none"> Coordinating and supporting the Safer Lincolnshire Partnership to ensure that agencies work together to identify and tackle crime and disorder issues in Lincolnshire through analysis of agency demand, prevalence data, and community engagement 	<ul style="list-style-type: none"> Safer Lincolnshire Partnership 	<p>The number of people living or working in Lincolnshire who have been consulted for their views on crime and disorder in the county</p> <p>The number of actions completed on the SLP Delivery Plan</p>
	<ul style="list-style-type: none"> Developing a wider multi-disciplinary collaborative approach to the management of complex needs cohorts 	<ul style="list-style-type: none"> Integrated Management of Complex Needs (IMCN) 	The number of clients supported by IMCN

<ul style="list-style-type: none"> Facilitating a partnership approach to the identification and support of domestic abuse victims (especially those at highest risk of harm) via training and MARAC 	<ul style="list-style-type: none"> Multi Agency Risk Assessment Conference (MARAC) Multi Agency Domestic Abuse Training 	<p>The number of clients supported by MARAC</p> <p>The number of staff from all agencies to undertake multi-agency domestic abuse training (including e-learning and face to face courses)</p>
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6 Trading Standards

Who we are

The Trading Standards Service has a key role to play in enhancing the economy for legitimate businesses and safeguarding the financial interests of the residents of Lincolnshire, particularly the vulnerable, at greatest risk from unfair trading methods employed by organised criminals and unscrupulous businesses. Through effective use of our resources to meet our statutory obligations we endeavour to ensure that businesses based and operating in the County are legally compliant and deliver quality goods and services. In doing so we seek to achieve a level playing field for our businesses based on fair competition and customer confidence both of which are crucial to promoting economic growth within our local economy.

The Trading Standards Service exists to fulfil the Authority's statutory responsibilities to deliver public and consumer protection for the residents of Lincolnshire.

We protect Lincolnshire's vulnerable consumers and communities and support the County's economic growth by ensuring a safe, fair, responsible and competitive trading environment. We will be responsive to the needs of those consumers, communities and businesses we serve. We will be innovative, provide outstanding service and be recognised as an excellent place to work by our officers.

In order to deliver its functions effectively the Trading Standards Service is organised into operational teams. A brief description of the duties of each is set out below:

Our **Intelligence Team** are the gateway to the Trading Standards Service. They are responsible for the initial assessment of all complaints, enquiries and information received and ensuring that any requests for business advice or those raising serious safety concerns, identifying potential for large scale fraud or significant economic detriment, animal disease or safeguarding concerns are allocated to the relevant operational team for a response. Whenever necessary the Team will issue warnings and advice to inform the public through our social media accounts and other media avenues as appropriate.

Our **Business Compliance Team** is responsible for delivering our plan to inspect premises identified as high risk. The plan is intelligence based with businesses identified through a combination of national risk schemes, national, regional and local priorities, Lincolnshire Trading Standards strategic assessment and intelligence we hold including previous history.

The **Business Development Team** coordinate the delivery the chargeable services including Primary Authority and Pay as You Go business advice, licensing and calibration services as well as seeking to develop other sources of funding for the delivery of Trading Standards function in partnership with other public and private sector organisations.

Our **Reactive Teams** use a range of enforcement tools to investigate those operating within the black economy and tackle fraudulent trading, protect the public from unsafe products and safeguard the vulnerable from rogue traders and scams.

6.1 The Changing nature of our work

As with other elements of crime and disorder, the 21st century landscape of Trading Standards work is one of increasing complexity and sophistication of criminal networks plying their wares through the internet, or using techniques more commonly used with high-end criminal networks for offences such as the supply of illegal tobacco. As the tactics used by these organised criminals change, so must the approach taken by Lincolnshire Trading Standards. We will continue to evaluate our tactical approach. We know, for instance, that visits to premises may not be as productive as in the past, as offenders have become more devious in housing their illicit products off site. We will work with partners to develop new ways of combatting these trends.

We will support economic growth by helping businesses to comply with their legal responsibilities and enhancing public protection through delivery of our chargeable business advice services and through increasing the number of our business partnerships.

We will engage with the public, communities, businesses and partners to increase resilience and safeguard the vulnerable against scams, rogue trading and unfair business practices.

We will develop our Officers to maximise resilience and flexibility in delivering our services.

We will effectively manage our income and expenditure to achieve a balanced budget for the Trading Standards Service.

Where are we now?

From the last full performance year (to March 2018), the following progress was made by Lincolnshire Trading Standards.

Measure	Target	Performance
Illicit alcohol and tobacco seized by Trading Standards	5000	7326
Unsafe and Counterfeit goods removed from market by Trading Standards	30000	40620
High Risk Premises visited by Trading Standards	266	263

What are we doing?

Trading Standards works to **obtain intelligence** through a number of accredited means, providing the best possible information in order to best prioritise our activity to prevent and detect offences and maximise safety of consumers and businesses. Our enforcement activity has been effective in tackling a number of our locally identified risks. We have enforced on a number of organised criminals who have been supplying illicit tobacco, drink or in contravention of intellectual property rights throughout the county.

As a lean service, we often do these operations in partnership with other agencies, such as Lincolnshire Police, the district council teams and HMRC. We work effectively in partnership, but we feel that we could do more in collaboration rather than in ad-hoc arrangements. In particular, closer working with the Police could prove to be revolutionary in terms of the sharing of powers and resilience between the two teams in tackling an increasingly complex set of issues for Lincolnshire, and improving our joint understanding and response to the threats that the county faces. We will therefore submit plans to **form a joint team**, improving outcomes for vulnerable victims of crime by forming a joint service encompassing officers from Trading Standards and Specialist Police teams.

We are working in partnership to identify and safeguard those most at risk from frauds, scams and doorstep crime. **Operation Repeat** is a long-established partnership response between Trading Standards, Police and other partners to tackle doorstep crime, scams and frauds perpetrated against some of the most vulnerable in Lincolnshire.

Our Performance Framework

Our Need	What are we doing?	Who is doing it?	How will we know it is working?
Tackle Detriment and reduce Harm	<p>Stop fraudulent, illegal and unfair trading</p> <p>Redress obtained for consumers and detriment activities have prevented</p> <p>Support scam victims</p>	<p>Trading Standards Officers working with partner agencies where appropriate with resources allocated on the basis of intelligence.</p> <p>Trading Standards Scams Project Worker under the Safer Together partnership with Lincolnshire Police</p>	<p>Performance will be measured against the Association of Chief Trading Standards Officers Inputs and Outcomes framework</p>
Support the Local Economy	<p>Helping Business get the help and support they need to thrive and grow.</p> <p>Creating and maintaining a level playing field/safe and fair competition</p>	<p>Trading Standards Officers responding to requests from Business.</p> <p>Trading Standards Officers undertaking intelligence led market surveillance work including inspection and sampling</p>	<p>Performance will be measured against the Association of Chief Trading Standards Officers Inputs and Outcomes framework</p>
Promoting Health and Wellbeing	<p>Ensuring the safety of consumer products</p>	<p>Trading Standards Officers undertaking local, regional and</p>	<p>Performance will be measured against the Association of</p>

Protecting the food chain	national inspection and sampling Trading Standards Officers undertaking market surveillance including premise inspection and sampling	Chief Trading Standards Officers Inputs and Outcomes framework
Reducing the risk of children accessing age restricted products	Trading Standards working with volunteers, Fire and Rescue and Lincolnshire Police to carry out intelligence led test purchasing.	
Reducing the availability of illicit products	Trading Standards Officers working with partner agencies including Lincolnshire Police and HMRC.	

7 Celebratory and Registration Services and Coroner's Service

Who we are

Our services provide front line services for the registration of births, deaths, stillbirths, marriages, and civil partnerships. The Service also conducts a range of ceremonies including marriage, civil partnership, civil partnership conversion, citizenship, naming, renewal of vows, funeral and memorial services. These are periods of immense change for families, and the care and customer service that is delivered plays an important part in these transition periods. In 2016 we began to deliver a European Passport Return Service (EPRS) to be delivered alongside the Nationality Checking Service (NCS), and in 2018 this was further extended to a Nationality Document Return Service (NDRS) and Joint Citizenship and Passport Application Service (JCAP). Whilst these services will now be decommissioned alongside changes at UK Visas and Immigration, Lincolnshire will support a pilot to provide a European Settlement Scheme Service.

The local authority has a responsibility to provide support to the Coroners Service in their administrative area. Historically, in Lincolnshire there have been two part-time Coroners covering the two jurisdictions, South Lincolnshire and Central Lincolnshire. These were formally merged in 2017 to form the 'Lincolnshire' jurisdiction.

Registration, Celebratory and Coroners Services are currently provided at various locations throughout the County of Lincolnshire. Staff are based within Registration Offices, Coroners Offices and a Central Repository. These services are provided based on the needs and demands of customers. The Registration Service has close links with the Customer Service Centre and works to ensure that customers are offered an appointment to be seen within an agreed number of days following initial contact as detailed in the Good Practice Guide for Registration Services.

Within Lincolnshire there are three key agencies that form the Coroners Service:

- ❖ **Senior and Area Coroner** who are independent judicial officers appointed to investigate sudden or unexplained deaths, supported by Assistant Coroners;
- ❖ **Lincolnshire County Council** who fund the Coroners and the Service as a whole;
- ❖ **Lincolnshire Police Force** who recruited and funded the Coroners Officers (until April 2017) and who may take a lead on the initial investigation of a sudden/unexplained/unusual death.

The close working arrangements of Registration and Celebratory Services with the Coroners Service brings together two services that have close ties and relationships. The opportunity to continue to develop these services in line with government changes in legislation and proposals outlined in the Coroners and Justice Act, as well as guidance from the Chief Coroner, will provide better services. The Chief Coroner's document – A Model Coroner Area provides a good roadmap for service delivery.

All services aim to be provided in the most cost-effective and efficient way while supporting the needs of customers, statutory responsibilities and the Directorate.

7.1 What are we doing?

We have continued to provide excellent service to our customers through our services. On our last full year's results, 97% of our customers rated our services as "very good" or "excellent".

We have recruited a new Senior Coroner for Lincolnshire through a nationally advertised selection procedure, assisted by a representative from HM Chief Coroner and the Leader of the County Council. He will take up his post in November 2018. His appointment will come close after the procurement of our new case management system, which will see improvements to the efficiency of our Coroner's service. We have supported the Coroner's service, TUPE'ing across Coroner's Officers from Lincolnshire Police to Lincolnshire County Council, seeing improved management and support to that service.

We continue to work towards electronic payments being available for our customers. This has been a long standing aspiration recognising this meets the needs of families. It is anticipated this will be in place for April 2019. There are longer term ambitions to improve the website and enhance existing publications available to families e.g. our Celebrate in Lincolnshire and Bereavement brochures..

There is a wide range of venues available to families to celebrate their marriage/civil partnership or celebratory event. These provide alternatives in terms of ambiance, facilities, geographical location and cost. The service continues to want to be the destination of choice for couples celebrating their special day.

Where are we now?

Registration timeliness (national target)	2016- 2017 (CPU to populate)	2017- 2018 (Please provide percentag e attainment	Comments (e.g. explanation of trend and remedial actions/ good practice undertaken and expected timescales for KPT attainment. If considered to be a long-term issue, record reasons and improvement planning approach).
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		level)						
Births - 98% registered within 42 days	98%	98%	Target met and monitored monthly through the KPI spreadsheet and management meetings. Average over the year is 97.8%, some minor variation between 96% and 99%.					
Still births - 98% registered within 42 days	100%	100%	Target exceeded, and consistent with 2016-17. We monitor this monthly through the KPI spreadsheet and management meetings.					
Deaths with MCCDs (no coronial involvement) - 90% registered within 5 days	63%	58%	East Midlands	Lincolnshire	Shire County	46 28	19 36	5 8 %
			<p>This was a new national target area for 2016-17 so we have only comparable data for one previous year. This continues to be a challenging KPI both locally and nationally for the vast majority of local authorities as evidenced in the benchmarking data provided by GRO.</p> <p>In 2017-18 the percentage for all deaths (Non-Coroner and Coroner and without a post mortem) was 49%. Last year the attainment was 48%, yet with increased volumes over the last years across the whole range of death registrations.</p> <p>It continues to be recognised that providing customer choice in a large geographical area has an impact on this result. We have improved more direct signposting of the earliest death appointment; however we still experience a large number of people who wish to register at their local office.</p> <p>We continue to develop a new appointment booking system which should facilitate first appointment availability more easily. As we move to more on-line customer-booked appointments, this will automatically offer the earliest appointments first. Unfortunately this project has been delayed due to corporate issues.</p> <p>We sent a GP and various Funeral Director newsletters in 2017-18 and contact continues to be made with our local hospitals and Medical Practices. We remain committed to improve the standard of Medical Certificates received for example by direct contact, training and also through these newsletters. Regular annual audits of these certificates have been and will be made to gauge improvement. We are concentrating particularly on the MCCDs for January 2018, when we had a significant low level of deaths registered within 5 days.</p> <p>A new hospital Bereavement Centre opened at Lincoln County Hospital and this is the first time they experienced winter pressures. The impact was significant for them, coupled with significant staff illness certainly affected their capacity levels and timescales.</p>					

			<p>There has been a significant period of prolonged higher levels of death registrations, since November 2017 to date. Volumes in this section rose from 4432 to 4628, an increase of 196 or 4.4%.</p> <p>2016 – 17</p> <table><tr><td>4432</td><td>1632</td><td>63%</td></tr></table> <p><u>Total deaths reported:</u></p> <p>Deaths registered in 2017-18 = 7,843 Deaths registered in 2016-17 = 7,646</p> <p>Lincolnshire also suffered two periods of extreme weather, and in February 2018, an emergency/limited service only had to be provided due to county wide road closures and deep snow.</p>	4432	1632	63%			
4432	1632	63%							
Deaths with Part As (MCCDs with coronial involvement) - registered within 5 days	15%	20%	<p>2017 – 18</p> <table><tr><td>1765</td><td>1413</td><td>20%</td></tr></table> <p>2016 – 17</p> <table><tr><td>1894</td><td>1612</td><td>15%</td></tr></table> <p>A 5% improvement in % of deaths with a Part A registered in 5 days. This reflects significant partnership working with the Coroner's Office and the TUPE transfer of Coroners Officers in April 2017.</p>	1765	1413	20%	1894	1612	15%
1765	1413	20%							
1894	1612	15%							
Deaths excluding Part B's and inquests - registered within 5 days	49%	48%	<p>2017-18 =</p> <table><tr><td>6393</td><td>3349</td><td>48%</td></tr></table> <p>2016-17 =</p> <table><tr><td>6326</td><td>3244</td><td>49%</td></tr></table> <p>1% variation with a higher volume of deaths for 2017-18 for the same period.</p>	6393	3349	48%	6326	3244	49%
6393	3349	48%							
6326	3244	49%							
Deaths with Part B's (Post Mortems excluding inquests - registered within 7 days	3%	3%	<p>2017 – 18</p> <table><tr><td>1078</td><td>1048</td><td>3%</td></tr></table> <p>2016 – 17</p> <table><tr><td>958</td><td>930</td><td>3%</td></tr></table> <p>Performance remains constant; however there were an additional 120 cases with post mortems in 2017-18.</p> <p>This continues to be a challenging KPI both locally and nationally for the vast majority of local authorities as evidenced in the benchmarking data provided by GRO.</p>	1078	1048	3%	958	930	3%
1078	1048	3%							
958	930	3%							

Significant impact for mortuary services with increased volumes of post mortems has affected this.

Our Performance Framework

Our Need	What are we doing?	Who is doing it?	How will we know it is working?
Achieving Excellent customer service	<p>Validating the experiences of customers via comment cards, annual surveys as well as Touchstone Surveys.</p> <p>Monitoring customer feedback on negative experiences and complaints and improving where possible. Evidenced by our commitment to You Commented, We Listened, The Result.</p>	All management and staff support the customer service ethos.	<p>External validation of service by attainment of the government's Customer Service Excellence Accreditation for Registration Services.</p> <p>Annual customer satisfaction survey results.</p> <p>Annual report to the General Register Office.</p> <p>Improved customer satisfaction for the Coroners Service.</p>
Improving our digital offering to customers	<p>Improving the following:</p> <p>Appointment booking process;</p> <p>Website;</p> <p>Electronic payment mechanism.</p> <p>Move to improve e-referral to Coroners.</p>	Corporate IT/website project team are working with Registration Service colleagues supporting these initiatives.	<p>New website available.</p> <p>Electronic payment vehicle available for the full range of transactions.</p> <p>Changes made to e-referral system.</p>
Managing our people effectively	<p>All staff to have regular 1:1s, six month reviews and annual appraisals.</p> <p>Full and effective training programme and</p>	<p>Service training team and external experts as required.</p> <p>Attendance at external</p>	<p>Monitor exit questionnaires.</p> <p>Provide opportunities for progression, personal and professional staff</p>

	refresher training.	courses.	development. Reduction in errors.
Managing our finances effectively	Regular budget monitoring and accurate budget projections. Challenge to unreasonable expenditure. Evidence of savings generated.	Whole team ethos of impact of expenditure and implementing opportunities for income generation. Supported by finance technicians.	Budget projections accurately forecast. Income and savings made and evidenced.
Ensuring our processes support the needs of our customers	Review of office processes to effect digital solutions and streamline where possible.	Compliance with statutory requirements and guidance of the Chief Coroner.	Reduction in costs, and improvement to timescales. Few complaints on 'process' issues.
Ensuring we work effectively with suppliers and partners	Effective contract management holding contractors to account and celebrating successes. Working in partnership to overcome operational difficulties.	Contractors Partner agencies	Contract feedback at review meetings. Stakeholder feedback. Joint implementation to changes to policy where mutually beneficial.

There are a number of audit mechanisms that provide the Committee with an assurance of the standards of service. In April 2018, the Registration Service received a 'High' rating following a Stock and Security Audit by the General Register Office (GRO), part of the Her Majesty's Passport Office, under the umbrella of the Home Office. In addition, a 'High' rating was given following the submission of the Annual Performance Report to the GRO.

8 Lincolnshire Road Safety Partnership

Who we are

Lincolnshire Road Safety Partnership (LRSP) is a partnership between Lincolnshire Police and Crime Commissioner, Lincolnshire Police, and Lincolnshire County Council to deliver road safety services in Lincolnshire.

The Lincolnshire Road Safety Partnership (LRSP) was formed in June 2000 and now comprises the following organisations:

- ❖ Lincolnshire Police / Police and Crime Commissioner
- ❖ Lincolnshire County Council
- ❖ Highways England
- ❖ Lincolnshire Fire and Rescue
- ❖ East Midlands Ambulance Service

LRSP was the first of its kind in the Country and co locates forensic collision investigators and casualty reduction officers from Lincolnshire Police with LCC's Accident Investigation and Road Safety teams to form a multi-agency centralised road safety unit. Lincolnshire Fire and Rescue also have staff based with the LRSP who co-ordinate all fire and rescue road safety related activity. Additionally, the deployment and maintenance of safety cameras is managed within the LRSP. Consequently, the entire core functions of road safety, namely engineering, education and enforcement are coordinated from this centre.

The LRSP is managed by the LRSP Senior Manager, supported by a management team comprising of officers from Lincolnshire Police and LCC. The LRSP Senior Manager reports to a board of elected members and senior officers from the Partnership Organisations (LRSPSB) and the LRSPSB meet quarterly.

The LRSP is based within the Pelham Centre adjacent to Pelham Bridge in Lincoln. The cost of occupying and running these premises together with the cost of a manager were previously funded through contributions from the Partner agencies. These overheads are now funded through the Safety Camera Business Case.

Much progress has been made in reducing road traffic collisions since the formation of the LRSP in 2000. Nevertheless, there is still much more to do as in 2017 49 people lost their lives on the roads of Lincolnshire.

More detailed information

Lincolnshire Road Safety Partnership produces its own strategy, which can be found online.²¹

²¹ <https://www.lincolnshire.gov.uk/lincolnshire-road-safety-partnership>

LRSP Vision

To make significant year on year reductions in those killed or injured on Lincolnshire's roads through a sustainable, co-located road safety partnership delivering targeted interventions focussed on education, engineering, and enforcement.

Further, more detailed information on current objectives and measurement against those objectives can be found within the LRSP Business Plan (Appendix F).

9 Lincolnshire Fire and Rescue

Each Fire and Rescue Authority is required to produce and publish an Integrated Risk Management Plan (IRMP), covering at least a 3 year time span, in line with the [Fire and Rescue National Framework for England](#).

For Lincolnshire Fire and Rescue, we refer to this plan as our IRMP Baseline Document. This is a core document which identifies those risks to the community that we, as a fire and rescue service, can do something about.

It also outlines the key strategies we will adopt over the period to reduce those risks. Our baseline document forms part of our overall risk management planning process and provides the foundation on which to develop further detailed plans.

Our IRMP Baseline Document is available at
<https://www.lincolnshire.gov.uk/Download/112078>

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Commissioning/Delivery Strategy	Protecting the Public		
Sponsor	Pete Moore	Commissioning Lead	Pete Moore
Lead Officer (if applicable)	n/a	Stage: DRAFT Plan	Analyse, Plan, Do, Review

Summary Description

The purpose of this commissioning strategy is to create an environment that enables the people of Lincolnshire to succeed and prosper, to ensure the public feel protected and secure and that those that are most vulnerable are safeguarded. The strategy covers a number of different areas including, Fire and Rescue, Emergency Planning and Business Continuity, Safer Communities and Registration and Coroners service.

How have the "Needs" been established and agreed (include engagement activities)

- **Fire and Rescue** - Fire and Rescue needs are identified as part of its Integrated Risk Management Planning (IRMP) process. The IRMP Baseline Document covers a minimum period of 3 years and identifies key risks and strategies to mitigate those risks. The current document (2016 – 2020) underwent public consultation and was endorsed by the Executive in Feb 16.
- **Emergency Planning and Business Continuity** – Emergency Planning and Business Continuity needs are informed by the Community Risk Register, assessment of LCC's corporate risks, consultation with LRF stakeholders and local communities and agreed with the Executive member.
- **Safer Communities** - SLP Strategic Assessment 2017/18. Specific analytical products such as school exclusion, 6 monthly scanning work is undertaken to assess current issues. Annual public survey on crime and fear of crime. Link with other engagement channels such as the PCC Annual Survey and national crime surveys. Trading Standards carry out local Strategic Threat assessment and take note of national and regional versions. LRSP use analysis of collision and accident data. Lessons learned from DHR and MARAC Data. Contract monitoring data analysis.
- **Lincolnshire Road Safety Partnership**- key metrics and national benchmarking
- **Registration and Coroners**- key metrics, customer satisfaction

What are the agreed "Outcomes"

- Reduce fires and their consequences
 - Reduce road traffic collisions and their consequences
 - Improve health and wellbeing
 - Protect the community and environment from the impact of major emergencies
 - Assess and plan for the risk of emergencies occurring in Lincolnshire
 - Support communities to enable them to respond to emergencies
 - Provide LCC and districts with emergency planning and business continuity advice
 - Support the Lincolnshire Resilience Forum
- Trading Standards
- Tackle Detriment and reduce Harm
 - Support the Local Economy
 - Promoting Health and Wellbeing
- Community Safety
- Prevent crime and disorder
 - Commission effective support services
 - Facilitate effective partnership working
- Road safety
- Reduce the number of people killed or seriously injured on Lincolnshire's roads
 - Achieving Excellent customer service
 - Improving our digital offering to customers
 - Managing our people and finances effectively
 - Ensuring our processes support the needs of our customers
 - Ensuring we work effectively with suppliers and partners

How is success measured?

Success is measured on performance against the Council Business Plan (CBP) or local Service Plan (SP) measures.

For Q2 2018/19 CBP results see Appendix A

Fire

Plan	No. of measures	Targeted/measured	Of the targeted measures:
CBP	4	3 Targeted 1 Measured	2 Achieving or exceeding the target 1 Not Achieving the target
SP	2	2 Targeted	1 Achieving or exceeding the target 1 Not Achieving the target

Emergency planning

Plan	No. of measures	Targeted/measured	Of the targeted measures:
SP	3	3 Measured	NA

Safer Communities

Plan	No. of measures	Targeted/measured	Of the targeted measures:
CBP	11	7 Targeted 4 Measured	4 Achieving or exceeding the target 3 Not Achieving the target

Road Safety

Plan	No. of measures	Targeted/measured	Of the targeted measures:
CBP	2	2 measured	NA

		No CBP measures
--	--	-----------------

Key Contracts (>£1m or those of a politically sensitive nature)

Service Contracted	Provider	Duration	Review Date	Contract KPI's (Y/N)	Performance (Good/Ave/Poor)	Corrective measures (if needed)	Payment Terms (Ar-rears/Advance)	Performance Driven / Independent?	Volume Sensitive (Y/N)?
Fleet and Associated Equipment Maintenance	Lindum Plant	5yr + 4	2020	Y	Good				
Personal Protective Equipment and Station Wear	Bristol Uniforms	15yr + 2	2023	Y	Good				
Domestic Abuse Outreach Services-Standard and Medium risk victims incl children	EDAN Lincs	3 +1+1	2020	Y	Good				N
IDVA – Independent Domestic Violence Advisor (support offered to high risk cases in MARAC process)	EDAN Lincs	3+1+1	2020	Y	Good				N

Existing Pooled Budget/Co-commissioning arrangements (if any)

- Domestic Abuse outreach Services –is a pooled budget across Safer Communities, Adults and Children
- Delivery of National Driver Offender Retraining Scheme Courses Utilises income as a result of Strategic Partnership between LCC and the Office of Police and Crime Commissioner for Lincolnshire to deliver National Driver Reoffender Retraining Scheme courses (approx. £1.65m)

Property Implications (if any)

- LFR are fully engaged in the Blue Light project and wider estates development.

Commercial opportunities (if any)

- Primary Authority assured advice and pay as you go advice for business now well established bin Trading Standards Registration Services continually developing income generation from services offered

Commissioners Comments

Completed by:	Status (RAG)
	<i>Supporting comment if Red or Amber</i> Red Amber Green

APPENDIX A

The public are protected from unsafe and dangerous goods



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



Increase public confidence in how we tackle domestic abuse



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



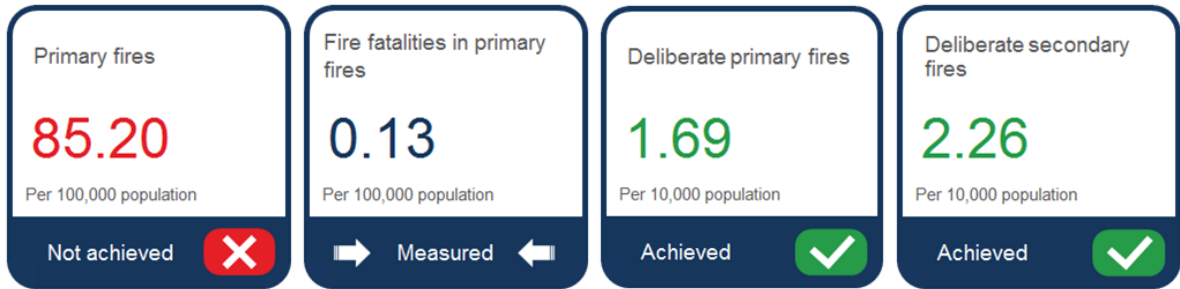
Reduce adult reoffending



Reduce the number of young people committing a crime



Reduce fires and their consequences



Improve health and Wellbeing

Page 62

Measure	Target	Actual Q1 2018/19	Achieved
% of first responder incidents attended where FRS rendered assistance	90	91.2	Y
% of occasions a co-responder resource booked mobile in under 5 minutes	70	57	N

Assess and Plan for the risk of Emergencies Occurring in Lincolnshire

Measures	Target	Measure	Achieved
No of Incidents responded to by the Emergency Planning and Business Continuity Team	NA		NA
No of incidents resulting in the formation of a Strategic Coordinating Group	NA		NA
No of Business Continuity Incidents affecting the Council	NA		NA

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

Report to:	Public Protection and Communities Scrutiny Committee
Date:	12 March 2019
Subject:	Quarter 3 Performance Report

Summary:

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

Actions Required:

Members of the Public Protection and Communities are invited to consider and comment on the performance information contained in this report and highlight any recommendations or further actions for consideration.

1. Background

The Council Business Plan 2018/2019 was approved by Council on 23 February 2018. This report provides the Executive with highlights of Q3 performance. The full range of infographics is available to view at: <http://www.research-lincs.org.uk/CBP-Landing-page.aspx>

Appendix A includes further details on select indicators which have been highlighted for further discussion.

Appendix B shows a breakdown of customer satisfaction information within the remit of this Scrutiny Committee.

Proposed change to reporting performance against the Council Business

Proposed change to reporting performance against the Council Business Plan 2018/19 As part of the process for agreeing the Council Business Plan 2019/2020, the Portfolio Holder has agreed to remove the 'Alcohol related anti-social behaviour incidents' and 'Alcohol related violent crime incidents' (Measure 6) as data is no longer comparable due to changes in reporting practices within the Police.

THE PUBLIC ARE PROTECTED FROM UNSAFE AND DANGEROUS GOODS



Unsafe and counterfeit goods removed from the market

4,852 counterfeit and unsafe items have been removed from the market so far this year. 2,484 items have been removed as they were unsafe and 2,368 items were removed as they were counterfeit. We are behind plan this year due to a decrease in counterfeit goods seized as we are working with premises to bring them into compliance to ensure such goods are not available for sale in the first instance. We have seen an increase in unsafe goods offered for sale over Quarter 3 and this is largely due to attendance at various seasonal events. The annual target 2018/ 2019 is 31,000 and it is worth noting that the measure has been amended in the Council Business Plan 2019/2020, which was presented to Council on 22nd February to 'Unsafe goods removed from the market' with an annual target of 3,000 products.

IMPROVE PUBLIC SAFETY BY THE REDUCTION IN DRUGS AND ALCOHOL MISUSE, FOCUSED ON TOWN CENTRE ALCOHOL FUELLED VIOLENCE AND ANTI-SOCIAL BEHAVIOUR, YOUNG PEOPLE AND DRUG MISUSE.



INCREASE PUBLIC CONFIDENCE IN HOW WE TACKLE DOMESTIC ABUSE



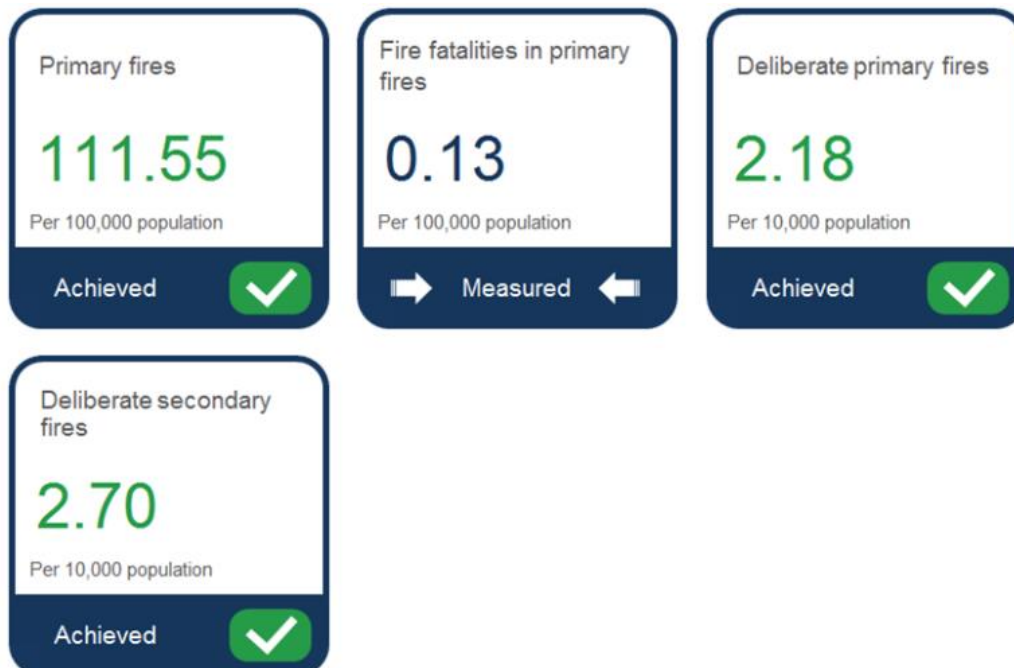
REDUCE ADULT REOFFENDING



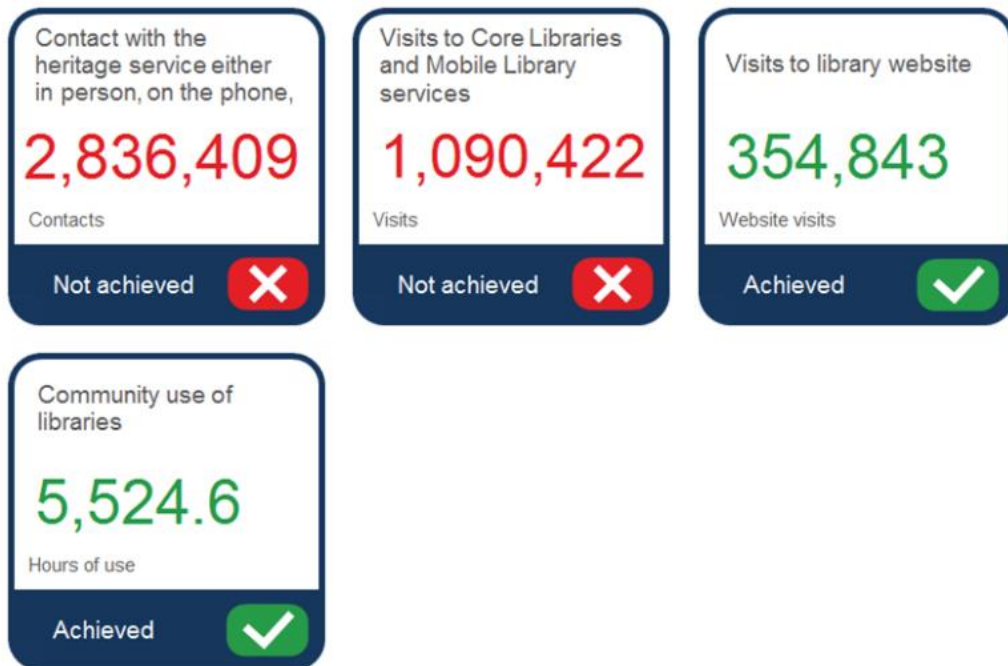
Adults Reoffending

This measure is reported with a one quarter lag, Q2 is the latest performance. Between April 2017 and September 2017 there were 3,088 adult offenders (the cohort). In the 12 months following identification (between April 2017 to September 2018), of those 3,088 adult offenders, 922 re-offended resulting in the 29.9% adult re-offending rate. On average, each reoffender committed 3.5 additional crimes within twelve months of their index offence. The most prolific offenders continue to be adopted by the ARC (Assisting Rehabilitation through Collaboration) scheme.

REDUCE FIRES AND THEIR CONSEQUENCES



ENABLE AND ENCOURAGE PEOPLE TO PARTICIPATE IN LINCOLNSHIRE'S CULTURE



Contact with the heritage service

In Q3, an actual of 2,836,409 was achieved against a target of 3,800,000. Technical faults with the website and decline in visitor numbers (as reported in Q1 and Q2) continue to impact the out turn for this measure. It is worth noting that the annual target for this measure in the Council Business Plan 2019/2020, which was presented to Council on 22nd February, reflects a picture of nationally declining numbers and IT difficulties.

Visits to core libraries and mobile library services

An actual of 1,090,422 was achieved in Q3 against a target of 1,247,157. As reported in Q1 and Q2, the lower number of visits is attributed to not being able to keep a pace with the changing IT requirements and expectations of our customers. It also needs to be recognised that this is against a national picture of declining library visits, as well as there being more options for our customers within their local communities from the independent Community Hub provision; these visits are not counted in this figure.

COMMUNITIES AND RESIDENTS ARE SUPPORTED TO BE INVOLVED IN LOCAL DECISION MAKING AND HAVE THEIR VIEWS TAKEN INTO ACCOUNT



2. Conclusion

Members of the Public Protection and Communities Scrutiny Committee are invited to consider and comment on the Q3 performance information and highlight any recommendations or further actions for consideration.

3. Consultation

a) Have Risks and Impact Analysis been carried out?

N/A

b) Risks and Impact Analysis

N/A

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Quarter 3 Performance Report
Appendix B	Q3 Customer Satisfaction Information

5. Background Papers

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

This report was collated by Daniel Steel, Scrutiny Officer, who can be contacted on 01522 552102 or daniel.steel@lincolnshire.gov.uk.

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Health and Wellbeing is improved

Enable and encourage people to participate in Lincolnshire's culture

Contact with the heritage service either in person, on the phone, by email or via the website

Contact with the heritage service either in person, on the phone, by email or via the website.
A higher number of contacts with the heritage service indicates a better performance.



Not achieved

2,836,409

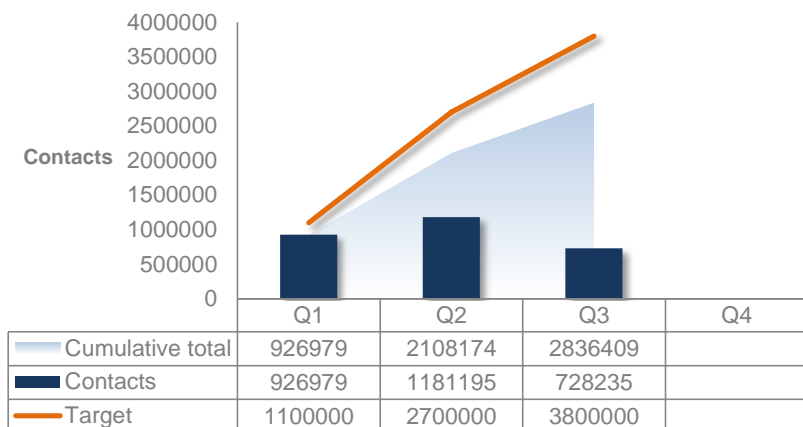
Contacts
Cumulative Actual as at
December 2018



3,800,000

Contacts
Cumulative Target as at
December 2018

Contact with the heritage service either in person, on the phone, by email or via the website

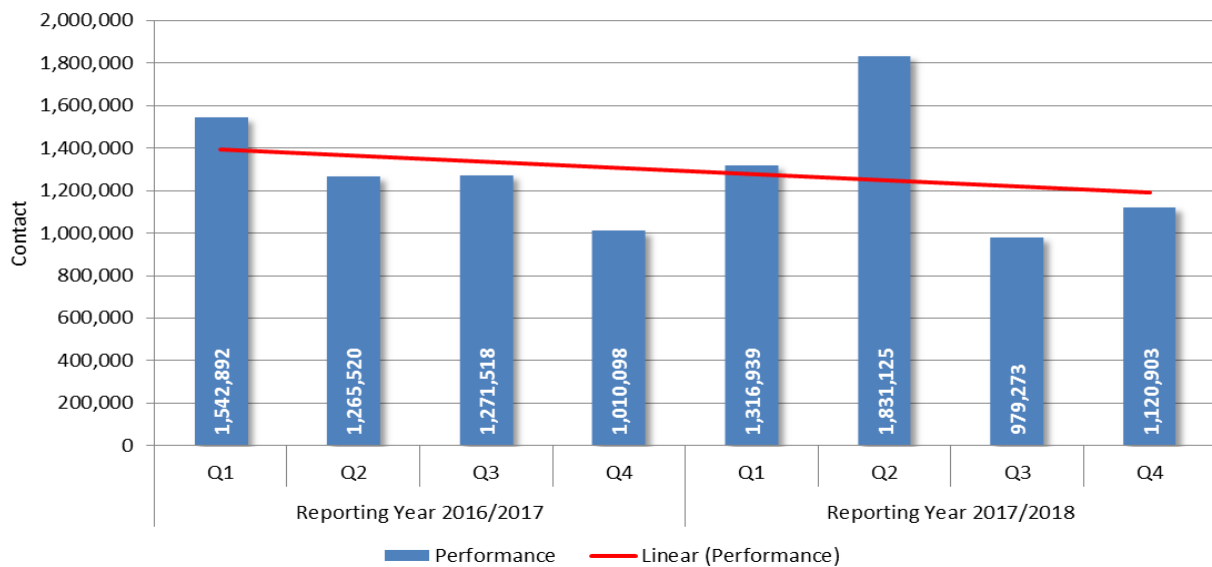


About the latest performance

An actual of 2,836,409 for Quarter 3 was achieved, with a target of 3,800,000. The website technical faults and decline in visitor numbers as reported in quarters one and two continue to affect the cumulative measure for the year.

Further details

Contact with the heritage service either in person, on the phone, by email or via the website



About the target

Quarterly targets will be profiled throughout the year to account for anticipated fluctuations in performance such as school and bank holidays; weather; scheduled events etc.

About the target range

An intuitive target range of +/- 5% has been set.

About benchmarking

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



Health and Wellbeing is improved

Enable and encourage people to participate in Lincolnshire's culture

Visits to Core Libraries and Mobile Library services

Number of physical visits to: Boston; Lincoln; Stamford; Grantham; Gainsborough; Mablethorpe; Skegness; Sleaford; Spalding and Louth libraries which are open from between 45 to 58 hours per week and Bourne; Horncastle; Market Rasen; Woodhall Spa; Long Sutton libraries which are open from between 18 to 45 hours per week.

A visit is a physical visit by an individual to a library premise as per the Chartered Institute of Public Finance and Accountancy (CIPFA) guidance.

A higher number of visits to core libraries and Mobile Library services indicates a better performance.



Not achieved

1,090,422

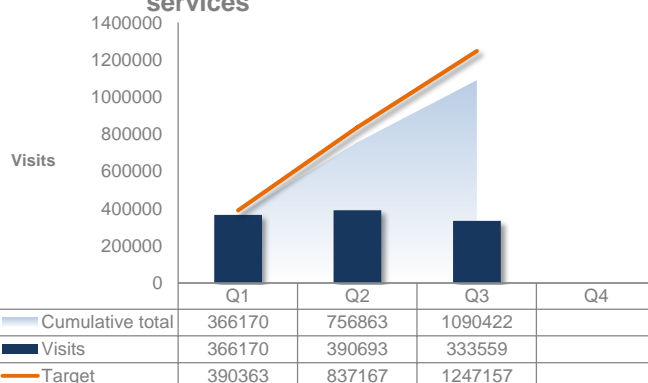
Visits
Cumulative Actual as at
December 2018



1,247,157

Visits
Cumulative Target as at
December 2018

Visits to Core Libraries and Mobile Library services

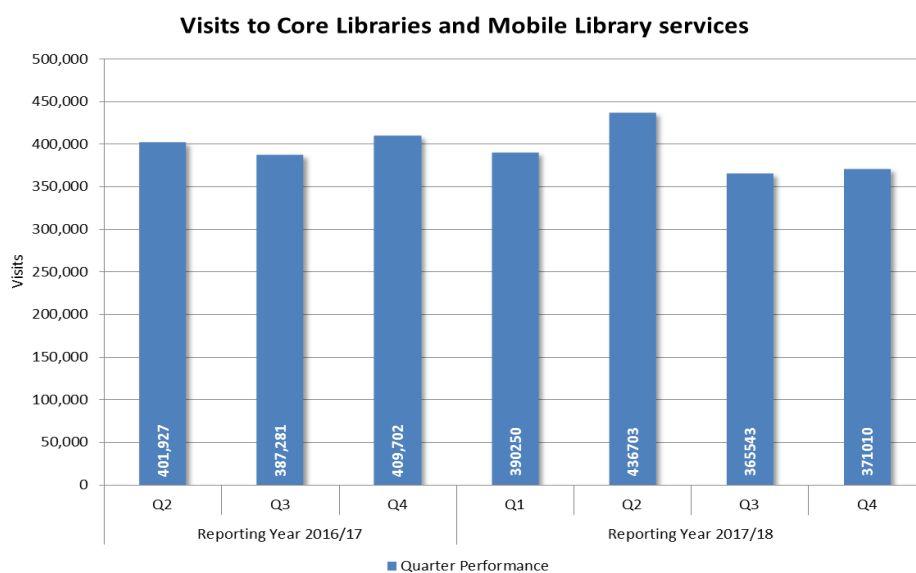


About the latest performance

There are 76,431 visits below the quarterly target of 409,990 visits (Oct – under by 30,337; Nov – under by 19,623; and Dec – under by 26,471). The low number of visits is attributed to not being able to keep a pace with the changing IT requirements and expectations of our customers. It also needs to be recognised that this is against a national picture of declining library visits, as well as there being more options for our customers within their local communities from the independent Community Hub provision; these visits are not counted in this figure.

Visits to Core Libraries and Mobile Library Services		
Month	Target	Actual
April	127,633	120,299
May	128,213	120,299
June	134,517	125,572
April-June Total	390,363	366,170
July	154,588	127,904
August	144,905	140,574
September	147,311	122,215
July-Sept Total	446,804	390,693
Oct	155,905	125,568
Nov	139,179	119,556
Dec	114,906	88,435
Oct-Dec Total	409,990	333,559
Cumulative total Apr 18 - Dec 18	1,247,157	1,090,422

Further details



About the target

Monthly targets have been set within the contract with Greenwich Leisure Limited (GLL)

About the target range

No target range has been set for this target.

About benchmarking

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



Health and Wellbeing is improved

Enable and encourage people to participate in Lincolnshire's culture

Visits to library website

The definition of a visit, as per the Chartered Institute of Public Finance and Accountancy (CIPFA), is defined as a session of activity/series of one or more page impressions, served to one User to the library website (or relevant library-service-related directories of the authority website as defined by the authority). A unique visitor is determined by the IP address or cookie. The session is deemed to end when there is a lengthy gap of usage between successive page impressions for that User. An example of a 'lengthy gap' would be a gap of at least 30 minutes.

Greenwich Leisure Limited (GLL) have counted Lincolnshire County Council library webpage visits, and from the beginning of July 2016, also included GLL library webpage visits. Library webpages include library information and catalogue pages such as books, e-books etc.

A higher number of visits to library websites indicates a better performance.



Achieved

354,843

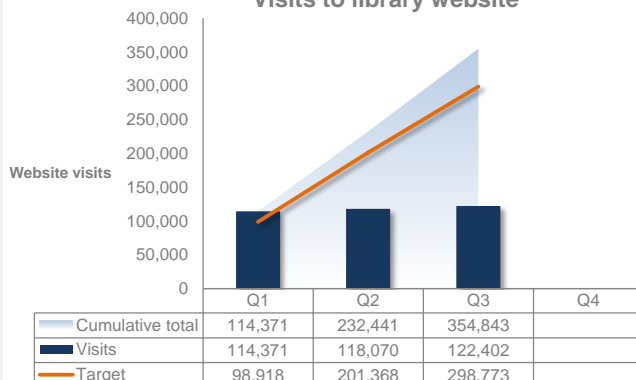
Website visits
Cumulative Actual as at
December 2018



298,773

Website visits
Cumulative Target as at
December 2018

Visits to library website

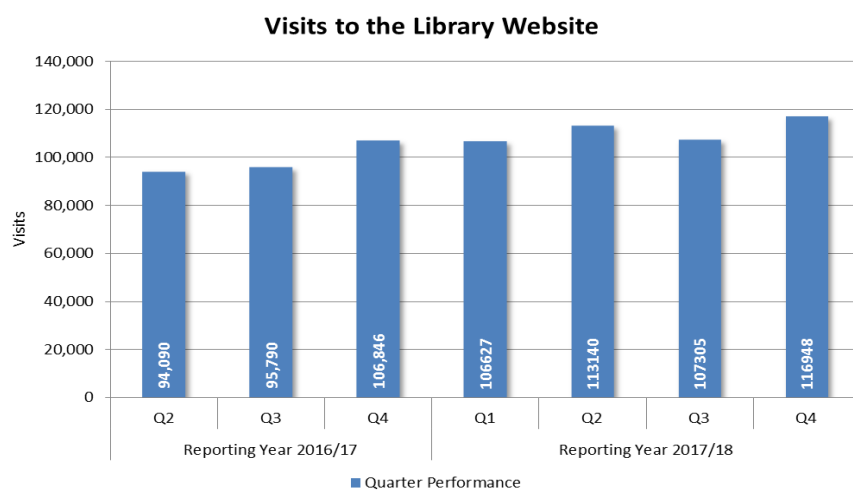


About the latest performance

Year to date, this measure is exceeding the cumulative target. There are 24,997 visits above the quarterly target (97,405), showing an increase of 15,097 visits to the Library Website when compared to Q3 of 2017/18, and an increase of 3.7% when compared to Quarter 2 of 2018/19. During quarter 3 2018/19 website visits have consistently exceeded the target (Oct +6,142; Nov +6,518; Dec +12,337). Performance is attributed to high volumes of users accessing the library catalogue for online searches and reservations. It is also recognised that the website content has been enhanced and the additional promotion of online services and e-services, through linking of the website via social media posts, on Twitter and Facebook has contributed to this increase.

Visits to library website		
Month	Target	Actual
April	31,879	37,890
May	34,427	38,607
June	32,612	37,874
April-June Total	98,918	114,371
July	34,190	38,068
August	34,979	40,099
September	33,281	39,903
July-Sept Total	102,450	118,070
Oct	34,694	40,836
Nov	34,265	40,783
Dec	28,446	40,783
Oct-Dec Total	97,405	122,402
Cumulative total Apr 18 - Dec 18	298,773	354,843

Further details



About the target

Monthly targets have been set within the contract with Greenwich Leisure Limited (GLL)

About the target range

No target range has been set for this target.

About benchmarking

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



Health and Wellbeing is improved

Enable and encourage people to participate in Lincolnshire's culture

Community use of libraries

Use or hire of library rooms or premises for meetings, events or exhibitions in or outside of library opening hours by community groups, organisations, public drop in sessions or information stands i.e. Open University, Phoenix Stop Smoking scheme, Health Watch, Police Surgeries, Macmillan Surgeries.

A higher number of hours recorded in relation to the use or hire of library premises or rooms indicates a better performance.



Achieved

5,524.6

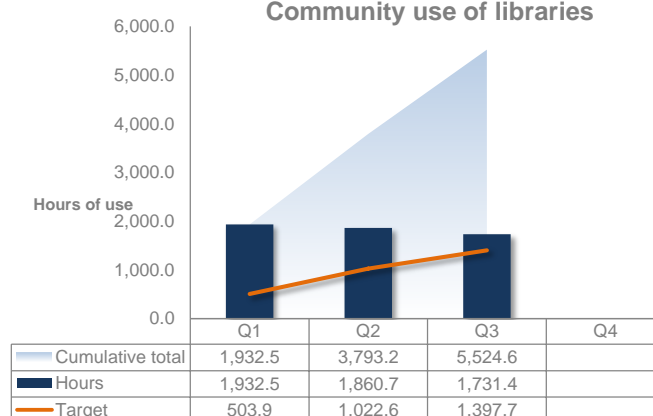
Hours of use
Cumulative Actual as at
December 2018



1,397.7

Hours of use
Cumulative Target as at
December 2018

Community use of libraries



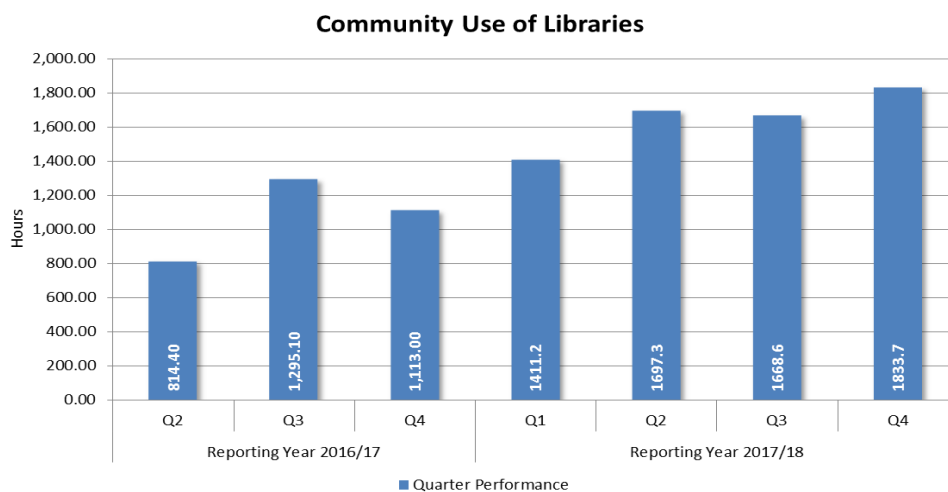
About the latest performance

There are 1,356.3 hours above target with Quarter 3 showing an increase of 62.8 hours of community use of libraries when compared to Q3 of 2017/18. During Quarter 3 community use has consistently exceeded targets (Oct +529.2; Nov +606.4; Dec +220.7)

Performance is attributed to increased engagement by core libraries with their local communities. This has encouraged both individuals and groups to promote their organisations, e.g. by running activities or displaying their work within core libraries. It is also recognised that the installation of the dedicated gallery space at Lincoln Central which has increased their capacity to facilitate community use has contributed to this increase.

Community use of libraries		
Month	Target	Actual
April	82.1	575
May	210.9	620.6
June	210.9	736.9
April-June Total	503.9	1,932.50
July	153.9	695.9
August	210.9	720.3
September	153.9	444.5
July-Sept Total	518.7	1,860.7
Oct	82.1	611.3
Nov	82.1	688.5
Dec	210.9	431.6
Oct-Dec Total	375.1	1,731.4
Cumulative total Apr 18 - Dec 18	1,397.7	5,524.6

Further details



About the target

Monthly targets have been set within the contract with Greenwich Leisure Limited (GLL)

About the target range

No target range has been set for this target.

About benchmarking

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



Health and Wellbeing is improved

Communities and residents are supported to be involved in local decision making and have their views taken into account

Voluntary and community groups actively supported in Lincolnshire

A Non-governmental organisation refers to civil society organisations (i.e. voluntary organisations and community led organisations).

A higher number of community groups actively supported indicates a better performance.



Achieved

725

Advised/supported

Cumulative Actual as at
December 2018

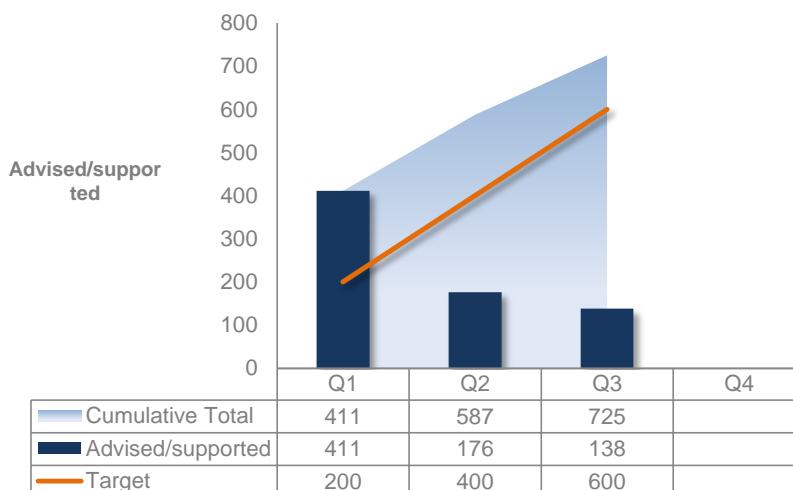


600

Advised/supported

Cumulative Target as at
December 2018

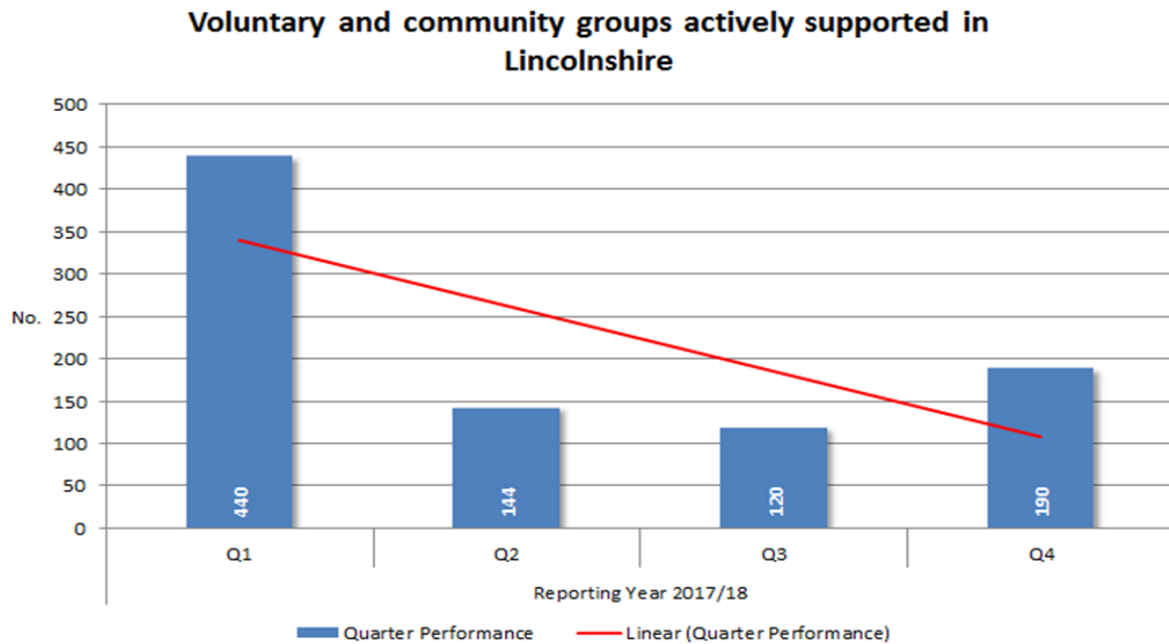
Voluntary and community groups actively supported in Lincolnshire



About the latest performance

During this quarter 367 groups and organisations were supported against a quarterly target of 200; groups and organisations are only counted once at their initial contact with the service, regardless of how many times they access support in the reporting year. Of the 367 groups supported in Quarter 3, 138 were new groups and organisations that had not accessed support and guidance earlier in the reporting year. Groups supported in Quarters 1, 2 and 3 provide a cumulative total of 725 which is comparable to last year's level of engagement at this point in the year. Support has been provided to help support 18 volunteer host organisations to develop 'Employ Supported Volunteer' practices to enable their staff to volunteer. Support has been provided to 156 organisations to recruit volunteers during the quarter through the promotion of new volunteering opportunities, development of new volunteer roles, and the active referral of volunteers. The types of organisations supported include a dementia café, animal welfare groups, religious groups, youth clubs and an internal language school.

Further details



About the target

The target is set locally given this is a local specific measure of the number of voluntary and community groups/organisations actively supported in Lincolnshire by local voluntary sector infrastructure organisations.

About the target range

An intuitive target range of +/- 5% has been set.

About benchmarking

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



Health and Wellbeing is improved

Communities and residents are supported to be involved in local decision making and have their views taken into account

People supported who have accessed volunteer opportunities

This measure aims to track the number of people supported to access volunteer opportunities through Lincolnshire County Council supported projects.

Lincolnshire County Council grant funding to a local voluntary sector infrastructure organisation, Voluntary Centre Services (VCS), to enable them to provide volunteer opportunities to those individuals who may not otherwise be able to access them; this could include reasons such as the need for training requirements, support due to a learning disability or a general assistance approach. The volunteer opportunities can be accessed via volunteer centres around the county, or by using the online training packages and support tools for people who may not be able to physically access the Volunteer centres.



Achieved

1,627

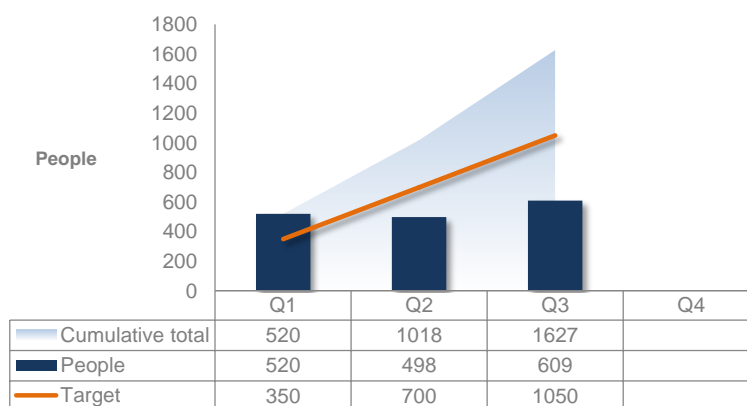
People
Cumulative Actual as at
December 2018



1,050

People
Cumulative Target as at
December 2018

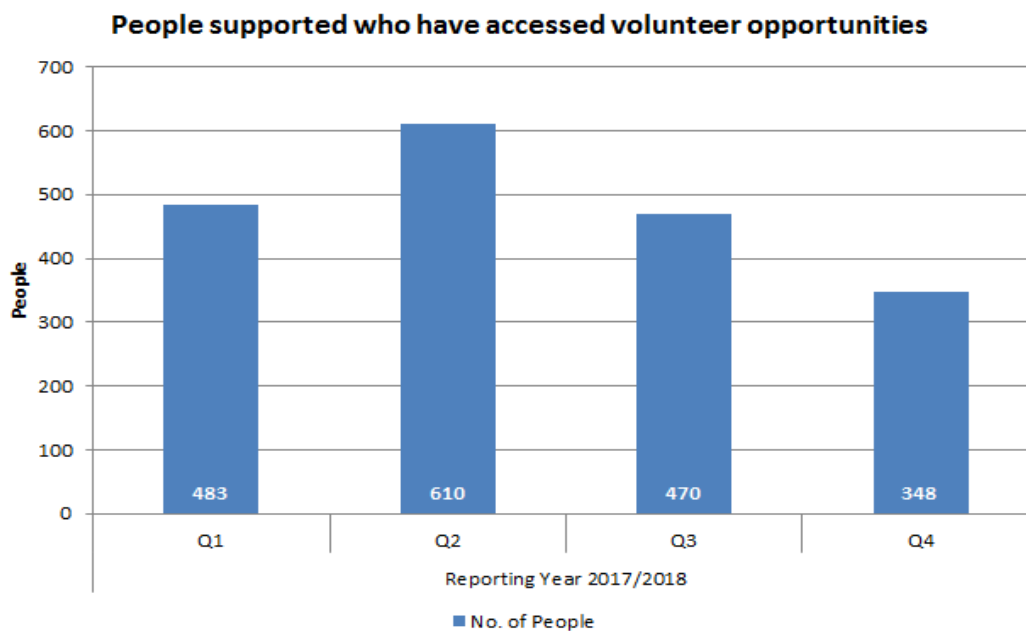
People supported who have accessed volunteer opportunities



About the latest performance

During this quarter 609 volunteers were supported against a quarterly target of 350. This gives a cumulative total of 1627 against a cumulative target of 1050 for the reporting year so far. Over 300 volunteers in Quarter 3 received face to face support to access volunteering through the Volunteer Centres, including support to identify their skills, interests and most appropriate volunteering opportunities available. Over 160 volunteers accessed the online service and 30 volunteers registered for the online training. Follow up support included liaison with volunteer host organisations, support to fill in applications and regular volunteer mentoring. Another increase in micro volunteering and team challenges also contributed to over 230 people taking up micro volunteering opportunities. New volunteer roles for this quarter included Free Books Shop Volunteer for Global Educational Trust, Practical and Emotional Support Volunteer for Macmillan, Ward Visitor for Pilgrim Hospital Radio, Promoting Independence volunteer for Lincolnshire Sensory Services, Healthwatch Speaker and Ambassador, General Maintenance and Gardening for Gainsborough Adventure Playground.

Further details



About the target

The target is set locally given this is a local specific measure of the number of people accessing volunteer opportunities, supported in Lincolnshire by a local voluntary sector infrastructure organisation.

About the target range

An intuitive target range of $\pm 7\%$ has been set for this measure. This allows for some fluctuation against the target, due to the unpredictable nature of people accessing volunteer opportunities.

About benchmarking

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



Communities are safe and protected

The public are protected from unsafe and dangerous goods

Illicit alcohol and tobacco products seized

Actual products seized (as a count of number of packets of cigarettes and tobacco and number of bottles of alcohol) that are removed from the market in Lincolnshire. Illicit alcohol and tobacco includes counterfeit, non-duty paid, unsafe, incorrectly labelled, and other illicit brands. Unsafe means that the products do not self-extinguish as required by European Standards. Other illicit brands are products which are manufactured for the sole purpose of being smuggled into and sold illegally in another market resulting in significant losses in tax revenue. Products are counted in terms of the most popular sizes of packs. E.g. 20 cigarettes, 50g hand-rolling tobacco, 70cl spirits. These numbers are dependent on successful legal process, meaning forfeiture or surrendering of the products.

A higher number of illicit alcohol and tobacco products seized indicates a better performance.



Achieved

78,189

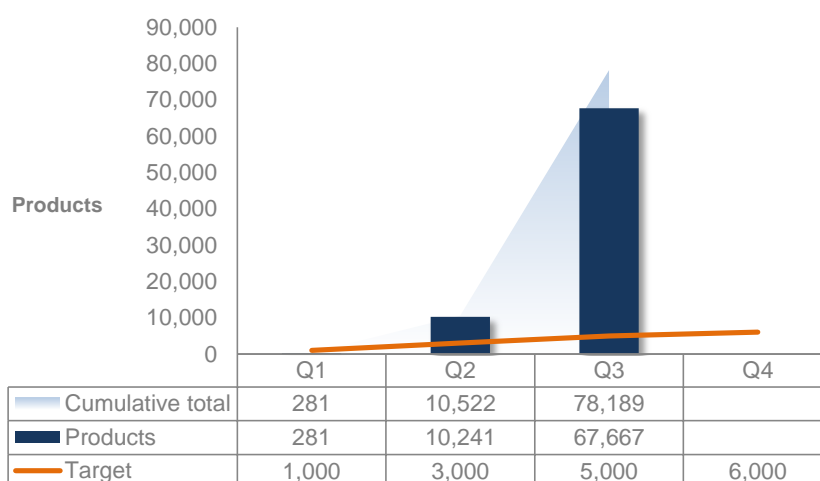
Products
Cumulative Actual as at
December 2018



5,000

Products
Cumulative Target as at
December 2018

Illicit alcohol and tobacco products seized

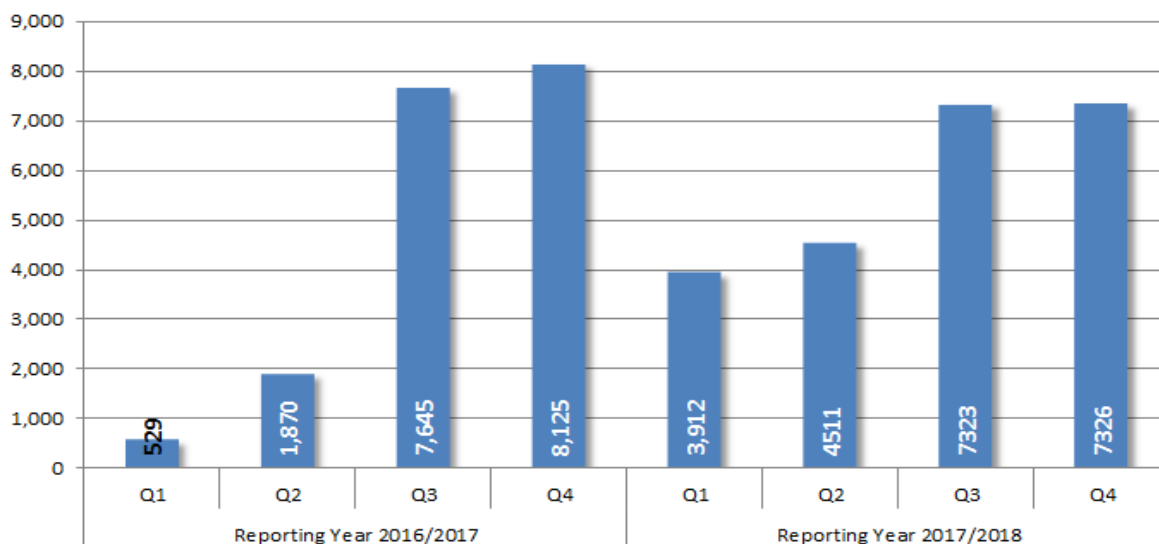


About the latest performance

78,085 illicit tobacco products have been removed from the market, equating to 1,263,100 illicit cigarettes (approximately 63,155 packs of 20 cigarettes), 746,500g of illicit tobacco (approximately 14,930 packs of 50g tobacco), 24 bottles of spirits and 80 bottles of beer. Performance far exceeds the cumulative target of 5000 in Quarter 3; this is due to a joint operation resulting in a large scale seizure in Lincoln in November.

Further details

Illicit Alcohol and Tobacco Seized 2016-2018 (cumulative)



About the target

We aim to increase the amount of illicit and unsafe alcohol and tobacco products removed from the market in Lincolnshire. In 2018/2019 a target has been set for 6000 illicit products to be removed from the market. This demonstrates a reduction in the availability of products which in effect is increasing public safety. Trading Standards is commissioned to complete the same level of activity but through an intelligence led approach we will ensure we maximise on our resources.

About the target range

A target range of +/- 2% allows for some fluctuation in market conditions. There is the potential for anomalies with unexpected large-scale seizures or outside constraints on products such as seizures at port.

About benchmarking

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



Communities are safe and protected

The public are protected from unsafe and dangerous goods

Unsafe and Counterfeit goods removed from market

This measure is a count of the numbers of unsafe goods removed from the market in Lincolnshire, reducing the risk of any of these products causing harm to the end-user. This includes illicit goods (largely counterfeit) but not including alcohol and tobacco. An 'unsafe good' is any product that does not conform to European and/or UK safety standards and regulations or does not meet the definition of a safe product in the General Product Safety Regulations 2005. The measure is a count of the product as sold to the consumer. E.g. a pack of 2 walkie talkies would count as 1. There are many types of product that could be unsafe and would be the responsibility of Trading Standards and this includes electrical items, cosmetics, clothing, furniture and toys. These figures are dependent on successful legal process, meaning forfeiture or surrendering of the products.

A higher number of Unsafe and Counterfeit goods removed from the market indicates a better performance.



Not achieved

4,852

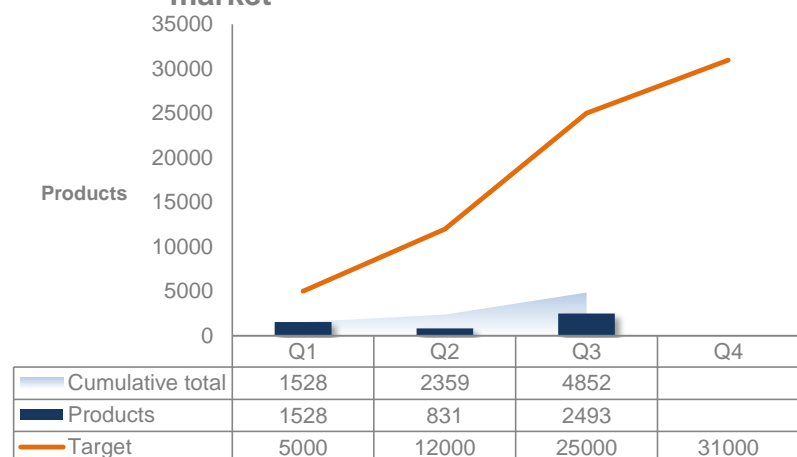
Products
Cumulative actual as at
December 2018



25,000

Products
Cumulative target as at
December 2018

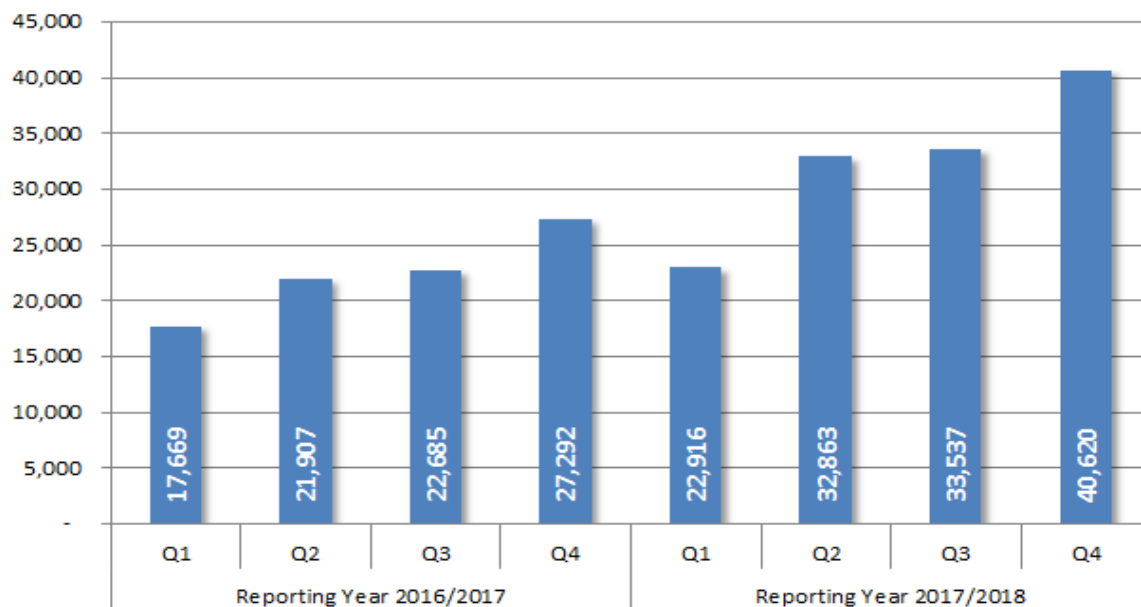
Unsafe and Counterfeit goods removed from market



About the latest performance

4852 counterfeit and unsafe items have been removed from the market so far this year. 2484 items have been removed as they were unsafe and 2368 items were removed as they were counterfeit. We are behind plan this year due to a decrease in counterfeit goods seized as we are working with premises to bring them into compliance to ensure such goods are not available for sale in the first instance. We have seen an increase in unsafe goods offered for sale over quarter 3 and this is largely due to attendance at various seasonal events.

Unsafe and counterfeit goods removed from the market 2016/2018 (cumulative)



About the target

As larger numbers of goods enter the European market and may not conform to safety requirements, we aim to increase the number of unsafe and counterfeit products removed from the market in Lincolnshire and reduce the risk of harm to the potential end-user.

About the target range

Any increase in the number of unsafe or counterfeit products removed from the market would be seen as positive. The +/- 2% target range reflects potential fluctuations in market conditions. There is always the potential for anomalies and this can often depend on consumer trends such as a massively popular children's movie or the popularity of a 'must have' consumer item.

About benchmarking

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



Communities are safe and protected

The public are protected from unsafe and dangerous goods

High risk premises inspected by Trading Standards

This is a count of the number of premises that are categorised as 'High risk' that have been inspected by Trading Standards. A 'High risk' premises is one that has been categorised as such by the Food Standards Agency, the Department for Environment, Food and Rural Affairs (DEFRA), and the Better Regulation Delivery Office as requiring an annual compliance visit based upon an assessment of the risk posed to the public. Trading Standards then use a combination of this information combined with officer knowledge, the history of the premises over the last 12 months, and intelligence to create an inspection list for the year. Trading Standards will sometimes select premises that are not deemed 'high risk'. This could be due to local or national issues, e.g. we looked at a number of restaurants in previous years in light of the changes to allergen legislation. Trading Standards follow the principals set out in the DEFRA Framework Agreement, which was a working arrangement set up between Animal and Plant Health Agency (APHA)/DEFRA and Trading Standards several years ago. As well as identifying traditional 'high risk' premises it also identifies premises which are critical control points for disease and we try to focus resources on these.

A higher number of high risk premises inspected indicates a better performance.



Achieved

156

Premises

Cumulative actual as at
December 2018

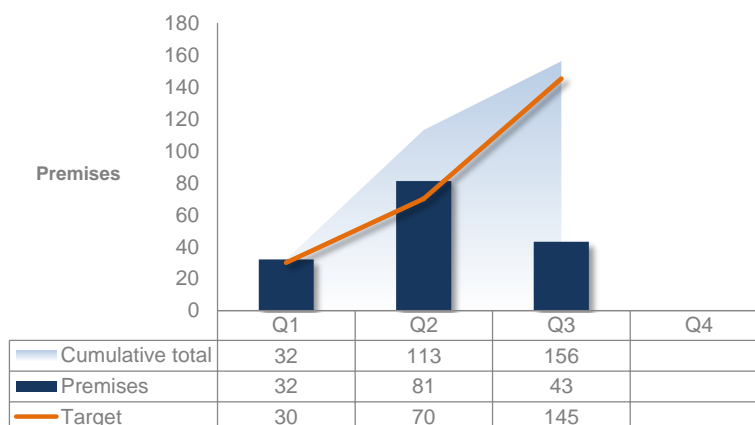


145

Premises

Cumulative target as at
December 2018

High risk premises inspected by Trading Standards

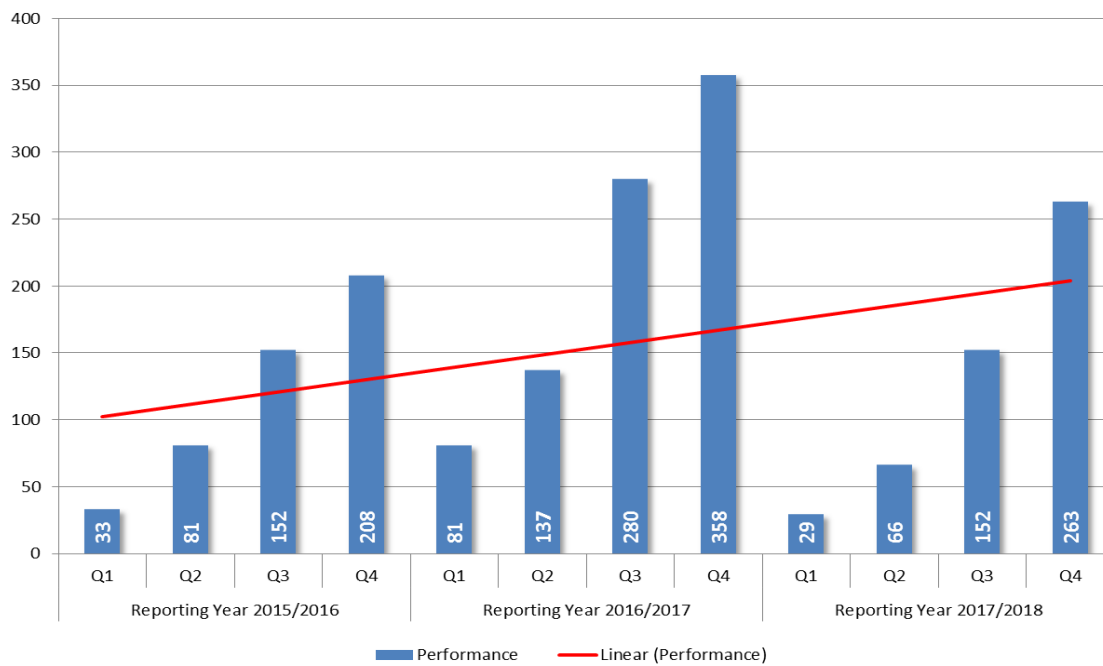


About the latest performance

We are currently on target to complete all high risk visits this year. So far we have conducted high risk inspections at 156 premises. Of these there were 98 animal feed inspections, 41 food standards inspections and 17 animal health inspections. All figures quoted are high risk inspections programmed at the beginning of the year. These figures do not include the additional reactive inspections as a result of complaints or intelligence. Each premise visited will only be counted once and, should further visits be required to ensure compliance, they will not be counted in the reported figures.

Further details

High Risk Premises Inspected by Trading Standards (cumulative)



About the target

The target is the number of premises that are categorised as 'High risk' by the respective bodies. This can change annually depending on the number of businesses that are operating, some could cease trading and new businesses could emerge. The assessment by the respective bodies could also change.

About the target range

A target range of +/- 2% allows for some unpredictability in completion of planned inspections. This can be attributed to different factors such as cancellations, disease outbreak, ongoing investigations or premises that have ceased trading.

About benchmarking

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



Communities are safe and protected

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

Anti-social behaviour incidents reported to the police

This measure is a count of all Police recorded anti-social behaviour incidents. It is a contextual measure to be considered alongside the measure of alcohol related anti-social behaviour. It should be noted that this measure refers to Police recorded anti-social behaviour only and does not cover all anti-social behaviour occurring within Lincolnshire, for example, those incidents reported to District Councils or Housing providers are not included. A smaller number of anti-social behaviour incidents reported indicates a better performance.

➡ Measured ⬅

3,310

Incidents reported

**Cumulative Actual as at
December 2018**

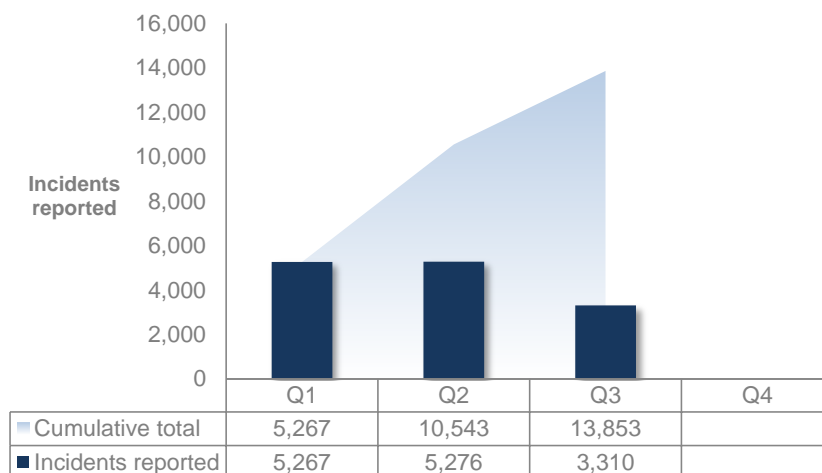


13,853

Incidents to date - 2018/19

**Cumulative Actual as at
December 2018**

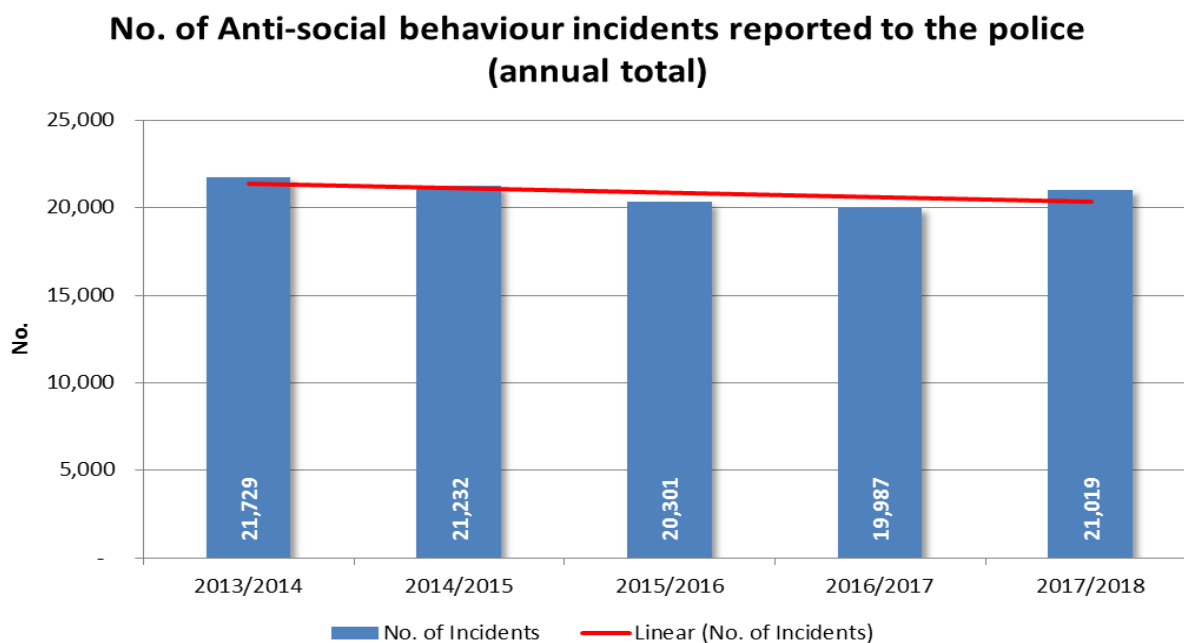
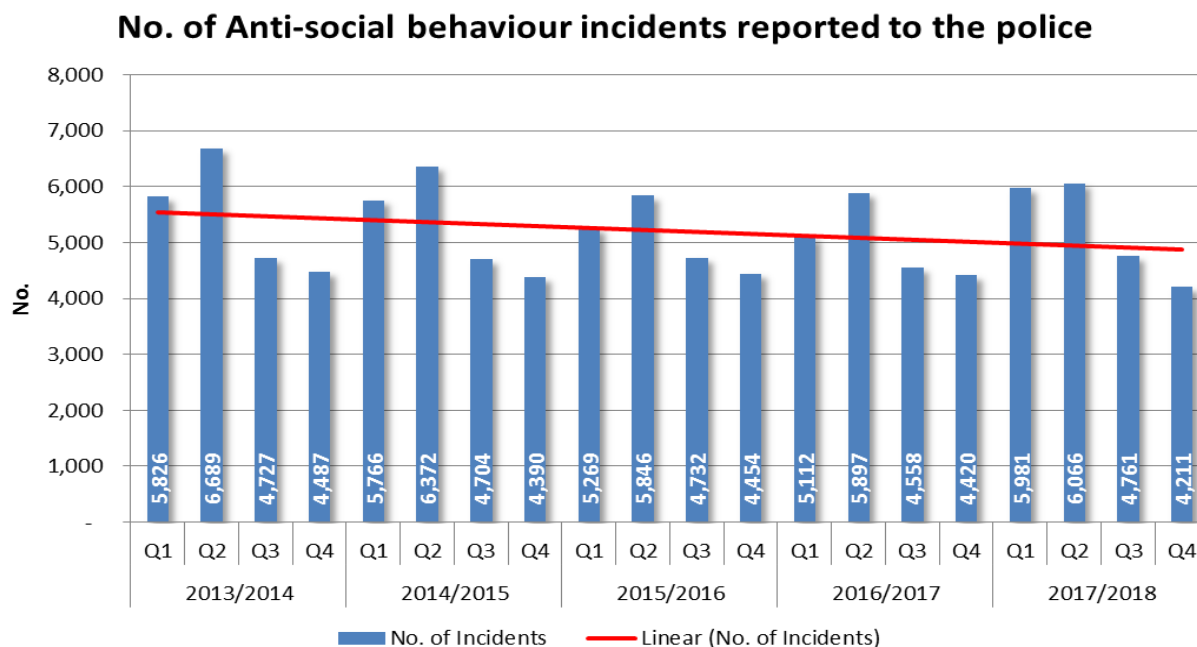
Anti-social behaviour incidents reported to the police



About the latest performance

Anti-social behaviour reported to the police is 17.6% lower than the same quarter last year (cumulatively). This is due to a change in recording practices within the police.

Further details



About the target

There is currently no active target set therefore this indicator is reported as measured.

About the target range

A target range is not applicable as this is a contextual measure.

About benchmarking

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



Communities are safe and protected

Increase public confidence in how we tackle domestic abuse

Reported incidents of domestic abuse

This measure is a count of all incidents reported to the Police where a Domestic Abuse Stalking and Harassment (DASH) risk assessment was completed. These risk assessments are performed in all incidents that meet the government's definition of domestic abuse:

"Any incident or pattern of incidents of controlling, coercive, threatening behaviour, violence or abuse between those aged 16 or over who are, or have been, intimate partners or family members regardless of gender or sexuality. The abuse can encompass, but is not limited to: Psychological, Physical, Sexual, Financial and Emotional abuse.

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



Achieved

7,704

Incidents

**Cumulative Actual as at
December 2018**

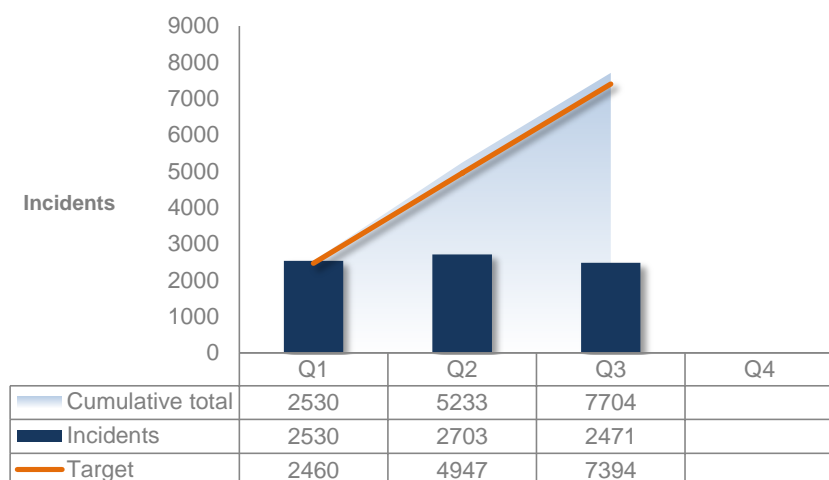


7,394

Incidents

**Cumulative Target as at
December 2018**

Reported incidents of domestic abuse

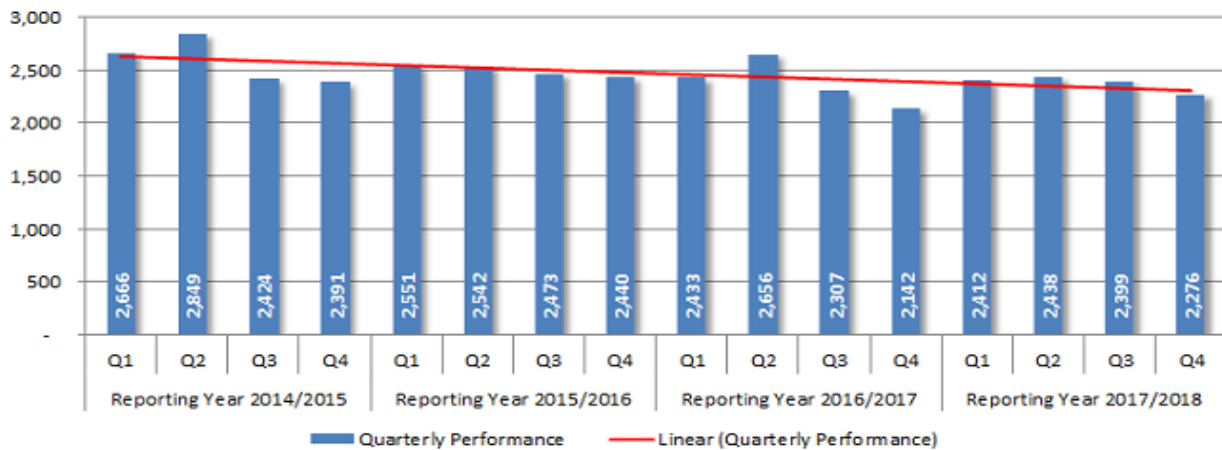


About the latest performance

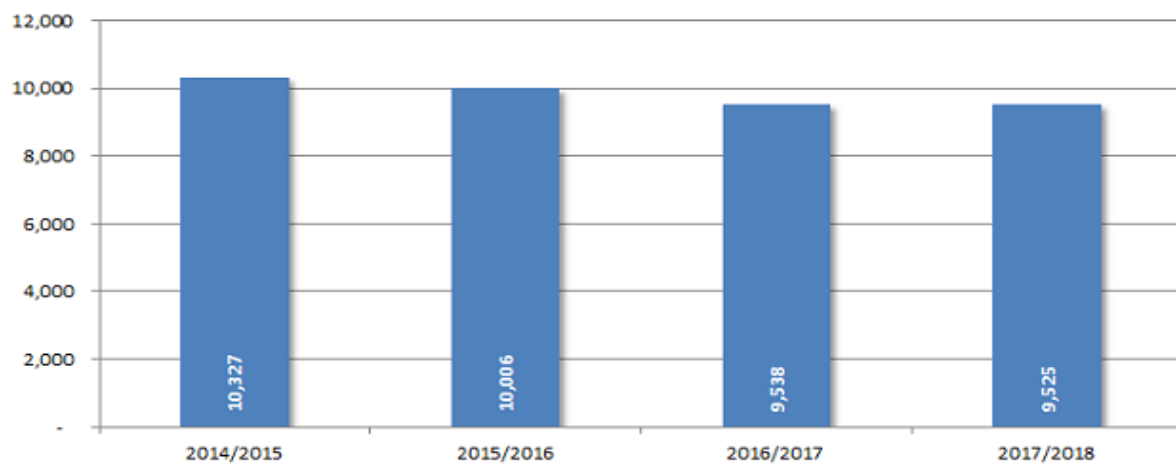
The cumulative number of incidents has increased by slightly over 6% compared to the same quarter last year. More reported incidents of domestic abuse is to be seen as positive as it allows us to reach more people who need support. Lincolnshire County Council has recently re-commissioned domestic abuse services with increased capacity to support victims.

Further details

Reported Incidents of Domestic Abuse Quarterly Performance



Reported Incidents of Domestic Abuse Annual Performance



About the target

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

About the target range

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

About benchmarking

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



Communities are safe and protected

Increase public confidence in how we tackle domestic abuse

Domestic Homicides

A Domestic Homicide is identified by the Police and refers to when someone has been killed as a result of domestic violence. The Police will identify and then notify the Chair of the Community Safety Partnership (CSP) of a domestic homicide and the decision is then made whether or not a Domestic Homicide Review should be undertaken.

A Domestic Homicide Review (DHR) is a review of the circumstances in which the death of a person aged 16 or over has, or appears to have, resulted from violence, abuse or neglect by:

- (a) a person to whom he was related or with whom he was or had been in an intimate personal relationship, or
- (b) a member of the same household as himself, held with a view to identifying the lessons to be learnt from the death.

This measure is a count of the Police notified Domestic Homicides, regardless of whether the decision is made to conduct a DHR or not.

When the decision is made to undertake a DHR, the timeframe for completion will vary on a case by case basis. Once the case has been completed and approved by the Home Office, lessons learnt are shared and managed by the Safer Lincolnshire Partnership (SLP) and the DHR is published on the SLP website.

➡ Measured ⬅

1

Incidents

Quarter 3 December 2018

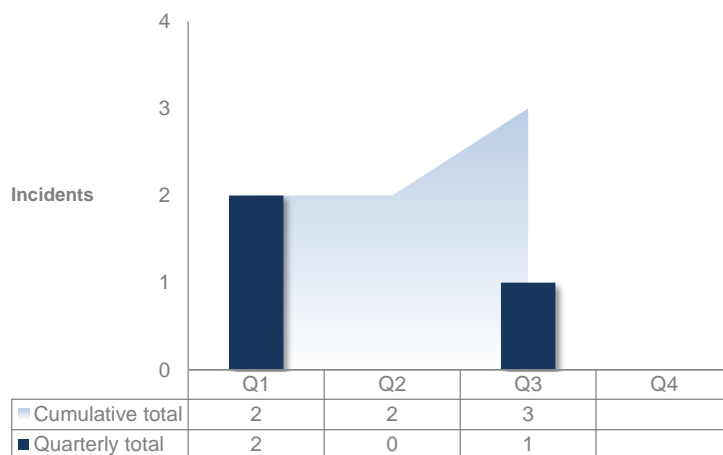


3

Incidents to date - 2018/19

Cumulative Actual as at
December 2018

Domestic Homicides



About the latest performance

There has been one domestic homicide recorded in quarter 3. So far there are no specific trends or connections between any of the deaths. Each death will be fully reviewed and lessons shared.

Further details

	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018
Domestic Homicides	1	1	1	5	2

About the target

It is not appropriate to set a target for this measure however early intervention and a multi-agency approach to Domestic Abuse across Lincolnshire means our objective is to have no Domestic Homicides.

About the target range

A target range is not applicable as this is a contextual measure.

About benchmarking

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



Communities are safe and protected

Increase public confidence in how we tackle domestic abuse

Repeat referrals of Domestic Abuse to MARAC

The Multi-Agency Risk Assessment Conference (MARAC) is a meeting where key agencies formulate action plans to help protect victims of domestic abuse who are at a high risk of murder or serious harm. Local agencies refer high risk victims to MARAC following completion of a Domestic Abuse Stalking and Harrassment (DASH) risk assessment. Following being heard at MARAC, if within 12 months there is a further serious incident reported to the police or a disclosure received by any of the agencies the victim is to be referred back to the MARAC as a 'repeat'. This measure is a count of repeat referrals to MARAC expressed as a percentage of the total MARAC referrals on a rolling 12 month basis; there is no time lag associated with this measure therefore the data reported relates directly to the preceding 12 reporting months. Although this measure is used as a proxy for repeat victims of domestic abuse, it does not provide a full or accurate picture of repeat victimisation. MARAC covers high risk domestic abuse victims who account for less than 8% of all reported incidents of domestic abuse. This disproportion means that there are likely to be higher numbers of repeat victims than can be detected in the MARAC data.

A lower number of repeat referrals of Domestic Abuse to MARAC indicates a better performance.

Measured

21.3

%

Jan 2018 - Dec 2018

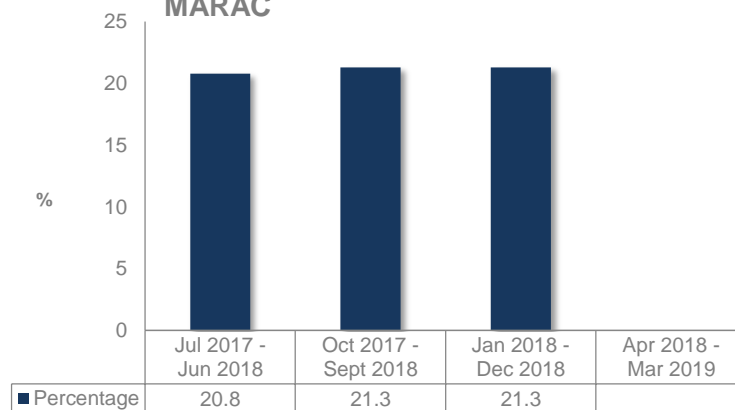


21.3

%

Oct 2017 - Sept 2018

Repeat referrals of Domestic Abuse to MARAC

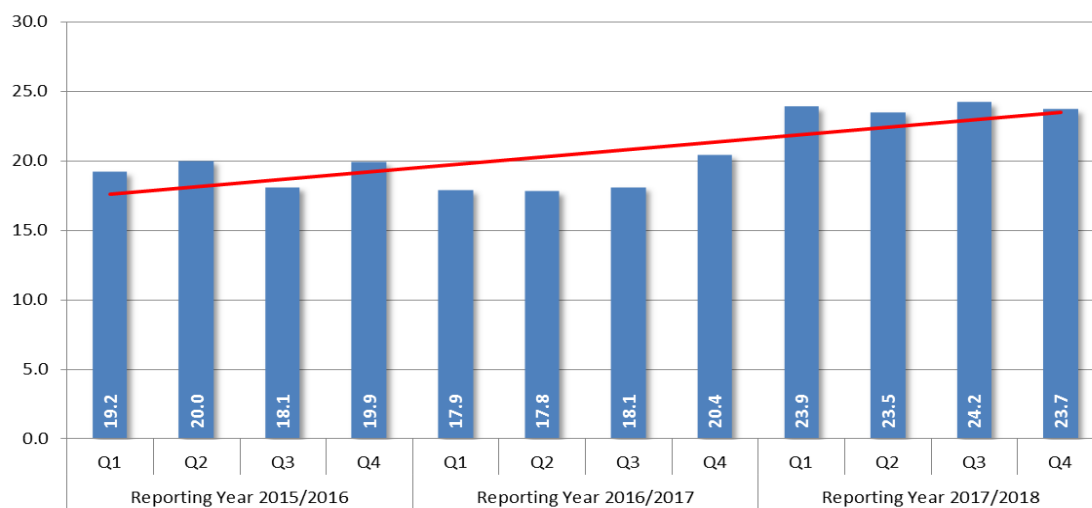


About the latest performance

Referral rates have remained in line with the figures reported in Quarter 2. For this period, 140 referrals were repeat referrals, out of 658 referrals in total.

Further details

Repeat Referrals of Domestic Abuse to MARAC



About the target

There is currently no active target set and therefore this indicator is reported as measured.

About the target range

A target range is not applicable as this is a contextual measure.

About benchmarking

It is not appropriate to benchmark this measure.



Communities are safe and protected

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

People killed or seriously injured in road traffic collisions

Data is reported by calendar year, with 3 month (1 quarter) lag. Revisions in previously reported data can sometimes occur when the reported severity of an injury can increase or decrease (For example an injury may worsen over time or an unreported injury is later found). Subsequent quarter cumulative totals may include revised figures from previous quarters.

➡ Measured ←

162

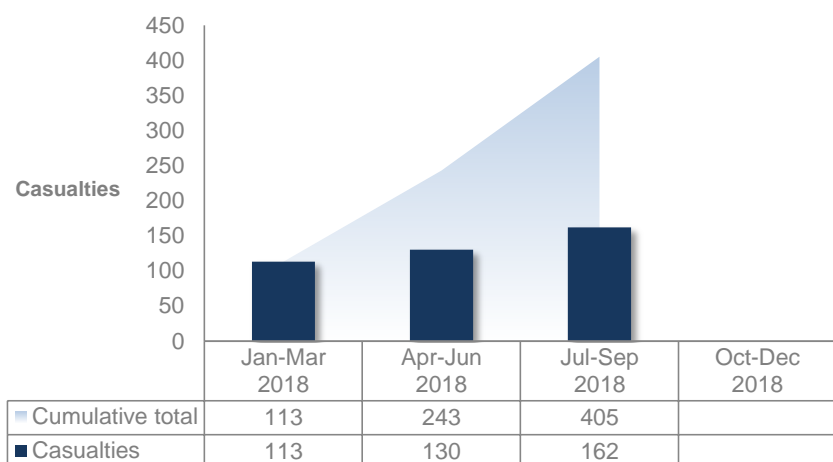
Casualties
July to September 2018



130

Casualties
April to June 2018

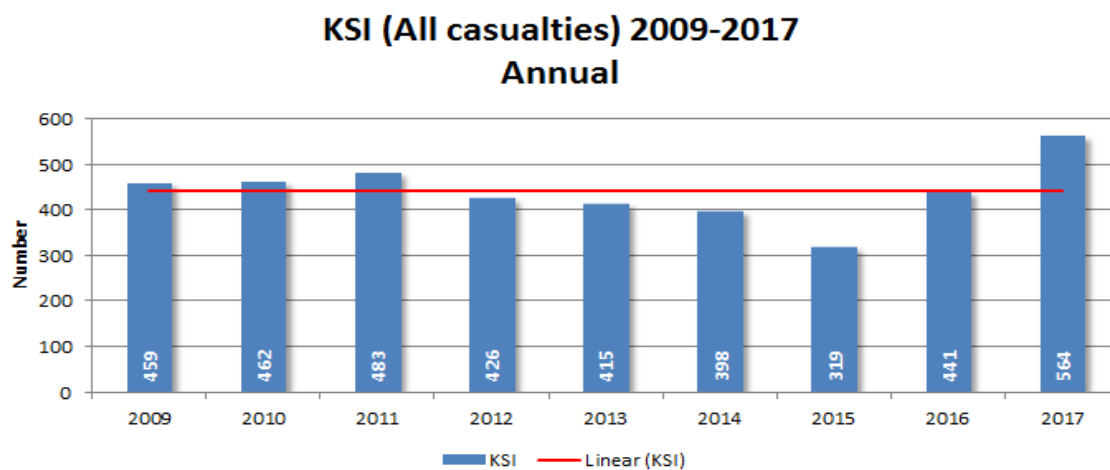
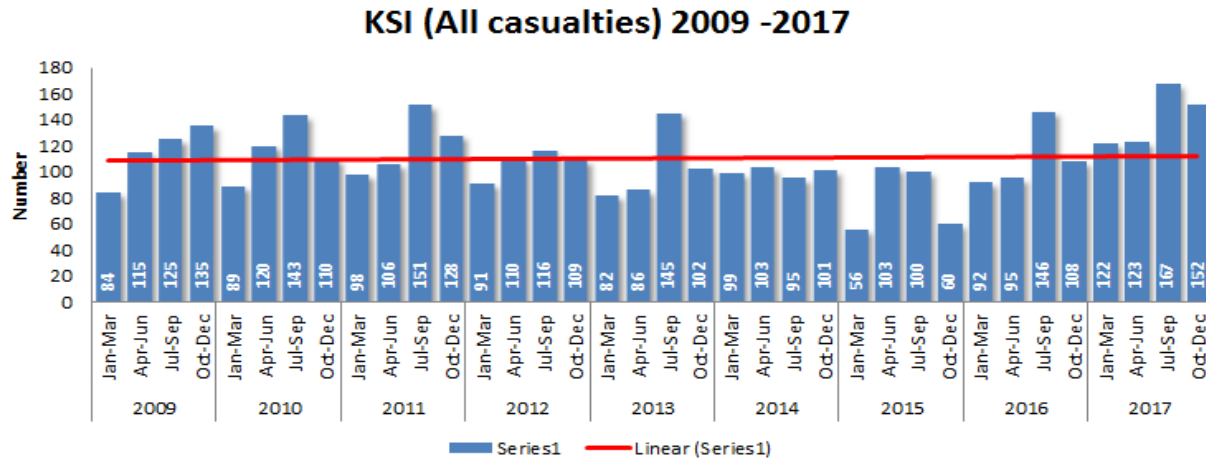
People killed or seriously injured in road traffic collisions



About the latest performance

This figure is higher than the previous quarters of 2018, but is consistent with the same quarter of 2017; this being the Summer period. However, analysis of collision and casualty data does not indicate any clear comminality or patterns. The overall KSI's are mirrored across all user groups such as car drivers, motorcyclists, pedestrians etc

Further details



About the target

It is not appropriate to set a target for this measure however the Lincolnshire Road Safety Partnership want to see a 20% reduction over 10 years from the 2010/2012 annual average.

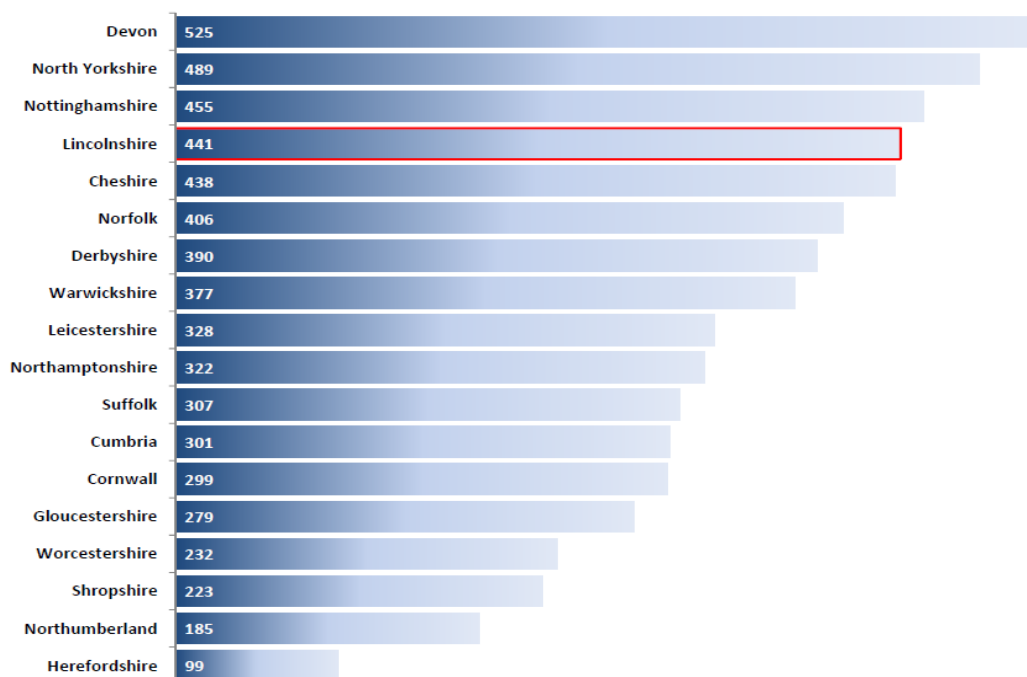
About the target range

A target range is not applicable as this is a contextual measure.

About benchmarking

The Department for Transport publish data which allow comparisons to be made with other Councils. Comparison has been made against the CIPFA group of local authorities. The Chartered Institute of Public Finance and Accountancy (CIPFA) facilitates benchmarking services to enable Local Authority performance to be monitored against other similar local authorities. We benchmark against other Local Authorities within our CIPFA Group of 16 authorities.

KSI Casualties Comparison 2016





Communities are safe and protected

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

Children killed or seriously injured in road traffic collisions

Data is reported by calendar year, with 3 month (1 quarter) lag. Revisions in previously reported data can sometimes occur when the reported severity of an injury can increase or decrease (For example an injury may worsen over time or an unreported injury is later found). Subsequent quarter cumulative totals may include revised figures from previous quarters.

➡ Measured ⬅

6

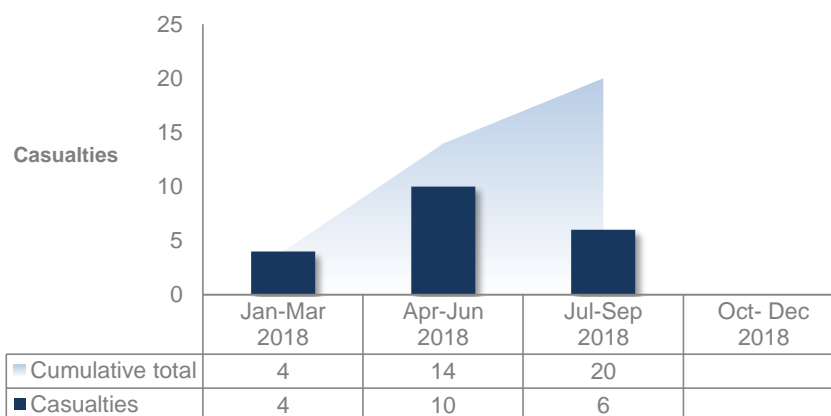
Casualties
July to September 2018



10

Casualties
April to June 2018

Children killed or seriously injured in road traffic collisions

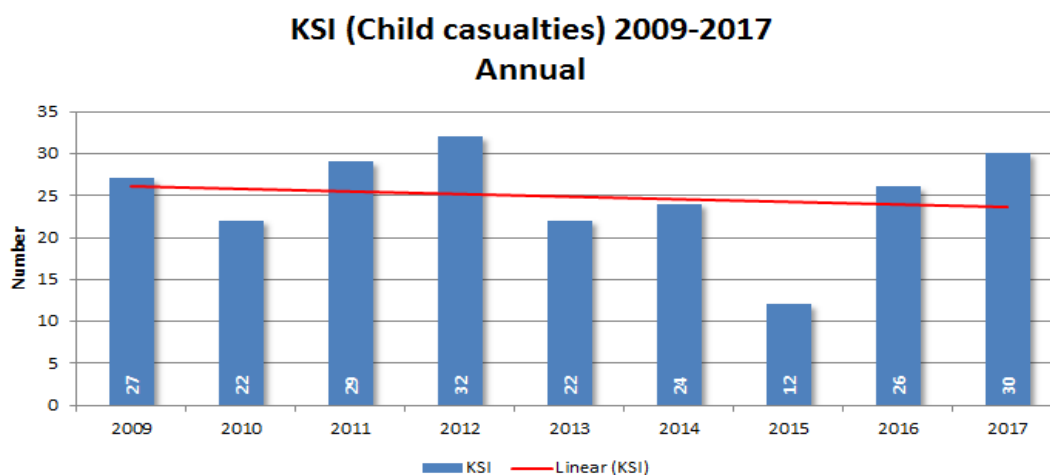
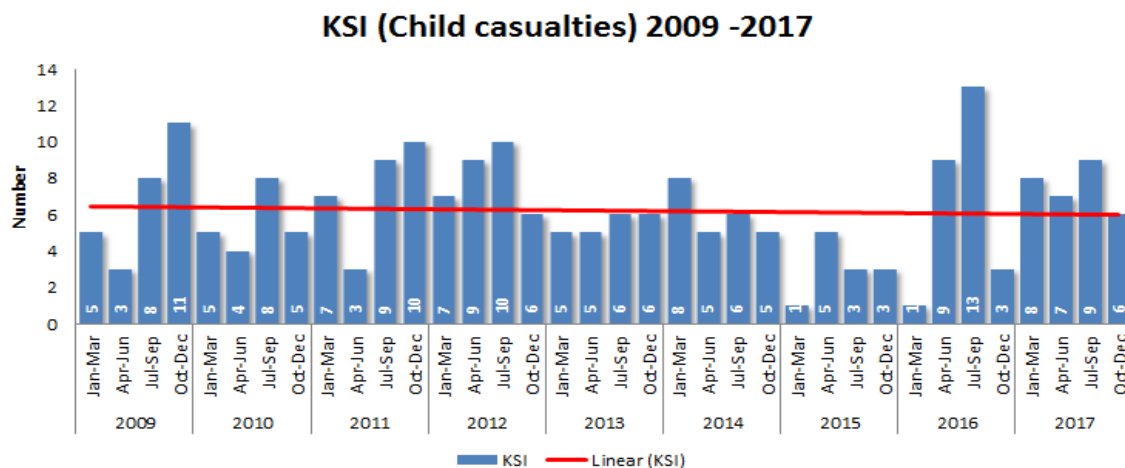


About the latest performance

The figure for Quarter 3 is consistent with the first quarter of 2018 and is slightly lower than the previous quarter. It is also slightly lower than the same quarter of 2017. Analysis of collision and casualty data does not indicate any clear commonality or patterns regarding child KSI's.

Further details

Please note: Quarter totals may be revised when official figures are released by the Department for Transport.



About the target

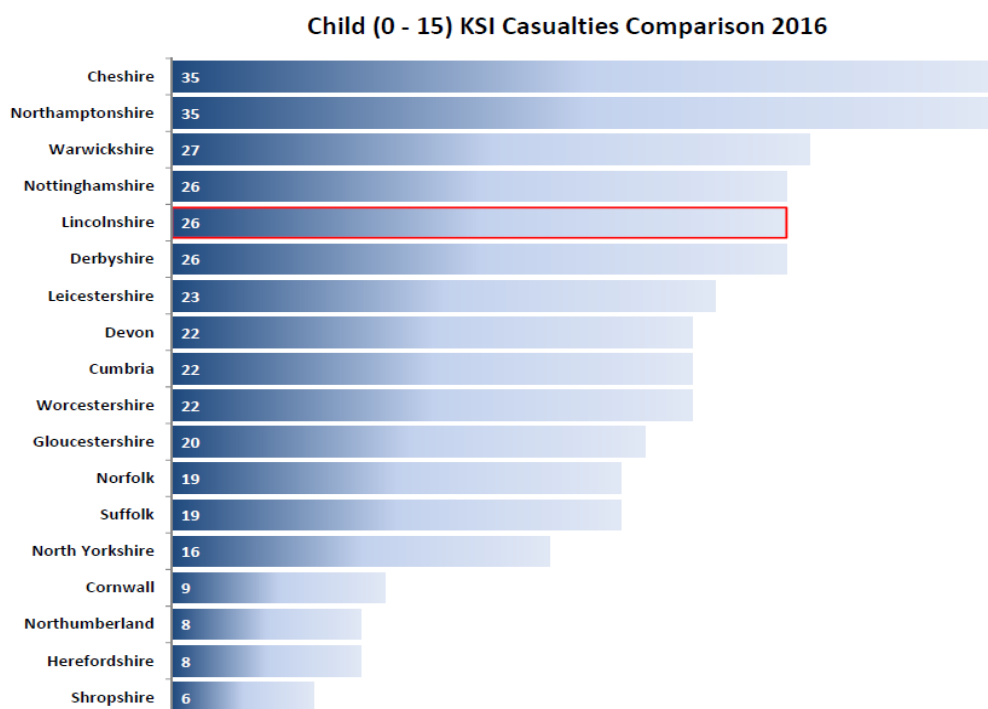
It is not appropriate to set a target for this measure however the Lincolnshire Road Safety Partnership want to see a 20% reduction over 10 years from the 2010/2012 annual average.

About the target range

A target range is not applicable as this is a contextual measure.

About benchmarking

The Department for Transport publish data which allow comparisons to be made with other Councils. Comparison has been made against the CIPFA group of local authorities. The Chartered Institute of Public Finance and Accountancy (CIPFA) facilitates benchmarking services to enable Local Authority performance to be monitored against other similar local authorities. We benchmark against other Local Authorities within our CIPFA Group of 16 authorities.





Communities are safe and protected

Reduce adult reoffending

Adults Reoffending

This is a measure of adult reoffending rates over a 3 month rolling period. Data is reported quarterly, with a 3 month (1 quarter) lag. Offenders who are formally informed by Lincolnshire Police that they will be recorded as being responsible for committing a crime over a 12 month period are included in the denominator. This includes the following resolution outcomes:

- Charge/summons
- Adult/youth caution
- Penalty Notices for Disorder
- Cannabis Warning
- Community Resolution
- Taken into consideration
- Prosecution not in the public interest (CPS)
- Formal action against the offender is not in the public interest (police)

The numerator is then the number of those offenders who commit another offence in Lincolnshire during a 12 month follow-up period that leads to the offender being informed by the police that they will be recorded as being responsible for the crime. The data is reported cumulatively. This measure is local to Lincolnshire, it does not replace the existing or forthcoming Ministry of Justice Reoffending Rate but is meant to compliment and allow more timely and practical analysis. The methodology is intended to mirror the format of the revised Ministry Of Justice Reoffending Rate which will be used from October 2017, however the final figures will not be the same due to slightly different cohort compositions. A lower percentage of adult reoffenders indicates a better performance.



Not achieved

29.9

% of reoffenders

Quarter 2 September 2018

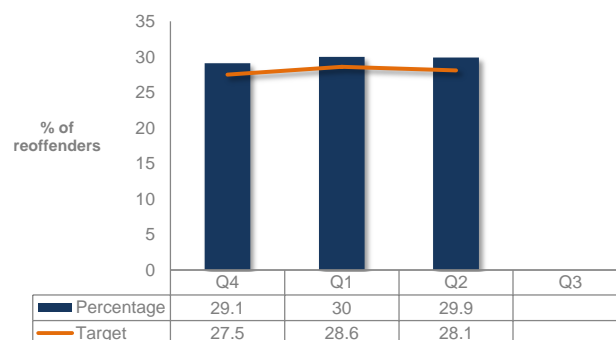


28.1

% of reoffenders

Target for September 2018

Adults Reoffending



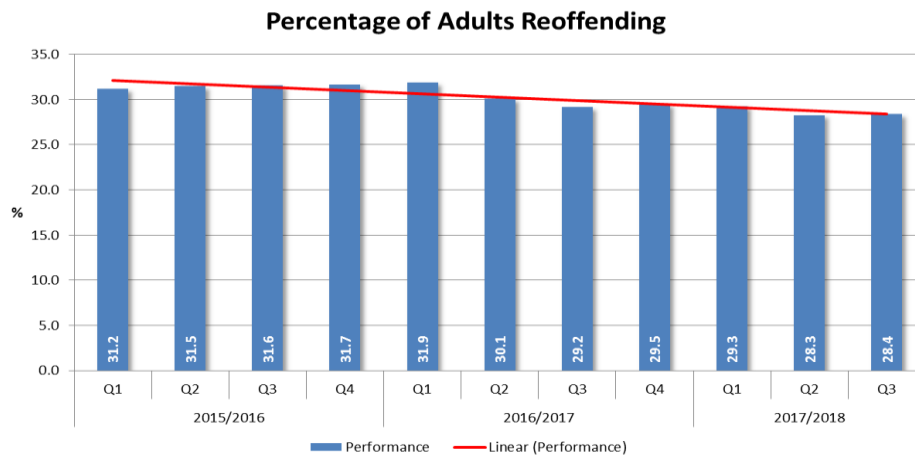
About the latest performance

Between April 2017 and September 2017 there were 3,088 adult offenders (the cohort). In the 12 months following identification (between April 2017 to September 2018), of those 3,088 adult offenders, 922 re-offended resulting in the 29.9% adult re-offending rate. On average, each reoffender committed 3.5 additional crimes within twelve months of their index offence. The most prolific offenders continue to be adopted by the ARC (Assisting Rehabilitation through Collaboration) scheme.

Following further analysis of previous Adult re-offending figures it is required to provide updated targets. Quarter 4 2017/18 data provided an actual figure of 29.1% against a target of 28.9%. The correct target figure is 27.5%, which changes the outcome of this measure from 'Achieved' to 'Not Achieved'. Quarter 1 2018/19 data provided an actual figure of 30% against a target of 28.7%. The correct target figure is 28.6%, which has no effect on the outcome of this measure.

Previous infographics have been amended to reflect these changes.

Further details



About the target

The reducing reoffending objective, as a result of the national rehabilitating offending agenda, has made a fundamental shift moving forward. One of the key objectives is to reduce adult reoffending by 2% which will be achieved by renewed focus, engagement and effective multi-agency working.

About the target range

The target range for this measure allows for a fluctuation of +/- 0.5 percentage points.

About benchmarking

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



Communities are safe and protected

Reduce fires and their consequences

Primary fires

Number of incidents of fires involving property (i.e. buildings, vehicles, recycling banks, caravans etc.); and/or casualties, fatalities or rescues; and/or five or more pumping appliances where the Fire Service attended (per 100,000 population).

Numerator is the number of primary fires.

Denominator is the population of Lincolnshire.

The rate per 100,000 population is calculated as follows:

Numerator divided by the denominator multiplied by 100,000.

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



Achieved

111.55

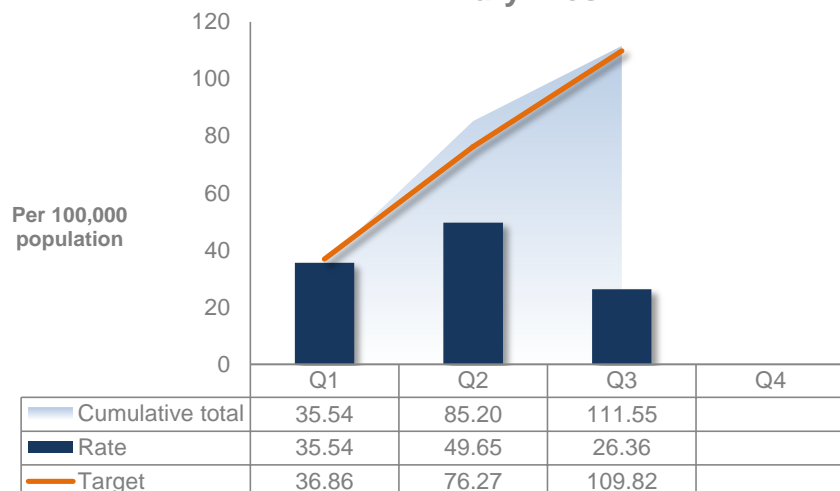
Per 100,000 population
Cumulative Actual as at
December 2018



109.82

Per 100,000 population
Cumulative Target as at
December 2018

Primary fires

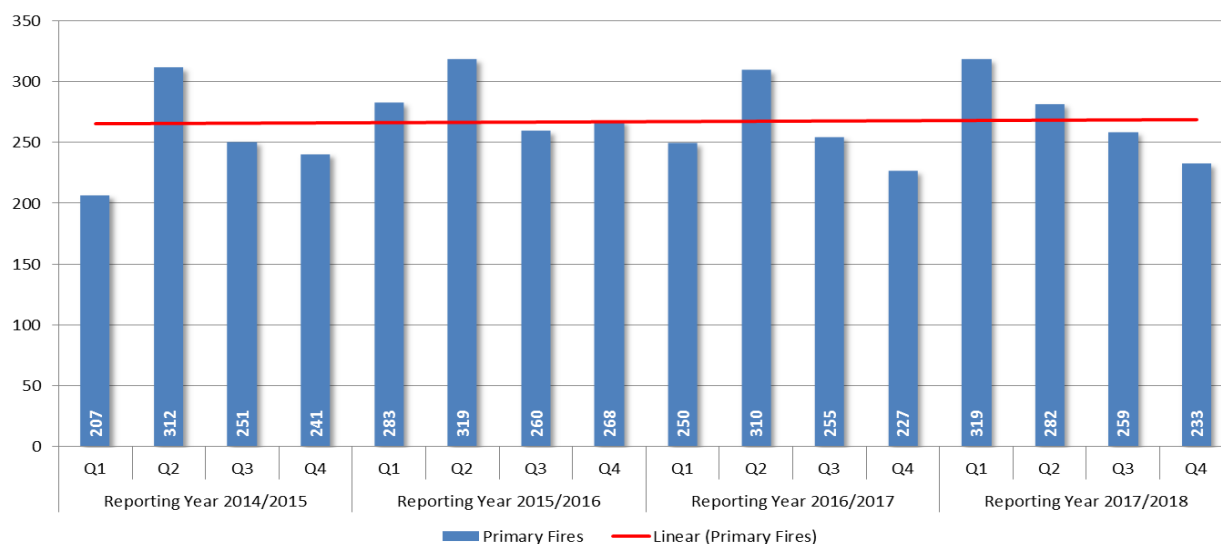


About the latest performance

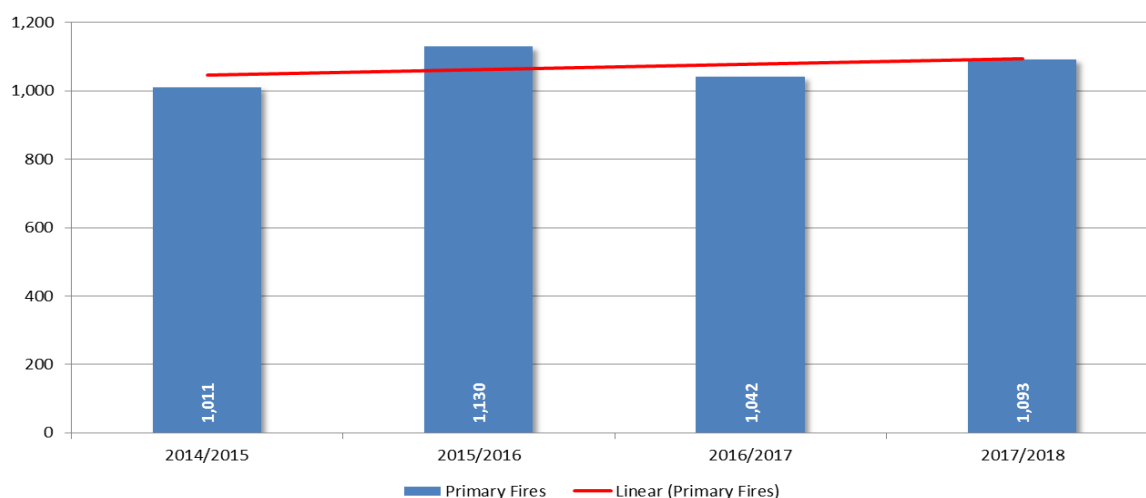
We are back within the tolerance range of our target, having reported being behind target at quarter 2. We have also seen a 3% reduction in the number of primary fires compared to quarter 3 last year (down from 860 to 838). The majority of the reduction has been seen in dwelling fires which is down by 15% (down from 312 last year to 264). There have also been small reductions in fires involving outbuildings/sheds and also vehicles. It is particularly pleasing to see a reduction in the number of primary fires in the 9-month period as we have previously reported an increase due to the long spell of hot temperatures coupled with very dry weather - this caused the number of farm-related fires to almost double compared with previous years.

Further details

Primary Fires (Actual Numbers)



Primary Fires (Actual Numbers - Annual)



About the target

The target is set to aim for continuous improvement, including the following factors: 1) Progress towards 2020 Vision targets, 2) The results of our performance last year, 3) Our Service priorities and 4) Drive for continuous improvement.

About the target range

A target range of 2% either side of the likely number of incidents at the end of the year.

About benchmarking

Benchmarking data for this measure is not available



Communities are safe and protected

Reduce fires and their consequences

Fire fatalities in primary fires

Number of fatalities from primary fires where the Fire Service attended (per 100,000 population).

Numerator is the number of fire fatalities in primary fires.

Denominator is the population of Lincolnshire.

The rate per 100,000 population is calculated as follows:

Numerator divided by the denominator multiplied by 100,000.

➡ Measured ⬅

0.27

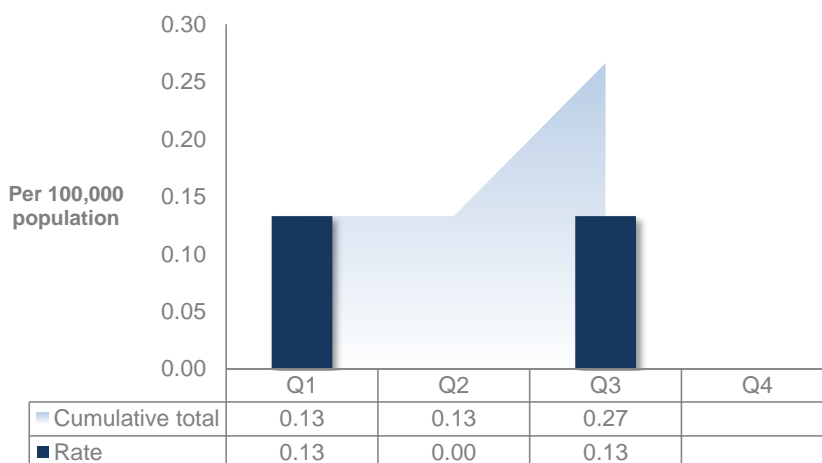
Per 100,000 population
Cumulative Actual as at
December 2018



0.67

Per 100,000 population
Quarter 3 December 2017

Fire fatalities in primary fires

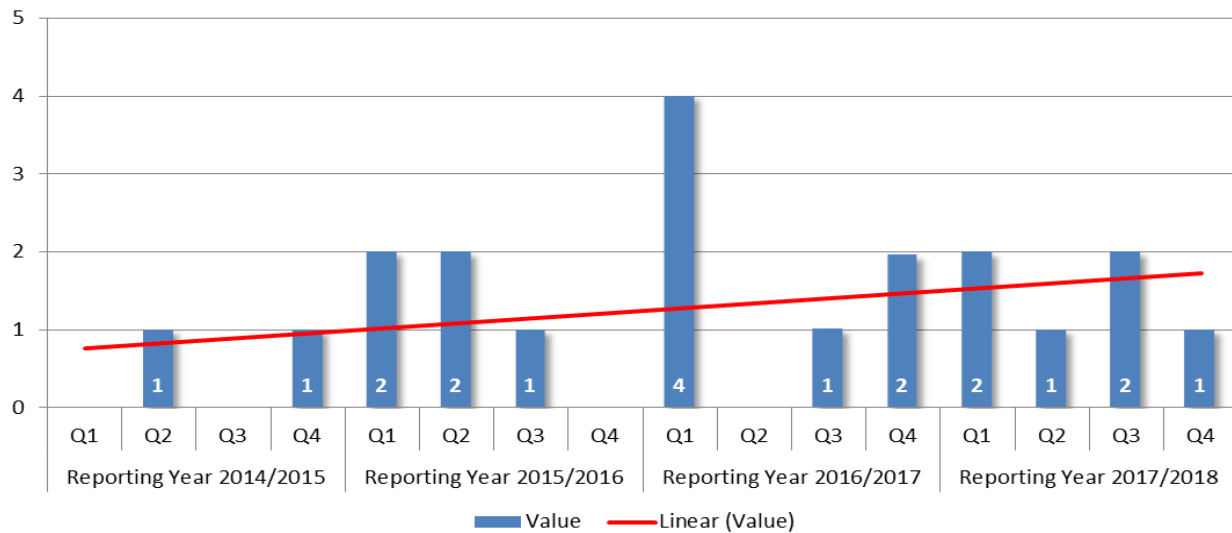


About the latest performance

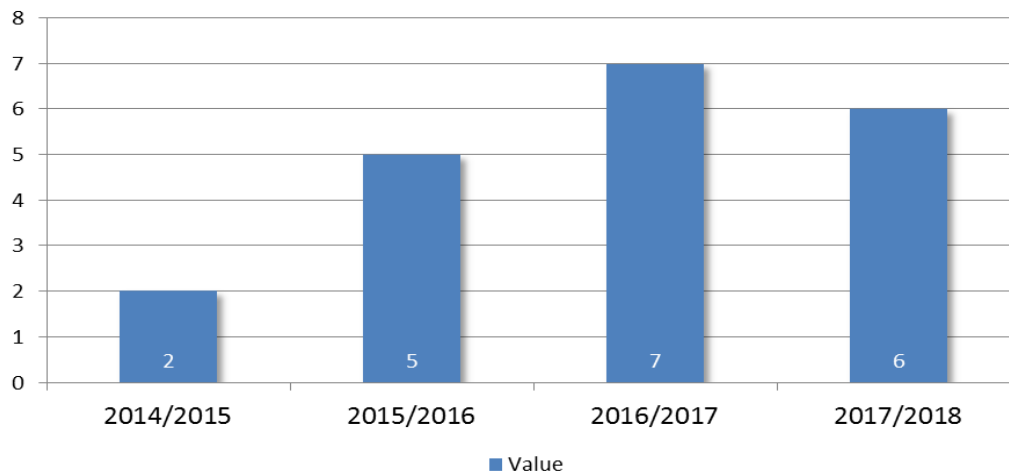
There have been two fire fatalities during the 9 month period which is a reduction compared with the same period last year. Both fatalities resulted from accidental dwelling fires - one caused by carelessly discarded smoking materials (previously attributed to a faulty electrical item but on further investigation the cause was amended), and the other was caused by a gas heater being accidentally pulled onto the floor.

Further details

Fire Fatalities in Primary Fires (Actual Numbers)



Fire Fatalities in Primary Fires (Actual Numbers - Annual)



About the target

It is not appropriate to set a target for this measure.

About the target range

A target range is not applicable as this is a contextual measure.

About benchmarking

Benchmarking data for this measure is not available



Communities are safe and protected

Reduce fires and their consequences

Deliberate primary fires

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

Numerator is the number of deliberate primary fires.

Denominator is the population of Lincolnshire.

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

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



Achieved

2.18

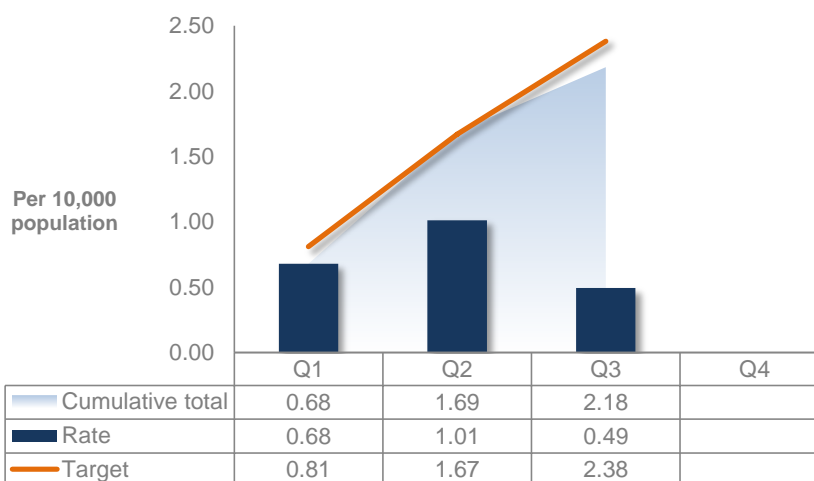
Per 10,000 population
**Cumulative Actual as at
December 2018**



2.38

Per 10,000 population
**Cumulative Target as at
December 2018**

Deliberate primary fires

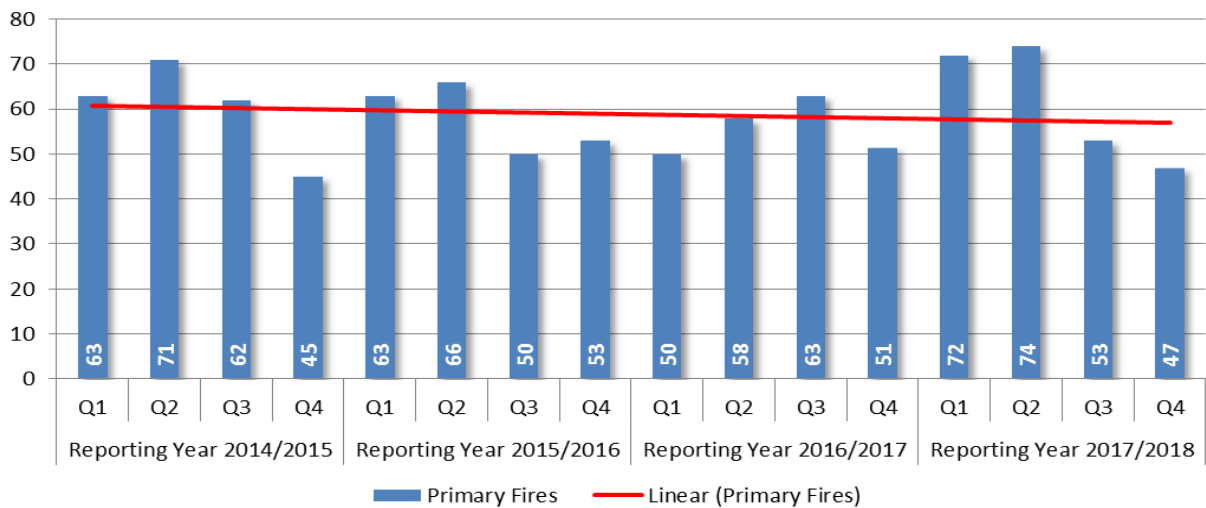


About the latest performance

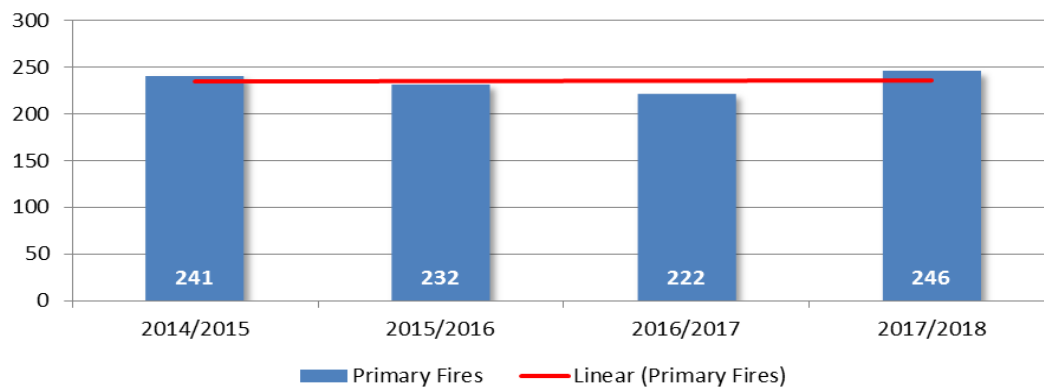
We are better than target and, compared to quarter 3 last year, we have also seen an 18% reduction in the number of deliberate primary fires (down from 199 to 164). There have been small fluctuations across several property types but the most noteworthy reductions continue to be in deliberate vehicle fires (down from 92 to 78) & deliberate fires in prisons which have more than halved (down from 13 to only 5).

Further details

Deliberate Primary Fires (Actual Numbers)



Deliberate Primary Fires (Actual Numbers - Annual)



About the target

The target is set to aim for continuous improvement, including the following factors: 1) Progress towards 2020 Vision targets, 2) The results of our performance last year, 3) Our Service priorities and 4) Drive for continuous improvement.

About the target range

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

About benchmarking

Benchmarking data for this measure is not available



Communities are safe and protected

Reduce fires and their consequences

Deliberate secondary fires

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

Numerator is the number of deliberate secondary fires.

Denominator is the population of Lincolnshire.

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

Numerator divided by the denominator multiplied by 10,000.

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



Achieved

2.70

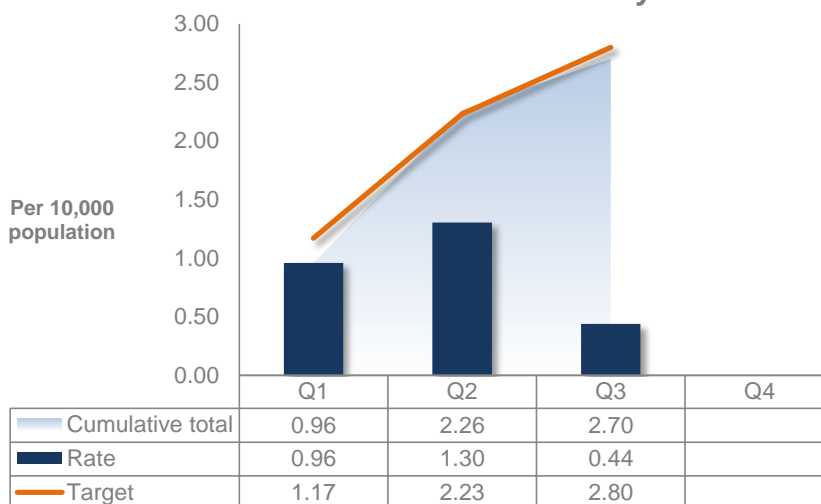
Per 10,000 population
Cumulative Actual as at
December 2018



2.80

Per 10,000 population
Cumulative Target as at
December 2018

Deliberate secondary fires

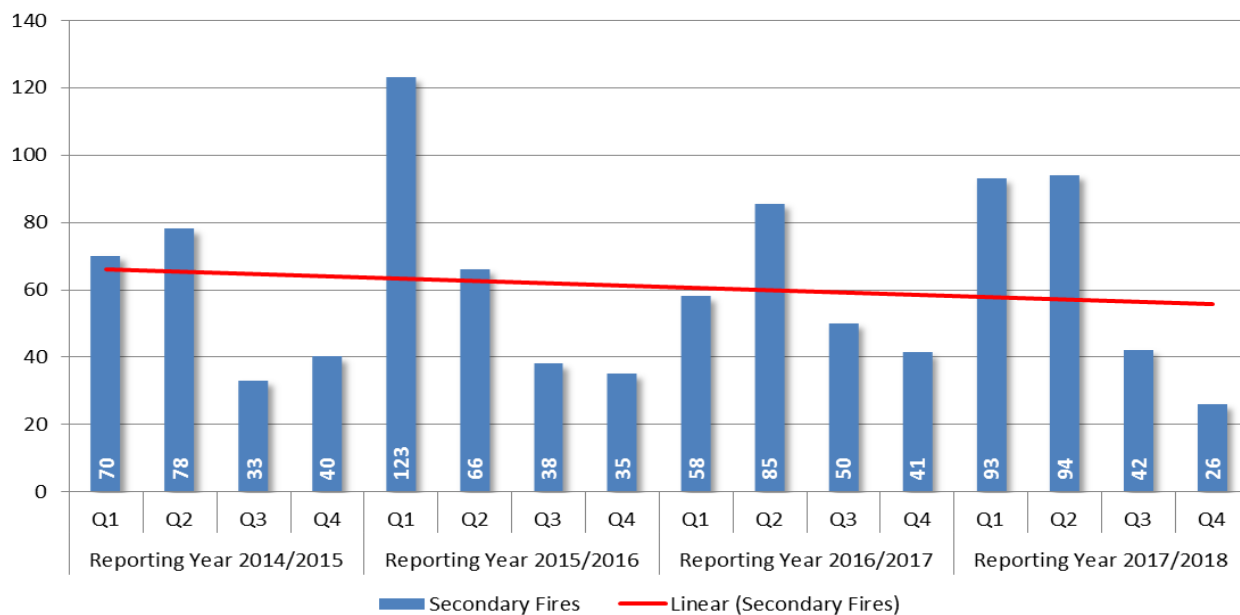


About the latest performance

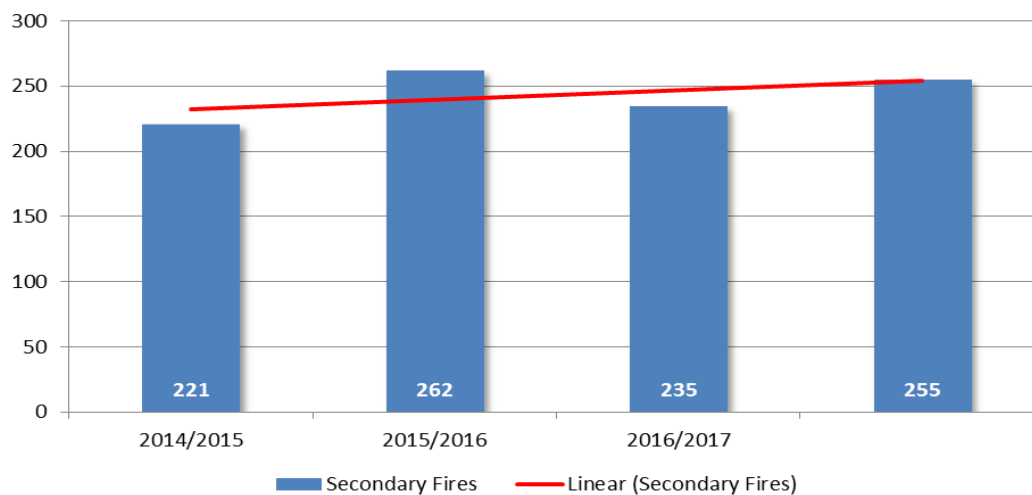
We have remained within the tolerance range of our target and, if we compare to the same period last year, we have also seen an 11% reduction in the number of deliberate secondary fires (down from 229 to 203). Refuse/refuse containers continues to account for the majority of these incidents (56% at quarter 3) so it is pleasing to see that this is where we continue to see the biggest reduction (down from 153 at quarter 3 last year to 114 this year).

Further details

Deliberate Secondary Fires (Actual Numbers)



Deliberate Secondary Fires (Actual Numbers - Annual)



About the target

The target is set to aim for continuous improvement, including the following factors: 1) Progress towards 2020 Vision targets, 2) The results of our performance last year, 3) Our Service priorities and 4) Drive for continuous improvement.

About the target range

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

About benchmarking

Benchmarking data for this measure is not available

Customer Satisfaction Information
Public Protections and Communities Scrutiny Committee Q3
Date range for report 1st October 2018 – 31st December 2018

LCC overview of compliments

Overall Compliments

Overall compliments received for Public Protections and Communities show a decrease of approximately 48% on last Quarter with 11 compliments received compared to 21 previously.

Total number of compliments relating to <u>Public Protections and Communities Scrutiny Committee</u>	Current Q3	Q2	Q1	Q4	Q3
	11	21	18	10	30

Public Protections and Communities Compliments

Public Protections and Communities have received 11 compliments this Quarter which were as follows:

10 x Registration compliments which include 8 compliments to Registrars and Registration Staff for recent wedding ceremonies, information provided with regards licensing of venues etc. Praise from Nottinghamshire Registration Service to Donna Sharp for information sharing and a thankyou specifically for Beverly Cotterill for her assistance with a death registration.

1 x Heritage compliment from Heritage Lincolnshire to the Enterprise Funding Team for their hard work and success in securing funding for 'The Old Kings Head' project.

LCC Overview of complaints

The total number of LCC complaints received this Quarter (Q3) shows an increase of approximately 5% on the previous quarter (Q2) with 161 complaints received this Quarter compared to 153 last Quarter. When comparing this Quarter with Q3 of 2017/18, there is a decrease of approximately 33% where 241 complaints were received.

Total number of complaints received across all LCC service area.	Current Q3	Q2	Q1	Q4	Q3
	161	153	186	193	241
Total number of complaints relating to <u>Public Protections and Communities Scrutiny Committee</u>	2	2	4	61	6
Total Service Area Complaints broken down					
Community Safety	0	0	0	0	0
Community Cohesion	0	0	0	0	0
Emergency Planning	0	0	0	0	0
Fire and Rescue	0	0	0	0	0
Registration, Celebratory and	2	0	3	1	4

Coroners Services					
Trading Standards	0	2	1	0	1
Public Health	0	0	0	0	0
Libraries & Heritage	0	0	0	0	1
Number of complaint escalations relating to <u>Public Protections and Communities Scrutiny Committee</u>	1	0	0	0	2
How many LCC Corporate complaints have not been resolved within service standard	1	2	3	9	4
Number of complaints referred to ombudsman	12	17	15	16	10

Public Protections and Communities

This Quarter Public Protections and Communities have received 2 complaints which is the same as last Quarter. When comparing this Quarter with Q3 2017/18, there is a 67% decrease when 6 complaints were received.

Registration, Celebratory and Coroners Services

Registration, Celebratory and Coroners Services received 2 complaints this Quarter.

The first was in relation to the 'Tell us Once Service'. This complaint was unsubstantiated.

The 2nd complaint was in relation to the Coroner's service (inquest). This complaint was partly substantiated however, this was also escalated to Stage 2.

Complaint escalations

In Quarter 3 of 2018/19 there were a total of 15 complaint escalations for LCC. One of these related to Public Protection and Communities.

Ombudsman Complaints

In Quarter 3 of 2018/19, 12 LCC complaints were registered with the Ombudsman.

3 in relation to Children's Services
3 in relation to Adult Social Care
2 in relation to Education
2 in relation to Highways
2 in relation to Planning

Addendum

This Quarter (Q3) there were 13 further corporate complaints which cannot be effectively reported on. These complaints were not logged via IMP due to the nature of the complaints (i.e. Service Area's involved do not use IMP)

Open Report on behalf of David Coleman, Chief Legal Officer

Report to:	Public Protection and Communities Scrutiny Committee
Date:	12 March 2019
Subject:	Public Protection and Communities Scrutiny Committee Work Programme

Summary:

This item enables the Committee to consider and comment on the content of its work programme for the coming year to ensure that scrutiny activity is focused where it can be of greatest benefit. The work programme will be reviewed at each meeting of the Committee to ensure that its contents are still relevant and will add value to the work of the Council and partners.

Actions Required:

Members of the Committee are invited to review and comment on the work programme and highlight 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.

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.

Members are encouraged to highlight items that could be included for consideration in the work programme.

2. Work Programme

12 MARCH 2019 – 10:00am		
Item	Contributor	Purpose
Authority to Procure Replacement Breathing Apparatus Equipment	Dan Quinn, Assistant Chief Fire Officer	PRE-DECISION SCRUTINY Executive 2 April 2019
Fire and Rescue Services Inspection Action Plan	Dan Quinn, Assistant Chief Fire Officer	Initial review of the Fire and Rescue Services Inspection Action Plan.
Review of revised Commissioning Strategy for Public Protection	Chris Davison, County Officer - Public Protection	Consideration of the revised Commissioning Strategy for Public Protection
Quarter 3 Performance Report (1 October to 31 December 2018)	Chief Fire Officer, Chris Davison, County Officer - Public Protection, Nicole Hilton, Chief Community Engagement Officer	Review of the Key Performance and Customer Satisfaction Information.
Sitting as the Crime and Disorder Scrutiny Committee		
Serious and Organised Crime	Sara Barry, Safer Communities Manager	Review of work being undertaken as part of the Safer Lincolnshire Partnership to tackle Serious and Organised Crime - Including Modern Slavery and County Lines.

23 APRIL 2019 – 10:00am		
Item	Contributor	Purpose
Future Model of the Heritage Service	Nicole Hilton, Chief Community Engagement Officer	Verbal Consultation Update
Community Hub Progress and Developments	Louise Egan, Library and Heritage Client Lead	Review of the current position of the Community Hubs
Sitting as the Crime and Disorder Scrutiny Committee		
Safer Lincolnshire Partnership Priorities – Domestic Abuse	Sara Barry, Safer Communities Manager	Review of work being undertaken as part of the Safer Lincolnshire Partnership to tackle Domestic Abuse

11 JUNE 2019 – 10:00am		
Item	Contributor	Purpose
Future Model of the Heritage Service	Nicole Hilton, Chief Community Engagement Officer	PRE DECISION SCRUTINY Executive 9 July 2019 Final Recommendations and Implementation Plan
Lincolnshire Fire and Rescue Performance Annual Report	Chief Fire Officer	Performance Scrutiny
Consultation & Engagement Activity Annual Review	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.
Quarter 4 Performance Report (1 January to 31 March 2019)	Chief Fire Officer, Chris Davison, County Officer - Public Protection, Nicole Hilton, Chief Community Engagement Officer	Review of the Key Performance and Customer Satisfaction Information.
Sitting as the Crime and Disorder Scrutiny Committee		
Safer Lincolnshire Partnership Priorities – Reducing Offending	Sara Barry, Safer Communities Manager	Review of work being undertaken as part of the Safer Lincolnshire Partnership to tackle Reducing Offending

23 JULY 2019 – 10:00am		
Emergency Planning Centre, South Park Avenue, Lincoln, Lincolnshire, LN5 8EL		
Item	Contributor	Purpose
Performance of the Library Services Contract – Year Three Review Report	Nicole Hilton, Chief Community Engagement Officer	Review of the third year performance and key performance indicators (KPI) for the Library Services Contract.
Fire and Rescue Services Inspection Action Plan	Dan Quinn, Assistant Chief Fire Officer	Final review of the progress made on the LFR Inspection Action Plan outcomes.
Sitting as the Crime and Disorder Scrutiny Committee		
Safer Lincolnshire Partnership Priorities – Anti-social Behaviour	Sara Barry, Safer Communities Manager	Review of work being undertaken as part of the Safer Lincolnshire Partnership to tackle Anti-social Behaviour.

23 JULY 2019 – 10:00am Emergency Planning Centre, South Park Avenue, Lincoln, Lincolnshire, LN5 8EL		
Item	Contributor	Purpose
Lincoln Blue Light Hub visit – South Park, Lincoln Tim Joyce, Blue Light Collaboration Programme Change Lead		

17 SEPTEMBER 2019 – 10:00am		
Item	Contributor	Purpose
Quarter 1 Performance Report (1 April to 30 June 2019)	Chief Fire Officer, Chris Davison, County Officer - Public Protection, Nicole Hilton, Chief Community Engagement Officer	Review of the Key Performance and Customer Satisfaction Information
Lincolnshire Registration, Celebratory and Coroners Services Annual Report	Donna Sharp, County Services Manager (Registration & Celebratory Service and Coroners Service)	Annual Report

Future Items for Consideration:

- Future Archive Service Proposals
- Review of Crime Statistics in relation to the introduction of part night street lighting
- Domestic Abuse Support Services Performance
- Review the JACP project

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

3. Conclusion

Members of the Committee are invited to review and comment on the work programme and highlight any additional scrutiny activity which could be included for consideration in the work programme.

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	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

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
I017124 New!	Authority to Procure Replacement Breathing Apparatus Equipment	2 April 2019	Executive	Public Protection and Communities Scrutiny Committee	Report	Assistant Chief Fire Officer Tel: 01522 582222 Email: dan.quinn@lincolnshire.gov.uk	Executive Councillor: Culture and Emergency Services and Executive Director of Finance and Public Protection	Yes	All Divisions
I013959	Future Model of the Heritage Service	8 May 2019	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 Chief Executive	Yes	All Divisions

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

Report to:	Public Protection and Communities Scrutiny Committee
Date:	12 March 2019
Subject:	Serious and Organised Crime

Summary:

This paper provides an overview of our approach to tackling serious and organised crime in Lincolnshire, with a particular focus of Fraud and Modern Slavery.

Actions Required:

Members of the Committee are invited to consider and comment on the contents of this report.

1. Background

1.1 In 2013 the Government published a cross governmental Serious and Organised Crime (SOC) Strategy¹. This has recently been revised in 2018². The strategy states that organised crime presents a threat to our national security and costs the UK economy at least £37 billion each year. The groups involved in such criminality intimidate and corrupt and have a corrosive impact on our communities.

1.2 The strategy stated that local partnership action against serious and organised crime was key to tackling it and this needed to be draw on the information and powers of many agencies and departments. Furthermore the strategy stated that partnership work to tackle organised crime should take what is known as the '4P' approach. This national response is built on the framework currently used to address Counter Terrorism and covers:

- **Prevent** which aims to prevent people from getting involved in serious and organised crime;
- **Protect** which aims to strengthen our protection against and our responses to serious and organised crime;
- **Pursue** which focuses on relentlessly pursuing criminals through prosecution and disruption; and

¹

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/248645/Serious_and_Organised_Crime_Strategy.pdf

² https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/752850/SOC-2018-web.pdf

- **Prepare** which aims to reduce the impact where serious and organised crime does occur.

1.3 Following our 2017 Strategic Assessment of Serious and Organised Crime, the Safer Lincolnshire Partnership decided to focus our SOC work on the following areas:

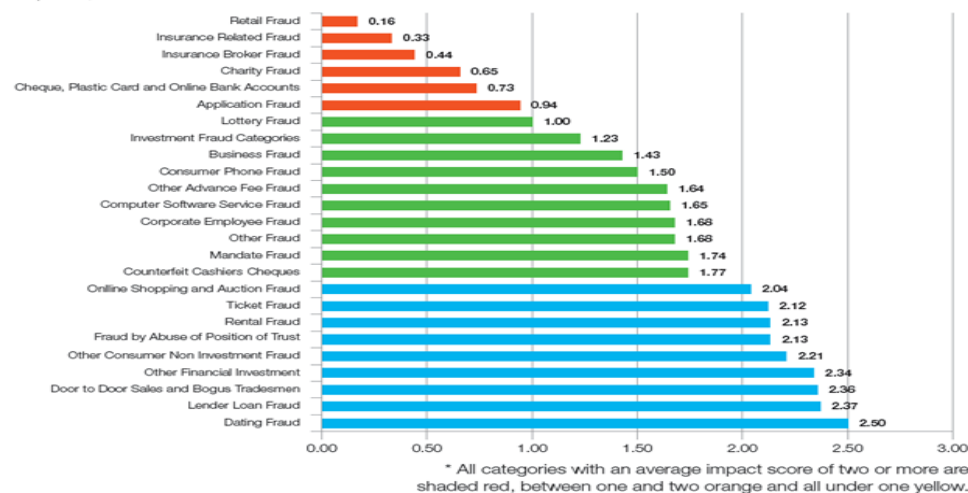
- Fraud
- Modern Slaver

1.4 Core Priority Groups (CPGs) have been established for both made up of statutory partners, third sector organisations and business and financial institutions. The following provides an overview of each area and CPG.

2. Fraud

2.1 A recent report³ conducted by The Police Foundation estimates that fraud makes up 31% of all crime in England and Wales, with 3.24 million fraud offences estimated to have taken place in the 12 months to March 2018. The same research has found that 45 % of fraud victims felt that financial loss they experienced had an impact on their emotional wellbeing and 37% reported a significant psychological or emotional impact.

FIGURE 9: Average self-reported impact score in cases allocated by the National Fraud Intelligence Bureau for a response, 2016-17.³⁴



2.2 The revised November 2018 SOC Strategy includes a commitment to improve the response to victims of fraud and cybercrime. One of these improvements is to pilot a multi-agency response to safeguarding victims, Lincolnshire is one of the two pilot areas, the other being North Yorkshire.

³ More than just a number: Improving the police response to fraud http://www.police-foundation.org.uk/2017/wp-content/uploads/2018/12/more_than_just_a_number_exec_summary.pdf

2.3 The pilot work has been captured in the delivery plan for the SOC Fraud Group, who took an early decision to focus on frauds targeted at vulnerable people. The types of frauds included in this category are:

- Doorstep sales and bogus tradesmen
- Mail scams-lotteries, fortune tellers, prize draws
- Romance fraud
- Phishing emails
- Pension scams
- Investment fraud
- Copycat websites
- Tech support

2.4 A large analytical piece of work is currently underway to understand the prevalence and impact of such frauds in Lincolnshire. This assessment will bring together data from local policing, Action Fraud, local trading standards, local Citizens Advice Bureaux's and the National Trading Standards Scams Team. This assessment will inform future work. However work is already underway to understand the victim journey through support services such as Victim Support, Operation Revive (Lincolnshire Police) and Trading Standards Scam victim support. The victim support work will also look at ensure adult safeguarding concerns are identified correctly.

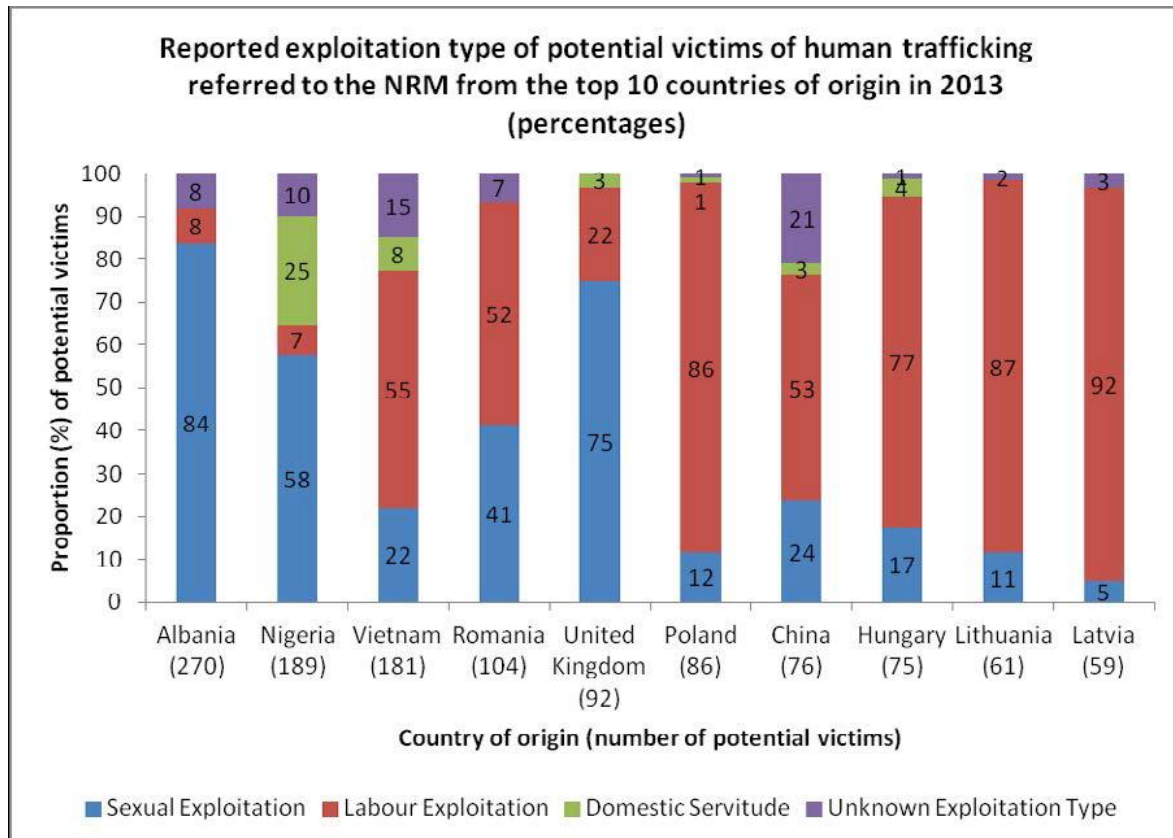
2.5 A further key work stream is raising awareness of fraud and scams amongst professionals and the public. Lincolnshire County council and the Safer Lincolnshire Partnership have been working with the OPCC to put on a "Scamference" on the 10th May which will see national experts highlight current problems and tactics to support victims and tackle offenders.

3. Modern Slavery

3.1 Modern slavery is a complex crime that takes a number of different forms. It encompasses slavery, servitude, forced and compulsory labour and human trafficking. Traffickers and slave drivers coerce, deceive and force individuals against their will into a life of abuse, servitude and inhumane treatment. Victims may be sexually exploited, forced to work for little or no pay or forced to commit criminal activities against their will. Victims are often pressured into debt-bondage and are likely to be fearful of those who exploit them, who will often threaten and abuse victims and their families. All of these factors make it very difficult for victims to escape.

3.2 These crimes are taking place in factories, fields, brothels and even in homes up and down the country. There is no typical victim of slavery – victims can be men, women or children of all ages and nationalities. Many victims are foreign nationals who are brought to the UK specifically so they can be abused and exploited for the benefit of others. Some are tricked into believing they are simply paying others to facilitate their journey to the UK, or that they are being smuggled here. Many often do not find out that they are destined for a life of abuse and servitude until after they arrive. Many victims are also UK nationals, including children.

3.3 There are a number of estimates of the total number of victims of modern slavery across the world. The hidden nature of modern slavery and different definitions and methods used mean there are limitations to these estimates. The Global Slavery Index estimates there are 35.8 million victims of slavery across the world, while in 2012 the International Labour Organisation estimated that there were 21 million victims of forced labour alone. Modern slavery has huge social and economic impacts. Human trafficking for sexual exploitation, just one form of modern slavery, is estimated to cost the UK at least £890 million each year. The below chart provides the reported exploitation type of potential victims of human trafficking and modern slavery referred through the National Referral Mechanism⁴ by country of origin.



3.4 The Modern Slavery CPG is currently working towards a delivery plan in line with the SOC Strategy 4P approach. Three key areas of work have been identified and sub groups have been established for each. These are:

- Communications – raising awareness of modern slavery in the community, what it is, how to spot it and who to report it to.
- Intelligence – improving the identification of victims and perpetrators or locations where modern slavery is occurring
- Training and awareness – ensuring frontline staff are aware of modern slavery and know how to spot the signs and who to report it to

Due to the nature of modern slavery it is largely a hidden crime and under-reported. The true extent of modern slavery in Lincolnshire, as with other areas of

⁴ A framework for identifying/confirming victims of human trafficking and modern slavery and ensuring they receive appropriate care

the country, is unknown. The partnership is working to change this so that victims are identified and safeguarded. Reporting of potential cases is encouraged through Lincolnshire Police (999/101) and the Modern Slavery Helpline⁵ (08000 121 700).

3.5 A Task and Finish Group was held to look at the specific emerging issue of 'county lines'. County Lines is closely associated to modern slavery. It is likely to involve the trafficking of vulnerable children from predominately urban metropolitan areas to smaller market towns to sell drugs through the establishment of a single phone line (the county line). It can also include the exploitation of vulnerable adults, adults with mental health or substance misuse issues, through the taking over (cuckooing) of their homes to establish a base for drug dealing. A report by the National Crime Agency in 2017 stated a conservative estimate of at least 720 active county lines in England and Wales. The task and finish group looked at how to spot the signs and recognise active county lines and where to report cases/concerns to.

4. Conclusion

4.1 The panel is requested to consider how it can raise awareness of Modern Slavery and Fraud within members own areas to increase reporting.

5. Consultation

a) Have Risks and Impact Analysis been carried out?

N/A

b) Risks and Impact Analysis

N/A

6. Background Papers

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

⁵ <https://www.modernslaveryhelpline.org/>

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