Lincolnshire
COUNTY COUNCIL
Working for a better future

County Offices
Newland
Lincoln
LN1 1YL

19 July 2021

Public Protection and Communities Scrutiny Committee

A meeting of the Public Protection and Communities Scrutiny Committee will be held on **Tuesday, 27 July 2021 at 10.00 am in the Council Chamber, County Offices, Newland, Lincoln LN1 1YL** for the transaction of the business set out on the attached Agenda.

Yours sincerely

Debbie Barnes OBE
Chief Executive

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

Councillors N H Pepper (Chairman), A N Stokes (Vice-Chairman), Mrs J Brockway, M R Clarke, Mrs N F Clarke, A Dani, W H Gray, A M Key, J L King, K E Lee and E J Sneath

PUBLIC PROTECTION AND COMMUNITIES SCRUTINY COMMITTEE AGENDA
TUESDAY, 27 JULY 2021

Item	Title	Pages
1	**Apologies for Absence/Replacement Members**	
2	**Declarations of Members' Interests**	
3	**Minutes of the Public Protection and Communities Scrutiny Committee meeting held on 16 March 2021**	7 - 12
4	**Announcements by the Chairman, Executive Councillors and Chief Officers**	
5	**Service Level Performance Reporting against the Performance Framework 2020-2021 – Quarter 4** *(To receive reports from Diane Coulson, Assistant Director – Public Protection, Nicole Hilton, Assistant Director – Communities, Lee Sirdifield, Assistant Director – Corporate, Mark Baxter, Chief Fire Officer, Steven Batchelor, Lincolnshire Road Safety Partnership Senior Manager, on Tier 2 Service Level Performance measures for 2020/21 Quarter 4 that are within the remit of the Public Protection and Communities Scrutiny Committee)*	13 - 52
6	**Community Strategy** *(To receive a report from Lee Sirdifield, Assistant Director – Corporate, which invites the Committee to consider and comment on the Community Strategy, prior to a decision being taken by the Executive on 7 September 2021)*	53 - 114
7	**Performance of the Library Services Contract - Year Five Review Report** *(To receive a report from Louise Egan, Library and Heritage Client Lead, Culture, which invites the Committee to consider and comment on the performance of the fifth year of the out-sourced Library contract to Greenwich Leisure Ltd)*	115 - 136
8	**Lincolnshire Fire and Rescue - Technical Response Unit Refresh** *(To receive a report from Mark Baxter, Chief Fire Officer, on the Lincolnshire Fire and Rescue - Technical Response Unit Refresh, prior to a decision being taken by the Executive on 7 September 2021)*	To Follow
9	**Coroners Service Transformation Project** *(To receive a report from Paul Smith, Acting Senior Coroner, which invites the Committee to review and comment on the Coroners Service Transformation Project)*	137 - 140

SITTING AS THE CRIME AND DISORDER SCRUTINY COMMITTEE

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.

Please note: This meeting will be broadcast live on the internet and access can be sought by accessing Agenda for Public Protection and Communities Scrutiny Committee on Tuesday, 27th July, 2021, 10.00 am (moderngov.co.uk)

All papers for council meetings are available on:
https://www.lincolnshire.gov.uk/council-business/search-committee-records

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**PUBLIC PROTECTION AND
COMMUNITIES SCRUTINY
COMMITTEE
16 MARCH 2021**

PRESENT: COUNCILLOR N H PEPPER (CHAIRMAN)

Councillors A N Stokes (Vice-Chairman), W J Aron, K J Clarke, Mrs C J Lawton, C R Oxby, A H Turner MBE JP, L Wootten and R Wootten.

Councillors: L A Cawrey and Mrs S Woolley attended the meeting as observers.

Officers in attendance:-

Sara Barry (Head of Safer Communities), Graeme Butler (AIP Manager), Kiara Chatziioannou (Scrutiny Officer), Diane Coulson (Assistant Director - Public Protection), Paul Dolby (Senior Trading Standards Officer), Fiona Fielding (Senior Commercial and Procurement Officer), Nick Harrison (Democratic Services Officer), David Hickman (Head of Environment), Nicole Hilton (Assistant Director - Communities), Tracy Johnson (Senior Scrutiny Officer), Emma Milligan (Trading Standards Operational Delivery Manager), Lee Sirdifield (Assistant Director – Corporate) and Ryan Stacey (Assistant Chief Fire Officer).

49   APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

Apologies for absence were received from Councillor Ms K Cook and Councillor B Young, Executive Councillor for Community Safety and People Management.
.
50   DECLARATIONS OF MEMBERS' INTERESTS

There were no declarations.

51   MINUTES OF THE PREVIOUS MEETING HELD ON 26 JANUARY 2021

RESOLVED

> That the minutes of the previous meeting held on 26 January 2021, be approved as a correct record and signed by the Chairman.

52   ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLORS AND CHIEF OFFICERS

The Chairman reported that the April meeting of the Committee had been cancelled due to the close proximity of the May local elections.

53   LOCAL FLOOD INCIDENT MANAGEMENT

Consideration was given to a report from the Head of Environment, which clarified and formalised the Council's discretionary provision of sandbags during flooding incidents, and set out the process for providing this resource. This was being presented to the Executive on 7 April 2021. The views of the Committee would be reported to the Executive as part of its consideration of this item.

The report recommended to the Executive that it approve the maintenance of a stock of 10,000 sandbags to be available for distribution in the event of a flooding incident; approve the "Proposed new protocol for provision of sandbags" as set out in the report; and delegate to the Executive Director – Place, in consultation with the Executive Councillor for Commercial and Environmental Management, authority to approve arrangements with District Councils for the collection of contaminated sandbags for disposal.

Lincolnshire County Council would maintain a total stock of 10,000 sandbags and sand to fill them, equally distributed between the four highways depots. The bags would mostly be stored empty in order to prevent degradation of the materials should they remain unused for any significant period of time. In anticipation of small-scale local need each depot would maintain a stock of 50 pre-filled sandbags. Pre-filling of additional sandbags would be undertaken in the event of severe weather forecasts predicting high likelihood of impacts. Requests for sandbags could be made by parish and town councils, along with other organisations, to the County Council on behalf of local communities. Priority locations would be: - where there was a risk to life and or property; vulnerable members of the community; critical infrastructure.

The report outlined in detail how the process of requesting sandbags worked and the collection and disposal process of contaminated sandbags.

Members considered the report, and during the discussion the following comments were noted:-

- It was questioned whether the even distribution of sandbags at each depot was the best scenario and would they be better distributed where flooding was more likely to occur, this thought was dispelled as it was thought flooding could occur anywhere in Lincolnshire.
- The main stocks of sandbags would be evenly distributed across the four primary highways depots, though additional stock would be held in a further four to ensure (eight depots in total) even coverage across the county. The protocol would increase the speed of response to localised incidents, particularly when the severity of the incident was expected to be high. Members of the public would contact the 24-hour flood line number which links into this system.
- Lincolnshire Local Resilience Forum (LRF) maintained links to alternative methods of flood prevention on its website. An important resource for these was the National Flood Forum which researched different technologies and approaches. The government was actively promoting the enhancement of resilience of local communities. There were regular reviews of alternative

methods of flood prevention, in particular flood door barriers and inflatable bags. This was an active area of government research at present.

- The LRF was working closely with Parish and Town Councils with their local flood plans. Larger authorities had better capacity to manage major incidents due to the sheer logistics of deploying large amounts of materials.
- There was some concern that building on floodplains was still an issue. Due to recent adverse weather incidents, some older properties were also now at risk from flooding. As the lead local flood authority, the Council provided advice on planning applications to local planning authorities. Flood risks were minimised by working with District Councils and partners through the Lincolnshire Flood Risk and Drainage Management Partnership to prepare in advance for when incidents happened and for adverse outcomes.
- Support would be given to elderly residents and vulnerable individuals with the provision and positioning of sandbags where needed. It was planned to deploy sandbags directly by the Council and partner organisations where appropriate, as well as promoting this capacity locally rather than leaving distribution of sandbags to communities. The LRF maintained plans for safeguarding vulnerable members of the community which was a key element to consider both at strategic planning and operational delivery.

RESOLVED:

1. That the Committee support the recommendations to the Executive, as set out in the report and outlined above.

2. That a summary of the comments made be passed on to the Executive in relation to this item.

54   SERVICE LEVEL PERFORMANCE REPORTING AGAINST THE
       PERFORMANCE FRAMEWORK 2020-2021 - QUARTER 3

Consideration was given to a report from the Assistant Director – Public Protection; Assistant Director – Communities; Assistant Director – Corporate; Assistant Chief Fire Officer, the AIP Manager on behalf of the Lincolnshire Road Safety Partnership, which set out the performance of the Tier 2 Service Level Performance Measures 2020/21 Quarter 3 that were within the remit of the Committee.

The report detailed the performance measures for: - Community Safety, Fire Safety, Libraries and Heritage, Road Safety, Trading Standards and Volunteering.

Members considered the report, and during the discussion the following comments were noted:-
- Officers were thanked for their comprehensive and informative reports.
- It was noted that one of the three fire incidents reported involved a mobility scooter. The Assistant Chief Fire Officer undertook to inform the Committee about the nature and cause of the fire following the meeting.
- Discussion took place about the most frequent causes of fire, which included electrical fires, misuse of battery or mains appliances – particularly mobile phones and counterfeit charging units.

- It was noted that the Covid-19 pandemic had an impact on targets and performance.
- There had been an increase in products removed from the market by Trading Standards. In particular hand sanitizers which were often not up to the required standards and that Trading Standards had been required to provide greater support and guidance on this during the pandemic.
- Trading Standards were managing the challenging conditions within the current staffing resources as best they could based on intelligence received and risk assessments.
- The Chairman thanked all those involved in voluntary and community organisations for all their hard work over the last 12 months which had been a particularly challenging year due to the pandemic.

RESOLVED

That the Committee reviewed the report and performance measures for Quarter 3.

55   <u>FOOD SAFETY ENFORCEMENT WITHIN TRADING STANDARDS</u>

Consideration was given to a report and a presentation from the Trading Standards Operational Delivery Manager, on a review of the delivery of Food Safety enforcement within the Trading Standards Service in Lincolnshire.

The report made reference to: interventions at food establishments; food complaints, the Primary Authority Scheme, provision of advice to businesses, food sampling, food safety incidents, liaison with other organisations, training and competency, activity and outcomes on food safety and standards in 2020-2021.

Members considered the report, and during the discussion the following comments were noted:-
- There were spot inspections of premises in line with inspection plans. The service was heavily reliant on intelligence received.
- The on-line inspections of food business websites carried out in place of site visits due to the Covid-19 pandemic had been successful in identifying a number of non-compliant businesses and had been a worthwhile alternative exercise.
- The programmed food sampling was due to be completed. Officer initial samples were lower than expected due to restriction on inspections because of the pandemic.
- Instead of conducting site visits, Trading Standards had taken the opportunity to complete a project to review the level of compliance in food products being sold online in Lincolnshire. Of those, 33 had been identified as non-compliant and follow up work was planned. Initially, advice would be issued in writing with site visits built into next year's inspection programme where necessary. The relatively high number of butchers identified was a result of more of them having an online presence due to the pandemic and them requiring additional assistance and advice on allergens and product contents for example.

- The Service had good relationships with the District Council Environmental Health Teams and joint working was undertaken where necessary. District Councils had been operating remote inspections during the pandemic and it was reported that there was a backlog of new business and annual inspections.
- Increasing the number of Officers who were competent generally should be a target for the service. This would allow the service to increase the number of interventions that could be carried out and expand their business advice.

RESOLVED

That the report be noted and it be recorded that the Committee was satisfied with the delivery of Food Safety and Standards work within the Trading Standards Service.

56   CITIZENS ADVICE LINCOLNSHIRE QUARTER 3 UPDATE

Consideration was given to a report from the Assistant Director - Corporate, on the Citizens Advice Lincolnshire Quarter 3 update.

It was noted that the Council was seeking to evaluate the performance in detail over the next twelve months to inform future funding arrangements. The grant funded service supported the delivery of confidential, impartial and quality assured advice and assistance through the network of local Citizens Advice offices and outreach locations in the County. It included a core service across a broad range of advice as follows:- debt and money, benefits, housing and employment, consumer, relationships and family, discrimination, law and rights, tax and education. Advice was free and accessible to all.

During the quarter over 7,500 people across the County had been supported, addressing over 21,000 issues, including: benefits, Universal Credit, employment and advice provided via Adviceline to 3,696 clients, and there had been a significant increase in requests for support that fitted into the 'other' category. There were three key areas that accounted for the increase: an increase in clients who required the support of food banks; an increase in clients who needed to make some form of charitable application, including applications for white goods and support for fuel payments; and an increase in clients who required 'support in kind' including clothes and furniture. It was noted that these increases in requests and activities were a concerning trend and reflected the impact of Covid-19.

It was recognised that due to the Covid-19 Pandemic, residents had been unable to access Citizens Advice offices and there had also been a loss of volunteers during this period.

RESOLVED

That the report be noted and it be recorded that the Committee was satisfied with the work of the Citizen Advice Lincolnshire for Quarter 3.

57   PUBLIC PROTECTION AND COMMUNITIES SCRUTINY COMMITTEE
        WORK PROGRAMME

The Committee noted a report from the Scrutiny Officer, which provided 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 was focussed where it could be of greatest benefit. The next meeting of the Committee would be held on 15 June 2021.

RESOLVED

   That the Committee Work Programme be approved.

58   CONSIDERATION OF EXEMPT INFORMATION

RESOLVED

   That, in accordance with Section 100A of the Local Government Act 1972, the press and public be excluded from the meeting for the following item of business on the grounds that if they were present there could be a disclosure of exempt information as defined in paragraph 3 of Part 1 of Section 12A of the Local Government Act 1972, as amended.

59   RE-PROCUREMENT OF CORONIAL POST-MORTEM AND MORTUARY
        CONTRACTS

Consideration was given to an exempt report from the Head of Safer Communities, on the re-procurement of Coronial Post-Mortem and Mortuary Contracts which was being presented to the Executive on 7 April 2021. The views of the Committee would be reported to the Executive as part of its consideration of this item.

The report recommended that the Executive:- approve the re-procurement of the post-mortem and mortuary service; and delegate to the Executive Director - Resources authority to determine the appropriate procurement approach and approve the terms and the award of any resulting contracts.

RESOLVED:

   1.   That the Committee support the recommendations to the Executive, as set out in the report and;

   2.   That a summary of the comments made be passed on to the Executive in relation to this item.

The meeting closed at 12.13 pm.

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Open Report on behalf of Andrew Crookham, Executive Director - Resources

Report to:	**Public Protection and Communities Scrutiny Committee**
Date:	**27 July 2021**
Subject:	**Service Level Performance Reporting against the Performance Framework 2020-2021 – Quarter 4**

Summary:

This report sets out the performance of the Tier 2 Service Level Performance measures for 2020/21 Quarter 4 that are within the remit of the Public Protection and Communities Scrutiny Committee.

Actions Required:

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

1. Background

The Corporate Plan was approved by the County Council on 11 December 2019 and the Executive approved the Corporate Plan Performance Framework 2020/21 on 6 October 2020. The Framework contains performance indicators and key activities against which performance and progress will be reported in order to demonstrate whether the Council is achieving the four ambitions for Lincolnshire as set out in the Corporate Plan.

The accompanying appendices detail the performance in Quarter 4 for the Tier 2 Service Level Performance measures in relation to Public Protection, Lincolnshire Fire and Rescue, and Libraries and Heritage Services as set out in the Performance Framework 2020/21.

2. Conclusion

Members of the Public Protection and Communities Scrutiny Committee are invited to review and comment on the performance information for Quarter 4 and highlight any recommendations or further actions for consideration.

3. Consultation

a) Risks and Impact Analysis

N/A

4. Appendices

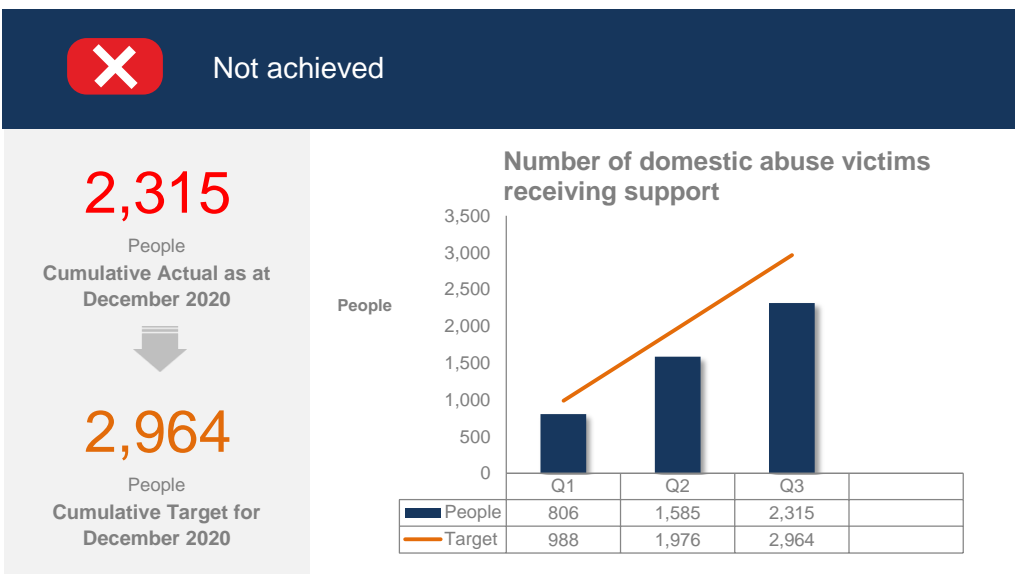| These are listed below and attached at the back of the report	
Appendix A	Community Safety Performance Measures
Appendix B	Fire Safety Performance Measures
Appendix C	Libraries and Heritage Performance Measures
Appendix D	Road Safety Performance Measures
Appendix E	Trading Standards Performance Measures
Appendix F	Volunteering Performance Measures

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 Kiara Chatziioannou, Scrutiny Officer, who can be contacted on 0750 057 1868, or by e-mail at kiara.chatziioannou@lincolnshire.gov.uk.

Number of domestic abuse victims receiving support

This measure is a count of the number of victims of Domestic Abuse who have received support from any one of the domestic abuse support services (excluding refuge) commissioned by Lincolnshire County Council. Services include: Independent Domestic Violence Advisors (IDVAs), Outreach and targeted support for adults, children and young people in a directly abusive relationship and those children and young people within a family experiencing domestic abuse. The service is currently provided by Ending Domestic Abuse Now in Lincolnshire (EDAN Lincs). If a person has received support more than once in the period or by more than one part of the support service (i.e. an IDVA and Outreach) they will be counted more than once. This measure is reported with a one quarter lag.

❌ Not achieved

2,315

People
Cumulative Actual as at December 2020

⬇

2,964

People
Cumulative Target for December 2020

Number of domestic abuse victims receiving support

	Q1	Q2	Q3	
People	806	1,585	2,315	
Target	988	1,976	2,964	

About the latest performance

The target for this measure is based on a forecast from figures reported in 2019/20, however, these reporting figures have subsequently been revised to only include those adults and children referred to EDAN Lincs who receive a level of service. The revised forecast would expect a cumulative figure of 2,326 people supported by the end of Q3 2020/21 and 3,101 by the end of 2020/21, thus the number of people actually supported during this period is within expected range.

Domestic abuse services provided by EDAN Lincs continue to operate effectively and support the needs of victims, children and families during the COVID19 pandemic. Support to clients has been undertaken through telephone and video consultation and face-to-face support is available in exceptional circumstances using COVID19 secure facilities. The EDAN Lincs Outreach service also provided 'one off' advice and support to 2,870 people during Q3 2020-21 in response to telephone and online enquiries, far greater than numbers experienced in previous years and an increase of those supported in this way in Q2 2020/21.

We take reports of Domestic Abuse seriously and encourage victims to seek support including children and families. Therefore, we want to maintain the number of victims accessing the support they need.

The 0.5% tolerance for this measure allows for some fluctuation against the target.

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

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Number of domestic abuse victims supported through MARAC

A Multi-Agency Risk Assessment Conference (MARAC) is a meeting where information is shared on the highest risk domestic abuse cases between representatives of local police, health, child protection, housing practitioners, Independent Domestic Violence Advisors (IDVAs), probation and other specialists from the statutory and voluntary sectors. After sharing all relevant information they have about a victim, the representatives discuss options for increasing the safety of the victim and turn these into a co-ordinated action plan. The primary focus of the MARAC is to safeguard the adult victim. This measure is a count of the number of new victims supported through the Multi-Agency Risk Assessment Conference.

Measured

1,867

People
Cumulative Actual as at March 2021

Number of domestic abuse victims supported through MARAC

People

	Q1	Q2	Q3	Q4
Cumulative total	180	562	1,119	1,867
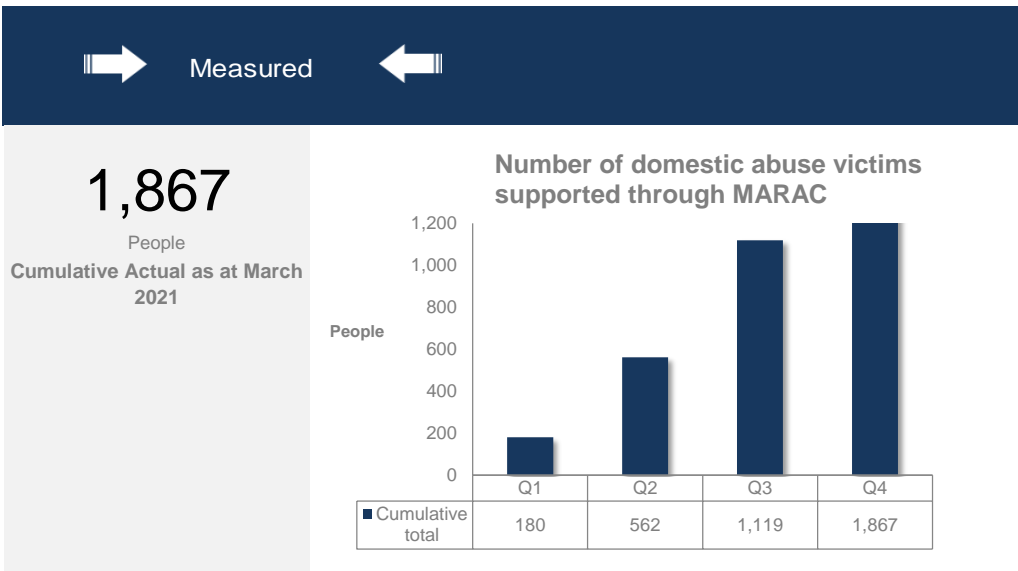
About the latest performance

MARAC continues to operate on a weekly basis with all partners engaged in the process. The MARAC is currently operating virtually and regular monitoring of data and the process is in place. The number of clients reported here are new in the period and do not include repeats. The total number of repeat clients to MARAC in 2020/21 is 180; meaning that an additional 180 clients were supported through MARAC. Lincolnshire is now trialling a MARAC Plus on a monthly basis in addition to the weekly MARAC. The purpose of which is to provide additional time to the most complex of cases.

About the target

It is not appropriate to target this measure.

About the target range

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

About benchmarking

Although MARACs operate across the country, the methodology used for this measure is local to Lincolnshire and therefore is not benchmarked against any other area.

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

125.40
Per 100,000 population
Cumulative Actual as at March 2021

⬇

133.12
Per 100,000 population
Cumulative Target for March 2021

Primary fires

	Q1	Q2	Q3	Q4
Cumulative total	31.82	66.29	97.44	125.40
Target	34.74	75.48	104.63	133.12

About the latest performance

We are better than target at the end of 2020/21 and compared to 2019/20 we have also seen a 5% reduction in the number of primary fires. The most common primary fire property types continue to be dwellings and vehicles which this year have, together, accounted for 611 of the 942 incidents (65%). The biggest reductions have been seen in farm related primary fires (down from 149 in 2018/19 to 91 in 2019/20 to 79 this year) and in vehicles (down from 270 last year to 251 this year). The reduction has been seen almost exclusively within East Division (Boston Borough Council and East Lindsey District Council areas). Partnership working with the National Farmers Union has contributed to the reduction in farm related fires and we will continue this work as well as link in with the Rural Crime Reduction Strategy. Our primary focus for 2021/22 will be to reduce the number of dwelling fires and this will be through targeted proactive engagement which will be carried out across the County.

Further details

Primary Fires (Actual Numbers)
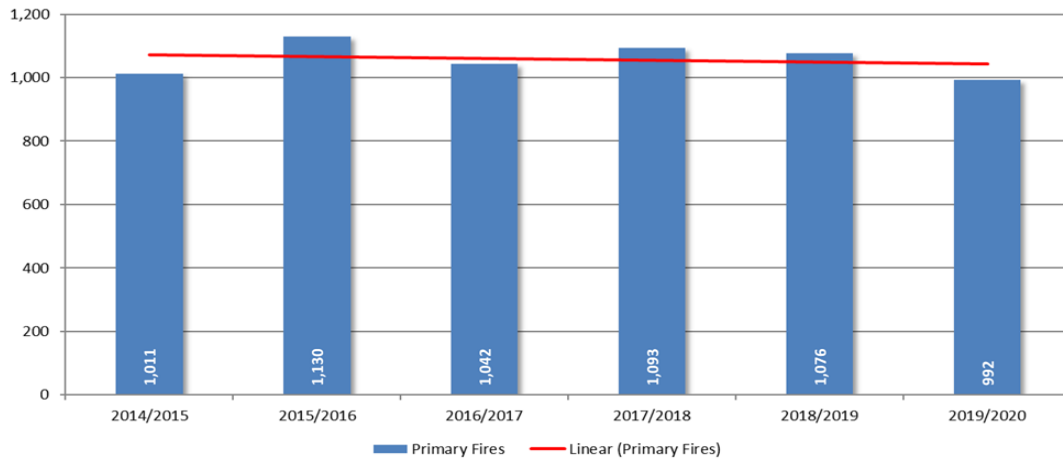
	Reporting Year 2014/2015				Reporting Year 2015/2016				Reporting Year 2016/2017				Reporting Year 2017/2018				Reporting Year 2018/2019				Reporting Year 2019/2020			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	207	312	251	241	283	319	260	268	250	310	255	227	319	282	259	233	267	373	198	238	241	310	234	207

Primary Fires — Linear (Primary Fires)

Primary Fires (Actual Numbers - Annual)

2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
1,011	1,130	1,042	1,093	1,076	992

Primary Fires — Linear (Primary Fires)

About the target

The annual target is set to aim for continuous improvement, including the following factors: 1) The results of our performance last year, 2) Our Service priorities and 3) Drive for continuous improvement. Seasonal variances are to be expected over the year due to weather conditions, school holidays and seasonal events. As such, the quarterly targets are profiled based on analysis of the three previous years' worth of data.

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

Fire fatalities in primary fires

Number of fatalities from primary fires where the Fire Service attended (per 100,000 population).
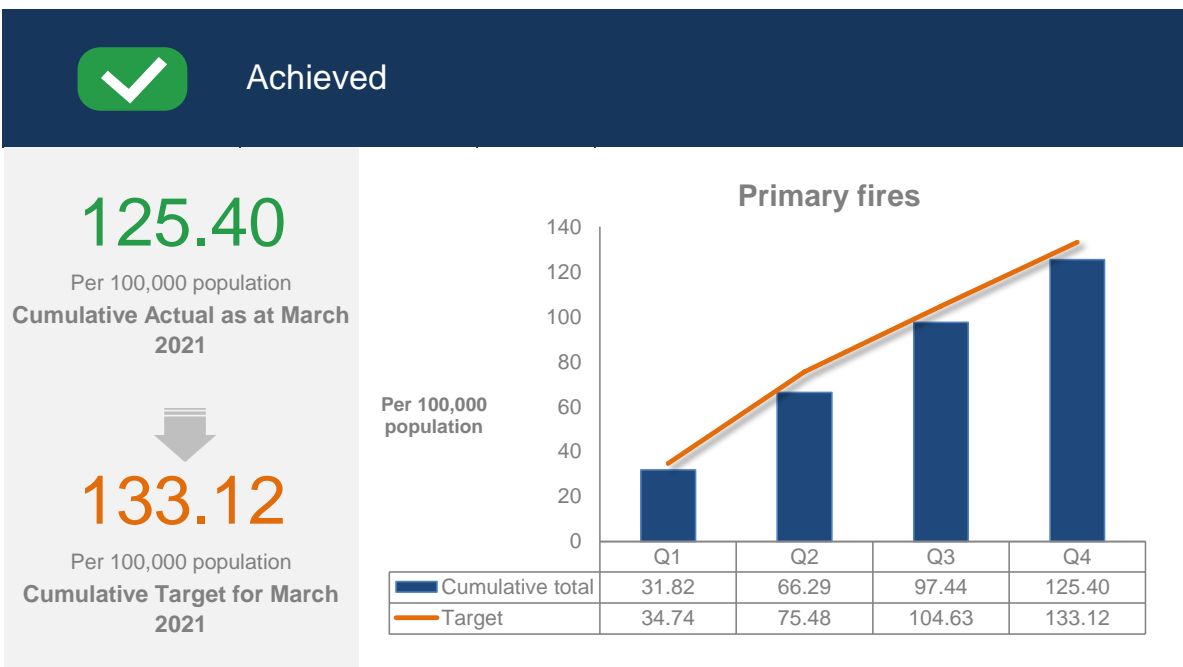Numerator is the number of fire fatalities in primary fires.
Denominator is the population of Lincolnshire.
The rate per 100,000 population is calculated as follows:
Numerator divided by the denominator multiplied by 100,000.
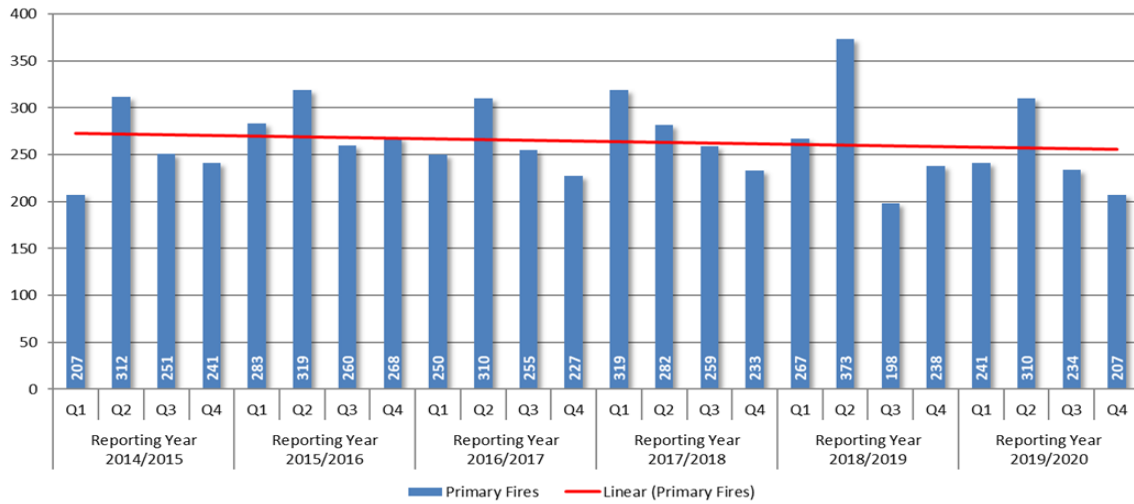A lower rate of fatalities per 100,000 population indicates a better performance.

Measured

0.40

Per 100,000 population
Cumulative Actual as at March 2021

0.40

Per 100,000 population
Cumulative Actual as at March 2020

Fire fatalities in primary fires

Per 100,000 population	Q1	Q2	Q3	Q4
■ Cumulative total	0.13	0.27	0.27	0.40
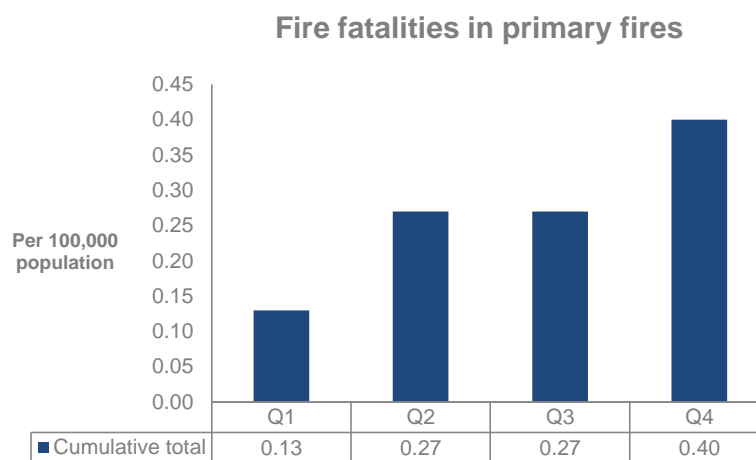
About the latest performance

There have been 3 fire fatalities during 2020/21. We are committed to following up all fire fatality incidents and carry out a full review, supported by partner agencies, to identify any learning opportunities.
Please note that at Q3 we reported 3 fire fatalities, but this figure was subsequently changed to 2 (up to the end of December) due to confirmation from the Coroner's Office that 1 of those had not died as a result of the fire.

Fire Fatalities in Primary Fires
(Actual Numbers)
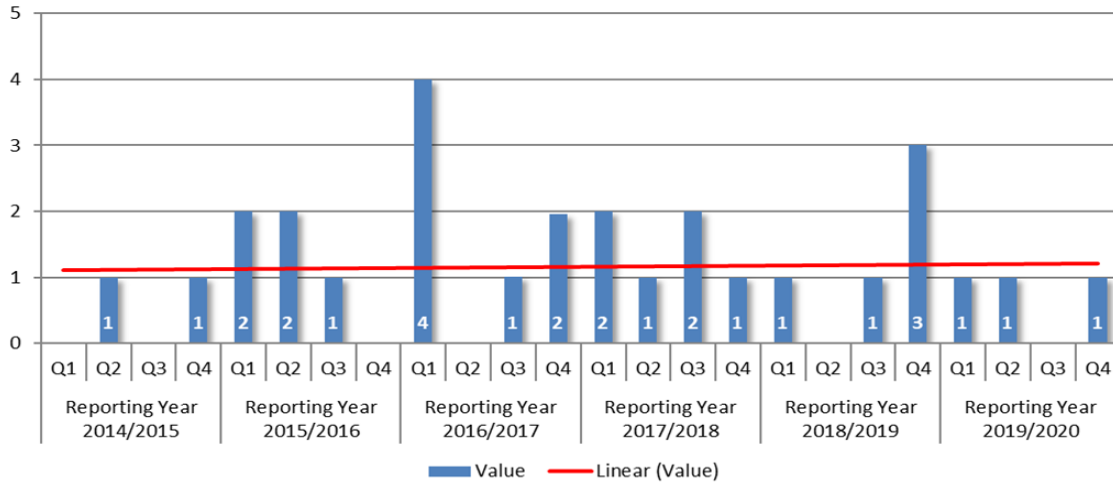
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Value		1		1	2	2	1		4		1	2	2	1	2	1	1		1	3	1	1		1

Reporting Year 2014/2015 · Reporting Year 2015/2016 · Reporting Year 2016/2017 · Reporting Year 2017/2018 · Reporting Year 2018/2019 · Reporting Year 2019/2020

Value — Linear (Value)

Fire Fatalities in Primary Fires
(Actual Numbers - Annual)

	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
Value	2	5	7	6	5	3
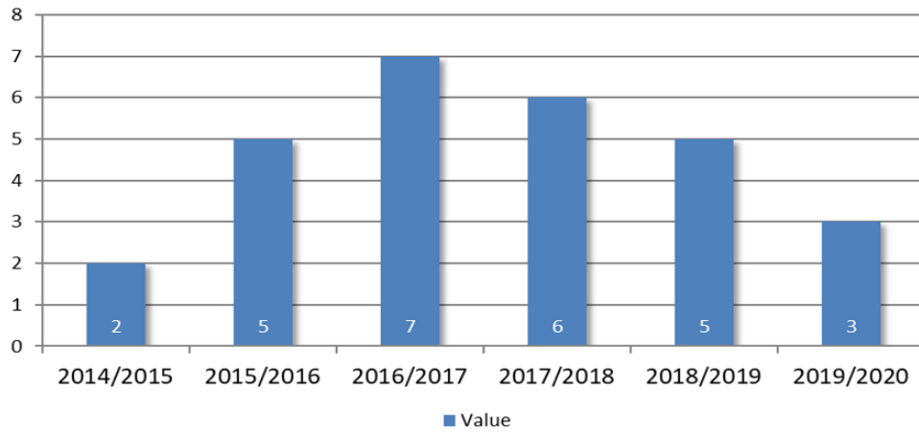
About the target

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

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

2.48
Per 10,000 population
Cumulative Actual as at March 2021

⬇

2.93
Per 10,000 population
Cumulative Target for March 2021

Deliberate primary fires

Per 10,000 population

	Q1	Q2	Q3	Q4
Cumulative total	0.49	1.14	1.85	2.48
Target	0.71	1.68	2.29	2.93
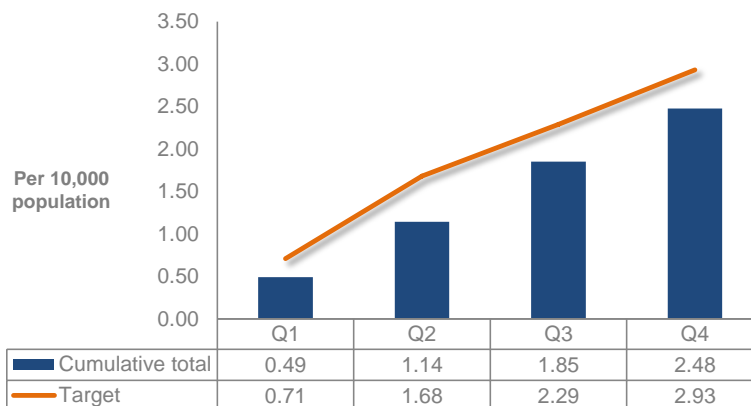
About the latest performance

We are better than target at the end of 2020/21. If we compare to 2019/20 we have seen a small increase, but this is only 6 additional deliberate primary fires. The two most common property types involved in these incidents continues to be vehicles (96 of the 186 – 52%) and dwellings (29 – 16%) so it is disappointing to have seen small increases in both these areas compared to last year (vehicles up from 90, dwellings up from 17). However, both of these property types saw a reduction in 2019/20 compared to 2018/19 and this year we are still lower than the 2018/19 figures. We will continue to work with Police, local District Councils and the Safer Lincolnshire Partnership to develop interventions to reduce deliberate primary fires.

Deliberate Primary Fires
(Actual Numbers)

Bar chart showing quarterly Primary Fires with a linear trendline.

	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	63	71	62	45	63	66	50	53	50	58	63	51	72	74	53	47	51	76	37	54	37	60	46	37

Reporting Year 2014/2015 | Reporting Year 2015/2016 | Reporting Year 2016/2017 | Reporting Year 2017/2018 | Reporting Year 2018/2019 | Reporting Year 2019/2020

Legend: Primary Fires — Linear (Primary Fires)

Deliberate Primary Fires
(Actual Numbers - Annual)

2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
241	232	222	246	218	180

Legend: Primary Fires — Linear (Primary Fires)

About the target

The annual target is set to aim for continuous improvement, including the following factors: 1) The results of our performance last year, 2) Our Service priorities and 3) Drive for continuous improvement. Seasonal variances are to be expected over the year due to weather conditions, school holidays and seasonal events. As such, the quarterly targets are profiled based on analysis of the three previous years' worth of data.

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

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).
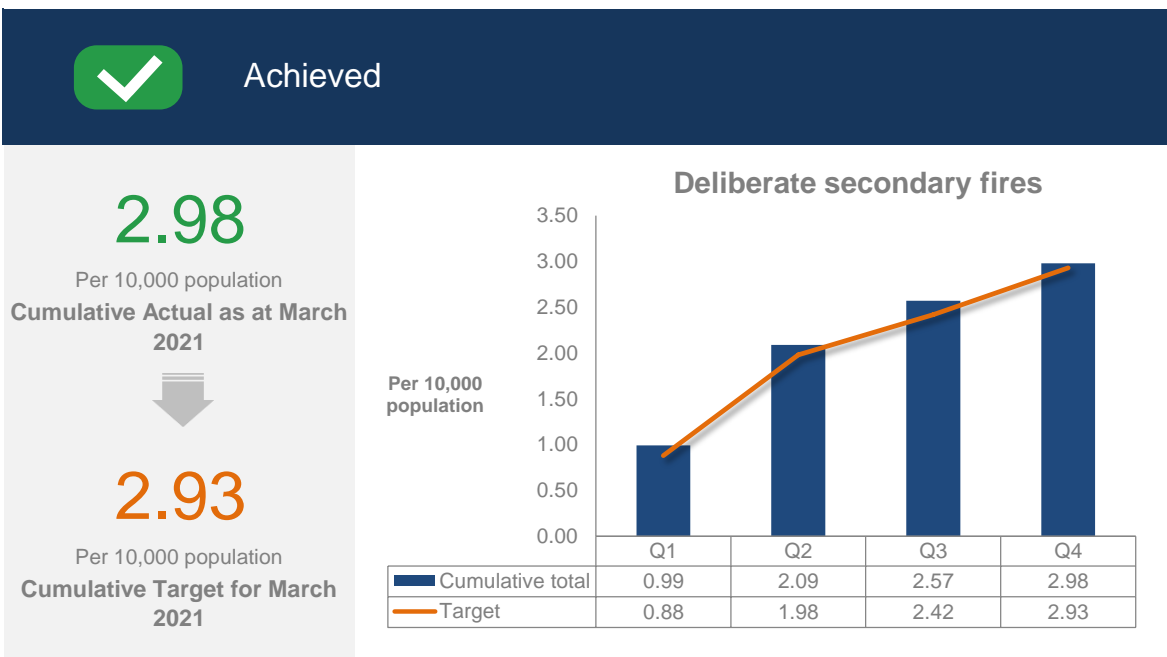Numerator is the number of deliberate secondary fires.
Denominator is the population of Lincolnshire.
The rate per 10,000 population is calculated as follows:
Numerator divided by the denominator multiplied by 10,000.
A lower rate of deliberate secondary fires per 10,000 population indicates a better performance.

Achieved

2.98

Per 10,000 population
Cumulative Actual as at March 2021

2.93

Per 10,000 population
Cumulative Target for March 2021

Deliberate secondary fires

Per 10,000 population

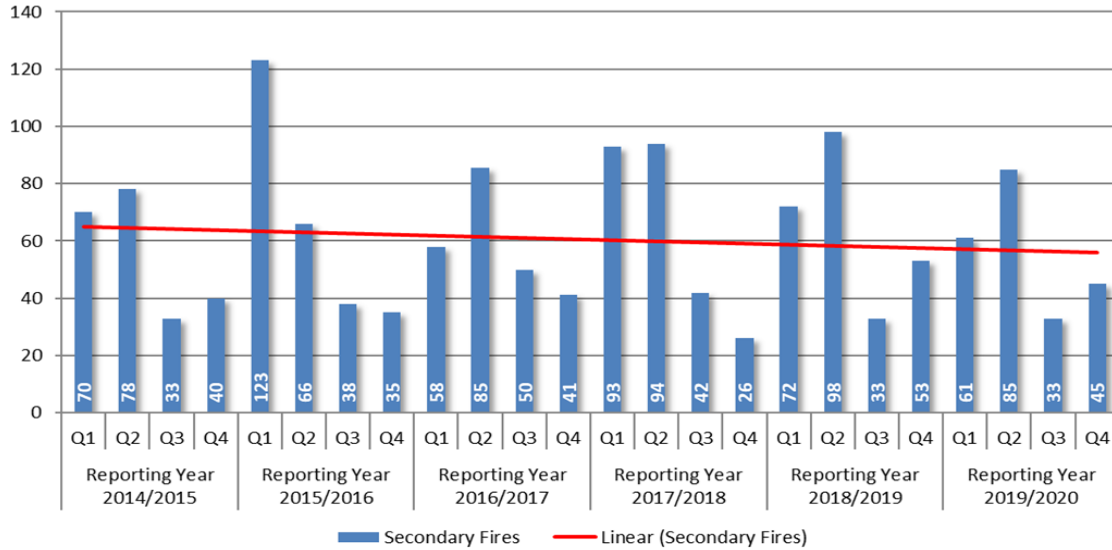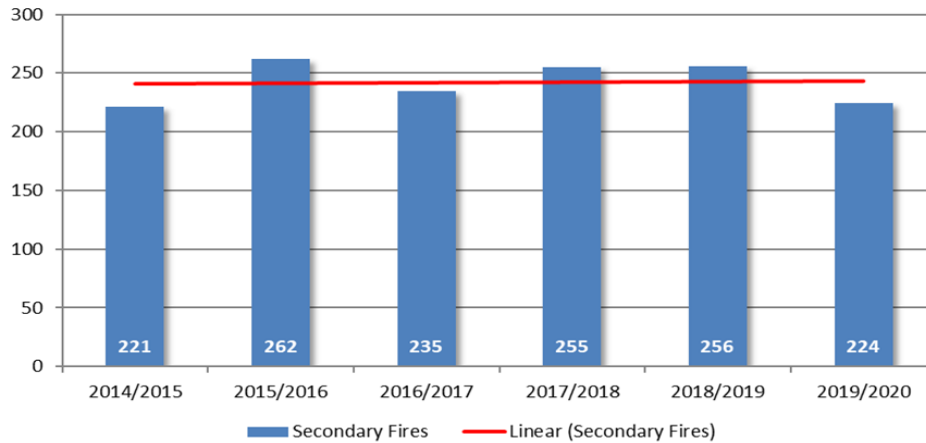|	Q1	Q2	Q3	Q4
Cumulative total	0.99	2.09	2.57	2.98
Target	0.88	1.98	2.42	2.93

About the latest performance

We have remained within the tolerance range of our target and compared to last year we have remained at a similar level, with a reduction of 1 deliberate secondary fire.   Refuse and refuse containers continue to account for the majority of these incidents and this year accounted for 139 of the 224 incidents (62%). There have been small fluctuations across all the secondary fire property types so there are no particular trends to be highlighted, but there is evidence of an increase in deliberate fires involving fly-tipped waste. Analysis of the incident data has allowed us to develop partnership working arrangements with the City of Lincoln Council where our operational crews and Advocates will support proactive targeting of refuse related fires.
Please note: The 2019/20 Year End confirmed figure was 225, although this was reported as 224 in Q4 2019/20 and was subsequently amended once the system issues were rectified

Further details

Deliberate Secondary Fires
(Actual Numbers)

70	78	33	40	123	66	38	35	58	85	50	41	93	94	42	26	72	98	33	53	61	85	33	45
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Reporting Year 2014/2015 · Reporting Year 2015/2016 · Reporting Year 2016/2017 · Reporting Year 2017/2018 · Reporting Year 2018/2019 · Reporting Year 2019/2020

■ Secondary Fires ── Linear (Secondary Fires)

Deliberate Secondary Fires
(Actual Numbers - Annual)

2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
221	262	235	255	256	224

■ Secondary Fires ── Linear (Secondary Fires)

About the target

The annual target is set to aim for continuous improvement, including the following factors: 1) The results of our performance last year, 2) Our Service priorities and 3) Drive for continuous improvement. Seasonal variances are to be expected over the year due to weather conditions, school holidays and seasonal events. As such, the quarterly targets are profiled based on analysis of the three previous years' worth of data.

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

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Lincolnshire
COUNTY COUNCIL
Working for a better future

Accidental Dwelling Fires

Number of incidents of fires in dwellings where the Fire Service attended & determined that the cause of the fire was not known or accidental (per 10,000 dwellings).
Numerator is the number of accidental dwelling fires.
Denominator is the number of dwellings in Lincolnshire.
The rate per 10,000 dwellings is calculated as follows: Numerator divided by the denominator multiplied by 10,000.
A lower rate of accidental dwelling fires per 10,000 dwellings indicates a better performance.

✅ Achieved

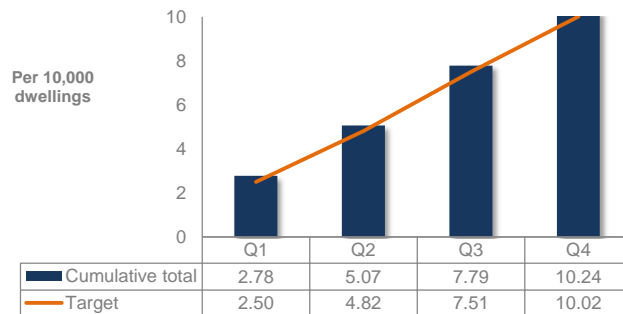### 10.24
Per 10,000 dwellings
Cumulative Actual as at March 2021

⬇

10.02
Per 10,000 dwellings
Cumulative Target for March 2021

Accidental Dwelling Fires

Per 10,000 dwellings

	Q1	Q2	Q3	Q4
Cumulative total	2.78	5.07	7.79	10.24
Target	2.50	4.82	7.51	10.02

About the latest performance

We have remained within the tolerance range of our target and compared to last year we have remained at a similar level, with a reduction of 2 accidental dwelling fires. The most common cause continues to be cooking appliances, which accounted for 161 of the 331 incidents this year (49%), so it is pleasing to see a slight reduction in these (169 of the 333 last year – 51%). The second most common cause is electrical items (both appliances and mains) which accounted for 71 this year (21%) which again has seen a reduction (down from 88 last year – 26%). A focus for 2021/22 will be to proactively target and increase the number of homes were F&R carry out interventions and promoting safety standards.

About the target

The annual target is set to aim for continuous improvement, including the following factors: 1) The results of our performance last year, 2) Our Service priorities and 3) Drive for continuous improvement. Seasonal variances are to be expected over the year due to weather conditions, school holidays and seasonal events. As such, the quarterly targets are profiled based on analysis of the three previous years' worth of data.

About the target range

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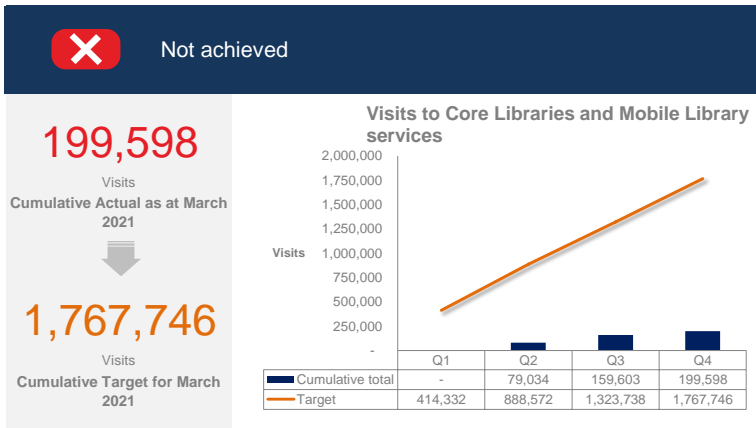
About benchmarking

Benchmarking data for this measure is not available

Lincolnshire
COUNTY COUNCIL
Working for a better future

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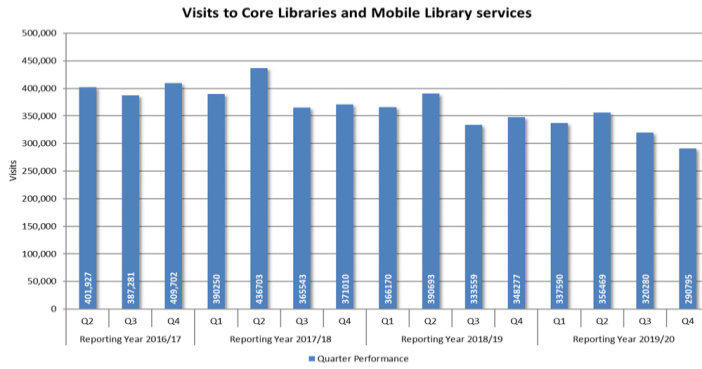A higher number of visits to core libraries and Mobile Library services indicates a better performance.

❌	Not achieved

199,598
Visits
Cumulative Actual as at March 2021

⬇

1,767,746
Visits
Cumulative Target for March 2021

Visits to Core Libraries and Mobile Library services

	Q1	Q2	Q3	Q4
Cumulative total	-	79,034	159,603	199,598
Target	414,332	888,572	1,323,738	1,767,746

About the latest performance

In January, the 15 core libraries returned to the 'click and collect' model of service delivery, with browsing once again removed due to the National lockdown. Computers were not accessible as a result. Also, newspapers, study rooms and activities were still ceased. All sites were still on reduced hours. Access, Rural and P&C Mobiles operational. This continued throughout February and March.
The additional online activities continued throughout the quarter.

Further details

Visits to Core Libraries and Mobile Library services

Reporting Year 2016/17			Reporting Year 2017/18				Reporting Year 2018/19				Reporting Year 2019/20			
Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
401,927	387,281	409,702	390250	436703	365543	371010	366170	390693	333559	348277	337590	356469	320280	290795

■ Quarter Performance

About the target

The targets have been set within the contract with Greenwich Leisure Limited (GLL), taking into account that library use has seasonal variations and certain months of the year are normally busier than others. For example, Quarter 2 is usually busy for children's use as libraries run the Summer Reading Challenge in the school holidays. Quarter 3 normally starts busy in October as book use increases in the winter months, however December is normally a quiet month with preparations for and closure during Christmas.
When GLL produced the baselines in 2016 they looked at the available historical data reflecting monthly usage patterns in Lincolnshire.

About the target range

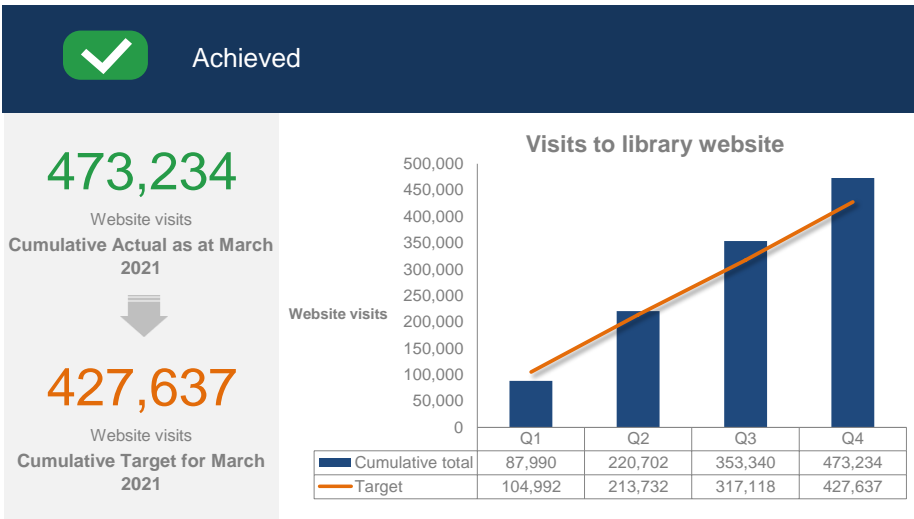No target range has been set for this measure.

About benchmarking

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

Lincolnshire
COUNTY COUNCIL
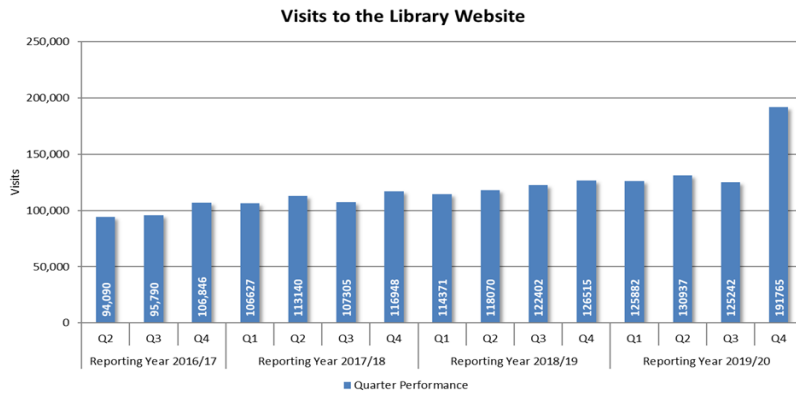*Working for a better future*

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**

473,234
Website visits
Cumulative Actual as at March 2021

⬇

427,637
Website visits
Cumulative Target for March 2021

Visits to library website

	Q1	Q2	Q3	Q4
Cumulative total	87,990	220,702	353,340	473,234
Target	104,992	213,732	317,118	427,637

Further details

Visits to the Library Website

Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
94,090	95,790	106,846	106627	113140	107305	116948	114371	118070	122402	126515	125882	130937	125242	191765

Reporting Year 2016/17 | Reporting Year 2017/18 | Reporting Year 2018/19 | Reporting Year 2019/20

■ Quarter Performance

About the target

The targets have been set within the contract with Greenwich Leisure Limited (GLL), taking into account that library use has seasonal variations and certain months of the year are normally busier than others. For example, visits to the library website is usually higher in Quarter 4 because of higher internet use in the winter months.
When GLL produced the baselines in 2016 they looked at the available historical data reflecting monthly usage patterns in Lincolnshire.

About the target range

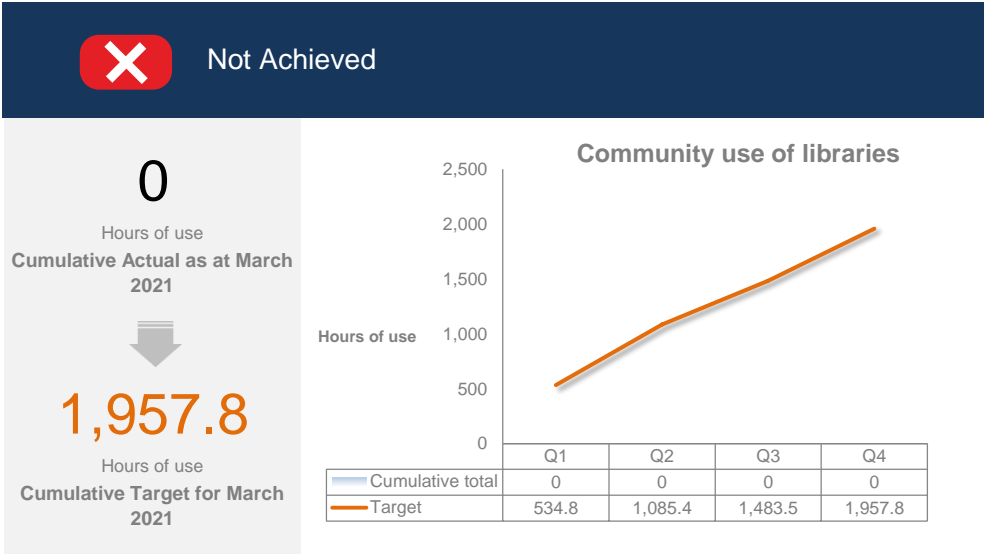No target range has been set for this measure.

About benchmarking

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

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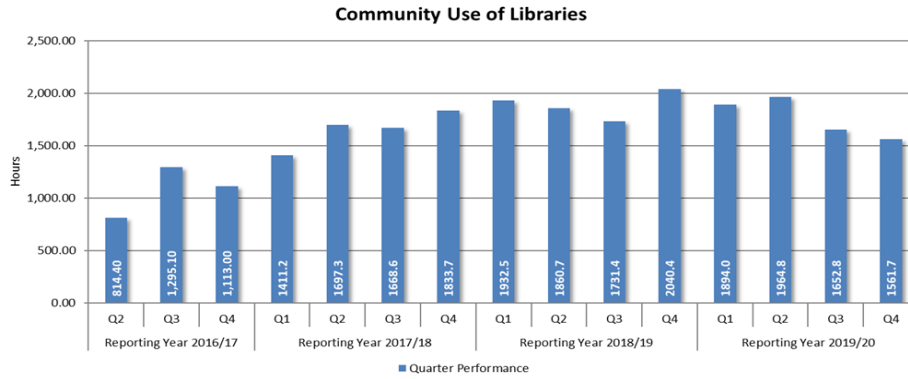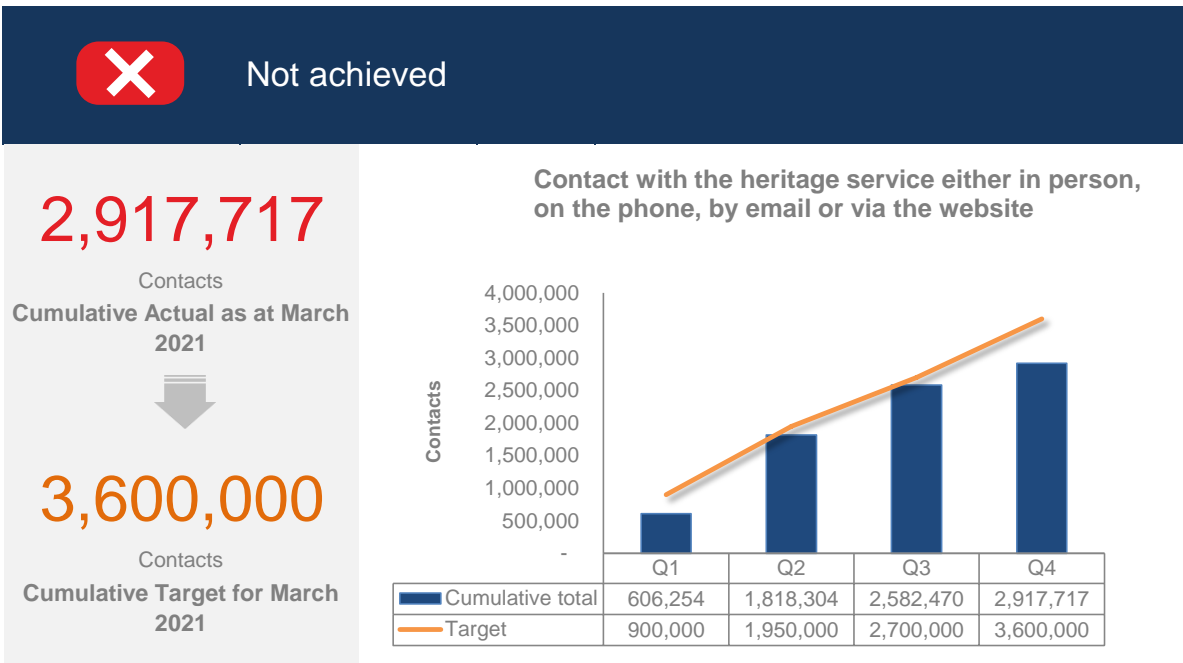A higher number of hours recorded in relation to the use or hire of library premises or rooms indicates a better performance.

❌ Not Achieved

0

Hours of use
Cumulative Actual as at March 2021

⬇

1,957.8

Hours of use
Cumulative Target for March 2021

Community use of libraries

Hours of use

	Q1	Q2	Q3	Q4
Cumulative total	0	0	0	0
Target	534.8	1,085.4	1,483.5	1,957.8

About the latest performance

Core libraries and mobiles were closed due to the global covid-19 pandemic, from 23 March 2020 to 13 July 2020. Despite the re-opening of sites during this quarter, community use, drop-in's and study areas have remained unavailable.

Further details

Community Use of Libraries

Reporting Year	Q2	Q3	Q4	Q1
2016/17	814.40	1,295.10	1,113.00	
2017/18	1697.3	1668.6	1833.7	1411.2
2018/19	1860.7	1731.4	2040.4	1932.5
2019/20	1964.8	1652.8	1561.7	1894.0

■ Quarter Performance

About the target

The targets have been set within the contract with Greenwich Leisure Limited (GLL), taking into account that library use has seasonal variations and certain months of the year are normally busier than others. For example, July and August (Quarter 2) are usually quieter months for adult community use as many community groups have a summer break. Q4 and Q1 are the highest totals because of generally high community use between January–June. December (Quarter 3) is a normally a quieter month with preparations for and closure during Christmas.
When GLL produced the baselines in 2016 they looked at the available historical data reflecting monthly usage patterns in Lincolnshire.

About the target range

No target range has been set for this measure.

About benchmarking

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

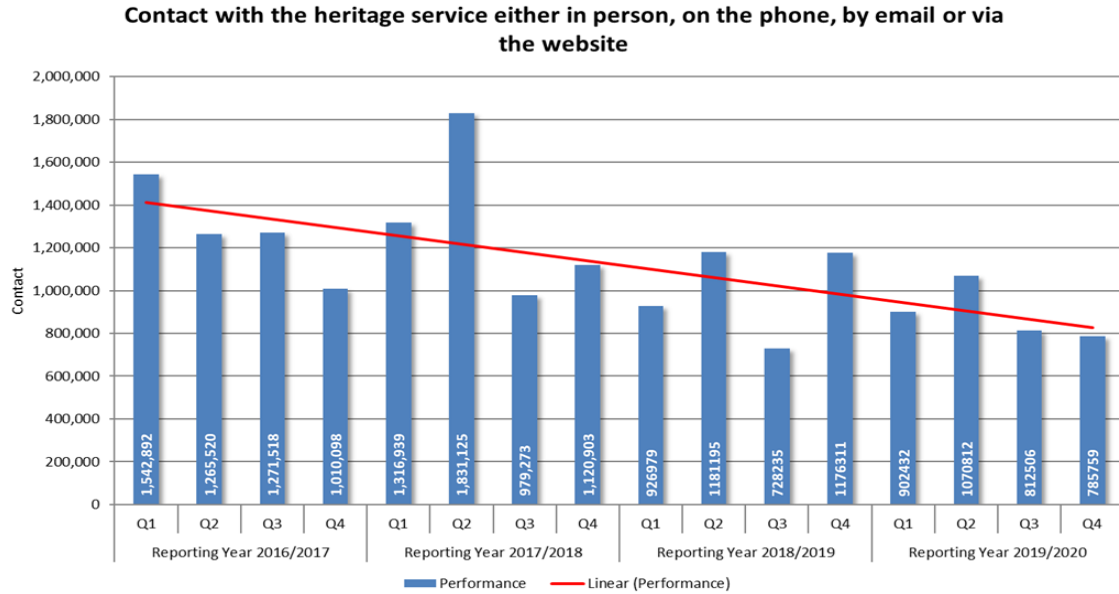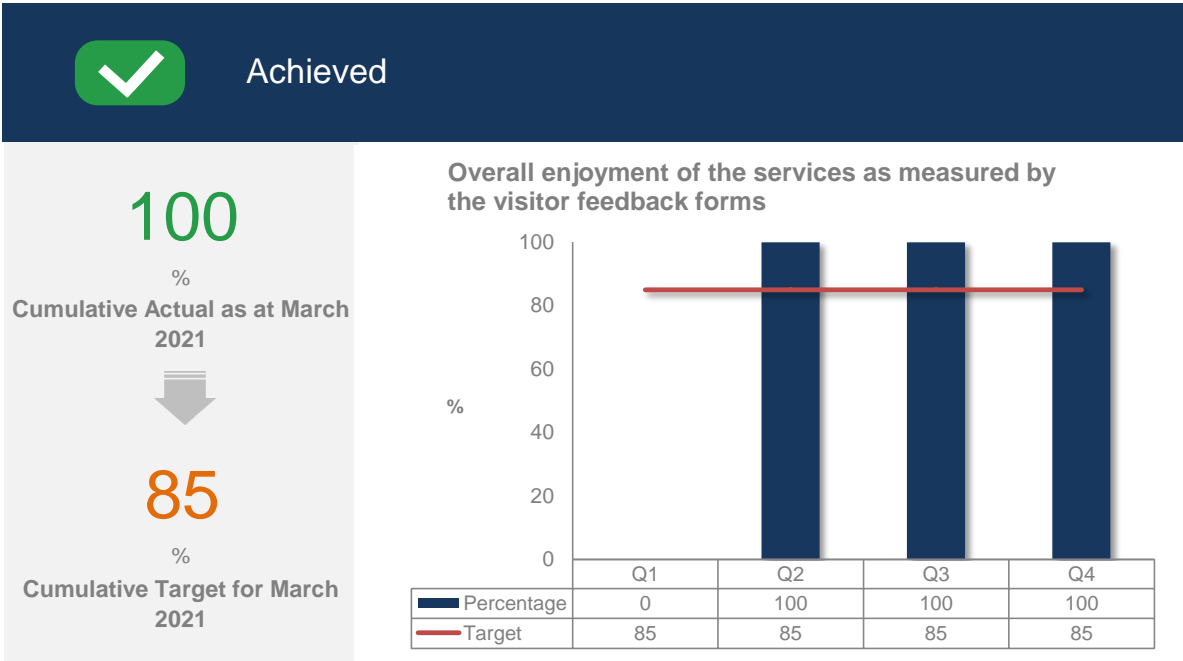# Contact with the heritage service either in person, on the phone, by email or via the website

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

2,917,717

Contacts

Cumulative Actual as at March 2021

⬇

3,600,000

Contacts

Cumulative Target for March 2021

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

	Q1	Q2	Q3	Q4
Cumulative total	606,254	1,818,304	2,582,470	2,917,717
Target	900,000	1,950,000	2,700,000	3,600,000

About the latest performance

Due to Covid-19 national restrictions, Lincolnshire County Council Heritage sites have been closed or operating at reduced public admission to manage safe access. In addition the Council handed over operation of the Gainsborough Old Hall site with effect from 01/11/20. As a result of cancelled events, exhibitions and learning programmes, public engagement through the web platforms has also been considerably reduced.

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

Reporting Year 2016/2017				Reporting Year 2017/2018				Reporting Year 2018/2019				Reporting Year 2019/2020			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1,542,892	1,265,520	1,271,518	1,010,098	1,316,939	1,831,125	979,273	1,120,903	926979	1181195	728235	1176311	902432	1070812	812506	785759

Performance — Linear (Performance)

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.

Lincolnshire
COUNTY COUNCIL
Working for a better future

Overall enjoyment of the services as measured by the visitor feedback forms

Excellent and/or very good reviews of visitors' overall experience, as measured by the visitor feedback forms aggregated across all Heritage Visitor sites. Performance is measured year-to-date and as a snap shot in time.

✓ **Achieved**

100

%

Cumulative Actual as at March 2021

⬇

85

%

Cumulative Target for March 2021

Overall enjoyment of the services as measured by the visitor feedback forms

	Q1	Q2	Q3	Q4
Percentage	0	100	100	100
Target	85	85	85	85

About the latest performance

Due to Covid-19 national restrictions, Lincolnshire County Council Heritage sites have been closed or operating with reduced public admission to manage safe access. To reduce contact between visitors and staff, in house visitor feedback forms were not collected in Q4 at sites which remained in operation, resulting in no data to be reported. A cumulative figure of 100% is being reported due to Q2 feedback collated at Lincoln Castle with 100% of this feedback rated as excellent or very good. Visitors continue to be signposted to leave us feedback on Trip Advisor, which is reporting positive feedback.

Overall enjoyment of the services as measured by the visitor feedback forms
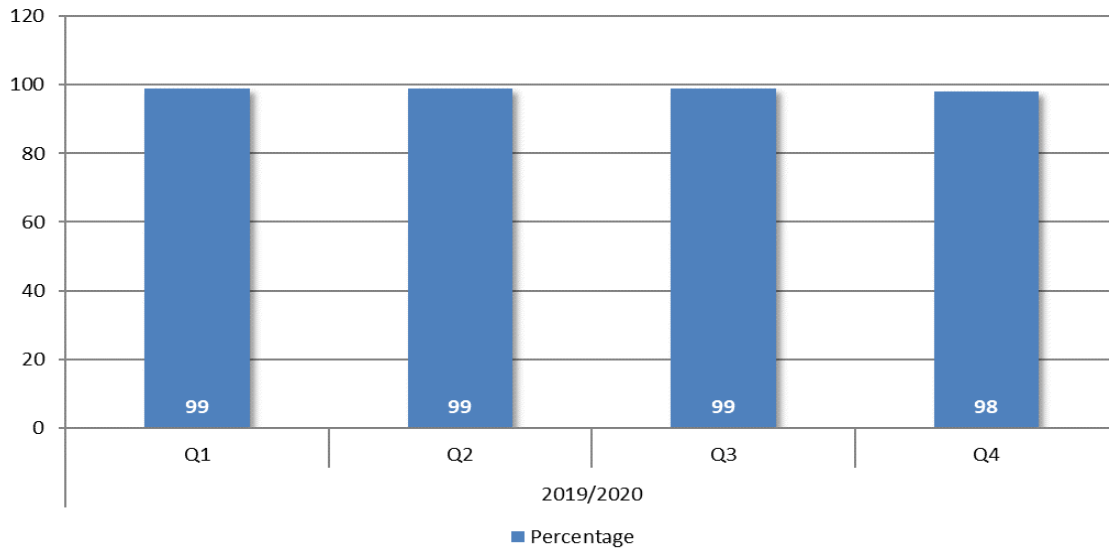
About the target

The target is based on averages of our current levels of performance.

About the target range

The target range for this measure is set at +/- 5 percentage points

About benchmarking

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

Lincolnshire
COUNTY COUNCIL
Working for a better future

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 ⬅

138
Casualties
October - December 2020

⬇

133
Casualties
July - September 2020

People killed or seriously injured in road traffic collisions

Casualties

	Jan-Mar 2020	Apr-Jun 2020	Jul-Sep 2020	Oct-Dec 2020
■ Actual	83	78	133	138
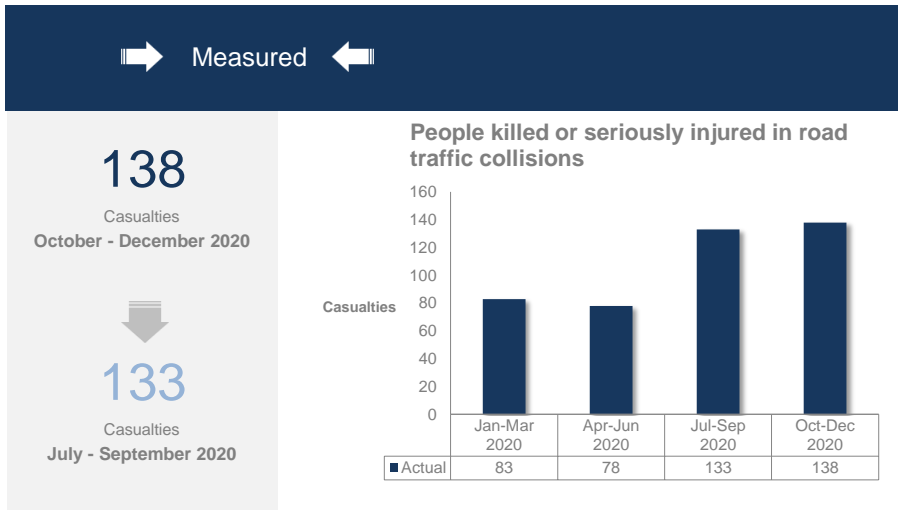
About the latest performance

This figure is consistent with Q3. Due to the easing of traffic/travel restrictions previously introduced due to Covid 19 and the fact that traffic volumes are not consistent with previous years, it is difficult to make any confident comparison. However, analysis of the collision & casualty data does not indicate any clear commonality or pattern. The overall KSI's are mirrored across all user groups such as car drivers, motorcyclists, pedestrians etc

Further details

KSI (All casualties) 2009 -2019

| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|84|115|125|135|89|120|143|110|98|106|151|128|91|110|116|109|82|86|145|102|99|103|95|101|56|103|100|60|92|95|146|108|122|123|167|152|113|130|162|109|108|131|153|144|

KSI — Linear (KSI)

KSI (All casualties) 2009-2019 Annual

2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
459	462	483	426	415	398	319	441	564	514	536

KSI — Linear (KSI)

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 2017
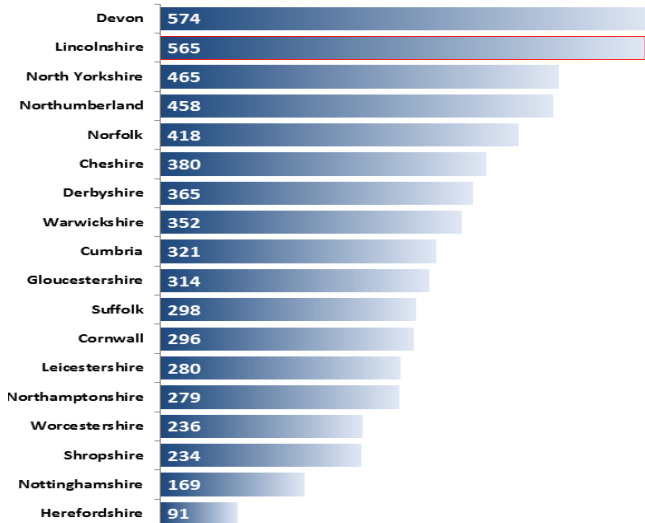
Devon	574
Lincolnshire	565
North Yorkshire	465
Northumberland	458
Norfolk	418
Cheshire	380
Derbyshire	365
Warwickshire	352
Cumbria	321
Gloucestershire	314
Suffolk	298
Cornwall	296
Leicestershire	280
Northamptonshire	279
Worcestershire	236
Shropshire	234
Nottinghamshire	169
Herefordshire	91

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![Lincolnshire County Council - Working for a better future]

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.
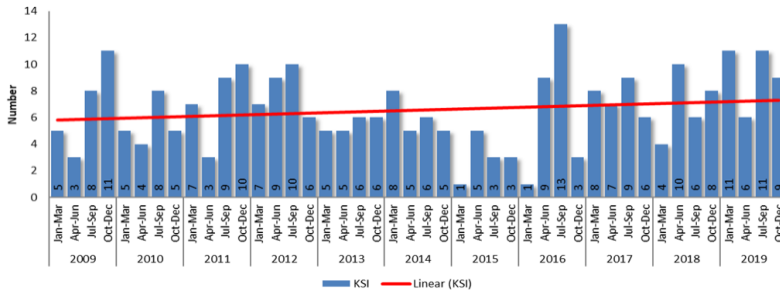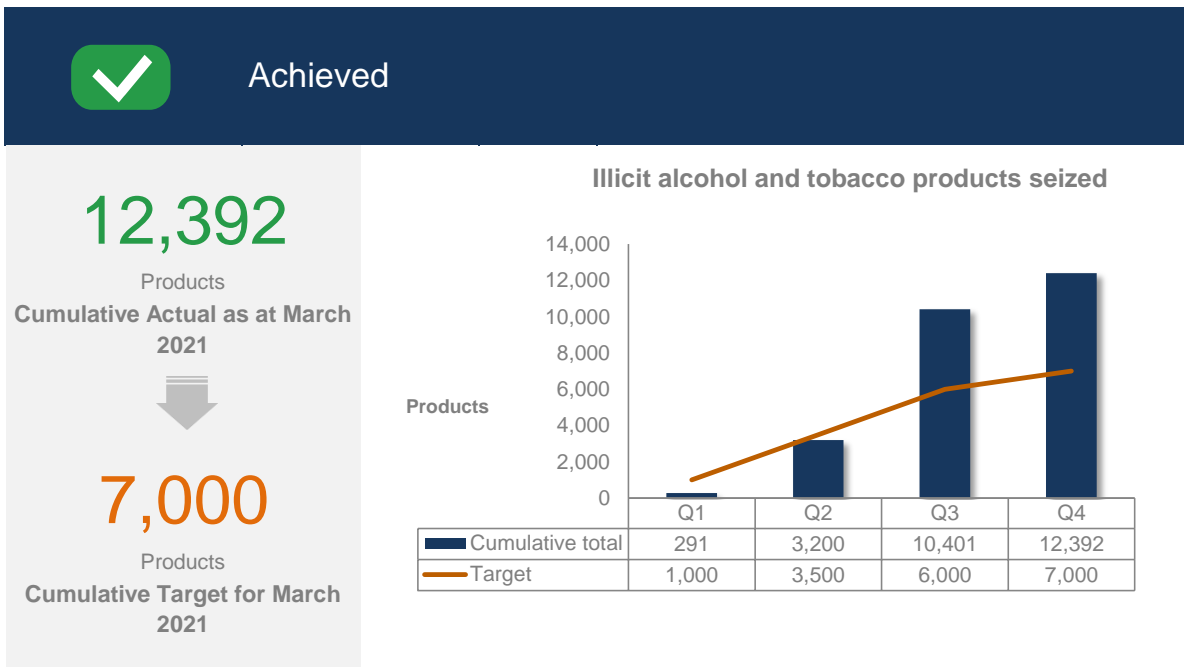
⇨ Measured ⇦	
7 Casualties **October - December 2020** ⬇ **10** Casualties **July - September 2020**	**Children killed or seriously injured in road traffic collisions**

Chart: Children killed or seriously injured in road traffic collisions (Casualties)

Casualties	Jan-Mar 2020	Apr-Jun 2020	Jul-Sep 2020	Oct-Dec 2020
Casualties	4	3	10	7
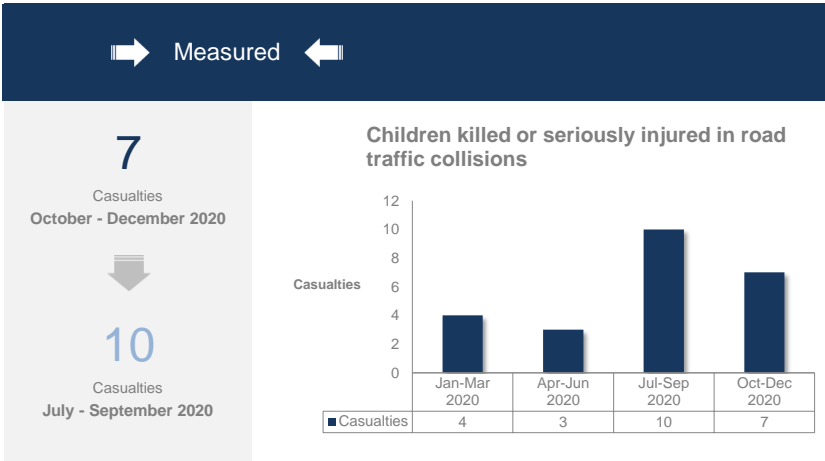
About the latest performance

This figure is slightly lower than the Q3 figure. Due to Covid 19, traffic volumes are not consistent with previous years, and so it is difficult to make any confident comparison. However, analysis of collision & casualty data does not indicate any clear commonality or pattern regarding child KSI's.

Further details

KSI (Child casualties) 2009 -2019

KSI (Child casualties) 2009-2019
Annual

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.

Child KSI Casualties Comparison 2017
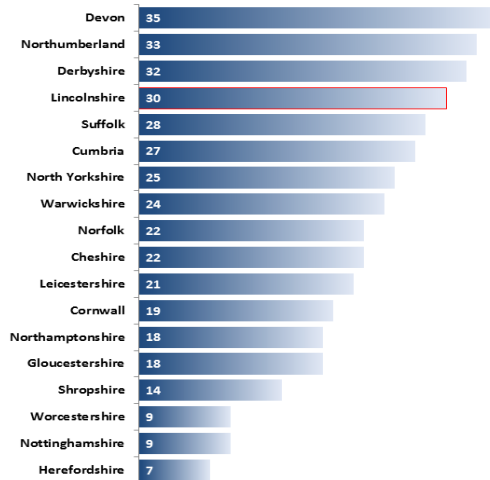
Illicit alcohol and tobacco products seized

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. Trading Standards is intelligence led and the number of products seized does not reflect on the level of activity by the service.

Achieved

12,392

Products

Cumulative Actual as at March 2021

7,000

Products

Cumulative Target for March 2021

Illicit alcohol and tobacco products seized

	Q1	Q2	Q3	Q4
Cumulative total	291	3,200	10,401	12,392
Target	1,000	3,500	6,000	7,000

Illicit Alcohol and Tobacco Products Seized 2016-2020 (cumulative)

529	1,870	7,645	8,125	3,912	4511	7323	7326	281	10522	78189	123196	517	8819	15176	23430
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Reporting Year 2016/2017				Reporting Year 2017/2018				Reporting Year 2018/2019				Reporting Year 2019/2020			
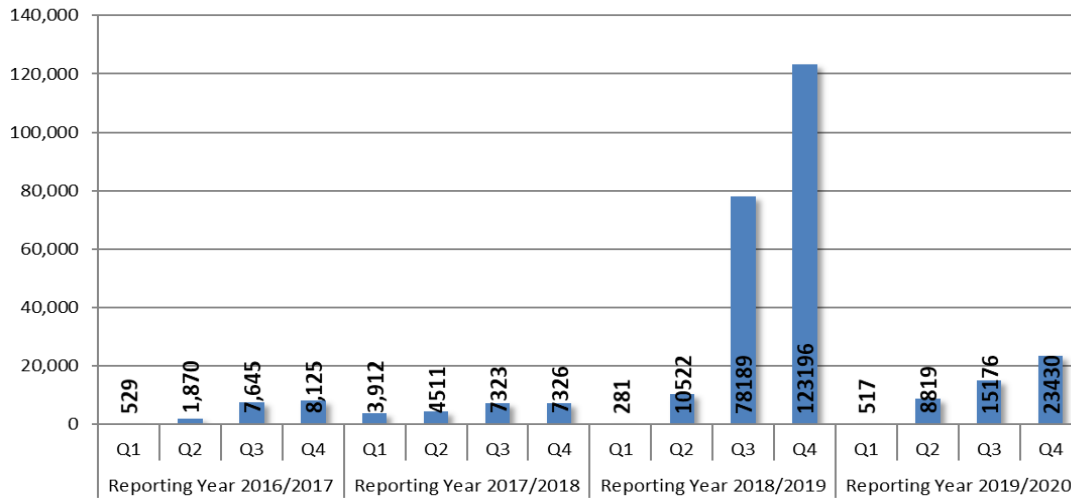
About the target

We aim to increase the amount of illicit and unsafe alcohol and tobacco products removed from the market in Lincolnshire. In 2020/21 a target has been set for 7000 illicit products to be removed from the market. This demonstrates a reduction in the availability of products which in effect is increasing public safety and preventing the funding of organised crime and terrorism.
The annual target is estimated based on products seized in 2019/20.

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.

Unsafe products removed from the market

This measure is a count of the number 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 counterfeit goods where they are unsafe but does not include alcohol and tobacco, or products removed that are purely counterfeit. Unsafe goods are any products that do not conform to European and/or UK safety standards and regulations or do 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 different types of products that could be unsafe and would be within the remit of Trading Standards. This includes electrical items, cosmetics, clothing, furniture and toys. These figures are dependent on successful legal processes, meaning suspension, recall, forfeiture or surrendering of the products or complying with an improvement notice to bring the product into compliance before it is placed on the market. A higher number of unsafe goods removed from the market indicates a better performance. Trading Standards is intelligence led and the number of products seized does not reflect on the level of activity by the service.

✓ Achieved	

280,490
Products
Cumulative Actual as at March 2021

⬇

3,000
Products
Cumulative Target for March 2021

Unsafe products removed from market

	Q1	Q2	Q3	Q4
Cumulative total	381	450	280490	280490
Target	300	1300	2300	3000
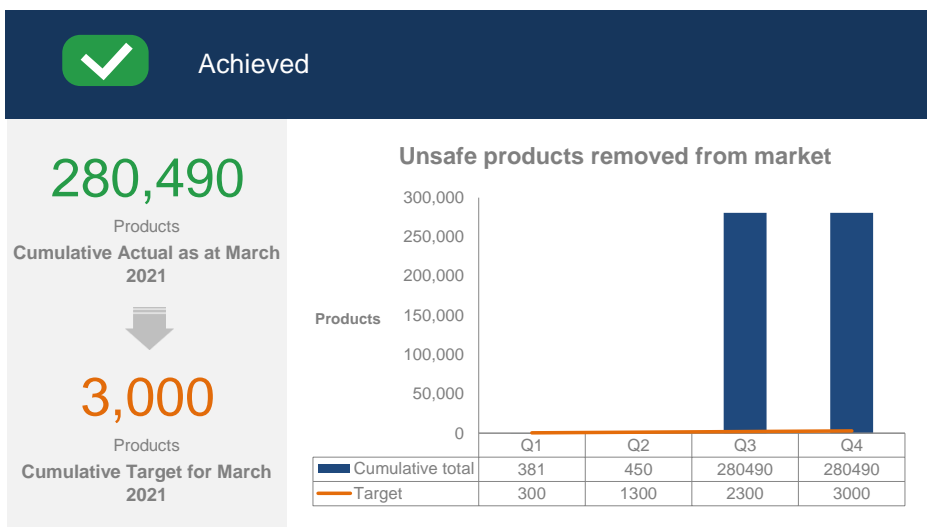
Further details

The definition for this measure was changed with effect from 1st April 2019 to 'Unsafe products removed from the market'. The previous definition was 'Unsafe and counterfeit goods removed from the market'. Therefore it is not possible to make meaningful comparisons with performance data prior to 2019/2020.

About the target

Larger numbers of goods are entering the market and the availability of goods from other countries is increasing. These may not conform to the same safety requirements placed on UK markets. We aim to increase the number of unsafe products removed from the market in Lincolnshire and reduce the risk of harm to the potential end-user.
In 2020/21 an annual target has been set for 3000 unsafe products to be removed from the market. This has been estimated based on products seized in 2019/20.
The availability of unsafe goods can increase in Quarter 3 for Christmas, Halloween and seasonal markets. It can also increase in the summer months due to the influx of tourists to the coast. Large seizures can take a while to catalogue/count and may not always be ready to report in the actual quarter they occurred.

About the target range

Any increase in the number of unsafe 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.
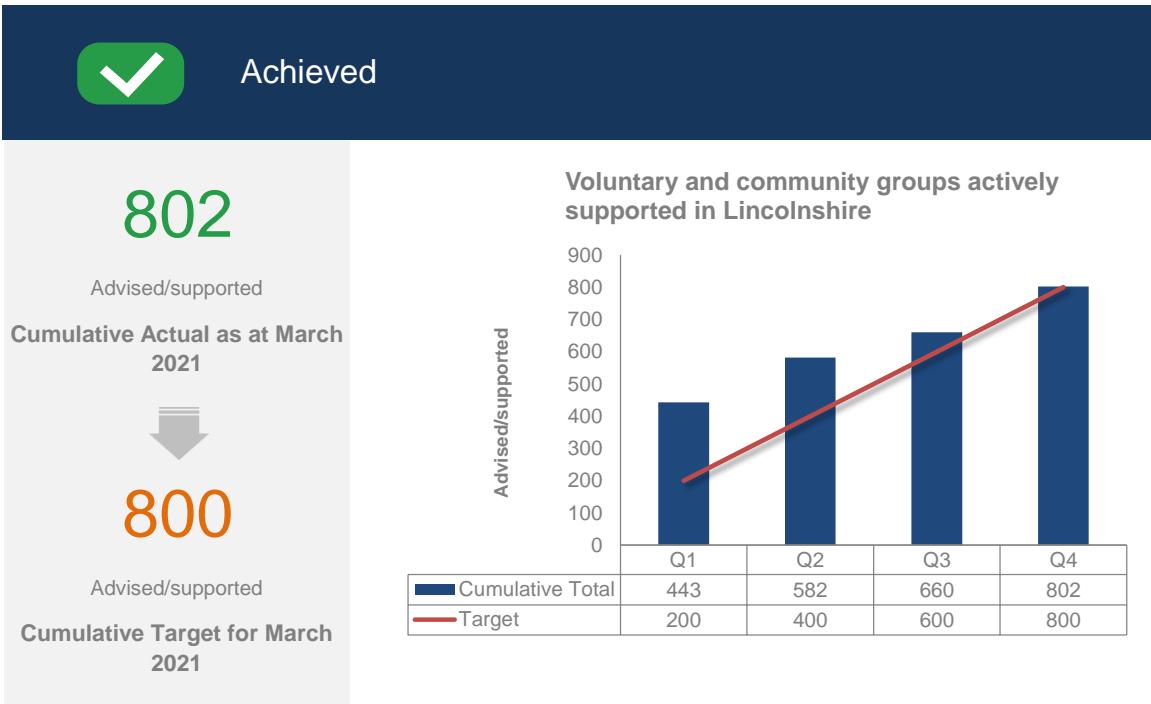
About benchmarking

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

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.

❌	Not achieved

High risk premises inspected by Trading Standards

153

Premises
Cumulative Actual as at March 2021

⬇

167

Premises
Cumulative Target for March 2021

	Q1	Q2	Q3	Q4
Cumulative total	1	25	75	153
Target	1	20	93	167

About the latest performance

Our ability to physically inspect premises over the last year has been severely restricted by the coronavirus pandemic. We have over the course of the year had to make alterative arrangements for some inspections. We have carried out a number of these remotely, for example online inspections. This has been more feasible in areas such as food where we were able to undertake 44 inspections against the initial target of 20. However, in areas such as feed and animal health remote inspections are not always possible. A number of feed inspections were undertaken remotely initially, in most cases over the phone. We achieved 97 feed inspections against a target of 121. It is not possible to undertake animal health inspections remotely. We were able to undertake 12 of the 26 planned inspections. The majority of remote inspections require follow up advice and visits. These, together with premises not visited will be addressed in our inspection programme for 2021-22

Further details

High Risk Premises Inspected by Trading Standards (cumulative)

Performance ▬ Linear (Performance)
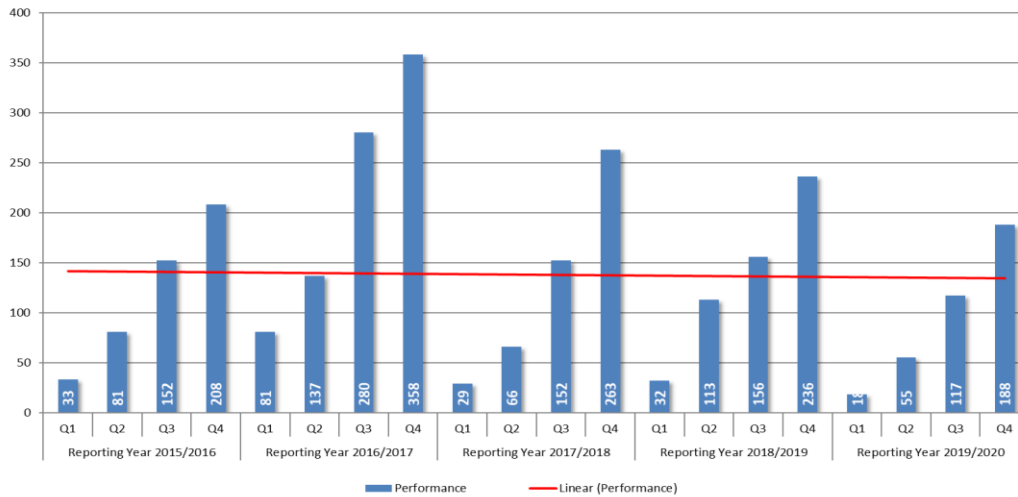
About the target

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.
Quarter 1 figures are generally lower due to the finalisation of numbers and funding with external agencies.

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.

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. Performance is generally higher in Quarter 1 as this starts a fresh year of counting and groups supported for the first time in Quarter 1 will not be counted again in the same financial year. As a result of Covid19, many new interim groups have been established and as a result more people supported, however due to the urgent nature of the response to the pandemic, not all of these will have established themselves with the Voluntary Centre Services (VCS). As the crisis lessens, so will the numbers of groups and individuals supported and this needs to be considered when comparing performance to past and future years.

✔ Achieved

802

Advised/supported

Cumulative Actual as at March 2021

⬇

800

Advised/supported

Cumulative Target for March 2021

Voluntary and community groups actively supported in Lincolnshire

	Q1	Q2	Q3	Q4
Cumulative Total	443	582	660	802
Target	200	400	600	800

Voluntary and community groups actively supported in Lincolnshire

Quarter Performance data:

	Reporting Year 2017/18				Reporting Year 2018/19				Reporting Year 2019/20			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Quarter Performance	440	144	120	190	411	176	138	132	564	121	112	124
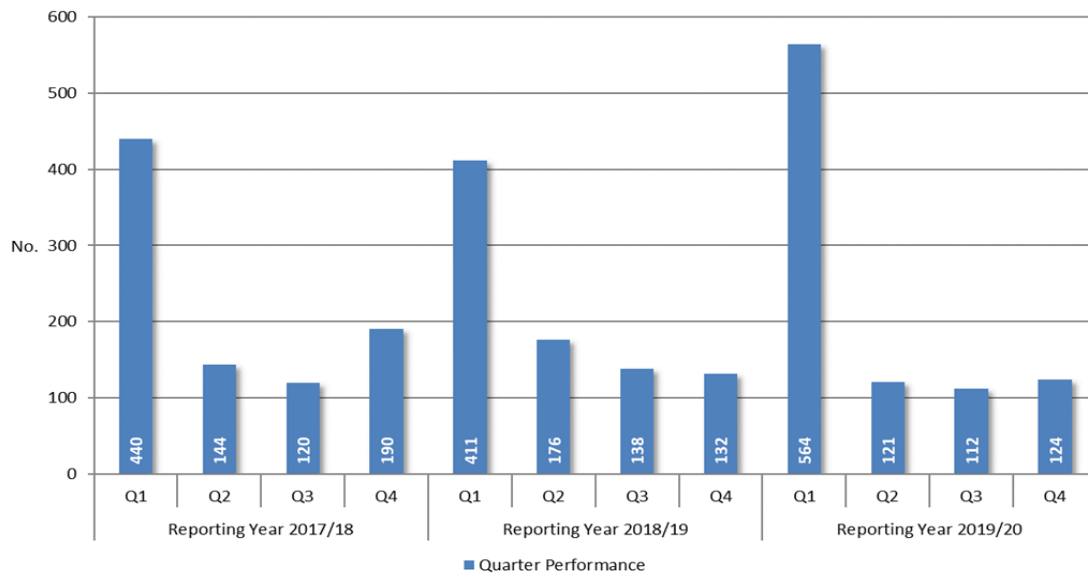
Voluntary and community groups actively supported in Lincolnshire (cumulative)

	Reporting Year 2017/18				Reporting Year 2018/19				Reporting Year 2019/20			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Cumulative Quarterly Performance	440	584	704	894	411	587	725	857	564	685	797	921
Cumulative Quarterly Target	200	400	600	800	200	400	600	800	200	400	600	800

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.

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. As a result of Covid19, many new interim groups have been established and as a result more people may have been supported to volunteer, however due to the urgent nature of the response to the pandemic, not all of these will have established themselves with the VCS. As the crisis lessens, so will the numbers of groups and individuals supported and this needs to be considered when comparing performance to past and future years.

✅	Achieved

2,010

People

Cumulative Actual as at March 2021

⬇

1,400

People

Cumulative Target for March 2021

People supported who have accessed volunteer opportunities

	Q1	Q2	Q3	Q4
Cumulative total	416	855	1145	2010
Target	350	700	1050	1400

People supported who have accessed volunteer opportunities

	Reporting Year 2017/2018				Reporting Year 2018/2019				Reporting Year 2019/2020			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
No. of People	483	610	470	348	520	498	609	882	737	687	625	738

No. of People ■   Linear (No. of People) —
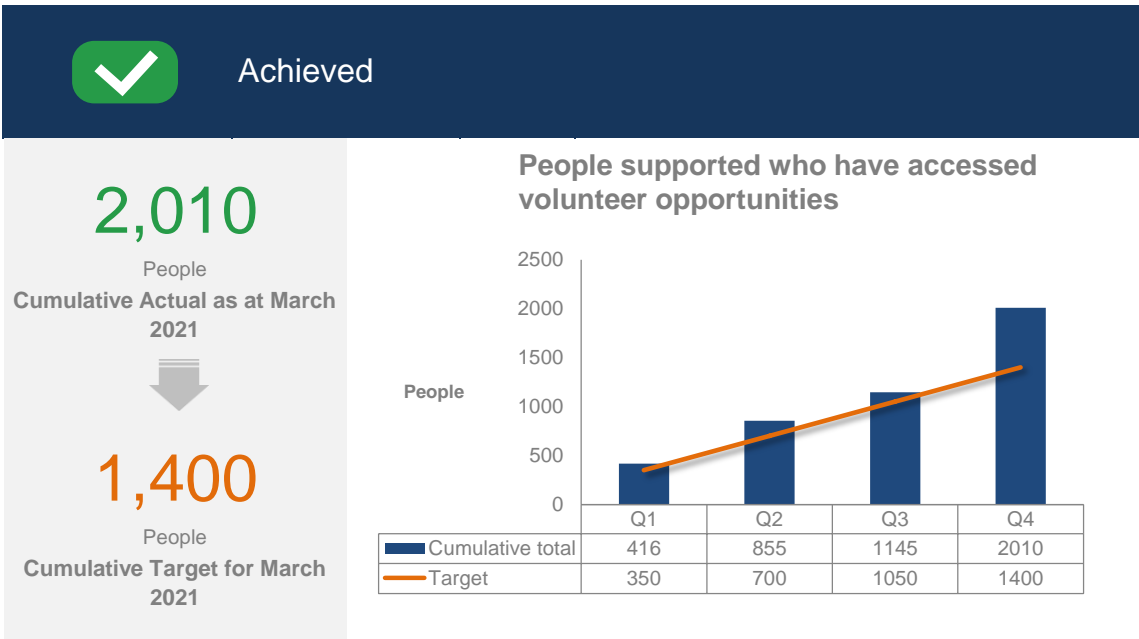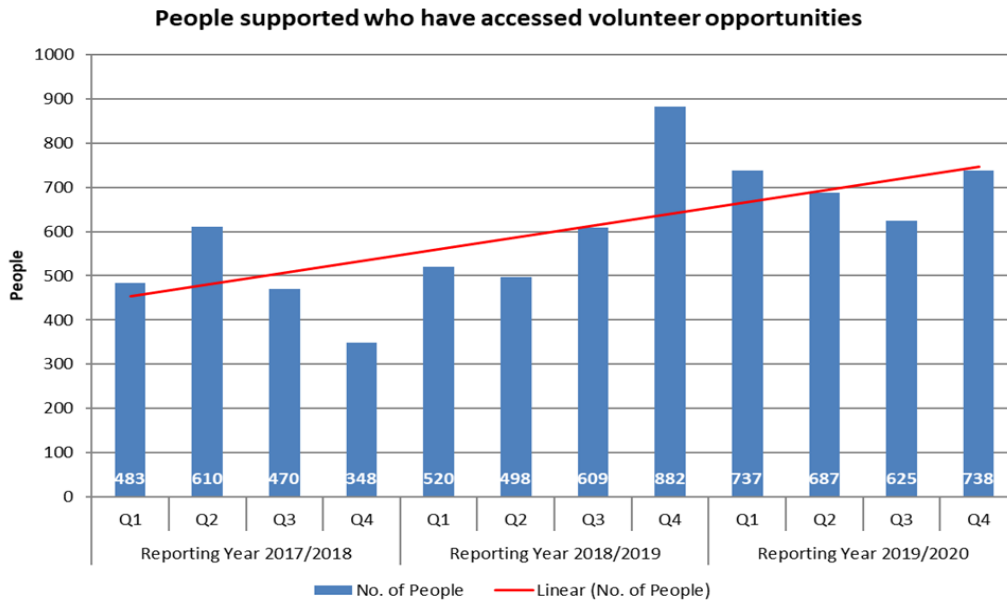
About the target

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 +/-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.

Lincolnshire
COUNTY COUNCIL
Working for a better future

Open Report on behalf of Debbie Barnes OBE, Chief Executive

Report to:	**Public Protection and Communities Scrutiny Committee**
Date:	**27 July 2021**
Subject:	**Community Strategy**

Summary:

This item invites the Public Protection and Communities Scrutiny Committee to consider a report regarding the Community Strategy.

This decision is due to be considered by the Executive on 7 September 2021. The views of the Scrutiny Committee will be reported to the Executive as part of its consideration of this item.

Actions Required:

That the Public Protection and Communities Scrutiny Committee:

1) considers the attached report and determines whether the Committee supports the recommendations to the Executive as set out in the report.

2) agrees any additional comments to be passed on to the Executive in relation to this item.

1. Background

The Executive is due to consider the Community Strategy on 7 September 2021. The full report to the Executive is attached at Appendix 1 to this report.

2. Conclusion

Following consideration of the attached report, the Committee is requested to consider whether it supports the recommendations in the report and whether it wishes to make any additional comments to the Executive. Comments from the Committee will be reported to the Executive for consideration.

3. Consultation

The Committee is being consulted on the proposed decision of the Executive on 7 September 2021.

4. Appendices

These are listed below and attached at the back of the report	
Appendix 1	Report to the Executive on Community Strategy.

5. Background Papers

No background papers within the meaning of section 100D of the Local Government Act 1972 were used in the preparation of this Report.

This report was written by Lee Sirdifield, who can be contacted on 0750 081 3650 or lee.sirdifield@lincolnshire.gov.uk.

Open Report on behalf of Debbie Barnes OBE, Chief Executive	

Report to:	**Executive**
Date:	**7 September 2021**
Subject:	**Community Strategy**
Reference:	**I022132**
Key Decision?	**Yes**

Summary:

The corporate plan sees the council working for a better future for the residents, businesses and visitors of Lincolnshire. It seeks to further develop relationships with communities to ensure the successful delivery of the plan. There is a need to focus on increased community participation and engagement to ensure that citizens are well informed about council services and are able to interact with us in an efficient manner. The community strategy will support the delivery of these ambitions. This report provides an overview of the community strategy, along with findings of a consultation and engagement exercise that has supported the development of the strategy and work plans.

Recommendation(s):

That Executive approve and adopt the Community Strategy 2021-2024 in the form set out in Appendix A

Alternatives Considered:

The report sets out the value of the community strategy and the outcomes that it seeks to achieve for communities. Operating without the community strategy would limit the council's impact and fail to realise the benefits contained within the action plan.

Reasons for Recommendation:

The adoption of the community strategy enables the council to build on the work that has taken place over recent years and enhance the level of independence and cross-organisation working within the county.

1. Background

1.1 The community strategy (Appendix A) recognises that there is already a lot of good work taking place within communities across Lincolnshire. This has been bolstered throughout the pandemic and has seen a valuable contribution to those with the greatest level of need. There is an opportunity to continue to build on longstanding relationships, grow new networks and ensure that there is strong legacy for Lincolnshire that will help to support recovery ambitions and enable communities to thrive.

1.2 The strategy is split into five different themes as detailed below:

- Consultation, engagement and collaboration
- Community networks
- Volunteering
- Funding for our communities
- Tools and data

1.3 The strategy recognises that sometimes there is a need to engage in a formal manner. The council will continue to do this in line with best practice, but it should also seek more innovative ways of engaging others. To support effective service design, transformation and policy development, there is a requirement to have more open dialogue with residents on a range of topics. As an example, high levels of engagement are already taking place in public health with partner organisations, representative groups and residents, to better understand needs and develop cost-effective solutions. The strategy recognises that this sort of collaborative exercise can deliver improved outcomes for communities, as those living in or representing communities often have greater insight into local needs and are well placed to help to solve the challenges that they face.

1.4 Within the community network theme, it is recognised that the role of the council is not to become the sole service provider and that it does not have all of the skills, resources and expertise required to meet every community need. The strategy seeks to support increased levels of independence. It places a focus on the development of even stronger community networks to help residents to effectively navigate complex systems. It seeks to enable citizens to retain a sense of choice and ownership of decision making, and only need to draw on council services where suitable alternatives do not exist elsewhere.

1.5 As set out in the corporate plan, our communities need to be able to gain the skills required to be successful, both now and in the future. One way of doing this is through volunteering. The strategy seeks to build on the existing grant funded volunteering coordination and support arrangements that are in place with Voluntary Centre Services (VCS) and Lincolnshire Community and Voluntary Service (LCVS). It will review existing provision and identify opportunities to improve the offer. Focus will be given to supporting those who need additional help to access volunteering opportunities along with enabling those who have the skills and confidence to self-

serve. The strategy also considers how those who already have well developed skills can access opportunities to give back to communities, as well as how commissioned services or contracts can be leveraged to improve community-based opportunities.

1.6 The council also provides grant funding to Citizen's Advice Lincolnshire to deliver accredited advice and support through four regional hubs in Lincolnshire. The strategy recognises the value and importance of the work that is delivered by both Citizen's Advice Lincolnshire and the VCS/LCVS and seeks to work more closely with them to better understand the needs that they are addressing and the future trends that they expect to see. This work will take place throughout 2021 to inform the grant agreements from 2022 onwards and will help to ensure that the efforts of these organisations are appropriately aligned to council priorities and have the maximum impact for Lincolnshire.

1.7 As detailed in the digital strategy and the customer strategy, the way services are delivered is changing and citizens expect an increased level of digital presence and interaction. The community strategy therefore looks at how consultation and engagement exercises can be delivered to better meet current and future needs. This sees an investment in new technologies to enhance our provision as well as seeking improvements in the way that data is used to inform thinking and future policy decisions.

1.8 Each of the themes within the strategy is supported by a work plan that draws resources from across the council together to share expertise and effectively coordinate activities. The oversight of the strategy will be held centrally by the Engagement Team, with regular updates being provided to the Executive Councillor for NHS Liaison, Community Engagement, Registration and Coroners.

Consultation and engagement

1.9 It is important that communities and their representatives are able to influence the content of the strategy and its work plan. In support of this, engagement has taken place with a number of organisations to test key concepts and better understand the community offer. Officers have met with Involving Lincs who provide a representative view of voluntary organisations across the county, as well as representatives from the Voluntary Engagement Team (VET), Citizen's Advice Lincolnshire and Voluntary Centre Services. A wider engagement exercise has also been completed through an online survey to obtain feedback on the content of the strategy.

1.10 The survey ran from 18 June to 9 July 2021 and received 39 responses. It was promoted through a range of mechanisms, including direct mail, face to face presentations, and the use of council engagement databases, social media and an article in the town and parish newsletter. The survey responses came from residents, those representing community groups and a number of voluntary sector organisations. A small number of responses were also received from Lincolnshire business owners.

1.11 The survey showed overwhelming support for the action plan themes and needs that it seeks to address. This is detailed further in appendix C. The free-text comment sections within the survey also provided some useful highlights. Notably, respondents felt that there was a need to ensure inclusivity in approach with a particular focus on those with protected characteristics. There was also recognition of the positive work that has been completed to date to help communities thrive as well as efforts to promote access to funding for the sector. However, there was acknowledgment that there needs to be greater coordination in the future.

1.12 The feedback questioned the creation of a shared vision in terms of whether this could be achieved and whether it should be seen as a priority area to focus on. It is suggested that rather than creating a single vision, a series of areas of focus should be developed with the voluntary and community sector to help to focus resources and deliver improved outcomes. Work has already started on this through the Community and Voluntary Sector Engagement Cell as part of Covid recovery planning. This engagement identified suggestions under the following areas:

- networks: a need to sustain robust community networks to support the most vulnerable within our communities
- volunteering: to sustain the volunteering legacy and respond to changes in availability of volunteers across Lincolnshire
- engagement: a need to enable greater levels of consultation, engagement and collaboration between those operating in the sector
- funding: to work collectively to identify, secure and maximise funding opportunities within Lincolnshire
- data: to be able to collectively show the value that the sector brings to Lincolnshire and to be able to shout loud and proud about achievements

These areas will be further developed as part of the action plan that supports the strategy and will see extensive partnership working to deliver improved outcomes for our communities. The action plan, shown in appendix B is provided to give members assurance around the activities that will be completed. The content of the plan will vary as our engagement work develops over the course of the strategy.

1.13 As part of the survey, respondents were asked whether they wished to be involved in the development and delivery of the strategy. 19 respondents expressed a desire to remain involved. This is mapped across the needs identified within the strategy and provides a useful basis for on-going engagement activities.

2. Legal Issues:

Equality Act 2010

Under section 149 of the Equality Act 2010, the Council must, in the exercise of its functions, have due regard to the need to:

Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act.

Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.

Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; and sexual orientation.

Having due regard to the need to advance equality of opportunity involves having due regard, in particular, to the need to:

- Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic.
- Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it.
- Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to tackle prejudice, and promote understanding.

Compliance with the duties in section 149 may involve treating some persons more favourably than others.

The duty cannot be delegated and must be discharged by the decision-maker. To discharge the statutory duty the decision-maker must analyse all the relevant material with the specific statutory obligations in mind. If a risk of adverse impact is identified consideration must be given to measures to avoid that impact as part of the decision-making process.

The Community Strategy will not result in adverse impacts on people with protected characteristics. It is been developed to better engage with and support our communities including specifically people with protected characteristics. This will better enable the Council to understand and to direct efforts and resources to areas of need.

Joint Strategic Needs Analysis (JSNA) and the Joint Health and Wellbeing Strategy (JHWS)

The Council must have regard to the Joint Strategic Needs Assessment (JSNA) and the Joint Health & Well Being Strategy (JHWS) in coming to a decision.

The content of the Community Strategy will have a positive impact on the health and wellbeing of individuals. It draws together resources from across a range of sectors to better align activities and develop solutions that will support both the current and future needs of Lincolnshire.

Crime and Disorder

Under section 17 of the Crime and Disorder Act 1998, the Council must exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent crime and disorder in its area (including anti-social and other behaviour adversely affecting the local environment), the misuse of drugs, alcohol and other substances in its area and re-offending in its area.

The strategy will have due regard to the requirements of section 17 of the Crime and Disorder Act 1998 as appropriate.

3. Conclusion

3.1 The report sets out the positive response to the draft Community Strategy. It highlights areas where changes should be considered to align the strategy to the expectations of our residents, the voluntary sector and community groups.

4. Legal Comments:

The Council has the power to adopt the Strategy in the form attached at Appendix A.

The decision is consistent with the Policy Framework and within the remit of the Executive

5. Resource Comments:

Adoption of the Community Strategy does not have any direct financial implications and it is expected that delivery of the Action Plan will be achieved utilising existing resources.

6. Consultation

a) Has Local Member Been Consulted?

The strategy covers all areas of Lincolnshire.

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

The Public Protection and Communities Committee will consider this paper on 27 July 2021 and their comments will be provided to the Executive.

d) Risks and Impact Analysis

The content of the Community Strategy was consulted on with communities and their representative groups. This helped to inform and address any risks associated with the proposals. In support of the development of the strategy, an Equality Impact Assessment has been completed.

7. Appendices

These are listed below and attached at the back of the report	
Appendix A	Draft Community Strategy -Stronger Communities
Appendix B	Draft Community Strategy Action Plan
Appendix C	Engagement Report
Appendix D	Equality Impact Assessment

8. Background Papers

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

This report was written by Lee Sirdifield, who can be contacted on 0750 081 3650 or lee.sirdifield@lincolnshire.gov.uk.

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Stronger Communities: Lincolnshire's Community Strategy

2021 – 2024

Draft v.0.3

Lincolnshire
COUNTY COUNCIL
Working for a better future

Table of Contents

Community Strategy - Foreword

The communities of Lincolnshire, like those across the rest of the world continue to go through a period of unprecedented change. The value, role and impact of strong communities has been seen like never before as we've faced the impact of a global pandemic and worked across sectors and boundaries to ensure those in the greatest need receive the help and support that they require.

This strategy seeks to build on the work that has taken place over the last few years and places a renewed focus on our communities and how we as a local authority can best work with them. We've set out a number of themes and objectives, each designed to pull together and enhance the amazing work that is already going on in our communities and explore opportunities to achieve even more. Only by working with our communities and their representative groups will we be able to achieve the mission set out in our Corporate Plan to enable everyone to enjoy life to the full.

This strategy sees us establishing improved ways of being able to engage with and listen to our communities. We want to find out more about their needs and how we can work together to make Lincolnshire a place where everyone can prosper. Lincolnshire is the fourth largest county in the UK. Its communities are increasingly diverse and we know that one size will not fit all. Understanding community needs better will help us all to shape our service provision and target our joint efforts.

Lincolnshire has got a lot to be proud of, whether it's the high quality educational offer, our outstanding natural environment or the innovation and strong partnership working that sees the delivery of high quality services. It's right that we celebrate these things, but we must also spend time working together to do even better in the future. That doesn't just mean that we will consult about our services. It means we'll actively engage with our communities through two-way meaningful dialogue. That's why this strategy also sees us investing in our staff and the tools that they will use to inform the decisions that we make and how we go about delivering our services.

I look forward to working with our communities to deliver the aspirations of this strategy and to help Lincolnshire to thrive.

Cllr Sue Woolley

Executive Councillor – NHS Liaison and Community Engagement

About Lincolnshire

Lincolnshire is full of opportunities. It offers a safe environment, great educational opportunities and a world-class heritage and tourism offer. Lincolnshire covers 5,921 square miles and is a patchwork quilt of quaint market-towns and idyllic villages. But Lincolnshire is not without its challenges. Our population is growing older, with 30% expected to be aged 65 and over by 2043. A lack of infrastructure and the rural nature of our region can see residents face challenges when seeking to access our services and those provided by others.

Tackling these challenges and enabling our communities to flourish cannot be done by one organisation on its own. For local government, the level of resources available continues to reduce and community support networks therefore play a vital role in ensuring that our residents are able to enjoy the benefits that Lincolnshire offers. By working together, strengthening relationships and improving the awareness of what is on offer, we can better understand the gaps that we need to fill in the future and build an even stronger offer for Lincolnshire.

Communities are usually best placed to solve the challenges that they face. We can help to ensure that the right support and facilitation is in place. We want to see our communities being better able to bring about the changes that they want to see. That means that we need to be clear on the way we will work with communities to remove unnecessary obstacles and bureaucracy and to direct our limited resources to where we can have the biggest impact.

This Community Strategy explains the things that we are going to do to improve our understanding of our communities and the way that we plan to engage and work with them. The Strategy is split into five key sections, each one complimenting the other. It is only by moving all of these items forward that we will really be able to make a positive impact for Lincolnshire. The themes of the strategy are:

- Consultation, engagement and collaboration
- Community networks
- Volunteering
- Funding for our communities
- Tools and data

This strategy also links closely with the aspirations of our digital strategy, customer strategy and transformation plans that see us improving our citizen experience, removing duplication of effort and improving outcomes for all.

Our Themes and Objectives

Consultation, engagement and collaboration

Much of this strategy is about the way that we work with others. Whilst sometimes there is a requirement for this to be completed through a formal consultation, we want to develop new ways of engaging and collaborating with our residents, communities and their representative groups. We want to make sure that they have a strong voice at the table, have the independence to act and solve problems and ultimately to have the ability to thrive.

We will enhance our approach to formal consultations to make it even easier for people to share their views. We want to make sure that we capture opinions from a broad range of people and organisations that represent our diverse communities. But we also want to get people involved much earlier on in the decision making process so that we can be even more confident that the proposals we are putting forward have the backing of our communities and have taken into account a broad range of needs.

To achieve this, we want to have more community-based conversations so that people become more empowered and closer to the decisions that have the biggest impact on how and where they live. We will also be clear about where we do not need to play an active role in decision making. We appreciate that some decisions sit better with our communities and representative groups, but we will be able to provide expertise where necessary.

We will develop our relationships with community groups to influence our policy decisions and enhance the community voice in all that we do. We will ensure that our decision makers have access to more current and meaningful data about our communities and their wishes and aspirations.

Community networks

Enabling everyone to enjoy life to the full requires strong community networks. We know that there are examples of where the local community and the local authority work really well together. This is already being used to shape the way that we deliver our services and improve the offer to communities. We want to do even more to connect with, learn from and understand communities. We want our policies to be informed by the views of citizens and will be working to develop clear engagement plans so that people know what we are working on and how they can get involved.

We will also work with communities to understand where our help and support can be best directed and what we jointly want to achieve. We will regularly test our approach across communities to develop a shared set of goals. This will see the council working with its partners and community groups to develop solutions in relation to public health and social care, as well as developing strong relationships with our customers to modernise the way that our services are delivered.

Throughout the pandemic, we have seen amazing examples of communities working together to support each other, both in person and through innovative digital solutions. We want to build on these successes to help communities to become even stronger and more self-sufficient. We will develop a better understanding of where communities are well

placed to meet needs and where gaps in provision exist. We want residents to know what is available to them and for them to be able to access it when they need it, irrespective of who the provider is. By working with communities we will be better able to develop solutions together that will improve the quality of life for our citizens.

Volunteering

Volunteering has never been more valuable to Lincolnshire and our way of life. Nationally, in 2019, 19.4 million people were engaged in volunteering activities through groups, clubs or other organisations. More locally, in 2019/20, the volunteer centres in Lincolnshire were able to attract over £1.5m of funding with 2,787 people being supported to access volunteering.

Through increasing the level of community participation we can help communities to become more self-sufficient and sustainable. We want to work with others to promote opportunities to volunteer and the benefits that volunteering brings.

We recognise that people will volunteer for lots of different reasons, whether it's to gain new skills or simply to give something back. We want to work with those closest to communities to improve opportunities for skills development through volunteering. This is often a really effective way of helping somebody to take the first steps into employment and for them to gain the confidence and experience that they need to thrive.

We want to see better ways of matching skills and volunteering opportunities with a much greater focus on the ability to self-serve. We want those who want to give something back to be able to find easy ways of connecting with voluntary organisations that need support. We also want those organisations to be well placed to take up the offer and to get the most from the diverse range of skills that are available. We will develop new ways of ensuring training and development is in place to support community participation initiatives and to enable our community networks to grow and prosper.

We also know that those working within Lincolnshire County Council often volunteer within their local communities and utilise their time, skills and expertise to help others. We want to celebrate and support this amazing contribution and encourage more to come forward. As part of this, we will use our networks to encourage our partners and key employers to get involved and support community initiatives.

Funding for our communities

One of the ways that we invest in communities is through grants to groups and organisations. These often provide valuable support to our residents at a time of need or crisis. Most recently, we've seen an increased need for services such as Citizen's Advice Lincolnshire due to the impact that the pandemic has had on our economy and individuals abilities to either sustain existing employment or secure new opportunities.

Through this community strategy we will review the effectiveness of our current approach. We want to look at how funding to voluntary sector infrastructure bodies is used across the UK to identify opportunities to learn from best practice and deliver better outcomes for our

communities. We will engage nationally and aim to attract more money into Lincolnshire. We will look for opportunities to target funds to those most in need and achieve the maximum impact.

We will work with groups to ensure that they are aware of the funding that is available to them from others and help that is available on how to secure additional financial support to further their ambitions. We will continue to provide advice and guidance to community groups.

Tools and data

To achieve the ambitions set out within this strategy we need to invest in our teams. They must have the right tools to support high quality engagement. They need to be able to capture data and analyse it to share meaningful insight with decision makers and communities. This work happens right across our organisation, so the tools must be easy to use from both a customer and practitioner point of view and keep pace with the changing expectations of those who want to engage with us.

The world has moved on from engagement being simply about filling in a survey. We know communities increasingly want more open dialogue with us through a range of mechanisms, including polling, ideas walls, moderated forums as well as more formal mechanisms. The strategy sees us developing a clear set of requirements to enable us to effectively find solutions to support the delivery of the strategy ambitions.

We will continue to train and develop our teams so that they are better placed to apply best practice techniques and advise others on how to gain the maximum benefit from engagement activities. This, together with the new technologies, will enable us to embed new approaches to engagement across the organisation and increase the number of people who participate in dialogue with us. It will also support us to develop policies and practices that have the voice of our communities at the heart of them.

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Funding for our Communities

Need	Activity	Lead	Channel / Approach	Outputs	Outcomes	Impact
There is a need to ensure that the funding provided to our communities and groups delivers the maximum impact and represents value for money.	Evaluation of existing funding mechanisms	Engagement/ Comms	Report	Evaluation report detailing the effectiveness of the current funding arrangements.	Insight into current performance of grant funded provision.	Funding for communities and groups achieves the maximum impact and is aligned to need.
	Determination of future requirements to be funded through external providers	Senior management	Report	Evaluation report setting out the needs for Lincolnshire.	Evidence led approach to future funding.	
	Development of detailed commission for external providers with performance / success requirements	Commercial service	Commissioning specification document	Specification document mapped against provision and need. Performance management framework to ensure delivery against requirements.	Clarity of future provision and expectations for commissioned service providers.	
	Offer and award of contract / Grant funding agreement	Commercial service	Key / Non-Key Decision Report Contract	Contractual/ Grant Funding Agreement in place with providers.	Clear framework to steer future delivery and outcomes	

				Delivery of outputs and outcomes specified within the contract/funding agreement.	Assurance that contract/funding agreement is delivering the required outcomes.	
	On-going contract / Grant funding agreement management activities	Commercial service	Reports Contract/funding agreement review meetings			
There is a need to ensure that community groups are aware of the funding sources that are available to them.	Work with VCS/LVCS and others to promote access to funding for Lincolnshire	Engagement/ Comms	Funding portal	Funding portal Funding ready programme / resources	Communities are empowered to take forward more of the activities they have identified as being vital to the success of their place	Communities are enabled to access financial support to further their ambitions

Community Networks

There is a need to be able to engage with our citizens, communities and representative groups across Lincolnshire	Identification of groups	Engagement/ Comms	Digital (Social Media Channels) Direct messaging (post) Direct messaging (electronic) Messaging via partner/ support organisations Ad hoc attendance at existing networks/ forums	Appropriate linkages to datasets held by others (e.g. VCS).	Ability to target engagement more effectively to different parts of our community.	The Council is engaging with a wide cross section of citizens, communities and representative groups across Lincolnshire to inform policy and service decisions.
	Agreement and delivery of engagement programme	Engagement/ Comms	Timeline of re-commissioning activity Report	Register of engagement activities	Targeted engagement activities aligned to the needs of communities and service provision.	

	Evaluation of impact of engagement activities	Engagement/ Comms	Report	6 month and 12-month report on the effectiveness of engagement activities and the impact that it has had on the delivery of services and within communities. Sharing of lessons learnt from initial plans and revision of plans to support on-going delivery.	Sharing of lessons learnt from initial plans and revision of plans to support on-going delivery	
Development of shared vision and purpose	Construct narrative and overarching need or mission statement	Senior management	Written narrative / presentation	Agreed vision, mission and objectives for the use of community networks in Lincolnshire.	Alignment of focus towards a common mission and set of needs.	Lincolnshire working towards a common purpose.
	Identify stakeholder groups to test and refine narrative with	Engagement/ Comms	Digital (Teams / Live Event Sessions)	Dataset, with full contact details for each stakeholder group or organisation.		
Enable independence and self-reliance	Detailed understanding and assessment of current service provision (both through LCC, partners and community networks)	Public Health/Adults	Report PowerBI dashboard	Map of current service provision by provider across Lincolnshire.	Ability to see where resources are well allocated or where additional provision is required.	Communities empowered and enabled to self-serve for service provision through both the public and third sector.

Identification of exemplar arrangements within communities	Public Health/Adults	Report	Best practice mapped for Lincolnshire.	Increased awareness of community provision to support future activities.
Identification of barriers that prevent individuals being able to be independent and self-reliant	Public Health/Adults	Report	Barriers agreed and understood	Ability to feed research into policy development and the development of new or improved solutions.
Identification of where paid for services may not be able to meet customer demand	Public Health/Adults	Report PowerBI dashboard	Report highlighting areas where alternative provision may be required.	Ability to feed research into future policy development and decisions. Ability to align voluntary sector funding and support to areas of greatest need
Gap analysis: Identifying areas where community support could better meet needs (care / support / inclusion etc.)	Public Health/Adults	Report	Report highlighting the gaps in community provision with appropriate recommendations.	Potential to raise awareness of support, align resources to needs and to improve the quality of life

				within communities.
Work with others to develop community solutions with appropriate referral mechanisms that reduce red-tape and enhance access	Public Health/Adults	Report Digital (web based referral tools) CSC	Agreed and implemented referral mechanisms for community use.	Improved referral mechanisms to effectively match need and provision.
Evaluate and refine effectiveness of the solutions	Engagement/ Comms	Engagement survey Report PowerBI Dashboard	Improved community provision and reduced barriers to access.	Assurance of referral mechanisms and continuous improvement based on customer feedback.

Volunteering

Support volunteering in communities to increase levels of community participation and self-sufficiency	Work with the VCS / LVCS in the development of community volunteering dataset which includes developments seen through Covid-19 response. (Both indemnified and non-indemnified provision)	Engagement/ Comms	Digital (database solution) PowerBI dashboard	Agreed and current dataset for Lincolnshire (includes data held by LCC and that which can be accessed but is held and maintained by others).	Up to date and maintained view of volunteering activities across Lincolnshire. Ability to quickly and effectively engage with volunteers for service provision or in times of emergency.	Increased levels of volunteering and community participation across Lincolnshire. Increased self-sufficiency through the development and deployment of innovative solutions.
	Identify improved mechanisms for volunteer matching: - Skills v requirements - Business opportunities - Life-cycle of volunteering (potential to support SME)	Engagement/ Comms	Digital (web-based solution)	Mechanisms developed and implemented are promoted and better utilised.	Reduced administration costs as volunteers and organisations are able to self-serve.	
	Work with the VCS / LVCS to ensure effective training and development provision to support volunteering	Engagement/ Comms	Digital (Teams / Live Event Sessions)	Agreed training/support plans in place with timelines agreed for delivery.	Improved skills across community to support community participation.	

	Development of programme of activities to grow community networks and increase sustainability	Engagement/ Comms	Digital (Teams / live event sessions) Attendance at local forums to engage with community networks	Agreed training/support plans in place with timelines agreed for delivery.	Increased access to community support and development to increase access to, and quality of, community participation.
There is a need to increase the alignment and promotion of volunteering opportunities for those working in, or with LCC.	Review and update volunteering policies as necessary	Engagement/ Comms	Policy documents	Refreshed volunteering policies that support the ambitions of both this strategy and LCC's workforce strategies.	Policy aligned to aspirations of the Community Strategy.
	Identify and collate existing volunteering activities taking place across LCC	Engagement/ Comms	Report	Volunteering activities mapped across our region.	Awareness of LCC direct contribution to our communities through volunteering.
	Promote volunteering opportunities across LCC workforce and with key partner organisations	Engagement/ Comms	Digital (Teams / Live Event Sessions)	Promotional material to promote volunteering both internally and with key partners.	Increased levels of volunteering
	Develop monitoring and reporting for LCC volunteering activities (Consider CSR value)	Engagement/ Comms	Report PowerBI dashboard	Annual performance report showing the scope and value of volunteering	Increased awareness. Informed policy

Increased awareness and uptake of volunteering opportunities for LCC employees.

				activities.	position.	
Work with partner organisations to support volunteering opportunities that develop skills within our communities to help individuals to enter the workplace and increase their employability prospects.	Identification and agreement of target audience (E.g. determination of routes for different vulnerable groups - NEET, disabilities, ex-offender / probation etc.)	Engagement/ Comms	Report	Report considering the needs and skills gaps within our communities that can be addressed by volunteering opportunities. Clear identification of stakeholders and target audience.	Informed position to develop engagement plans and appropriate interventions.	Reduction in unemployment levels within our communities. Increased skill base within our economy.
	Development of volunteering opportunities for each group, with network of support / refined programmes in place	Place/Ec Dev	Digital (Teams / Live Event Sessions) Report Digital (web-based solution)	Development and deployment of agreed solutions.	Increased uptake in volunteering. Improved skills within our local communities.	
	Agreement of performance metrics to track success and refine solutions as appropriate	Place/Ec Dev	Power BI Dashboard	Quarterly reporting on volunteering position.	Ability to refine plans and redirect efforts where appropriate. Opportunities to promote the benefits of volunteering from both an individual	

					and business perspective.	
Development of skilled volunteering opportunities to help to sustain and bolster the community and voluntary sector	Identification of skills gaps in the community and voluntary sector	Place/Ec Dev	Power BI Dashboard	Quarterly reporting on volunteering position.	Ability to refine plans and redirect efforts where appropriate. Opportunities to promote the benefits of volunteering from both an individual and business perspective.	Increased level of skilled volunteers supporting the community and voluntary sector
	Development of initiatives to attract skilled volunteers to work alongside community and voluntary groups	Place/Ec Dev	Engagement Survey Digital (Teams / Live Event Sessions) Report	Report detailing the needs and opportunities to use skilled volunteers within the voluntary and community sector.	Enhanced performance and sustainability of VCS activities.	

	Development of performance monitoring to track impact of activities	Place/Ec Dev	Power BI Dashboard	Quarterly reporting on skilled volunteering position and the value added to the voluntary and community sector.	Ability to refine plans and redirect efforts where appropriate. Opportunities to promote the benefits of skilled volunteering from both an individual and business perspective.	

Consultation, engagement and collaboration

There is a need to perform effective statutory consultations across a range of subject areas.	Roadmap of agreed consultation exercises for a rolling 12 month period	Engagement/ Comms	Report	Agreed roadmap of activities mapped against resource availability.	Planned and coordinated activities to support the ambitions of the organisation.	Statutory consultations are delivered against best practice and are legally compliant.
	Adoption of best practice guidance for running consultations	Engagement/ Comms	Various – based on best practice research	Robust, legally compliant consultation exercises.	Assurance of quality consultations and analysis of results.	
	Creation of consultation panels and agreed routes to engage communities and their representatives in formal consultation exercises	Engagement/ Comms	Digital (website and social media channels) and alternative formats for those who need them. Digital (Teams / Live Event Sessions)	Proportionately representative consultation panel established. Established links with existing consultation networks to enable targeted consultation exercises to be delivered.	Ability to work with a range of representative consultation groups to support statutory consultation exercises. Informed policy position.	

There is a need for greater insight into the needs and aspirations of our communities	Work with community networks to enable engagement across a broad range of topics.	Engagement/ Comms	Digital (website and social media channels). Digital (Teams / Live Event Sessions)	Established links with community groups and representatives' networks to enable engagement exercises to be delivered.	Strong network of community groups and representatives that are influencing and informing the authority's policy decisions. Enhanced community voice and support of place-based leadership.	Enhanced understanding of community needs and aspirations
	Undertaking of periodic residents survey to provide baseline contextual information about community needs and aspirations	Engagement/ Comms	Report	Agreed series of datasets that can be used for different engagement and research activities. Position report for Lincolnshire with appropriate recommendations, including the commissioning of research to inform gaps in knowledge.	Informed policy position. Opportunity to develop further initiatives that are tailored to the needs of our communities and businesses.	

| | Delivery of regular engagement seminars or events to encourage dialogue with LCC and across our communities and businesses. | Engagement/ Comms | Digital (Teams / Live Event Sessions) | Agreed programme of engagement activities. | Informed policy position.

Enhanced place-based leadership opportunities. | |
|---|---|---|---|---|---|---|
| **There is a need to be able to engage with residents, businesses and communities on a range of subject specific items** | Agreement of engagement roadmap, covering themes, methods and regularity of engagement exercises | Engagement/ Comms | Report | Prioritised plan to support the ambitions of the corporate plan and the prosperity of Lincolnshire. | Informed policy position. | Improved insight into the views and needs of our residents, businesses and communities. |
| | Creation of resource hub, to share community data with partners across Lincolnshire | IMT | Digital (web-based solution) | Resource hub | Improved understanding of community needs and views. | |

Tools and data

There is a need to ensure that the Engagement Team and other LCC services have the tools required to construct, analyse and report on consultations, engagement exercises and to support the effective use and management of data	Determination of system requirements for running survey and engagement exercises	IMT	Teams Market Research	Specification document for procurement exercise.	Clarity on requirements for the delivery of engagement exercises and analysis across LCC.	Enhanced ability to engage, consult and report on community needs. Council policy based on a strong evidence-base. An accessible and appealing approach to engage people in different ways so they are able to voice their opinions
	Evaluation of requirements for the analysis of survey and engagement results	Engagement/ Comms	Teams Market Research Procurement Framework	Specification document for procurement exercise.		
	Evaluation of requirements for the production of detailed engagement or survey reports	Engagement/ Comms	Teams Market Research Procurement Framework	Specification document for procurement exercise.		
	Agreement of database tools	IMT	Teams Market Research Specification document CCS Framework	Specification document for procurement exercise.		

Procurement and implementation of technology	Engagement/ Comms	CCS Framework Project for implementation	Award of contract(s) for appropriate technologies. Tools/system	Engagement Team (and wider LCC) have the tools required to engage and analyse data.
Staff training and development to support advanced reporting and enhanced use of data.	Engagement/ Comms	Digital (Online / Teams Sessions).	Trained staff.	Ability to produce high quality reports for future consultation and engagement exercises.
On-going use and development of database	Engagement/ Comms	Digital	Centralised community engagement through one single platform. Enhanced insight through collation and analysis of results.	Effective consultation and engagement exercises. Enhanced access, reach and appeal for future consultation and engagement exercises. Informed policy position

> **Feedback report: Community strategy engagement**

Executive summary

This was a targeted engagement, rather than large scale open engagement, aimed to get quality insight, rather than a lot of quantitative data. Responses were received from all categories in the first question, except visitors, although it was not an even split. There were 39 responses, almost half from residents.

There was strong support for most needs identified and little disagreement. No particular area/sector had opposing or much stronger views than another. There was also a positive response when asked if respondents could work collaboratively to deliver the strategy's ambitions. Nineteen people/groups/organisations have provided contact information so they can remain involved.

It was felt that all needs were being addressed to some extent already. In some cases this might suggest the strategy is not the most appropriate place for the need to be (e.g. formal consultation) or it could be that rationalising who or how some are adressed would result in a more focussed service and better value/funds for other things (e.g. funding information).

Some further needs were identified, primarily relating to removing barriers and improving inclusion for all.

Themes are listed alphabetically in the body of the report for ease of reference. There are seven main areas, ranging from business and community collaboration to volunteering and support, plus a breakdown of comments regarding a joint vision. Most themes are linked to the 13 needs identified, but have been 'coded' during analysis to show interconnects between them.

There were some general concerns relating to the strategy disadvantaging those with protected characteristics. There were always more positive impacts than negative impacts identified for all. In fact, with two exceptions (pregnancy/maternity and religion), at least twice as many respondents felt it would have a positive impact on each group than a negative one. This was closer to four or five times more respondents thinking there would be a positive impact, on age (37:10) and disability (33:7), than a negative one.

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Introduction, including background and context

The corporate plan was launched in 2020, which included commitments to residents, visitors and businesses. To support its delivery, a number of strategies and processes are being developed with crossovers and linkages between them all.

The community strategy is one such document. It will rely on improved partnership working, co-design and co-delivery to make it a success and achieve the best outcomes for people in Lincolnshire.

Over a number of years feedback has been gathered on needs, aspirations and contributions made by people in the county. During that time, discussions have taken place regarding how to ensure public funding to voluntary sector infrastructure organisations achieves the best value it can. In addition, amid the launch of the corporate plan, the Covid-19 pandemic has seen communities pull together to help one another in a way not usually seen in 'peace time'.

Methodology, including pre-engagement

Prior to a period of targeted engagement, regarding needs identified through local intelligence, conversations with colleagues and priorities from across Lincolnshire, a set of draft proposals were presented to a number of voluntary sector partners to test the council's thinking.

An equality impact assessment (EIA) was conducted to identify whether the strategy might have a negative or positive impact on people with protected characteristics (as defined in the Equality Act) and other groups, such as people living in poverty or those providing unpaid care to loved ones.

Findings were incorporated into the draft strategy and engagement commenced. In line with the customer and digital strategy drafts, comments were invited over a three week period. This was not a large scale, open engagement, but targeted at those who might be best placed to support the strategy's delivery.

Infrastructure bodies (with an offer to pass on to their networks), including representative bodies for people with protected characteristics, town and parish councils and members of the public who have expressed an interest in county council services were informed directly of the opportunity to participate.

People were offered an alternative means of participating if they were unable to access the online survey, but no request was received for alternative means of engagement beyond the digital offer. A further conversation was held with voluntary sector organisations and information was shared via the county council Facebook

page when the survey was available and a reminder to take part before it closed. The information was available in the county council engagement directory online.

A review of the results so far was collated two weeks into the engagement and a small number of additional responses were received as a result of a reminder to respond by Friday 9 July. The survey closed at noon on this date and results collated in SNAP software.

Quantitative data

Respondents

Almost half of all respondents described themselves as residents. A smaller proportion of other categories were represented. The number of community groups and town/parish councils in particular do not reflect numbers across the county.

In the chart below, the Y axis shows the number of respondents and the data label above each column shows this as a percentage of all respondents.
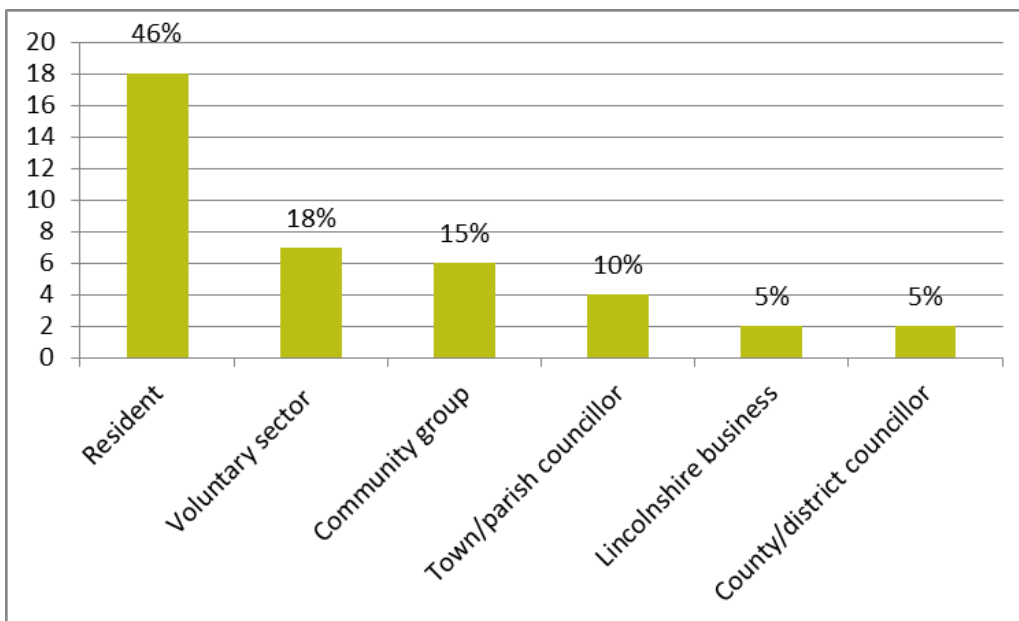
The chart below shows the district people said they live / work / are based in (10 respondents did not answer this question)
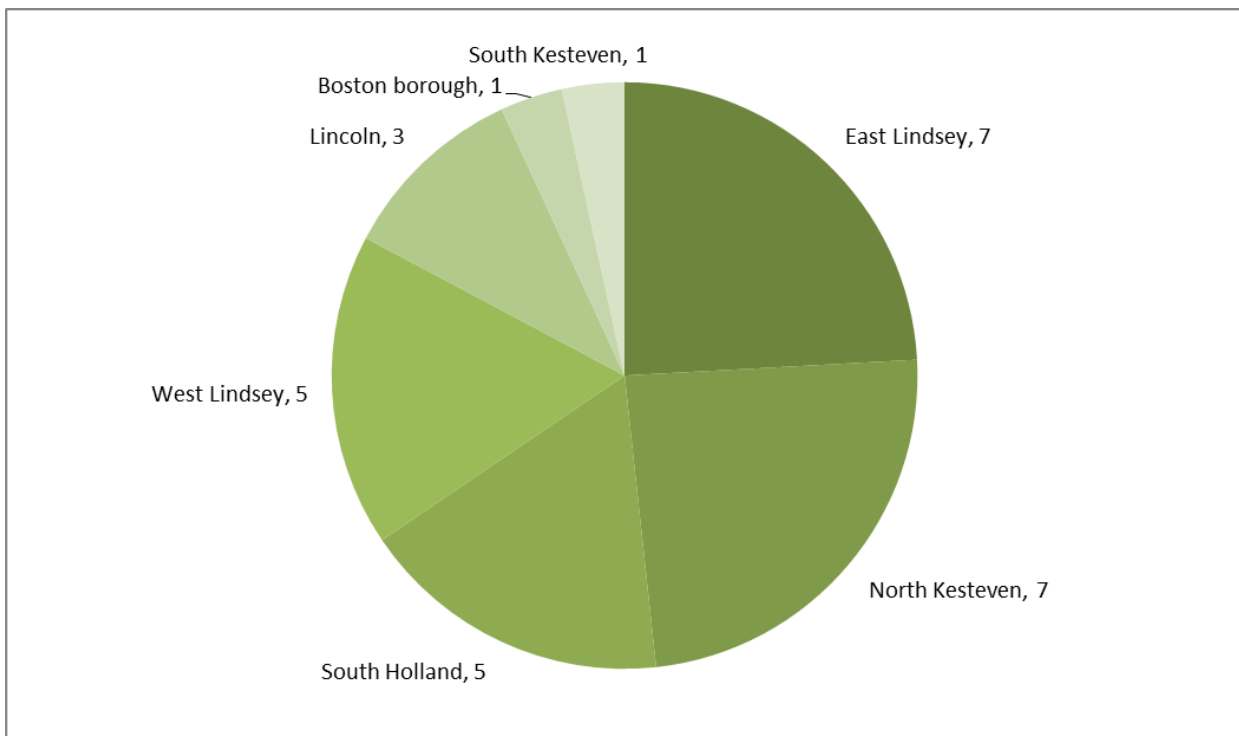
Needs proposed

There was overwhelming support for the needs identified in the draft proposals, as seen in the chart below. There was no pattern that indicated a particular geographic or respondent category split, but some very strong individual feelings identified through very positive or negative quantitative responses and comments.

The highest response received highlighted that respondents strongly agreed (97%, 35 respondents) that community groups should be aware of funding available to them. A further three respondents agreed and only one person disagreed (they felt it was already the case that information exists). However, when asked whether this was already being adressed and would not expect this to be a need within the action plan, 12 (31%) respondents felt it was. Similarly, 32 (82%) respondents strongly agreed and 6 (15%) agreed and no one disagreed that funding provided to communities and groups should deliver maximum impact and offer value for money.

Just over one in 10 (12%, 4 respondents) disagreed that there should be an increase in the alignment or promotion of volunteering opportunities for those working in, or with Lincolnshire County Council. Similarly, 12% (4 respondents) either strongly disagreed (1) or disagreed (3) there should be a shared vision and purpose developed. There were seven comments related to the difficulty of agreeing such a

broad/multi-faceted agenda, but two felt it was a good idea and two felt that commonality would be a good place to start.
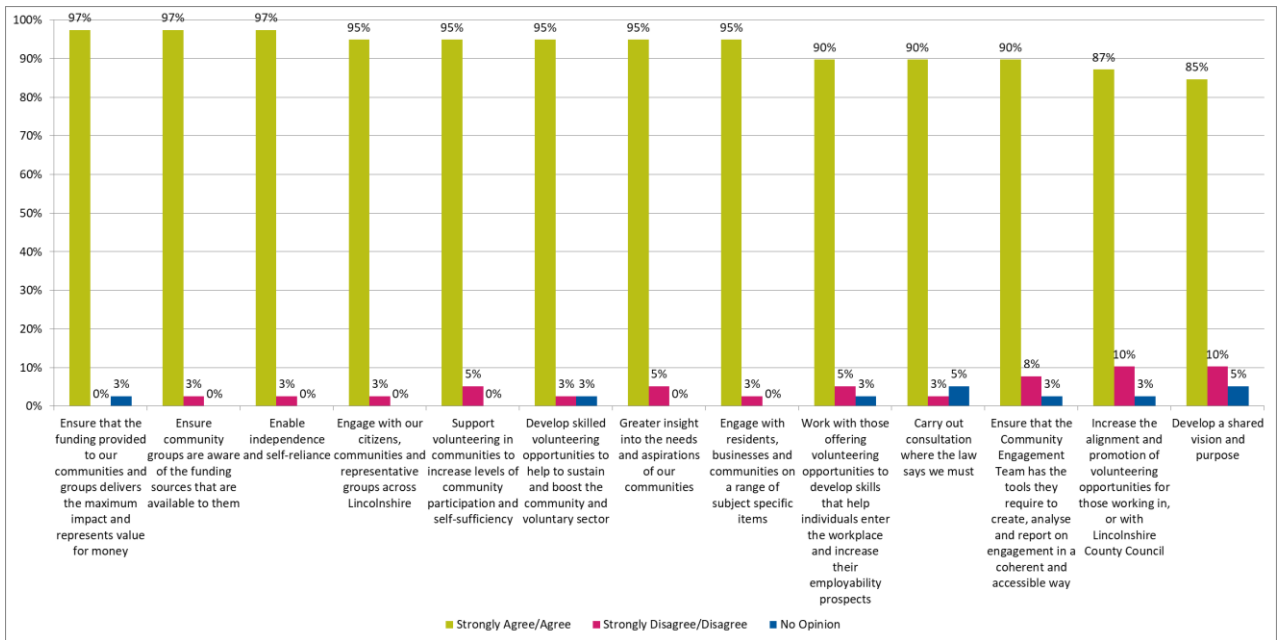
Already being addressed

Respondents were asked if they felt any of the needs identified were already being addressed and would therefore not expect to appear in the action plan.

At least five respondents felt each of the needs identified were already being addressed, as shown in the chart below. The highest number of respondents who felt this way was 17 (44%). This was in relation to consultation being carried out when the law says it should be (i.e., the county council has a statutory duty). The lowest number (13%) related to independence and self-reliance being enabled.
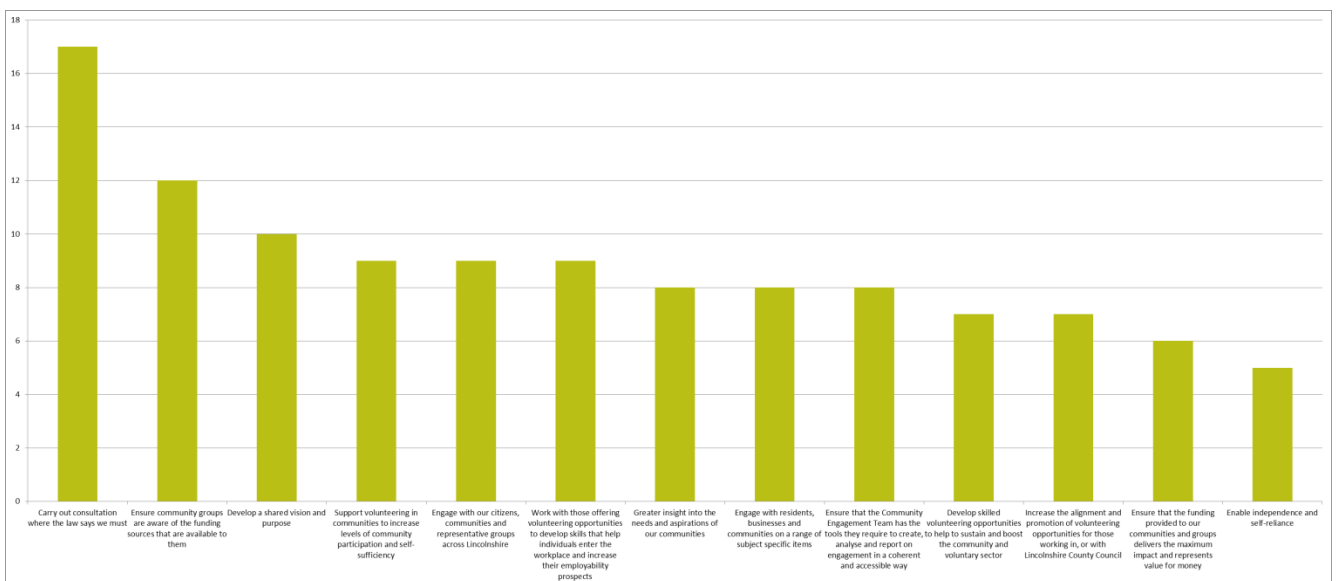
Working together

A minimum of seven respondents felt able to work collaboratively to address the needs identified in, and deliver the ambitions of the strategy. A further minimum of five felt they might possibly be able to. The most positive response came from residents where one in three felt able to help. This is a potentially great basis for genuine co-production.

The area most felt able to work collaboratively was sharing insight into community needs and aspirations. Some respondents commented that they are local/based/work within communities so are well placed to impart intelligence.

The needs fewer people felt able to work collaboratively on were those where very specialist knowledge is required, such as statutory consultation and skilled volunteer opportunity development. Conversely, the area with most 'yes' responses was to support volunteering in communities to increase levels of community participation and self-sufficiency.

The chart below shows the number of respondents who said yes (green) and those who said 'possibly' (in blue). The Y axis shows the total number of positive responses overall. Some (19) have provided contact details so they are able to remain informed and involved.
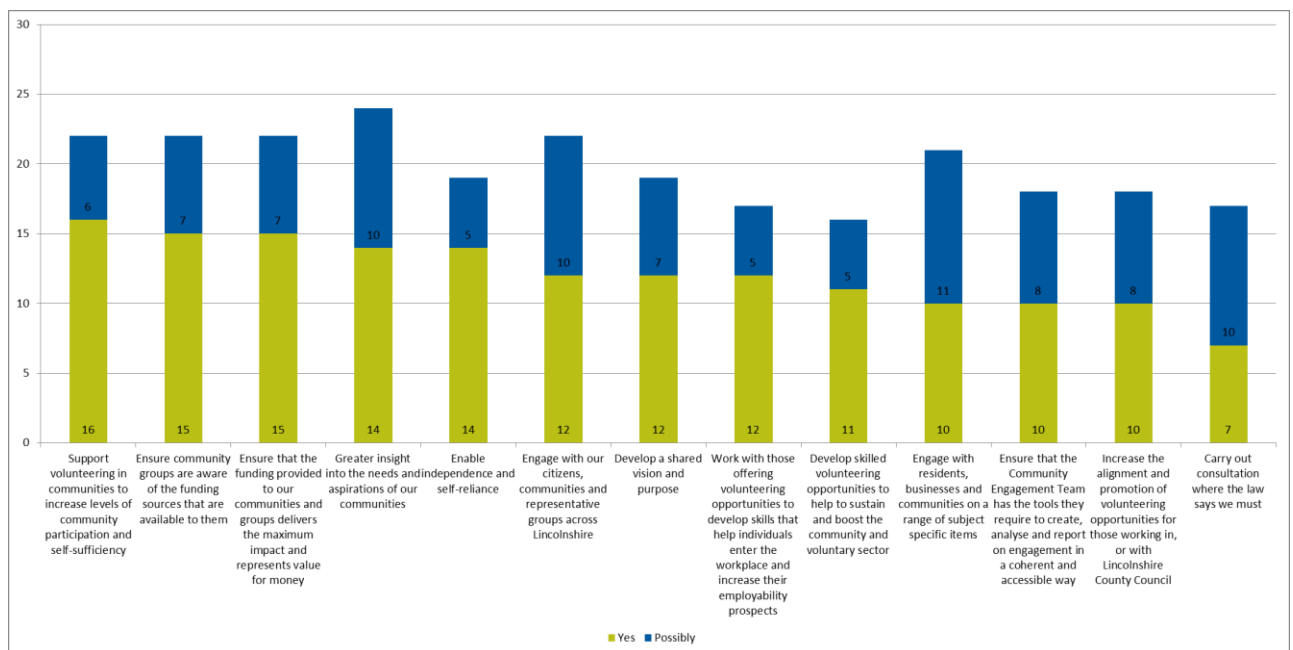
Themes

A number of recurring elements and themes were identified among the comments on each question. They are summarised in the chart below, which indicates if comments were positive, negative or neutral/observations or ideas.
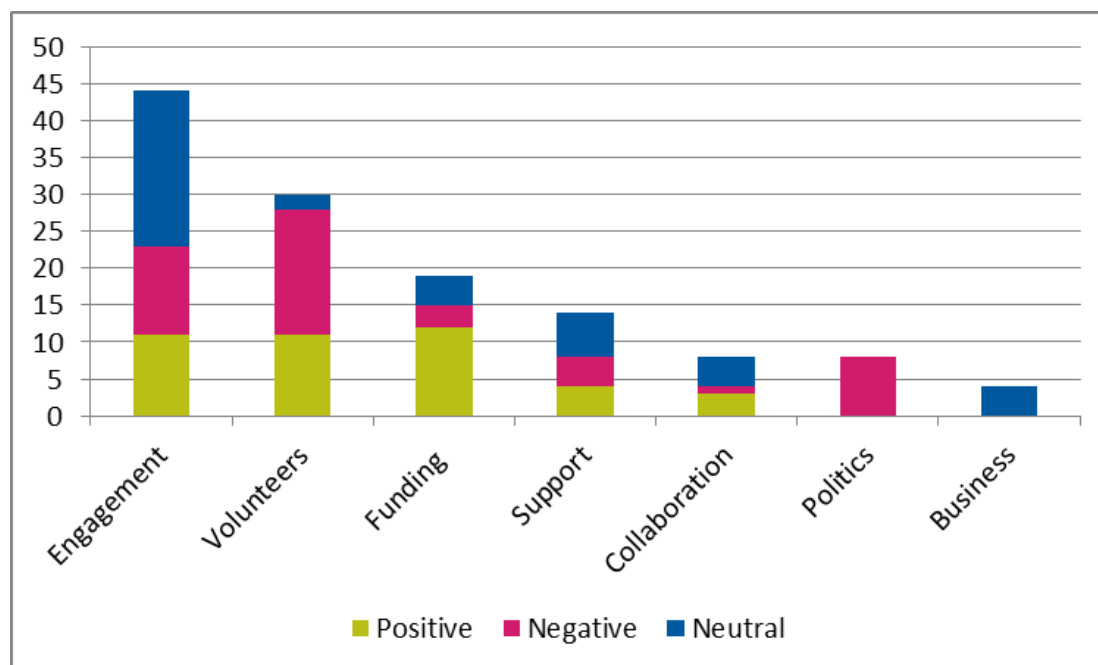
Engagement and communications (44)

More (21) were observations and ideas. Highlighting a need to return to different methods of engagement, post-Covid, to improve inclusivity; being less LCC-centric and ensuring good promotion of opportunities to participate were recurring themes.

There was an almost equal number of negative views (12 – primarily relating to how things are currently done) compared to positive ones (11 – primarily relating to how things could/should be done).

Volunteering (29)

Comments were more likely to be positive about volunteers and volunteering than negative. Conversely, there were more concerns than positive remarks overall about perceptions of the roles volunteers play (what could be paid roles, how people who cannot afford to volunteer can do so without risking their already low income) and how the system works and the most frequently made individual comment was that this should be done in partnership with the voluntary sector.

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Funding (19)

There were more positive (12) than negative (3) comments overall with praise for access to information and a need to continue funding the sector, but concern that there needs to be greater co-ordination and promotion across the board. Examples of organisations working together were cited throughout.

Support needs (14)

Most comments were observations (10) and there was an equal positive and negative split (four each, two neutral). There was positivity about co-ordination and quality to help communities thrive, but negativity relating to quality and availability in some places. Local knowledge and support for those who support communities and those in most need were highlighted (geographically, financially and inclusively).

Collaboration (8)

Working together was identified as a key part of the draft strategy engagement. There are different levels of collaboration and partnership and different people/ organisations will need to be involved in different elements of need. Co-production was raised as a potential solution to a number of challenges, including how to ensure funding achieves maximum impact and value for money.

Politics (8)

All eight comments were negative. They related to a lack of clarity in the council's role within communities to accusations of self-interest being prioritised over doing good for and promoting the needs of local people.

Business (4)

All four comments related to the business sector needing help and support or for organisations not used to operating businesses to be supported to be more business-like.

Inclusion (8)

The need respondents felt was missing was inclusivity, i.e. not disadvantaging some groups because of circumstance or using incorrect methods of engagement. Avoiding giving greater opportunity/voice to a 'noisy minority' was mentioned twice. Those specifically identified are highlighted in the EIA and protected characteristics section below and included people living in poverty/on low incomes, the young and old, rurally isolated, physically isolated, e.g. people in homes for older people or people with mental health issues.

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Vision (13)

Nine comments relating to creating a shared vision were negative. Whilst there is a general appetite to work together, it is not necessarily supported by a united vision. Most comments related to the difficulty of achieving this when the strategy and county and its communities are so diverse.

There were only four positive remarks. Two of which simply stated this was a good idea and two that offered a simple proposed focus/theme for a vision; resilience and commonality.

Negative comments about the concept of a shared vision
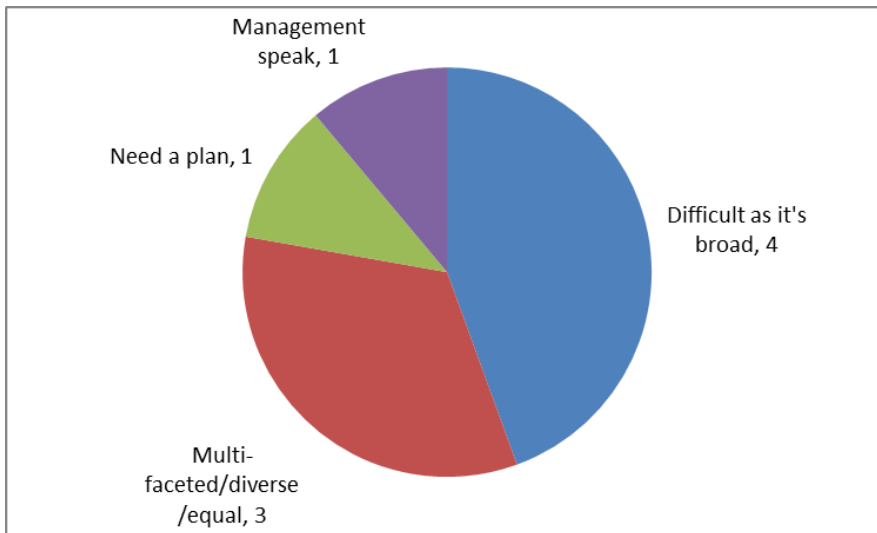
Positive comments about the concept of a shared vision
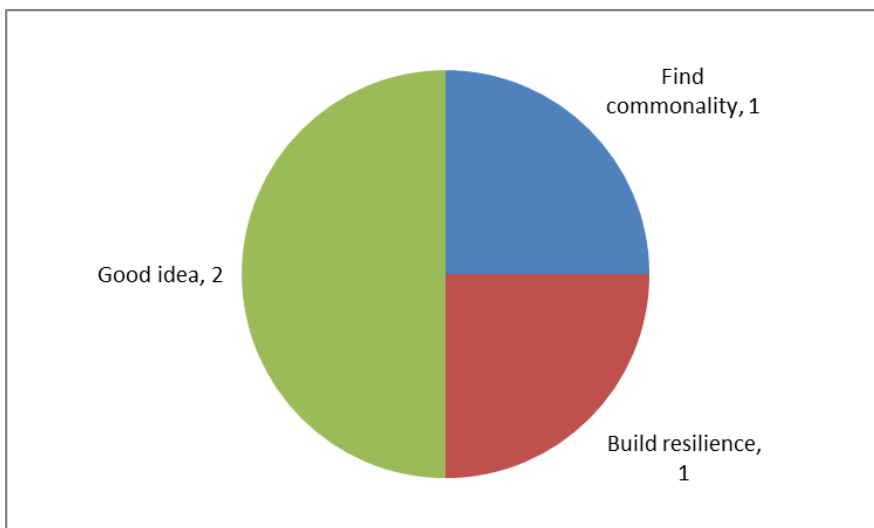
Equalities

The chart below shows the percentage (identified numerically at the top of the positive and negative columns) of respondents who believe there will be a positive or negative impact on those with protected characteristics.

The largest proportion of respondents did not feel they could comment or had no opinion. They are on the chart in blue, but percentages are not highlighted as data labels. On average, around seven in 10 felt they couldn't offer an informed opinion.

Almost four in 10 (37%, 11 respondents) felt it would benefit people because of their age, conversely 10% (3) felt they would be disadvantaged because of it.

Four respondents (14%) felt this would disadvantage people because of their religious beliefs and only just over one fifth (21%, six respondents) felt they would benefit because of their beliefs.

Two of the 18 residents (11%) felt the strategy would have a negative impact on all groups with protected characteristics. One explaining that they felt there was a general lack of focus on inclusivity.

The group likely to see the smallest difference in impact (three percentage points or one response difference between positive and negative impacts) is those who are pregnant or with very young families.

With the exception of pregnancy/maternity and religion, at least twice as many respondents felt the strategy would have a positive impact on each group than a negative one. This was closer to four or five times more respondents thinking there would be a positive impact, on age (37:10) and disability (33:7), than a negative one.

Other groups identified as potentially being excluded are carers and low income households, particularly in East Lindsey and Lincoln. In other questions rurally isolated individuals/businesses and the digitally excluded are identified as at risk of being left behind by the approach proposed. This reflects EIA desktop research.

Chart legend: Positive, Negative, Don't know/ no opinion
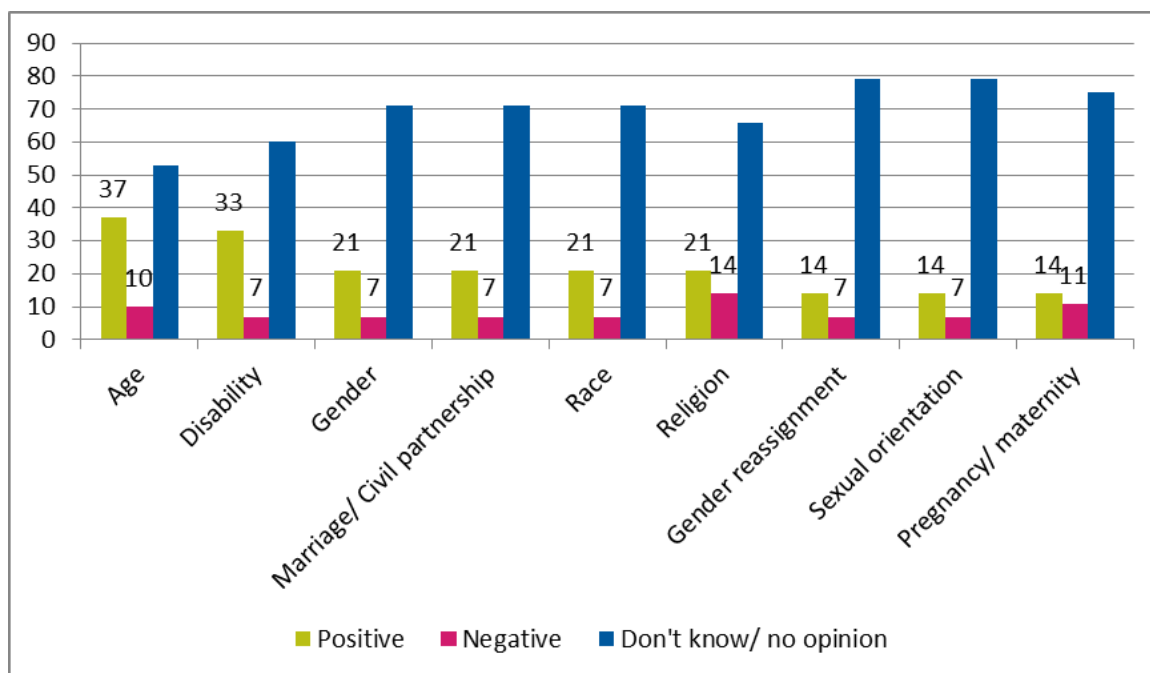
Conclusion and recommendations

There was not an even spread of representation from all categories responding to this survey. This could be said to further evidence the need for a database of voluntary and community sector groups or could be a reflection of the timeframe used for engagement. It did not allow for a whole cycle of town/parish council meetings to take place in order that the clerk could raise the matter before it closed.

Agreement with the needs identified in the proposed strategy was overwhelmingly positive. There was no pattern that indicated a particular geographic or respondent category split.

At least one in 10 respondents felt all needs were already being addressed and were surprised to see them in the action plan.

This does not mean they should be removed or should not continue to be addressed, but there appeared to be confusion regarding why carrying out statutory consultation was included when, by its nature, the law demands it.

Perhaps more surprisingly, three in 10 respondents felt that making groups aware of funding was already being addressed, when this was the matter which received most strong agreement in the previous section.

Recommendation: Consider if this strategy action plan is the correct place for all 13 needs identified to be included or if some are 'business as usual' or need refinement/rationalisation, rather than removal.

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There was a positive response to people working collaboratively with the council, particularly among those identifying themselves as residents.

Recommendation: Use momentum from this positive response to work collaboratively. This is a potentially great basis for co-design, co-delivery and even genuine co-production when opportunities arise.

The positive impacts on those with protected characteristics outweigh the negatives in every case and reflect the assumptions made in the draft EIA.

Recommendation: Update the EIA to reflect findings. Consider further engagement of some representatives where positive impacts do not far outweigh negative ones or there is an assumption they might be excluded to establish how to overcome barriers.

Equality Impact Analysis to enable informed decisions

The purpose of this document is to:-
  I.   help decision makers fulfil their duties under the Equality Act 2010 and
  II. for you to evidence the positive and adverse impacts of the proposed change on people with protected characteristics and ways to mitigate or eliminate any adverse impacts.

Using this form
This form must be updated and reviewed as your evidence on a proposal for a project/service change/policy/commissioning of a service or decommissioning of a service evolves taking into account any consultation feedback, significant changes to the proposals and data to support impacts of proposed changes. The key findings of the most up to date version of the Equality Impact Analysis must be explained in the report to the decision maker and the Equality Impact Analysis must be attached to the decision making report.

<u>**Please make sure you read the information below so that you understand what is required under the Equality Act 2010**</u>

Equality Act 2010
The Equality Act 2010 applies to both our workforce and our customers. Under the Equality Act 2010, decision makers are under a personal duty, to have due (that is proportionate) regard to the need to protect and promote the interests of persons with protected characteristics.

Protected characteristics
The protected characteristics under the Act are: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation.

Section 149 of the Equality Act 2010
Section 149 requires a public authority to have due regard to the need to:
  • Eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by/or under the Act
  • Advance equality of opportunity between persons who share relevant protected characteristics and persons who do not share those characteristics
  • Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The purpose of Section 149 is to get decision makers to consider the impact their decisions may or will have on those with protected characteristics and by evidencing the impacts on people with protected characteristics decision makers should be able to demonstrate 'due regard'.

Decision makers duty under the Act
Having had careful regard to the Equality Impact Analysis, and also the consultation responses, decision makers are under a personal duty to have due regard to the need to protect and promote the interests of persons with protected characteristics (see above) and to:-
- (i) consider and analyse how the decision is likely to affect those with protected characteristics, in practical terms,
- (ii) remove any unlawful discrimination, harassment, victimisation and other prohibited conduct,
- (iii) consider whether practical steps should be taken to mitigate or avoid any adverse consequences that the decision is likely to have, for persons with protected characteristics and, indeed, to consider whether the decision should not be taken at all, in the interests of persons with protected characteristics,
- (iv) consider whether steps should be taken to advance equality, foster good relations and generally promote the interests of persons with protected characteristics, either by varying the recommended decision or by taking some other decision.

Conducting an Impact Analysis

The Equality Impact Analysis is a process to identify the impact or likely impact a project, proposed service change, commissioning, decommissioning or policy will have on people with protected characteristics listed above. It should be considered at the beginning of the decision making process.

The Lead Officer responsibility
This is the person writing the report for the decision maker. It is the responsibility of the Lead Officer to make sure that the Equality Impact Analysis is robust and proportionate to the decision being taken.

Summary of findings
You must provide a clear and concise summary of the key findings of this Equality Impact Analysis in the decision making report and attach this Equality Impact Analysis to the report.

Impact – definition

An impact is an intentional or unintentional lasting consequence or significant change to people's lives brought about by an action or series of actions.

How much detail to include?
The Equality Impact Analysis should be proportionate to the impact of proposed change. In deciding this asking simple questions "Who might be affected by this decision?" "Which protected characteristics might be affected?" and "How might they be affected?" will help you consider the extent to which you already have evidence, information and data, and where there are gaps that you will need to explore. Ensure the source and date of any existing data is referenced.
You must consider both obvious and any less obvious impacts. Engaging with people with the protected characteristics will help you to identify less obvious impacts as these groups share their perspectives with you.

A given proposal may have a positive impact on one or more protected characteristics and have an adverse impact on others. You must capture these differences in this form to help decision makers to arrive at a view as to where the balance of advantage or disadvantage lies. If an adverse impact is unavoidable then it must be clearly justified and recorded as such, with an explanation as to why no steps can be taken to avoid the impact. Consequences must be included.

Proposals for more than one option If more than one option is being proposed you must ensure that the Equality Impact Analysis covers all options. Depending on the circumstances, it may be more appropriate to complete an Equality Impact Analysis for each option.

The information you provide in this form must be sufficient to allow the decision maker to fulfil their role as above. You must include the latest version of the Equality Impact Analysis with the report to the decision maker. Please be aware that the information in this form must be able to stand up to legal challenge.

Background Information

Title of the policy / project / service being considered	Community Strategy	Person / people completing analysis	Sarah Moody, Samantha Smith
Service Area	Engagement team, Corporate Services	Lead Officer	Lee Sirdifield
Who is the decision maker?	Executive	How was the Equality Impact Analysis undertaken?	Desktop initially, based on existing data. Updated with engagement findings
Date of meeting when decision will be made	07/09/2021	Version control	V0.2
Is this proposed change to an existing policy/service/project or is it new?	New	LCC directly delivered, commissioned, re-commissioned or de-commissioned?	Directly delivered
Describe the proposed change	LCC funds elements of support to communities and provides some direct advice. Many other voluntary sector organisations do the same and a huge number of community groups exist or have started as a result of covid-19. There is a belief that the way partners work together, money is spent and services are delivered could improve to enhance and increase benefits. The draft strategy sets out LCC's first thoughts on need and actions, which have been and will be further discussed with those affected by the strategy, its aims and objectives		

Evidencing the impacts

In this section you will explain the difference that proposed changes are likely to make on people with protected characteristics.
To help you do this first consider the impacts the proposed changes may have on people without protected characteristics before then considering the impacts the proposed changes may have on people with protected characteristics.

You must evidence here who will benefit and how they will benefit. If there are no benefits that you can identify please state 'No perceived benefit' under the relevant protected characteristic. You can add sub categories under the protected characteristics to make clear the impacts. For example under Age you may have considered the impact on 0-5 year olds or people aged 65 and over, under Race you may have considered Eastern European migrants, under Sex you may have considered specific impacts on men.

Data to support impacts of proposed changes
When considering the equality impact of a decision it is important to know who the people are that will be affected by any change.

Population data and the Joint Strategic Needs Assessment
The Lincolnshire Research Observatory (LRO) holds a range of population data by the protected characteristics. This can help put a decision into context. Visit the LRO website and its population theme page by following this link: http://www.research-lincs.org.uk If you cannot find what you are looking for, or need more information, please contact the LRO team. You will also find information about the Joint Strategic Needs Assessment on the LRO website.

Workforce profiles
You can obtain information by many of the protected characteristics for the Council's workforce and comparisons with the labour market on the Council's website. As of 1st April 2015, managers can obtain workforce profile data by the protected characteristics for their specific areas using Agresso.

Age	Data about volunteers suggests that they are more likely to be older adults (almost three in 10/29% are 65-74yo) so any improvements will benefit them. This did change in the early stages of lockdown 1.0. Isolation Economy research reported in May 2020 that 'Across the generational divide, people are coming together to give up their time and help those in need. More than a fifth (22%) of those aged between 35 and 54 were volunteering for instance, as were 18% of over-55s. Millennials, while the least likely to volunteer (17%), gave up the most time – an average of 3.5 hours a week on grocery shopping and 4.4 hours if volunteering in other ways. Over three quarters of those who volunteered time during the early months of lockdown said they wanted to continue afterwards and this is a great resource to harness. A survey of 7000 adults by the National Lottery Community Fund (TNLCF) found Reducing loneliness and isolation was a priority for communities (47%), this will likely have greatest benefit to older adults. There is a difference between how young people and older adults prefer to engage in all elements of community life so a mixed approach will help include all. Young people can benefit from skills and confidence development to enhance their employability Almost 3500 people told TNLCF that providing young people with places to go and activities to do should be a priority so this age group should also benefit from a reinvigorated approach to communities. Engaging with this group specifically will help us better understand their needs Engagement carried out as part of the community strategy proposal development found 37% felt delivering the strategy's ambitions could benefit people and 10% felt it could disadvantage people because of their age
Disability	People with different disabilities find different methods of participation easier. From promotion of support and engagement opportunities to the activities and actions themselves, consideration needs to be given to mixed approaches. This strategy, and feedback on other strategy engagement, encourages that. TNLCF research supports this approach too, stating that supporting mental health (39%) and helping local people to live healthily and well (38%) are also seen as important for community wellbeing this year (2021). Engaging people with disabilities and their representatives will help us better understand their specific needs and possible mitigation/support requirements Engagement carried out as part of the community strategy proposal development found approximately one third (33%) felt delivering the strategy's ambitions could benefit people and one seventh of respondents (7%) felt it could disadvantage people because of a disability (whether physical, sensory, learning/developmental or mental ill-health)
Gender reassignment	No positive impact anticipated, Engaging with this group specifically would help us better understand their needs Engagement carried out as part of the community strategy proposal development found that almost eight in 10 respondents couldn't comment on the impact gender reassignment would have so work with representative organisations will need to be established in future engagement to ensure they can be included and welcomed into all elements of civic society

Marriage and civil partnership	No positive impact anticipated. Engagement carried out as part of the community strategy proposal development found approximately one fifth of respondents felt the strategy's delivery could benefit this group, but did not specify why or how
Pregnancy and maternity	No positive impact anticipated, however increased volunteering could support families within this group. Engagement saw a very mixed view on the benefits to this group that could be delivered by the strategy with 14% believing it could have a positive impact, but a very similar proportion (11%) thinking it would have a negative impact
Race	According to Government data about volunteers (report September 2020), just under one in four people over 16 volunteered formally at least once a month in the UK. People from Black (24%) and White (23%) backgrounds were most likely to volunteer and rates in the Asian community (15%) were lower so there could be greater benefit to people from some ethnic backgrounds… English first language - 2011 national census data shows that over 28,500 people speak a foreign language as their main language. Almost seven in ten (69.3%) of those spoke English well, which is below the national average. Engaging with this group will help us better understand any specific needs and potential support required. Engagement findings suggest that one fifth believe delivering the strategy's ambitions could benefit people and one seventh of respondents (7%) felt it could disadvantage people because of their race
Religion or belief	No positive impact anticipated, but there is a significant amount of volunteering and community support based around religious groups and institutions so support improvements could have a positive impact. Engaging with this group will help us better identify and understand specific concerns and potential resolution. Engagement carried out as part of the community strategy proposal development found approximately one fifth (21%) felt delivering the strategy's ambitions could benefit people and 14% felt it could disadvantage people because of their religious beliefs
Sex	More women (41%) volunteer than men (36%) according to DCMS data so they will potentially benefit to a greater extent, but men could also benefit from participation in community life and improvements to services to facilitate them. Engaging with all genders will help us better understand any specific needs and potential support required. Engagement findings suggest that one fifth (21%) believe delivering the strategy's ambitions could benefit people and one seventh of respondents (7%) felt it could disadvantage people because of their gender
Sexual orientation	Data about this group is patchy and it is difficult to identify whether there will be any positive impact on this group. The numbers of LGBTQI+ volunteers in mainstream organisations is not well known as these volunteers are sometimes less visible and many organisations do not monitor the sexual orientation of their volunteers. Engaging with this group will help us better understand any specific needs they have and potential support to overcome any barriers. Findings as part of engagement revealed the same proportion of people could not give an informed opinion on this, while 14% also felt it could have a positive impact and 7% felt it could disadvantage people

If you have identified positive impacts for other groups not specifically covered by the protected characteristics in the Equality Act 2010 you can include them here if it will help the decision maker to make an informed decision.

Carers: Carer engagement carried out in the past and during 2021 says that carers highly value and need someone to talk to. This does not necessarily have to come from a paid support worker, but could be a volunteer-led befriending service for example. Carers also identify that volunteering outside their caring role benefits their health and wellbeing so improvements in opportunities to participate in community life could benefit them. This was reiterated in engagement

Those living in poverty: This group is likely to have greater need for additional support. Community-led activities could benefit this group significantly. Volunteering and community participation can also develop skills and confidence that are transferable to the work place, which can enhance life chances, including employability.

Those living in rural areas: Services in rural areas are patchier than in more densely populated, urban areas because they are less financially viable. Further enhancing and supporting rural communities to help themselves and deliver support will have a positive impact by 'plugging' potential gaps in formal services. Almost three in 10 people formally volunteer in rural areas compared to two in 10 in urban areas, according to lifestyle survey data. TNLCF data highlighted that access to natural green spaces (52%), providing young people with places to go and activities to do (48%) and community activities that bring people together (38%) should be priorities from 2021

General communities: Lockdown meant community ties strengthened. Isolation Economy research revealed that almost two-thirds (64%) of UK adults felt their communities had 'come together to help each other' during the crisis and with appropriate, effective support in place, plus celebrations and events to bring people together (eg Queen's Platinum Jubilee in 2022) this could potentially continue

Adverse/negative impacts

You must evidence how people with protected characteristics will be adversely impacted and any proposed mitigation to reduce or eliminate adverse impacts. An adverse impact causes disadvantage or exclusion. If such an impact is identified please state how, as far as possible, it is justified; eliminated; minimised or counter balanced by other measures.

If there are no adverse impacts that you can identify please state 'No perceived adverse impact' under the relevant protected characteristic.

Negative impacts of the proposed change and practical steps to mitigate or avoid any adverse consequences on people with protected characteristics are detailed below. If you have not identified any mitigating action to reduce an adverse impact please state *'No mitigating action identified'*.

Age	Older people generally prefer non-digital means of engagement Mitigation: In line with customer and digital strategies, various/alternative options will be provided to participate. Digital first, but not the only means of engaging Young adults are generally less likely to volunteer and engage in political decision making. 'A guide to the effective involvement of children and young people', identified barriers such as a lack of flexibility, inaccessible venues and safeguarding concerns Mitigation: Gather intelligence regarding how young people wish to be involved, work through experts and existing panels of young people/establishments to improve our understanding of their needs Engagement supported this view with one in 10 respondents seeing a potential negative impact Mitigation: Engage directly with representatives and organisation who advocate for young people and help their voice be heard
Disability	Services, venues and approaches can present significant barriers to people with physical and emotional disabilities Mitigation: Alternative formats, approaches and communications methods will be used to reach people with disabilities and find potential solutions, working with/through organisations who specialise in engaging these groups, such as sensory loss or learning disabilities Engagement supported this view with 7% of respondents seeing a potential negative impact Mitigation: Engage directly with representatives and organisation who advocate for and help people with disabilities voices be heard

Gender reassignment	No perceived adverse impact identified, however [government research](#) showed that a fear of judgement and not being treated in the same ways as others put some off participating in public/civic/political life. There was a perception that being transgender would present more barriers to getting involved among 'non-active' transgender people. Those participants who were active had vastly different experiences, some very positive, but some clear discrimination Mitigation: Work with groups that represent this community to understand and address concerns/barriers locally and encourage participation in rights/equalities issues as this was frequently identified as a motivating factor in transgender people engaging. Promotion/education regarding rights, benefits and general challenges of LGBTQI+ people across the board and reminders of small steps to stop transgender people feeling excluded, such as avoiding salutations that use titles such as Mr/Mrs. Longer term, greater visibility of transgender people in public office is believed to be the key to creating role models, increasing representation and challenging stereotypes and discrimination Engagement supported this view with 7% of respondents seeing a potential negative impact, although almost 80% didn't feel able to make an informed judgement Mitigation: Engage directly with representatives and organisations who help people whose gender is different to that assigned at birth voices be heard
Marriage and civil partnership	No perceived adverse impact identified Engagement supported this view with 7% of respondents seeing a potential negative impact Mitigation: This will be monitored to ensure there is no intended or unintended bias and steps taken to address the issue if it arises
Pregnancy and maternity	Families with young children might find some community-based opportunities harder to fulfil because of commitments Engagement supported this view with 11% of respondents seeing a potential negative impact, while only 14% saw a potentially positive impact. Mitigation: Work closely with partners and colleagues to monitor this assumption and consider as part of broader policies if a potential issue might arise
Race	No perceived adverse impact identified, but language could be a barrier to some if we do not engage appropriately, accessibly and through the right channels Mitigation: Use data/intelligence on local leaders, networks and representative groups to share messages/ news/ engagement opportunities Engagement supported this view with 7% of respondents seeing a potential negative impact Mitigation: Engage directly with community leaders who represent different racial groups and ensure communications are appropriate to the audience

Religion or belief	No perceived adverse impact identified, but if we do not engage appropriately, accessibly and through the right channels we could place barriers to access inadvertently Mitigation: Use data/intelligence on local leaders, networks, venues and representative groups to share messages, news and engagement opportunities Engagement supported this view with 7% of respondents seeing a potential negative impact Mitigation: Engage directly with community leaders on appropriate elements of strategy delivery and broader matters
Sex	No perceived adverse impact identified Engagement reflected this view with 7% of respondents seeing a potential negative impact because of a perceived lack of understanding about inclusivity more broadly
Sexual orientation	No perceived adverse impact identified Engagement supported this view with 7% of respondents seeing a potential negative impact, although almost 80% didn't feel able to make an informed judgement Mitigation: Engage directly with representatives and organisations who ensure this group's voices can be heard

If you have identified negative impacts for other groups not specifically covered by the protected characteristics under the Equality Act 2010 you can include them here if it will help the decision maker to make an informed decision.
People who are employed/time poor: Having complex priorities means less time is available to participate in community life. The least likely age group to volunteer are 25-34 yos according to DCMS statistics from 2018 as they are likely to work and/or have families Mitigation: Flexible and informal opportunities will need to be available that can fit around existing and conflicting priorities – Lincolnshire Volunteer Centres encourage "Micro-volunteering". Digital methods of participation and engagement have already proved to be successful in reaching this group as the information and opportunities are available 24/7 so those who work shifts for example can get involved at any time, according to associates of The Consultation Institute People living in poverty: In 2018, volunteering rates among people living in the most deprived areas were 14 percentage points lower than in more affluent rural areas Mitigation: Support into employment schemes might benefit this group Engagement supported these assumptions so the mitigations will be strongly recommended to services and partners involved in delivering the strategy's ambitions

Stakeholders

Stake holders are people or groups who may be directly affected (primary stakeholders) and indirectly affected (secondary stakeholders)

You must evidence here who you involved in gathering your evidence about benefits, adverse impacts and practical steps to mitigate or avoid any adverse consequences. You must be confident that any engagement was meaningful. The Community engagement team can help you to do this and you can contact them at consultation@lincolnshire.gov.uk

State clearly what (if any) consultation or engagement activity took place by stating who you involved when compiling this EIA under the protected characteristics. Include organisations you invited and organisations who attended, the date(s) they were involved and method of involvement i.e. Equality Impact Analysis workshop/email/telephone conversation/meeting/consultation. State clearly the objectives of the EIA consultation and findings from the EIA consultation under each of the protected characteristics. If you have not covered any of the protected characteristics please state the reasons why they were not consulted/engaged.

Objective(s) of the EIA consultation/engagement activity
Asked about impact of needs and actions on particular groups to help identify potential problems and solutions/mitigation as part of seeking agreement/understanding disagreement with the 13 needs identified as part of draft proposals

Age	Findings included in positive/negative assumptions above. More positive than negative, but with mitigation identified to tackle concerns
Disability	Findings included in positive/negative assumptions above. More positive than negative, but with mitigation identified to tackle concerns
Gender reassignment	Findings included in positive/negative assumptions above. More positive than negative, but eight in 10 not feeling confident in giving a view. Mitigation identified to tackle concerns
Marriage and civil partnership	Findings included in positive/negative assumptions above. More positive than negative, but with mitigation identified to tackle concerns
Pregnancy and maternity	Findings included in positive/negative assumptions above. Marginally more positive than negative, but with mitigation identified to tackle concerns
Race	Findings included in positive/negative assumptions above. More positive than negative, but with mitigation identified to tackle concerns
Religion or belief	Findings included in positive/negative assumptions above. Slightly more positive than negative, but with mitigation identified to tackle concerns

Sex	Findings included in positive/negative assumptions above. More positive than negative, but with mitigation identified to tackle concerns
Sexual orientation	Findings included in positive/negative assumptions above. More positive than negative, but eight in 10 not feeling confident in giving a view. Mitigation identified to tackle concerns
Are you confident that everyone who should have been involved in producing this version of the Equality Impact Analysis has been involved in a meaningful way? The purpose is to make sure you have got the perspective of all the protected characteristics.	Gender reassignment and sexual orientation have been identified, as part of this work, as areas where engagement is lacking. Efforts are recommended to engage directly with representatives on future matters that might adversely affect people with these protected characteristics. Direct feedback from other sources also recommends specific consideration for inclusion of people with disabilities
Once the changes have been implemented how will you undertake evaluation of the benefits and how effective the actions to reduce adverse impacts have been?	Governance arrangement for oversight of working groups, measure against outcomes identified

Further Details

Are you handling personal data?	Yes If yes, please give details. Names and contact information will be sought from engagement respondents wishing to be kept informed or work with LCC and partners on addressing issues identified. This risk has been assessed and signed off by the council's information assurance team as part of the engagement process

Actions required	Action	Lead officer	Timescale
Include any actions identified in this analysis for on-going monitoring of impacts.	Engage with groups – specifically develop a relationship with community leaders and representatives those who might be adversely impacted by the strategy	Sarah Moody	Lifecycle of strategy and beyond

Version	Description	Created/amended by	Date created/amended	Approved by	Date approved
V0.1 V0.2	First thoughts and desktop evidence trawl Includes feedback from engagement and additional action/mitigation	Sarah Moody, Sam Smith	07/06/21	Lee Sirdifield – v0.2 TBC David Coleman – v0.2 TBC	

Examples of a Description:
'Version issued as part of procurement documentation'
'Issued following discussion with community groups'
'Issued following requirement for a service change; Issued
following discussion with supplier'

Equality Impact Analysis

15

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Working for a better future

Open Report on behalf of Andy Gutherson – Executive Director of Place

Report to:	**Public Protection and Communities Scrutiny Committee**
Date:	**27 July 2021**
Subject:	**Performance of the Library Service Contract - Year Five Review Report**

Summary:

This report is to provide an update of the contract performance information to enable the Public Protection and Communities Scrutiny Committee to fulfil its role in scrutinising performance of the fifth year of the out-sourced Library contract to Greenwich Leisure Ltd (GLL).

Actions Required:

Members of the Public Protection and Communities Scrutiny Committee are invited to consider and comment on the performance information included in the report and to:

(1) Consider and support the ongoing development and proposed Year 6 developments highlighted in the report, and

(2) Highlight any additional priorities for consideration.

1. Background

The decision to outsource Lincolnshire County Council's statutory library service was taken to enable the delivery of a cost effective, high quality, library service in an on-going environment of financial constraint.

Key aims of this outsourcing:

• Increase levels of service performance.

• Improved customers' experience.

• Service transformation.

The Library Service contract with GLL commenced April 2016 for an initial 5-year period with an option to extend for a further 5-year period. This extension has recently been granted, taking the contract to 31 March 2026.

GLL have been contracted to deliver the following elements: -

- **Universal Services:** including

(a) a website providing an online public access catalogue, e-books, e-audio, e-magazines;

(b) telephone access to a range of library services via liaison and co-operation with the Council's Customer Service Centre.

- **15 Core Libraries in the following locations:**

Boston, Bourne, Gainsborough, Grantham, Horncastle, Lincoln, Long Sutton, Louth, Mablethorpe, Market Rasen, Skegness, Sleaford, Spalding, Stamford, and Woodhall Spa.

Grantham has not yet transferred to GLL and is still operating as an LCC library, whilst solutions continue to be sought. Bourne Library is in shared accommodation and members of staff at the Bourne site remain employees of South Kesteven District Council, as they were before the contract with GLL. GLL supplies books and other resources to both libraries, together with professional advice and guidance to support the provision and development of library services.

- **Targeted provision:**

(a) the provision of Home Library Services to Eligible Users;

(b) services to people who are blind or partially sighted through Listening Lincs;

(c) reading development activities with the aim of promoting an increase in the love of books and reading (including the Bookstart Services).

- **Support for up to 40 Community Hubs:**

(a) provide, maintain rotate and renew at least 4,000 books to each Community Library;

(b) undertake stock maintenance which requires checking of stock for items to be discarded;

(c) undertake stock cataloguing and processing;

(d) ensure that Community Library users will be able to access the services through the Library Management System (LMS);

(e) ensure that Community Library users will be able to reserve, collect and return stock at other Community Libraries, the Core Libraries and Mobile Library Vehicles;

(f) deliver a range of free training, advice, and support to community organisations. This will include day to day operations, including use of the computerised Library Management System (LMS).

- **A mobile library service:**

(a) 1 x Rural and 2 x Click and Pick Mobiles which take library resources to over 200 Lincolnshire communities which do not have easy access to a core library or community hub;

(b) 2 x Access Mobiles which take library material to housebound residents who cannot travel to a core library, a community hub or a mobile stop;

(c) 2 x Community Mobiles which deliver collections of books to care homes, sheltered housing complexes and day centres.

- **The delivery of other paid for services**:

 Such as reading, music and drama groups and services to schools.

2. Review of Year 5

2.1 Review of Year 5:

In year five of the contract (2020/21) GLL has continued to make significant improvements to library services, despite the changing landscape that the Covid-19 pandemic brought.

When buildings closed in March 2020, during Lockdown 1, Lincolnshire Libraries did not stop supporting their communities, with efforts turning to digital engagement and phone calls to keep in touch. Library staff, working from home, continued to support customers to the best of their abilities. Over 1,000 remote customer enquiries were answered via email or social media direct message helping customers join online and access digital services.

Over 500 proactive phone calls were also made to shielding and vulnerable Access Service users, with staff checking that users were safe and well and aware of local resilience groups and how to contact them should assistance be required.

Library related activity swiftly moved online, and popular library activities were run via the Services @Lincslibraries Facebook and Twitter pages. A weekly schedule to ensure the interests of young and old were catered for was devised, alongside regular promotion of digital library service and online resources still accessible. Weekly activities included: Story and Rhyme times videos, Craft Club, Brain Booster quizzes, Code and Lego Clubs, DEAR Time, #StaffPicks, #KidPicks and #TeenPicks and many other reader development activities including an eBook Doctor service offering tailored reading recommendations.

The planned procurement of a new digital platform offering online access to over 4,000 eNewspapers from over 100 countries in 60 languages was swiftly brought forward during the start of Lockdown 1 and PressReader launched in mid April 2020. Like library services across the country, Lincolnshire saw a huge increase in the use of eBook, eAudio, eMagazine, eNewspaper and eMusic lending platforms, with issues increasing year on year by 176%.

Online information resources such as Britannica and Oxford Reference were used by home schoolers. Through partnerships with online family history resource providers, remote access to Ancestry and Find My Past was enabled for library members whilst researchers were unable to visit libraries to use the systems in the 'normal' way, via the library computers.

Due to pandemic restrictions digital issues surged, with eBook and eMagazine/Newspaper loans increasing 249% and 224% respectively compared to the previous year. Engagement with the services #LibrariesAtHome and #BetterAtHome online activities also soared with over 103,500 social media interactions and over 470,000 website visits.

Library users' appetite for physical services and stock was not dampened by the pandemic either. From reopening on 13th July 2020 and through a variety of service offers to 31st March 2021 nearly 200,000 visits were recorded to core and mobile libraries. This eight-and-a-half-month period also saw over 20,000 more physical items issued compared to twelve months of e-issues, despite the huge surge in digital usage.

Physical library services recommenced on Monday 13th July 2020 with core libraries and rural mobiles offering click and collect 'Takeaway' services and the Access Service providing no contact deliveries to rural housebound and shielding readers. Customers' joy at again being able to access physical stock was palpable with Lockdown 1 certainly not dampening demand. Since restarting physical Access Services in July 2020 over 3,000 COVID Secure Home Library Service deliveries have been made and unanimously welcomed back (albeit at a distance) by the vulnerable users they support.

For readers unable to reserve items via the online catalogue library staff provided 'Ready Reads', packs of titles, chosen especially for the customer based on their pre-stated reading preferences. Staff also prepared 'Grab Bags' of themed adult and children's stock for those visiting ad hoc. Core libraries, excepting Bourne, moved into a Browse and Borrow offer in early September 2020 and again customers were overjoyed to be able to choose their own titles and let the serendipity of browsing play its part in helping them find new reads.

Throughout the year, and its various lockdowns and restrictions, the vital role libraries play in supporting their communities, especially the most vulnerable, has been highlighted. As has the skills, empathy and flexibility of library staff and their commitment to meet the reading, information, and digital needs of their local communities. As a result, for the national lockdowns in November 2020, and from January to March 2021, libraries did not have to close their doors again. Library staff were designated as 'key/critical workers' during Lockdown 3 with a formal letter from Culture Minister Caroline Dinenage

MP that was distributed to library staff nationwide for use should they be challenged when traveling to and from work during the lockdown period.

Between November 2020 and March 2021, core libraries reverted to their previous Click and Collect offer with rural and access mobiles continuing their no contact deliveries. During Lockdown customers' positive feedback regarding their appreciation of being able to continue to access physical stock increased, as did their appreciation of the assistance library staff offered from their COVID Secure counters at library entrances with regards to printing, scanning and information enquiries whilst public access computers were not accessible. From 13th July 2020 to 31st March 2021 a total of 410,265 physical items were issued by core and mobile libraries and over 93,000 individual reservations of stock fulfilled by library staff.

Working jointly during Lockdown 3 all GLL Library Partnership provided an enhanced #BetterAtHome programme of online content including weekly adult and children's author talks, a weekly quiz with TV Maths whiz Bobby Seagull and well-being focused yoga and Pilates videos. An online readers group was also set up with free eBook loans for the titles being provided by a service called Freading.

With the national Summer Reading Challenge being revised to a digital offer and launched in early June, Fridays were designated #SillySquad day on the services @Lincslibraries social media channels throughout the summer, with reading and craft activities programmed morning and afternoon to engage primary school aged children and their families. To promote the digital scheme library staff contacted every Primary School in the county asking that teachers share details of how pupils could participate with their classes.

Customer feedback regarding the online offer was overwhelmingly positive and appreciative and the programme evolved through the year with changes and improvements to types and times of engagement as restrictions changed. Over 1,200 online activities and reader development events were held on the @LincsLibraries Facebook and Twitter channels in 2020/21, with over 103,500 social media interactions during the year. Local and National media coverage of Lincolnshire's online library offer, especially during Lockdown 1, was also positive with articles in digital and hard copy local media. There was also a weekly slot on the BBC Radio Lincolnshire Melvyn Prior Show as part of their 'Make a Difference' segment, highlighting the wide range of digital resources provided by the library service.

As it was not possible to hold the usual Summer Reading Challenge and half term children's activities in October, December and February, core library staff instead created free themed children's activity and craft packs. These were designed to provide children and their families with the same seasonal and reading related fun ideas and activities that would normally take place at site, but instead could be carried out at home. A total of 2,188 packs were gifted to families and children and were met with much positive feedback and appreciation.

The annual National BookStart Week in May, known as Pajamarama, also moved online with library staff providing story and rhyme time videos alongside BookTrust's digital content via the @Lincslibraries social media channels. As physical events were not

possible the free books provided by BookTrust, and usually gifted to pre-school children attending, were instead distributed to local Food Banks to ensure those children most in need did not miss out on discovering the joy books can bring. Following the restart of physical services in July staff worked hard to ensure distribution of the free BookStart Baby, Treasure and Additional Needs Packs were brought back in line with the usually expected timescales. In total 15,574 BookStart packs were distributed across the county by the library service for gifting through Registrar's and Early Years' settings to families with new-born babies and pre-school children in 2020/21.

Linked to their commitment to end loneliness and support mental health and wellbeing through the proven power of reading, The Reading Agency received funding in late 2020 as part of the country's COVID recovery response for the national rollout of their Reading Friends and Reading Well mental health scheme. The funding was provided by the Department of Digital, Culture, Media, and Sport, as part of Baroness Barran's commitment to combating loneliness.

As part of the Reading Well scheme in March 2021 Lincolnshire Libraries were provided with 49 Reading Well book collections of 82 titles that supported mental health and well-being for adults, young people and children in both hard copy and digital format. While the library service already held the titles and promoted the scheme, the boost of additional free stock was extremely welcomed and much needed to help individuals cope with the unprecedented challenges the pandemic and especially national lockdowns had presented. Collections were distributed to core libraries, mobiles and hubs with all core libraries running a Reading Well stock promotion from 12th April reopening to ensure the titles were centre stage and easily accessible to customers.

Lincolnshire Libraries were successful in January 2021 in gaining funding from the Reading Agency for an 8 week Reading Friends reading befriending programme for people who were lonely and isolated during Lockdown 3. Activity was delivered in February and March and focussed on Listening Lincs and Access service users, who, through staff's existing interactions we knew were feeling isolated. Participants received weekly or fortnightly phone calls (depending upon their preference) with library staff they already knew and trusted to help them feel connected and get through Lockdown 3. The 121 calls had their foundation in a shared love of reading and books but often included wider topics and themes covered in the titles discussed and opportunities to reminisce as well as hopes for the future.

2021 was a national Census year and in autumn 2020 Lincoln Central Library was successful in its application to The Good Things Foundation (working on behalf of the Office for National Statistics) to become an official Census Support Centre for Lincoln and the surrounding area for a 9-week period from March 2021 to assist people in completing their census forms online. The many and varied requirements to be an official centre meant that other sites could not be put forward for consideration. However, by being involved in the Census Support Project GLL were able to access more and better information about how the Census would be run and so cascade to all, ensuring library staff across the county were better informed and equipped to deal with enquiries and signpost customers to the correct sources of information and support.

Staff at Lincoln Central Library received full and detailed training from The Good Things Foundation and the Office for National Statistics in how to complete the census, assist the public, troubleshoot, and provide answers to enquiries on census issues. Due to lockdown 3, support was primarily given via the telephone, which did present challenges, especially when dealing with individuals with additional needs. The team at Lincoln also made contact with various local outreach organisations to reach street people, and those isolated and shielding. While challenging at times, overall, the experience was rewarding, and the team had the joy of speaking to and supporting a wide cross section of their community. Staff were sung to, reduced to tears at people's stories of their lives and able to reassure those concerned about the online process and explain why the Census is such a vital tool in allowing local councils to allocate funds where they are needed most.

Alongside positive feedback from customers the team were also praised by their Good Things Foundation Census Coordinator, who feedback: *"They have done really well with their efforts, engaging locally and with existing service users. They are one of my best performing centres and keen to help as many people as possible complete their census".* At the end of the official support period the Coordinator also informed us that Lincoln was the third busiest Support Centre in the north of England only falling short to Birmingham Central and Bradford and that their efforts had helped Lincoln to have an excellent uptake and completion rate of the Census.

2.2 Performance Review, KPI's:

In order to monitor the progression of the contract, 11 Key Performance Indicators (KPI's) were devised, alongside baselines for performance and monthly targets. This was completed in conjunction with GLL as per the contractual agreement.

In light of the COVID pandemic LCC suspended formal KPI monitoring in 2020/21. Instead, performance data relevant to the service offer each month was submitted by GLL. The tables in Appendix A detail the variety of service offers during 2020/21 and also performance data relating to these offers.

In previous years there has been a significant decrease in public access computer use, and a potentially related but smaller decrease in visits against the KPI target. The age and limitations of LCC's library IT provision presented significant problems for customers and staff alike and negatively impacted GLL's ability to deliver high quality services in line with customer expectations.

During 2020/21 GLL worked with LCC to ensure a resolution to this, creating a modern, fit for purpose, IT offer. This included the implementation of new equipment to enable IT needs of both customers and the Library Service are met.

The model agreed included:

- Installation of new high-speed communications lines and upgrading of existing IT infrastructures.

- Refresh of all public access computers at core and hub libraries.

- Refresh of all public printing/photocopying/scanning facilities at core and hub libraries.

- Provision of web-based printing facilities at core libraries.

- Provision of web based public PC booking facilities for all core and hub libraries.

- Installation of public Wi-Fi at all core and hub libraries.

- Refresh of staff and volunteer computers at all core mobile and hub libraries.

- Transfer of the Library Management System (LMS) from Civica's Spydus system to Capita's Soprano system.

While the last year has seen restrictions in public IT use due to lockdowns and COVID Secure measures, customer feedback has remained positive. GLL have seen significant changes in how customers use the provision and while there are still those needing an hour or more access, we know from customer feedback that many are getting what they need to get done in far less time, due to the speed of the new provision.

Due to the swift shift to online in how society has had to operate in the last year GLL have found that the need for access to printing and secure scanning facilities has significantly increased. This has also been reflected in the use of the new Papercut Wi-Fi printing system, as it means users do not need to log onto to a PC at all as they can securely send their documents straight from their device to print, either while at site using Wi-Fi or from home before their visit.

The first phase of the IT transfer commenced in December 2019 with the roll-out of new public IT provision in core libraries with Hub installations following in February 2020. Unfortunately, the March 2020 Covid-19 lockdown meant that this work had to be paused for a number of months. Following the easing of restrictions in mid-2020 the installation of the new public IT provision was completed at all core and hub sites. As reported in Year 4 customers' response to the new IT provision was extremely positive with multiple compliments received.

The new Wi-Fi provision has also been of real benefit during the year's reduced service offers, especially during Click and Collect. It meant that staff could, from behind their screen at the entrance, help people connect on their phones/tablets and then guide them on how to join online themselves (so that staff only had to issue the card rather than take confidential information at the door), order items, find out how to use eResources or send documents for printing. During Lockdown 3 staff were also able to answer enquiries at entrances where, as Public Network (PN) use was suspended, staff within site could research the question and, if the individual at the entrance had a smart phone that could connect to Wi-Fi, email them web links so they could check the information found was relevant (as obviously the customer was not in front of them or on a PN with staff to assist) and if so were able to print the information or (more often) forms needed.

The restrictions of the last year have very much shone a spotlight on the digital inequalities in our communities and how those with no or limited IT skills and/or without

access to IT facilities are now at even more of a disadvantage. The perception that everyone has a smartphone or tablet that will mean they can fully engage with the digital world, and that they can also afford the required Wi-Fi and/or data charges, is quite inaccurate. GLL are proud that Lincolnshire Libraries have been at the forefront in supporting their communities and individuals on a day-to-day basis this last year, and while use of the new IT may be evolving and perhaps becoming more sophisticated, there is still a need within our communities for the most basic IT support and access.

The second phase of the IT transfer was the refresh of staff IT and the Library Management System (LMS) transfer. Again, due to Lockdown 1, the installation of staff IT had to be delayed with roll out finally being able to take place in July 2020. However, the planning and building of the new LMS continued throughout Lockdown 1 with library staff working remotely with the Capita team to ensure that the planned summer 2020 implementation did not fall significantly behind schedule. Following site-based testing on the new staff IT in late July 2020; the LMS transfer to Soprano took place between the 3rd and 6th August 2020, less than a month behind the original schedule.

With the LMS transfer completed, the next stage in GLL's modernising of stock and IT systems is the implementation of Collections HQ. This is a software package that links to the LMS and provides staff with an additional tool to monitor and respond to stock demand and usage. As well as helping inform what GLL buy, it also helps in understanding what stock goes well where and so how to better allocate and distribute stock around the county to meet our customers' needs. Work started to build and programme the system in late 2020, with its testing phase commencing in March 2021.

2.3   Service Transformation/Innovation

Redeveloping the service to ensure a COVID secure environment and service has been the major focus during Year 5. Government guidance/legislation and the Recovery Toolkit provided by our national sector lead body, Libraries Connected, have had to be applied to and made specific to each site as of course no two buildings are the same. Having the GLL National Libraries Director as part of the Libraries Connected COVID work group, that drew up the initial Recovery Toolkit, was of particular benefit and meant that accurate and practical guidance was quickly received and implemented. As the different service phases of the past year have been implemented and gone from theory to real life, further site-specific developments and adjustments have been necessary to ensure a COVID secure environment was maintained, and that customer service and delivery was not compromised.

Image 1: example posters and signage used across the core sites

2.4 Community Hubs

2.4.1 Community Hub Background:

The development of community hubs was driven by the desire to give communities more control and a bigger role in delivering services, whilst ensuring services remained affordable within the Council's reduced budget.

GLL provide on-going professional support in the form of Library Development Officers [LDO's], including operational management of book stock, volunteer training and development, support of volunteers as well as supporting hubs to be professional and safe places for the members of the public to utilise; ensuring that the national picture in libraries performance and innovation is reflected locally.

LCC provide the provision of computers for public use, volunteer use and access to GLL IT helpdesk. For those hubs that have chosen to remain in Council-owned premises preferable rates of a peppercorn rent for the initial years of their lease between the Community Hub and the Council were applied.

All Community Hubs have been supported financially with the allocation of £15K a one-off capital payment to assist with set-up/improvement works and an annual revenue payment of £5,167 whilst they remain operating as a Community Hub for a minimum of 6 hours per week for 50 weeks per year.

Overall, there is a commitment to support up to 40 Community Hubs and during the period 1st April 2020 and 31st March 2021, GLL provided support to 36. Of these 36, 34 are community group run. A library provision is also provided at Belton Lane Children's Centre and all three Lincolnshire Hospitals; these are managed by the staff at each location but again supported by GLL. See Table 5 below:

Table 5: Community Hubs – for the period 01.04.20 – 31.03.21

Ref	Hub Name	Ref	Hub Name	Ref	Hub Name
1	Alford	13	Donington	25	Pinchbeck
2	Belton Lane *(Children's Centre)**	14	Ermine	26	Ruskington
3	Birchwood	15	Heckington	27	Saxilby
4	Boultham	16	Holbeach (Co-op)	28	Scotter
5	Bracebridge *(Bridge Church)*	17	Hospital Hub* *(Lincoln, Boston and Grantham)*	29	Spilsby (Co-op)
6	Bracebridge Heath	18	Ingoldmells	30	Sutton Bridge
7	Branston	19	Keelby	31	Sutton on Sea
8	Burgh le Marsh	20	Kirton	32	Swineshead
9	Caistor	21	Metheringham	33	Waddington (Co-op)
10	Cherry Willingham	22	Navenby	34	Wainfleet
11	Crowland	23	Nettleham	35	Welton
12	Deepings	24	North Hykeham	36	Wragby

These 'hubs' do not receive the £5,167 annual revenue grant nor £15,000 capital grant.
They are classified as a hub for the purpose of the GLL support to community hubs contractual payment clause.

Community Hubs are independent and so have autonomy around opening hours, activities available and other potential utilisation of the site. All income received is retained by the hub, for reinvestment into the site.

In May 2018, following the closure of Learning Communities, and at LCC's request, GLL took on the running of Birchwood, Boultham and Ermine Community Hubs whist a new provider was sought. Two of the Hubs, Birchwood and Boultham were handed over to a new provider, Ignite, in January 2019, with GLL's Library Development Officer providing detailed and extensive training and support. Discussions are on-going with a potential provider to take over management of the Ermine Community Hub.

2.4.2 Hub Performance:

Whilst Key Performance Indicators (KPI's) are not measured for Community Hubs an annual review is conducted to examine sustainability and the positive impact a Community Hub has on their respective communities. There is a standard agenda to aid discussion covering risk; concerns; service to customers and best possible use of resources/finance. This decision was made to intentionally minimise the emphasis on traditional performance management in order to best enable these hubs to achieve

independence and reflect community need. Due to Covid, the review did not happen in 2020/21 as many were closed for the majority of the year.

Community Hubs need to be sustainable to ensure they will be there in years to come. Hubs have achieved this through a range of income sources/funding which they require to cover the costs of running activities, e.g., grants, donations, hiring out space, etc.

As part of the contract with LCC, GLL has a small team of Library Development Officers (LDOs) whose job is to support and advise the 36 Community Hubs and the 700+ volunteers that help run these independent organisations. Throughout the three lockdowns and periods of extended closure for the Community Hubs the LDO team have ensured contact and communication continued. In the run up to the phased reopening of hub services in Summer 2020 and Spring 2021 the LDO team have provided significant support in the planning and reopening of hubs ensuring a positive and COVID Secure service through:

- Support / advice regarding government guidance and the Libraries Connected toolkit – especially regarding how to apply core principles to site and service offer.

- Stock work required to ensure site can reopen.

- Training volunteers in the new Library Management System, including adapting training so that is specific to volunteers and their access rights.

- Training volunteers in library specific COVID secure procedures.

- Refresh training for volunteers in new IT.

- Refresh training for volunteers in library procedures.

- The LDOs also provided additional support to Hubs at their reopening, including additional visits and trouble shooting.

3. Conclusion

Building on Year 5, GLL will continue to focus on the recovery of the service during Year 6 (April 2022 – March 2023) which includes:

- Reinstating events and activities.

- Returning to normal (pre-covid) hours when all restrictions have lifted, and we no longer require additional resources to ensure confidence in COVID secure procedures.

- Continuing to support our communities as a trusted source of information during the impact of COVID.

- Supporting small businesses.

3. Consultation

a) Risks and Impact Analysis

n/a

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Library Service Year 5 KPI Data
Appendix B	Library service – 2020/21 Example feedback

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 Louise Egan, who can be contacted on 01522 554503 or Louise.egan@lincolnshire.gov.uk.

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Performance of the Library Service Contract – five year review report

Appendix A: Library Service Year 5 KPI data

In order to monitor the progression of the contract, 11 Key Performance Indicators (KPI's) were devised, alongside baselines for performance and monthly targets. This was completed in conjunction with GLL as per the contractual agreement.

In light of the COVID pandemic LCC suspended formal KPI monitoring in 2020/21. Instead, performance data relevant to the service offer each month was submitted by GLL.

The tables below detail the variety of service offers during 2020/21 and also performance data relating to these offers.

Months 2020/21	Service offer
1st April to 12th July 2020	Lockdown 1, All physical services closed - digital provision only
13th July – 5th September 2020	Core reduced hours (Bourne reopen 26th Aug) Click & Collect / 1 x PN per site / Access, Rural and C&P Mobiles / Listening Lincs & Readers Group Services
7th September - 4th November 2020	Core reduced hours, Browse & Borrow (Bourne remained C&C) / limited PNs (some still 1) / Access, Rural and C&P Mobiles/ Listening Lincs & Readers Group Services
5th November - 4th December 2020	Lockdown 2, Core reduced hours, Click & Collect / 1 x PN per site / Access, Rural, C&P Mobiles/ Listening Lincs, & Readers Group Services
5th December 2020 - 5th January 2021	Tier 4 - Core reduced hours, Click & Collect / 1 x PN per site / Access, Rural and C&P Mobiles / Listening Lincs & Readers Group Services
6th January - 31st March 2021	Lockdown 3, Core reduced hours Click & Collect / No PN / Access, Rural and C&P Mobiles / Listening Lincs & Readers Group Services

Table 1: Service offer available, broken down by month

	2020/21	Notes
Core and Mobile visits	199,958	13 July – 31 March only
PN use (hours)	5,176	13 July – 5 Jan only
Website visits	473,234	Full year
Core, Mobile and E-service issues	799,264	
Rural/ C&P Mobile stops delivered	100%	13 July – 5 Nov 4 Dec – 31 March
New online joiners	3,509	Full year

Table 2: Performance data per KPI

Issues	2019/20	2020/21	% Difference
e-books	35,506	124,050	249%
e-audio	25,263	36,870	50%
e-mags/newspapers	58,854	190,658	224%
e-music streams/ downloads	21,171	37,421	77%
e-issues total (01 April – 31 March)	140,794	388,999	176%
Physical issues total (13 July – 31 March)	1,858,841*	410,265**	-77%
Issues Grand total (01 April – 31 March)	1,999,635*	799,264**	-60%

Table 3: Issues data, comparison between 2019/20 pre-covid and 2020/21 during covid

*Full year of physical issues whereas ** Physical issues 13th July-31st March only

'Physical issues total' and 'issues grant total' are both showing a decline when compared between year 5 performance (2020/21) and the previous year (2019/20). This is a direct result of the Covid-19 pandemic; during 2020/21 all sites were closed with no customer access to physical stock from April until 13th July, as such no physical issues could be made. For comparison, physical issues April-June 2019 were 471,503.

When sites did re-open between July and March, there were significant periods where a click and collect model operated, so whilst physical issues could be made, these were based on advanced reservations, which did reduce the issues sites would have normally achieved. This should not diminish the accomplishments that were made; customers received their stock and colleagues went above and beyond in creating 'grab bags' so ad hoc visits to sites where a reservation hadn't been made could still be converted into issues.

KPI	Detail	2020/21 KPI Target	2020/21 Actual	KPI Actual compared to Target
1	Number of visits to Core Libraries and Mobile Library Services in a contract year	1,460,947	199,598	-1,261,349
2	Percentage of scheduled events at Core Libraries in a Contract Year which are delivered	100%	0	-100%
3	Number of hours of use of access to the internet from public access computers in Core Libraries and Mobile Library vehicles in a Contract year	150,962	5,176	-145,786
4	Number of hours of Wi-Fi Use in a Contract Year	Not available	Not available	Not available
5	Number of visits to the library website in a Contract Year	353,419	473,234	119,815
6	Total number of Stock Issues across Core Libraries, Mobile Libraries and E services	1,687,251	799,264	-887,987
7	Percentage of books Requested delivered within 7 days	65%	N/a	Not compatible
8	Percentage of books Requested delivered within 15 days	75%	N/a	Not compatible
9	Percentage of books Requested delivered within 30 days	85%	N/a	Not compatible
10	Percentage of mobile library stops scheduled in any Contract Year which are delivered	100%	50%	-50%
11	Aggregate number of hours of Community Use at all Core Libraries	1618.0	0	-1,618

Table 4: Performance against the 2020/21 KPI targets.

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Performance of the Library Service Contract – five year review report

Appendix B: Library Service – 2020/21 Example feedback

As a member of Lincolnshire Libraries who uses your e-books a lot I think you have a great collection and the Libby app makes it really easy to browse and find something of interest to me.

I would like to congratulate the library staff for the excellent service that I have received with books being delivered to my front door. With the current restrictions that are in place it is a credit to you all that you are still looking after members of the library and my thanks is really not high enough praise.

Thank you so much for sorting out a selection of books for mum she was thrilled with them. Books and TV are the only company she has so to have a variety is brilliant.

Brilliant service and a lifeline in these times. Looking forward to the library being open again as I often select a book by the cover.

Huge thanks to staff, so helpful when picking up books, a big smile come rain or shine as they stand in the lobby, a lockdown lifeline.

Our group really appreciate the work done by the team at Lincolnshire Libraries keeping us ever supplied with reading escapes!

Just to say thank you for picking some books for me, you didn't have to but I would have been lost over Xmas without some, I appreciate your kindness and it made my Xmas, thank you again.

Thank you for keeping open, handing out long tales, and help preserve what sanity I have left in these strange times.

Unfortunately during the pandemic we have had to keep our youngest pretty much socially distanced and a lot of his 'normality' has disappeared. I dropped off a pre-lockdown book today and was really impressed with all the precautions that are in place. I went to the library on my own today, but they remembered my children and gave me a little Halloween pack for them that I probably had a bit too much fun making with them!

LIFESAVER ...
or at least mental health saver during these terrible times.

Your calls are one of my weekly highlights, it's so nice just to have a natter about books.

I really do appreciate your kindness and personal attention, and value you for the incredible service you give us all under often trying circumstances, we most certainly welcome your monthly visits.

The library provides a valuable service to the local community.
In terms of books it loans out, but most of all access to the internet for those of us that don't have alternative access at home or on smartphones.

Wonderful help from your staff to fill in the census form as I am dyslectic, they went above the call of duty to ring and help me with the form, they are a wonderful asset to your library.

Thank you eBook Dr. Having enjoyed Room so much I think this book will be right up my street!

Thank you for your service, it is such a boon to be able to request and borrow books and keep entertained, educated and informed during restrictions.

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Open Report on behalf of Andrew Crookham, Executive Director - Resources

Report to:	**Public Protection and Communities Scrutiny Committee**
Date:	**27 July 2021**
Subject:	**Coroners Service Transformation Project**

Summary:

Over a period of 10 months, with the support of a dedicated Senior Project Officer the Coroners Service has transformed its working practices making them more consistent across the county, utilising information technology, whilst importantly maintaining the excellent service delivered for bereaved families. A key part of this project was to identify suitable permanent accommodation for a Coroners Court in Lincoln, which has been achieved.

Actions Required:

The Committee is invited to review the content of the report and comment on the transformation achieved and those areas highlighted for ongoing improvement.

1. Background

1.1 In 2016-17 saw the merger of the Lincolnshire Central and Lincolnshire South Coronial areas. However, it became apparent that the service had not fully combined its processes, it had also remained fairly stagnant in its use of technology. It was suffering with poor engagement with some key stakeholders which was driving in-efficiencies and cost in the service. Service to families was maintained however this came at a cost of high levels of stress on the officers. National key performance indicators reported to the Chief Coroner were below average.

1.2 The Business Objectives of the transformation project were:

- To create a higher performing service with more efficient processes to reduce costs where possible.

- To make business decision as to whether the proposed merger with North and North East Lincs is achievable on acceptable terms. *(This is covered by a separate report)*

1.3 The Project Objectives outlined to achieve these were:

- **Fit for purpose property solution**

What was achieved?
➢ A property solution has been identified and a Property Project Manager has been assigned to move forward the business requirements which are required to make the identified property fit for purpose.

➢ This includes a court room to accommodate jury inquests which has not previously been possible to achieve, it will reduce or remove the requirement to lease rooms for holding inquests.

➢ Interim technology has been provided to allow for virtual attendance at inquests. This element will continue to be improved as part of the property solution and the introduction of hybrid meeting rooms.

- **Define and implement county-wide processes**

What was achieved?
➢ The single service approach to processes and set activities will be implemented from 1st August, inclusive of an agreed approach relating to activities varying from scene attendance to file creation.

➢ On-going work is underway to complete a revised Service Level Agreement (SLA) with Lincolnshire Police to capture an approved agreement which will provide a more collaborative approach to service delivery and how to best manage any issues which may need to be addressed.

- **Effective use of Case Management system**

What was achieved?
➢ Streamlined processes have been identified and implemented encompassing the existing Case Management system (WPC) to drive these improvements.

➢ A referral portal has been implemented for GPs and Hospitals to make referrals directly into the system and allows those referring to see progress of their cases which removes the requirement for support staff to provide updates.

➢ On-going improvements have been agreed with the Police to eventually implement a link to their mobile system which will allow their referrals to flow directly into the WPC system. Once completed this will see the majority of referrals entered directly

to the system saving the business support staff the time of keying referrals in, ensuring the correct information is provided and reducing risk of errors.

➢ The outstanding referrals which are received from the ambulance service (EMAS) will be approached in line with a regional approach.

➢ A technological solution is also being developed to push inquest information from the Case Management system into the Lincolnshire County Council (LCC) web for both death inquests and treasure inquests; this is likely to be completed in the autumn 2021.

➢ Redaction has been completed manually on hard copy case files using marker pens. The appropriate software has now been purchased for business support to complete this electronically which again saves admin time and removes the risk of names remaining visible.

- **Value for money support contracts**

What was achieved?
➢ The contract for Post-Mortems is currently being re procured, a dynamic purchasing system approach will be introduced to improve flexibility and resilience.

➢ The re procurement of the body removal and transfer contract will commence in late summer, it is hoped significant savings can be made during this exercise.

- **Deliver service requirements within budget**

What was achieved?
➢ The project was carried out at no additional cost.

➢ Once fully implemented non cashable savings will be identified and should offset some of the service pressures previously felt.

- **Review Customer feedback and benchmarking**

What was achieved?
➢ It was agreed that customer feedback and benchmarking would be assessed by comparing the number of complaints and compliments from pre and post improvements. This is due to the sensitive nature of the service.

2. Conclusion

The project has now formally closed, but it has now started a process of continual improvement across the service that will be taken forward by the management team of the service and the Senior Coroner.

It has modernised the service utilising technology to the full, thus freeing up officer time to fully support those families who have suffered the sudden loss of a loved one.

Although the property project is still underway when it comes to fruition it will mark an important step change in providing suitable respectful surroundings for families to learn about the circumstances of their loved ones death.

3. Consultation

a) Risks and Impact Analysis

There have been no substantial changes to public service deliverables. Most of the improvements have been to the back office.

4. 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 Sara Barry, who can be contacted on 01522552499 or sara.barry@lincolnshire.gov.uk.

Open Report on behalf of Andrew Crookham, Executive Director - Resources

Report to:	**Public Protection and Communities Scrutiny Committee**
Date:	**27 July 2021**
Subject:	**Proposals for Scrutiny Reviews**

Summary:

On 17 June 2021, the Overview and Scrutiny Management Board agreed to request that each overview and scrutiny committee identify potential topics for in-depth scrutiny reviews, which would be undertaken by the two Scrutiny Panels, taking into account the prioritisation toolkit. The Overview and Scrutiny Management Board would consider all the suggestions at its meeting on 30 September 2021, with a view to making a decision on which reviews would be approved.

This Committee is requested to consider whether it would wish to make any suggestions to the Overview and Scrutiny Management Board.

Actions Required:

To consider whether to make any suggestions for in-depth scrutiny reviews, for consideration and decision by to the Overview and Scrutiny Management Board on 30 September 2021.

1. Background

One of the essential roles of overview and scrutiny is to carry out in-depth reviews where the outcomes can clearly influence and improve policy and service delivery for the people of Lincolnshire. In accordance with the Council's constitution, this role is undertaken by the two scrutiny panels, Scrutiny Panel A and Scrutiny Panel B.

These two scrutiny panels provide an opportunity for scrutiny councillors to consider a particular topic in great detail, for example by engaging with a range of individuals in less formal settings, which is not always possible in the formal setting of a committee meeting. Based on the evidence received, a report is compiled, with the panel making recommendations for possible improvement.

Scrutiny Panel A and Scrutiny Panel B will conduct each review in accordance with the following principles:

- Scrutiny panels should aim to collect a broad range of evidence on the particular review, interviewing interested parties, and engaging local communities, where this is feasible.
- Scrutiny panels should focus on developing realistic recommendations for improvement in relation to the topic under review.
- Scrutiny panels will submit their draft reports to the relevant overview and scrutiny committee for consideration, approval and onward referral as appropriate.

Scrutiny Panel A and Scrutiny Panel B will undertake in-depth scrutiny reviews in accordance with the terms of reference and timetable determined for each review by the Overview and Scrutiny Management Board.

Identifying Potential Scrutiny Review Topics

A Scrutiny Panel should only be set up when a suitable topic for a scrutiny review is identified by the Overview and Scrutiny Management Board using the Prioritisation Toolkit.

Suggestions for scrutiny reviews may come from a variety of sources such as the scrutiny committees, other non-Executive Councillors, Executive Councillors, and senior officers.

When considering a potential topic for a scrutiny review, it is important that the Board ensures that the potential scrutiny review will not be duplicating any review work that is being undertaken by officers or external partners.

The remit for the potential scrutiny review should be focused and not too broad, so that an in-depth review can be completed within a set timescale and will lead to achievable outcomes.

Role of Overview and Scrutiny Management Board

The Overview and Scrutiny Management Board is responsible for making decisions whether a scrutiny panel is merited, and in so doing the Board applies the guidance in the prioritisation toolkit attached at Appendix A.

Once a potential topic for a scrutiny review has been identified by the Overview and Scrutiny Management Board and assigned to a scrutiny panel, the terms of reference will be drafted by the Scrutiny Panel and submitted to the Overview and Scrutiny Management Board, if they have not already been approved by the Board. This does not prevent the panel from undertaking initial work on its topic.

Composition of Scrutiny Panels

Each scrutiny panel may comprise up to eight members including its chairman and vice chairman, who were appointed by the County Council on 21 May. The remaining members of each panel are appointed for each particular review, and there is an aim to make the membership politically inclusive. All non-executive councillors are eligible, with nominations for membership being sought from the leader of each political group.

Role of Overview and Scrutiny Committees – Approval of Final Report

As stated above, when each scrutiny panel completes each review, its draft report is submitted to the relevant overview and scrutiny committee for consideration and approval. Following its approval, the final report, including any recommendations, is submitted to the relevant decision-making body, which in most instances would be the Executive for matters relating to the County Council's executive functions. The relevant scrutiny committee is responsible for receiving the response to the review and for any future monitoring of recommendations.

Potential Topics for Scrutiny Reviews

The Committee is invited to provide its views on potential topics for the Board's consideration in September.

2. Conclusion

Following the decision by the Overview and Scrutiny Management Board on 17 June 2021, this Committee is being requested to identify any potential topics for in-depth scrutiny reviews to be undertaken by the scrutiny panels, with the Committee's suggestions being reported to the Board on 30 September 2021. In so doing the Committee is requested to be mindful of the prioritisation toolkit attached at Appendix A.

3. Consultation

a) Risks and Impact Analysis

Not Applicable

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Scrutiny Prioritisation - Prioritisation Toolkit

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 Nigel West, Head of Democratic Services and Statutory Scrutiny Officer, who can be contacted on 01522 552840 or by e-mail at
nigel.west@lincolnshire.gov.uk

Scrutiny Prioritisation

Prioritisation is a key tool for successful scrutiny. Selecting the right topics where scrutiny can add value is essential for scrutiny to be a positive influence on the work of the Council. Scrutiny committees must be selective about what they look at and need to work effectively with limited resources. Scrutiny activity should be targeted, focused and timely and include issues of corporate and local importance, where scrutiny activity can influence and add value.

The questions below are a guide to help members and officers consider and identify key areas of scrutiny activity for consideration.

Will Scrutiny input add value?

- Is there a clear objective for scrutinising the topic?
- What are the identifiable benefits to residents and the council?
- Is there evidence to support the need for scrutiny?
- What is the likelihood of achieving a desired outcome?
- Is the topic strategic and significant rather than relating to an individual complaint?
- Are there adequate resources to ensure scrutiny activity is done well?

Is the topic a concern to local residents?

- Does the topic have a potential impact for one or more section(s) of the local population?
- Has the issue been identified by Members through surgeries and other contact with constituents?
- Is there user dissatisfaction with service (e.g., increased level of complaints)?
- Has the topic been covered in the local media or social media?

Is it a Council or partner priority area?

- Does the topic relate to council corporate priority areas?
- Is there a high level of budgetary commitment to the service/policy area?
- Is it a poor performing service (evidence from performance indicators /benchmarking)?

Are there relevant external factors relating to the issue?

- Central government priority area.
- New government guidance or legislation.
- Issues raised by an internal or external audit or from formal inspections, etc.
- Key reports or new evidence provided by external organisations.

<u>Criteria for not considering topics</u>

- There is no scope for scrutiny to add value/make a difference or have a clear impact.
- New legislation or guidance is expected within the next year.
- The issue is being examined elsewhere - e.g., by the Executive, working group, officer group or other body.
- The objective of scrutiny involvement cannot be achieved in the specified timescale required.

<u>Prioritisation Matrix</u>

The prioritisation matrix shown below is a framework to aid in prioritising a number of scrutiny options or topics. Each topic should be assessed in terms of the impact it would have and the overall scope of the activity.
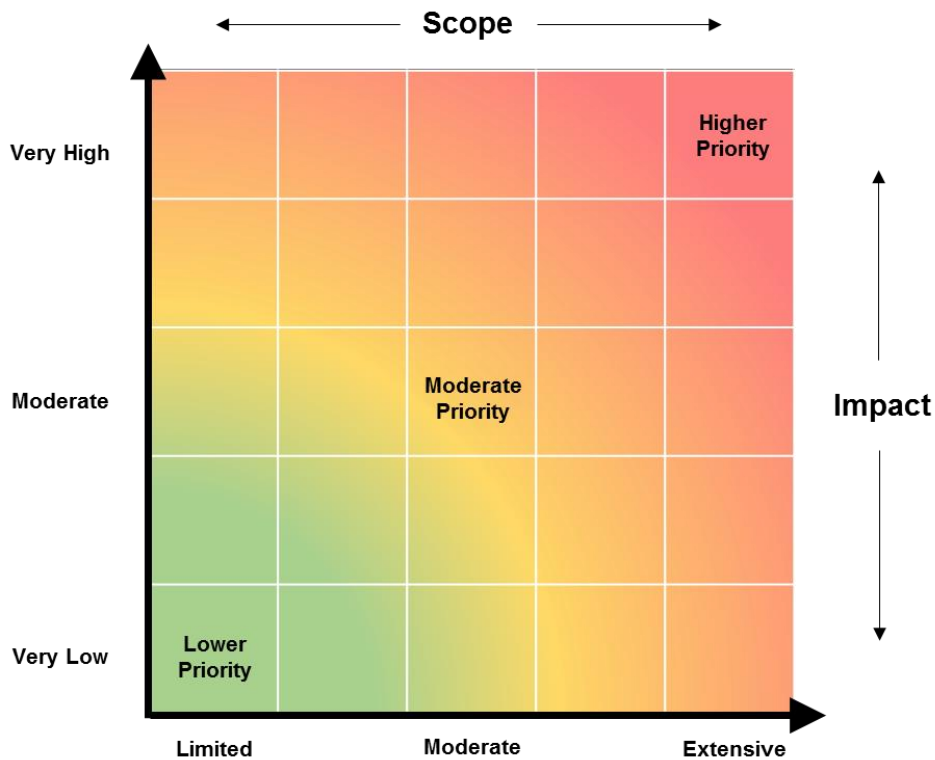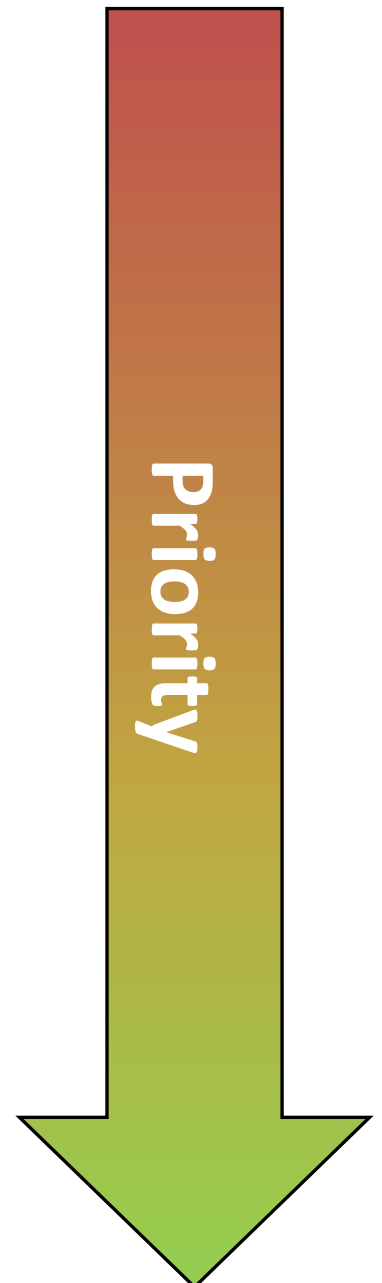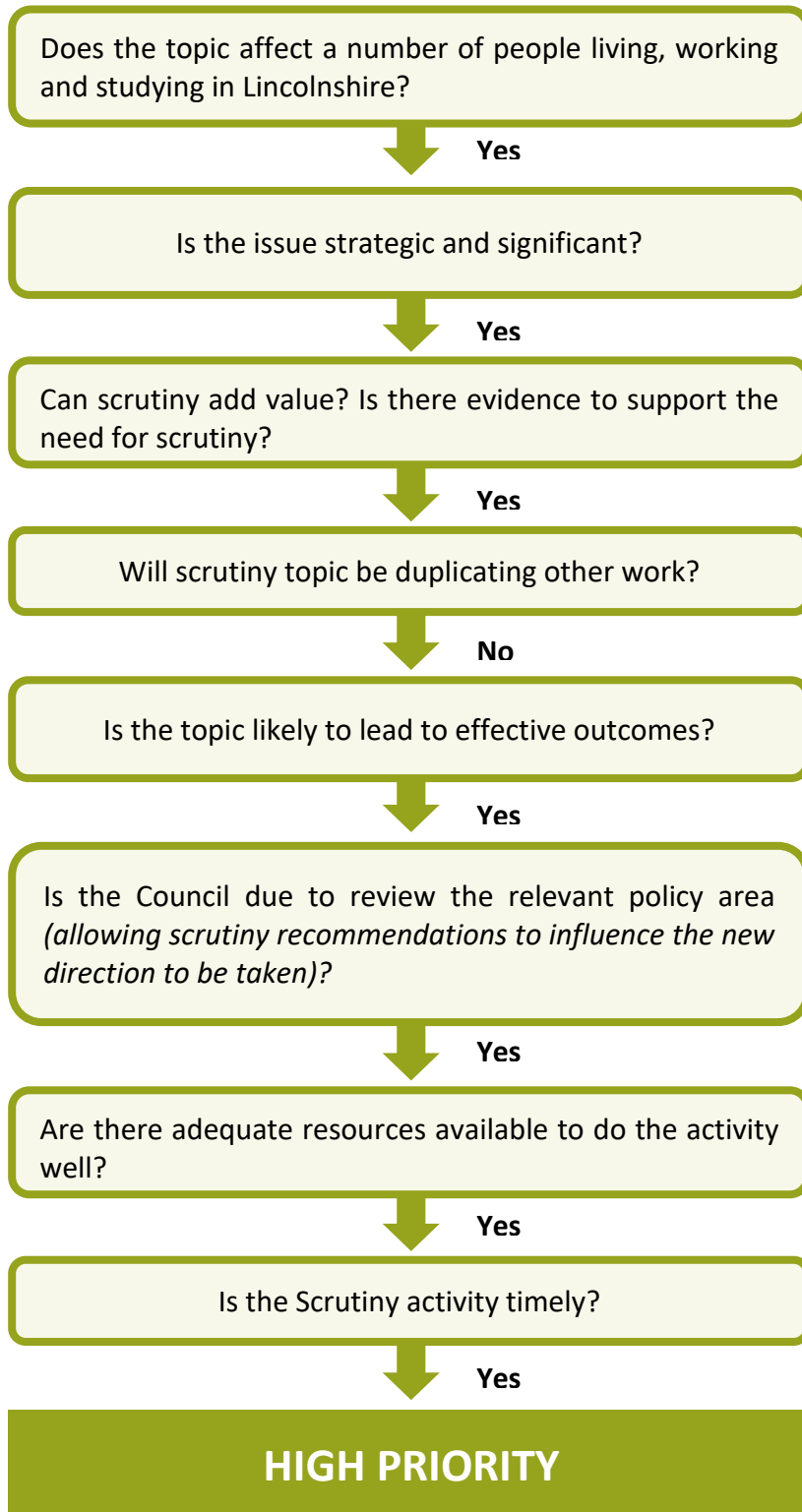

When considering the scope and impact of a Scrutiny item it is important to consider the following areas:

- People / Communities
- Assets / Property
- Financial
- Environmental

- Reputation
- Likelihood of Impact
- Resource Required
- Cost Effectiveness

Prioritisation tool

The prioritisation tool below can be used in deciding on whether an issue would warrant being considered by Scrutiny or the subject of a Scrutiny Review.

Does the topic affect a number of people living, working and studying in Lincolnshire?

Yes

Is the issue strategic and significant?

Yes

Can scrutiny add value? Is there evidence to support the need for scrutiny?

Yes

Will scrutiny topic be duplicating other work?

No

Is the topic likely to lead to effective outcomes?

Yes

Is the Council due to review the relevant policy area *(allowing scrutiny recommendations to influence the new direction to be taken)?*

Yes

Are there adequate resources available to do the activity well?

Yes

Is the Scrutiny activity timely?

Yes

HIGH PRIORITY

Priority

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Open Report on behalf of Andrew Crookham, Executive Director – Resources	

Report to:	**Public Protection and Communities Scrutiny Committee**
Date:	**27 July 2021**
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 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

27 JULY 2021	
Item	**Contributor**
1 Service Level Performance Reporting against the Performance Framework 2020-2021 – Quarter 4	Diane Coulson, Assistant Director - Public Protection Nicole Hilton, Assistant Director - Communities Lee Sirdifield, Assistant Director - Corporate Mark Baxter, Chief Fire Officer Steven Batchelor, LRSP Senior Manager
2 Community Strategy **[Pre-decision Scrutiny- Executive decision on 7 September 2021]**	Lee Sirdifield, Assistant Director - Corporate
3 Performance of the Library Services Contract – Year Five Review Report	Louise Egan, Library and Heritage Client Lead, Culture
4 LFR Technical Response Unit Refresh **[Pre-decision Scrutiny- Executive decision on 7 September 2021]**	Mark Baxter, Chief Fire Officer
5 Coroners Service Transformation Project	Paul Smith, Acting Senior Coroner
6 Proposed Submission to the Chief Coroner for the merger of the Lincolnshire and Grimsby and North Lincolnshire Coroners Areas **[Pre-decision Scrutiny- Executive decision on 30 July 2021]**	Sara Barry, Head of Safer Communities
7 Proposals for Scrutiny Reviews	Nigel West, Head of Democratic Services and Statutory Scrutiny Officer
SITTING AS THE CRIME AND DISORDER SCRUTINY COMMITTEE	
8 Update on the Response to Domestic Abuse in Lincolnshire	Jade Sullivan, Community Safety Strategy Co-ordinator – Domestic Abuse Lead

21 SEPTEMBER 2021	
Item	**Contributor**
1 Integrated Risk Management Plan 2020-2024 – Yearly Update	Mark Baxter, Chief Fire Officer

21 SEPTEMBER 2021		
	Item	**Contributor**
2	Heritage Service Update	William Mason, Head of Culture
3	Service Level Performance Reporting against the Performance Framework 2021-2022 - Quarter 1	Diane Coulson, Assistant Director - Public Protection
		Nicole Hilton, Assistant Director - Communities
		Lee Sirdifield, Assistant Director - Corporate
		Mark Baxter, Chief Fire Officer
		Steven Batchelor, LRSP Senior Manager
4	Coroners Service Annual Report	Paul Smith, Acting Senior Coroner
		Sara Barry, Head of Safer Communities
SITTING AS THE CRIME AND DISORDER SCRUTINY COMMITTEE		
5	Stay Safe Annual Update	Clare Newborn, Community Safety Manager- Safer Communities

9 NOVEMBER 2021		
	Item	**Contributor**
1	Lincolnshire Registration and Celebratory Service Annual Report	Sara Barry, Head of Safer Communities
		Julie Waller, Acting County Services Manager
2	Community Hub Year 5 Update (2020-21)	Louise Egan, Library and Heritage Client Lead
SITTING AS THE CRIME AND DISORDER SCRUTINY COMMITTEE		
3	Section 17 Crime & Disorder Act. 1998 - Duty Update	Sara Barry, Head of Safer Communities

14 DECEMBER 2021		
	Item	**Contributor**
1	Road Safety Partnership Annual Report	Steven Batchelor, LRSP Senior Manager
2	Fire and Rescue Statement of Assurance 2020-21	Mark Baxter, Chief Fire Officer
3	Safer Lincolnshire Partnership Review and Annual Update [incl. Safer Together Update]	Sara Barry, Head of Safer Communities
		Diane Coulson, Assistant Director - Public Protection

14 DECEMBER 2021	
Item	**Contributor**
4 Service Level Performance Reporting against the Performance Framework 2021-2022 – Quarter 2	Diane Coulson, Assistant Director - Public Protection Nicole Hilton, Assistant Director - Communities Lee Sirdifield, Assistant Director - Corporate Mark Baxter, Chief Fire Officer Steven Batchelor, LRSP Senior Manager
SITTING AS THE CRIME AND DISORDER SCRUTINY COMMITTEE	
5 Modern Day Slavery annual update	Jonny Goldsmith (Community Safety Strategy Coordinator) Clare Newborn (Acting Joint Head of Safer Communities)

25 JANUARY 2022	
Item	**Contributor**
1 Revenue and Capital Budget Proposals 2022/23 *Budget Scrutiny*	Keith Noyland, Head of Finance - Communities
2 Trading Standards annual update	Sara Barry, Head of Safer Communities

8 MARCH 2022	
Item	**Contributor**
1 Service Level Performance Reporting against the Performance Framework 2021-2022 – Quarter 3	Diane Coulson, Assistant Director - Public Protection Nicole Hilton, Assistant Director - Communities Lee Sirdifield, Assistant Director - Corporate Mark Baxter, Chief Fire Officer Steven Batchelor, LRSP Senior Manager
SITTING AS THE CRIME AND DISORDER SCRUTINY COMMITTEE	
2 Prevent Annual Update	Paul Drury, Prevent Officer Clare Newborn, Interim Head of Service - Community Safety

19 APRIL 2022	
Item	**Contributor**
1 TBA	

Items to be programmed

None identified at present.

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.

4. Consultation

a) Risks and Impact Analysis

N/A

5. 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

6. 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 Kiara Chatziioannou, Scrutiny Officer, who can be contacted on 07500 571868 or by e-mail at kiara.chatziioannou@lincolnshire.gov.uk.

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

MATTERS FOR DECISION	DATE OF DECISION	DECISION MAKER	PEOPLE/GROUPS CONSULTED PRIOR TO DECISION	HOW AND WHEN TO COMMENT PRIOR TO THE DECISION BEING TAKEN	KEY DECISION YES/NO	DIVISIONS AFFECTED
Coronial Area and Service Merger with North and North East Lincolnshire [I022022]	30 July 2021	Executive Councillor: NHS Liaison, Community Engagement, Registration and Coroners	Public Protection and Communities Scrutiny Committee	Head of Safer Communities Email: sara.barry@lincolnshire.gov.uk	Yes	All
Community Strategy [I022132]	7 September 2021	Executive	Public Protection and Communities Scrutiny Committee	Assistant Director - Corporate Email: lee.sirdifield@lincolnshire.gov.uk	Yes	All

Lincolnshire
COUNTY COUNCIL
Working for a better future

Open Report on behalf of Andrew Crookham, Executive Director - Resources

Report to:	**Public Protection and Communities Scrutiny Committee**
Date:	**27 July 2021**
Subject:	**Update on the Response to Domestic Abuse in Lincolnshire**

Summary:

This report provides the Committee with an overview and update of the work that is being undertaken in relation to Domestic Abuse (DA) within Lincolnshire, especially in light of the introduction of the new DA Act 2021 and advises on future developments that are likely to have an impact for the county's response to domestic abuse.

Actions Required:

Members of the Committee are invited to consider and comment on the contents of this report, and the Councils role in driving forward the domestic abuse agenda in Lincolnshire.

1. **Background:**

Key areas of activity

Domestic abuse has a significant impact upon the communities and public services of Lincolnshire. The latest available estimates from the Crime Survey for England and Wales (CSEW) suggest 5.5% of adults aged 16-74 will have experienced domestic abuse in the last year ending March 2020. This national figure would equate to roughly 30,200 adults aged 16-74 suffering domestic abuse in Lincolnshire (assuming a similar prevalence in Lincolnshire compared to the England and Wales average).

The true number of victims of domestic abuse is also likely to be higher when children are included. CSEW figures suggest that 41% of partner abuse victims suffered abuse while their children were in the house, and that 21% of victims disclosed that the children did see or hear what happened. (Source: Office of National Statistics) If only one child was present at each of the 21% of domestic abuse victimisations in Lincolnshire each year, this

would mean that 5,500 children witnessed domestic abuse in their home each year. This means that the true number of Lincolnshire residents affected by domestic abuse each year is likely to be upwards of 35,700 adult victims and child witnesses.

In the last five years, on average there are over 10,000 domestic abuse incidents reported to Lincolnshire Police every year. Of these, circa 6,000 are standard risk incidents, equivalent to around 3 in 5 domestic abuse incidents reported. The proportion of reported incidents that are graded as high risk has been falling, while the proportion graded as medium risk has increased. Improvements in recording practice will have contributed to this. There were 930 victims who were at high risk of serious harm or death referred into the Multi Agency Risk Assessment Conference (MARAC) by partner agencies in 2020-2021. Since the introduction of the Statutory Domestic Homicide Reviews in April 2011 there have been 18 cases involving 27 deaths that have met the criteria for a domestic homicide review in Lincolnshire.

Given the prevalence of DA and the very serious effects it can have on individuals and families, the council considers this as a priority area of business; committing resource and leading the DA agenda with partners

Below is a summary of the key areas of activity in respect of DA over the last 12 months, however the key focus in relation to DA over the last year to 6 months has been preparing for the Domestic Abuse Act 2021.

The DA Act 2021

The DA Bill received royal assent on 29th April and became a statutory duty for tier one local authorities from the 1st April 2021. There are a number of changes the new Act will deliver:

- A legal definition of domestic abuse which recognises children as victims in their own right;
- A Domestic Abuse Commissioner to stand up for survivors and life-saving domestic abuse services;
- A legal duty on councils to fund support for survivors in 'safe accommodation'
- New protections in the family and civil courts for survivors – including a ban on abusers from cross-examining their victims, and a guarantee that survivors can access special measures (including separate waiting rooms, entrances and exits and screens);
- New criminal offences – including post-separation coercive control, non-fatal strangulation, threats to disclose private sexual images;
- A ban on abusers using a defence of 'rough sex';
- A guarantee that all survivors will be in priority need for housing, and will keep a secure tenancy in social housing if they need to escape an abuser;
- A ban on GPs for charging for medical evidence of domestic abuse, including for legal aid;

- A duty on the government to issue a code of practice on how data is shared between the public services survivors report to (such as the police) and immigration enforcement.

All of these elements of the Act have a positive impact on the DA agenda and will have an impact of how services across partners are delivered, however the area that affects LCC significantly is under part four of the Act.

Part 4 of the Domestic Abuse Act 2021 places a four-part statutory framework for the delivery of support to victims of domestic abuse and their children in safe accommodation and provides clarity over governance and accountability.

1. Section 54 specifically places a duty on each tier one local authority in England to appoint a multi-agency Domestic Abuse Local Partnership Board which it will consult as it performs certain specified functions under section 53. These are to:

   o assess the need for accommodation-based domestic abuse support for all victims in their area, including those who require cross-border support
   o develop and publish a strategy for the provision of such support to cover their locality, having regard to the need's assessment
   o give effect to the strategy (through commissioning / de-commissioning decisions)
   o monitor and evaluate the effectiveness of the strategy
   o report back to central government

2. Require local authorities to have regard to statutory guidance in exercising their functions.

3. Require the Secretary of State to produce statutory guidance, having consulted the Domestic Abuse Commissioner, local authorities and such other persons as considered appropriate. (This will be produced by MHCLG)

4. Require tier two councils to co-operate with the lead local authority, so far as is reasonably practicable.

The makeup of Local Partnership Boards may vary across local authority areas, but they are expected to include a broad range of representative partners. As a minimum, the Boards will include persons representing local authorities, victims and their children, domestic abuse charities or voluntary organisations, health care providers and the police or other criminal justice agencies.

The types of accommodation that is covered by the new duty are broad in recognition of the diversity of housing in which victims and their children may live. The new duty covers the provision of support to victims and their children residing in:
- refuge accommodation
- specialist safe accommodation
- dispersed accommodation
- sanctuary schemes
- move-on or second stage accommodation

There is also be the requirement to offer domestic abuse support through the new duty, this includes:

- advocacy support – development of personal safety plans, liaison with other services (for example, GPs and social workers, welfare benefit providers)
- domestic abuse-prevention advice – support to assist victims to recognise the signs of abusive relationships, to help them remain safe (including online) and to prevent re-victimisation
- specialist support for victims with protected characteristics and / or complex needs, for example, interpreters, faith services, mental health advice and support, drug and alcohol advice and support, and immigration advice
- children's support – including play therapy and child advocacy
- housing-related support – providing housing-related advice and support, for example, securing a permanent home and advice on how to live safely and independently
- counselling and therapy for both adults and children

Lincolnshire's response to the DA Act

In response and preparation for the new statutory duties under the DA Act 2021 the following actions have been taken in Lincolnshire up until April 2021:

- Full partnership consultation to look at DA governance, resources and services
- An implementation plan was developed and delivered
- Review of commissioned services
- Partnership conference held in March 2021 with 70/80 people in attendance
- Training development programme introduced
- District Council and Housing provider forum developed

The outcome of the partnership consultation was to change the governance of the DA agenda, ensuring that it met the requirements of the DA Act and that it was better able to deal with the complex nature and breadth of DA. Therefore since December 2020 the partnership has been transitioning the DA governance from the Safer Lincolnshire Partnership to a separate DA partnership that sits alongside the SLP and is on equal footing with the Adults Safeguarding Board and Children's Safeguarding partnership. The partnership is now fully up and running and has good representation at both an operational and strategic level from a variety of agencies.

As well at the partnership restructure there has been a review of the LCC DA team which will result in its expansion to ensure the new statutory duties under the DA Act 2021 can be met. It is worth noting that the government, through the MHCLG, allocated funding to all tier one and tier two local authorities for 2021/22 to support the implementation of the new duties and therefore the increased capacity within the DA will be drawn from that funding. Funding will be allocated separately for the next 2 year until March 2024 and subsequently it will be part of the spending review process.

Through the DA Act funding allocation LCC was allotted £1.4 million for 2020/21 to support the execution of the new statutory duties. Each District Council was also allocated a separate amount under their duty to cooperate with the new statutory duties. This funding will be allocated accordingly once the needs assessment is completed and the strategy has been developed and agreed.

The partnership is currently undertaking a full needs assessment of DA looking at all aspects of DA agenda as well as including the new statutory duties around accommodation based services for victims of DA. This piece of work will be complete by the end of July and will help inform the development of the DA strategy for Lincolnshire. Under the DA Act 2021 LCC has a statutory duty to publish a strategy by 31st October 2021 and every 3 years thereafter.

Multi Agency Risk Assessment Conference (MARAC) – A number of changes have been made to MARAC over the last 12 months in order to improve and update its operating model and to some extent in response to the COVID-19 pandemic. MARAC has moved to 1 full day weekly meeting to two half days on a weekly basis, this is to ensure that all victims and children are getting the highest quality response and outcomes from the process and to support staff wellbeing. In addition, the partnership has piloted a 'MARAC Plus' to better manage repeat and complex cases, of which a full review is being undertaken as part of the needs assessment and will be presented to the strategic group of the DA partnership.

Domestic Homicide Reviews (DHR) – DHR's have continued to be effectively managed within the last 12 months and through the COVID-19 pandemic only one DHR was delayed due to capacity within the health agencies. Since April 2020 and to date the partnership has commissioned 3 DHR's. Two DHR's have been published in the last 12 months.

Communications and engagement activity -
- Social Media - A number of national and local organisations have produced communications packages about DA that agencies have been using over the last 12 months. This is been a coordinated effort to ensure that victims, children and perpetrators continued to be aware of the support services available to them.
- Businesses and agencies – The Co-op agreed to display posters and leaflets in all of their stores and pharmacies across Lincolnshire and reinforce the work that the DA Project Officer has been doing with them to raise awareness of DA amongst their workforce and how to manage and support people that require help. Sainsbury's also agreed to display posters, stickers in customer toilets and leaflets throughout all of their stores in Lincolnshire. District Councils did some extra work with their waste management teams to ensure that they were up to date with DA training and knew what to do if they saw anything in relation to DA.
- Hidden Harms Summit - The government launched a code word scheme 'Ask Ani' which is in partnership with pharmacies across the Country. In Lincolnshire there were 27 active pharmacies signed up to the scheme, however advice about the scheme has been sent out to all pharmacies. The scheme means that victims signal

to staff in participating outlets, such as supermarkets and pharmacies, that they need immediate support.

- A communications and engagement strategy is being developed across the 4 partnership boards, the SLP, DA partnership, safeguarding children's and safeguarding adults. This will ensure a collaborative approach to communications, avoid duplication and make this area of work more sustainable.

Multi Agency DA Training – Due to the COVID-19 pandemic all face to face training had to be suspended since March 2020. However over the last 12 months the team and partnership have been working on alternative training methods and have converted a number of face to face training into e learning models, workshops and resources for people to download. There is a full training development programme in place and all DA training is being embedded with the safeguarding 6 year pathway training programme.

Make a Change community based perpetrator programme - has continued to support clients in Lincolnshire throughout the last 12 months, and is continually reviewing its service provision in line with updates to the Government's social distancing guidance.

As an immediate response to the UK-wide lockdown, Make a Change's in-person group-work programme was suspended and practitioners focused on providing crisis and stress management to clients, delivered via telephone and/or video-conferencing where possible.

Make a Change subsequently provided clients who had previously been on the programme with a series of worksheets supplemented with telephone calls. These focused on maintaining clients' motivation for embarking on a behavioural change programme, formulating risk and safety plans for themselves, and remaining non-abusive and child-centred in their behaviour and attitudes.

Over the past few months, Make a Change have been starting to work face to face with clients again and continue to look at improvements to the delivery of the programme both online and in person. The priorities remain engaging and intervening with people who use abusive behaviour in the safest and most effective way possible for survivors and their children.

2. Next steps/further developments

The key elements of focus over the next 6 months for the partnership alongside maintaining all services in relation to DA are:
- To complete the DA Needs assessment
- Develop the new DA Strategy and delivery plan, ensuring it addresses the needs identified in the needs assessment
- Continue to embed the new DA partnership arrangements
- Develop a monitoring and performance framework in line with the new statutory duties and in support of the DA strategy.
- Develop a mechanism by which survivors of DA have a direct input into the DA

partnership and service design.

In addition to these key focuses the partnership continues to implement the findings of the MARAC review, focusing on delivering a service that meets the needs of high risk victims of DA, children, families and perpetrators in Lincolnshire. One of the key areas for development will be to introducing a central repository for all cases/incidents deemed as standard to medium risk in order to identify patterns of abuse that happen over time and a system and process that supports the management of child to parent/carer abuse cases more effectively.

3. Domestic Abuse Commissioned Services

The contract to deliver the specialist DA services in Lincolnshire was awarded by Lincolnshire County Council to a single provider, now called EDAN Lincs (Ending Domestic Abuse Now in Lincolnshire) and the new service commenced on 1st August 2018. One service provider for the county means residents can now access the same support provision from the same provider, wherever they reside in Lincolnshire.

The following are the support services offered by EDAN Lincs across the county:
- Independent Domestic Violence Advisor (IDVA) Service
- Hospital-based IDVA Service
- Outreach Domestic Abuse Support Service - Support for Adults (Women and Men)
- Outreach Domestic Abuse Support Service – Support for Children/ Families

In the last 12 months and throughout the COVID-19 pandemic all outreach and IDVA services have continued to operate effectively and support the needs of victims, children and families. However the Hospital IDVA Service was suspended, given Government restrictions, which has impacted on the usual service that could be offered through this initiative, although hospital personnel were given direct access to the IDVA service throughout this period for advice and support. Most of the support to clients has been undertaken through telephone and video consultation which has worked really well, although where possible service users have been having face to face support. As a result a number of developments have taken place looking at access to service, the service provided and how these can be improved to be more efficient and increase capacity within the service.

There were just fewer than 2,000 referrals for adult victims of domestic abuse to specialist outreach support services in Lincolnshire (provided by EDAN Lincs) during 2020/21. In the 9 months July 2020 to March 2021, 6,930 people contacted EDAN Lincs for support and advice regarding domestic abuse.

In the latest quarter January to March 2021 a total of 652 adult referrals were received into the service. This is the highest quarterly volume seen during the contract to date, with March 2021 representing the highest monthly figure to date. 100% of Q4 2020-2021 referrals were triaged and individuals contacted within 48 hours of the referral

being received (72 hours at weekends). The service has consistently met this important target.

1,053 children and young people (CYP) and dependent adults were indirectly supported within the outreach service during 2020-21. In Q3 of 2020-21, 122 CYP were referred for direct support. This consisted of 74 referrals for one to one therapeutic support sessions.

In addition to the Outreach Service EDAN Lincs have been successful in procuring the refuge contract for the County in August 2020. Refuges in Lincolnshire over the last 12 months have remained at usual capacity with no increase in demand.

Domestic Abuse related funding opportunities

From April 2020 EDAN and SoLDAS have been successful in receiving funding from MHCLG in relation to COVID-19 to support accommodation based services for DA victims and LCC on behalf of EDAN has been successful at securing £64,000 from the MOJ for DA support. In addition a new fund was released through the MOJ for IDVA services and LCC on behalf of the IDVA service have been successful at securing funding until April 2023 of £236,391 for a Court IDVA, Rural IDVA, Further IDVA and CHIDVA (Children's IDVA) as well as a further £46,508 to the outreach provision.

4.   Conclusion

It is hoped that the information in this report demonstrates to the Committee the amount of work being undertaken in relation to DA, and the pivotal role that Lincolnshire County Council has in delivering this work. These key areas of work, as well as the commissioned DA services, complement each other and create a holistic response to victims, perpetrators and children affected by Domestic Abuse. There has been significant change over the last 12 months with COVID-19 and the introduction of the new DA Act 2021, however the developments made with the DA partnership, increased capacity and resources as well as the commitment from all agencies in Lincolnshire has meant that Lincolnshire's response to the DA agenda has gone from strength to strength.

5. Consultation

a) 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.

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