



County Offices  
Newland  
Lincoln  
LN1 1YL

1 November 2021

**Public Protection and Communities Scrutiny Committee**

A meeting of the Public Protection and Communities Scrutiny Committee will be held on **Tuesday, 9 November 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

A handwritten signature in cursive script that reads 'DBarnes'.

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, 9 NOVEMBER 2021**

<b>Item</b>	<b>Title</b>	<b>Pages</b>
<b>1</b>	<b>Apologies for Absence/Replacement Members</b>	
<b>2</b>	<b>Declarations of Members' Interests</b>	
<b>3</b>	<b>Minutes of the Public Protection and Communities Scrutiny meeting held on 21 September 2021</b>	5 - 16
<b>4</b>	<b>Announcements by the Chairman, Executive Councillors and Chief Officers</b>	
<b>5</b>	<b>Lincolnshire Registration and Celebratory Service Annual Report</b> <i>(To receive a report by James Chapple, Head of Registration, Celebratory and Coroners Services, which updates the Committee on the service delivered by the Registration and Celebratory Service and outlines the continued impact and disruption the Covid-19 pandemic has had on the service)</i>	17 - 20
<b>6</b>	<b>Community Hubs - Five Year Update</b> <i>(To receive a report by Louise Egan, Library and Heritage Client Lead, which provides an update on the Community Hub Model)</i>	21 - 26
<b>7</b>	<b>Integrated Risk Management Plan 2020-2024 - Yearly Update</b> <i>(To receive a report by Ryan Stacey, Assistant Chief Fire Officer, which provides the Committee with an update on progress against the Integrated Risk Management Plan 2020-2024)</i>	27 - 52
<b>8</b>	<b>Public Protection and Communities Scrutiny Committee Work Programme</b> <i>(To receive a report by Kiara Chatziioannou, Scrutiny Officer, which provides the Committee with the opportunity to consider and comment on the content of its work programme for the coming year to ensure that scrutiny activity is focussed where it can be of greatest benefit)</i>	53 - 58

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**Please note:** for more information about any of the following please contact the Democratic Services Officer responsible for servicing this meeting

- Business of the meeting
- Any special arrangements
- Copies of reports

Contact details set out above.

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, 9th November, 2021, 10.00 am \(moderngov.co.uk\)](https://www.lincolnshire.gov.uk/council-business/search-committee-records)

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



**PUBLIC PROTECTION AND COMMUNITIES  
SCRUTINY COMMITTEE  
21 SEPTEMBER 2021**

**PRESENT: COUNCILLOR N H PEPPER (CHAIRMAN)**

Councillors A N Stokes (Vice-Chairman), A Dani, W H Gray, K E Lee and E J Sneath.

Councillors: L A Cawrey, A P Maughan and D McNally (Executive Councillor Waste and Trading Standards) attended the meeting as observers.

Officers in attendance:-

Kiara Chatziioannou (Scrutiny Officer) and Katrina Cope (Senior Democratic Services Officer).

The following officers attended the meeting remotely, via Teams:

Sara Barry (Acting Assistant Director - Public Protection), Steven Batchelor (Lincolnshire Road Safety Partnership Senior Manager), Mark Baxter (Chief Fire Officer), Will Mason (Head of Culture), Clare Newborn (Interim Head of Service - Community Safety), Lee Sirdifield (Assistant Director – Corporate), Ryan Stacey (Assistant Chief Fire Officer) and Spencer Creek (Area Manager Response).

73           APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

Apologies for absence were received from Councillors Mrs J Brockway, M R Clarke, N F Clarke, A M Key and J L King.

An apology for absence was also received from Councillor Mrs P A Bradwell, (Executive Councillor Children's Services, Community Safety and Procurement).

74           DECLARATIONS OF MEMBERS' INTERESTS

No declarations of members' interest were made at this stage of the proceedings.

75           MINUTES OF THE PUBLIC PROTECTION AND COMMUNITIES SCRUTINY MEETING  
HELD ON 27 JULY 2021

RESOLVED

That the minutes of Public Protection and Communities Scrutiny Committee meeting held on 27 July 2021 be approved and signed by the Chairman as a correct record.

**PUBLIC PROTECTION AND COMMUNITIES SCRUTINY COMMITTEE  
21 SEPTEMBER 2021**

76 ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLORS AND CHIEF OFFICERS

The Chairman welcomed to the meeting Councillors L Cawrey (Executive Councillor Fire & Rescue and Cultural Services), A P Maughan (Executive Support Councillor Fire & Rescue and Cultural Services) and D McNally (Executive Councillor Waste and Trading Standards).

The Executive Councillor Fire & Rescue and Cultural Services advised the Committee that since the last meeting, a provider had been approved to take over the management and responsibility of the Ermine Community Hub. The Committee was advised further that the provider was Bishop Grosseteste University and that discussions were underway with them regarding the lease agreements and the Service Level Agreement (SLA) for the hub, which outlined the areas of support both the Council and Greenwich Leisure Ltd (GLL) provided.

The Committee noted that introductions had taken place between Bishop Grosseteste University representatives and GLL. Assurance was also given that members of the Committee would be advised of the opening date for the hub once this had been agreed.

There were no announcements received from senior officers.

77 SERVICE LEVEL PERFORMANCE REPORTING AGAINST THE PERFORMANCE FRAMEWORK 2021-2022 - QUARTER 1

Consideration was given to a report, which set out the performance of Tier Two Service Level Performance Measures for 2021/2022 for Quarter 1 that was within the remit of the Public Protection and Communities Scrutiny Committee.

The Chairman invited Sara Barry, Head of Safer Communities, Will Mason, Head of Culture, Lee Sirdifield, Assistant Director Corporate, Mark Baxter, Chief Fire Officer, Ryan Stacey, Assistant Chief Fire Officer and Steven Batchelor, Lincolnshire Road Safety Partnership Senior Manager, to remotely present the report to the Committee, which covered performance measures for Community Safety, Fire Safety, Libraries and Heritage, Road Safety, Trading Standards and Volunteering.

During consideration of the report and during discussion some of the following comments were noted:-

- The Multi-Agency Risk Assessment Conference (MARAC) Plus. It was noted that the MARAC Plus trial was continuing on a monthly basis in addition to the weekly MARAC, and that up to the end of June 2021 there had been 14 cases referred to MARAC Plus. The Committee was advised that the purpose MARAC Plus was to provide additional time to the more complex domestic abuse cases;
- The number of domestic abuse cases in Lincolnshire. The Committee was advised that this information would be provided by police figures, as they were the main agency for reporting domestic abuse incidents;

- Thanks were extended to the Fire and Rescue Service for all their hard work;
- Whether the increase in the number of dwellings being built had impacted on the number of primary fires. The Committee noted that the small increase in the number of dwelling fires from 80 in Quarter 1 2019/20 to 96 in Quarter 1 2020/21 was directly attributed to deliberate dwelling fires;
- The increase in the number of deliberate primary fires from 1 in the previous year to 16 in Quarter 1 2020/21. Reassurance was given that following any deliberate fires, robust fires investigations processes were in place which allowed for trends to be identified, some being hate crimes; and some being the work of gangs. It was highlighted that the numbers in Lincolnshire were low and that no trends had been identified. The Committee noted that this target had not been achieved, but were advised that there was a drive for continuous improvement, but that seasonal variances were to be expected due to weather conditions, school holidays and seasonal events. It was noted further that although behind target, it was highlighted that the upper tolerance range equated to only two incidents at this point in the year and that the target was only three incidents outside of the upper tolerance range;
- Graph at the top of Page 32 which depicted Deliberate Secondary Fires (Actual Numbers). One member enquired why the figures for Quarter 1 and 2 were higher compared to Quarter 3 and 4. The Committee was advised that seasonal variances were to be expected over the year, but the trend was when there was warm dry weather and the days were longer more incidents occurred;
- The Committee was advised that the number of visits to core libraries and mobile library services had seen lower visitor numbers during April as a result of the pandemic. However, during May and June, when 14 core libraries transitioned to the 'Browse & Borrow' phase, this had seen the return of some customers into sites in line with health and safety guidance. Overall, there was still some hesitancy by some customers to return to face to face visits. It was highlighted that there had been a higher number of visits to library websites, which indicated better performance;
- Whether all heritage sites across Lincolnshire, not just those operated by the Council, were promoted as each area had their own unique history. The Committee was advised that the aspiration was to showcase all of the history of Lincolnshire; but there was recognition that there was more work that needed to be done with regard to this matter;
- Whether the pandemic had impacted on the number of road traffic collisions. The Committee noted that as traffic volumes were not consistent with previous years, it was hard to make any comparisons at this time;
- The regulations governing the importing of food from abroad and whether regular visits were made to European supermarkets. Officers confirmed that visits were made to a range of stores and European supermarkets as part of the routine inspection plan, which was based on intelligence received, and where concerns had been raised. The Committee was reminded that Trading Standards Officers worked very closely with District Councils Environmental Health Officers who were responsible for the environmental safety of food and that the Trading Standards Officers would be looking at the standard of food, for example that the food was as

is should be and that it contained the right ingredients, and did not contain any contaminants. Reassurance was given that officers would visit sites, where concerns had been raised;

- When Trading Standards Officers visited car boot sales, whether they just looked at new goods or, if whether they included vintage goods for instance, those that were now banned, and would they remove them from sale? The Committee was advised that the consumer's products safety legislation only applied to businesses selling goods. Therefore, where a member of the public was selling at a car boot sale the legislation would not apply to the person selling second hand goods;
- One member asked whether counterfeit perfumes were unsafe. It was noted that perfume was classed as cosmetic and that counterfeit perfumes often contained high alcohol content. It was noted further that counterfeit make-up had also been found which contained lead, and that this was an area of concern for the service;
- It was agreed that for a future meeting, when the Committee considered the trading standards update report, officers would bring in some counterfeit items for members of the Committee to view;
- One member extended congratulations to the Voluntary Centre Services (VCS) and the Lincolnshire Community & Voluntary Services (LVCS) for all their hard work and to the valuable service they provided. The Committee agreed that a letter of thanks would be sent to both organisations on behalf of the Committee.

#### RESOLVED

1. That the Service Level Performance reporting against the Performance Framework for 2021/2022 for Quarter One be received and that the comments raised by the Committee be noted.
2. That a letter of thanks be sent to the Voluntary Centre Services and the Lincolnshire Community & Voluntary Services from the Committee, recognising their effectiveness within the community and expressing gratitude for services provided by them.

#### 78 FUTURE OF THE HERITAGE SERVICE IN LINCOLNSHIRE

The Committee gave consideration to a report which provided an update on the actions being undertaken relating to the future of Heritage Services in Lincolnshire.

The Chairman invited Will Mason, Head of Culture, to remotely present the item to the Committee.

The Committee was advised that the changes relating to the future of cultural services provided by the Council had been approved by the Executive at their meeting held on 3 September 2019. The recommendations had included, changes in service delivery to the Cultural Enterprise and Supersite Model, which delivered culture based-products and services to generate a surplus which would then be used to ensure the service's long-term sustainability and development; changes to the operation of Gainsborough Old Hall, The

Collection Museum and Usher Gallery, Discover Stamford and Burgh le Marsh, Alford and Ellis windmills.

The report provided an update on the actions taken and the Committee was invited to comment on the actions as shown on pages 60 and 61 of the report pack. The Committee raised some of the following points:

- The re-opening of Ellis Mill as a visitor attraction;
- The successful joint working arrangements between the County Council and the City of Lincoln Council, which had led to the Usher Art Gallery remaining open, and Lincoln's museum and art collections remaining in Lincolnshire. Appreciation was extended to the Executive Councillor for Fire & Rescue and Cultural Services for all her hard work behind the scenes to make the arrangement happen;
- Whether local councils were able make a request for some of the treasures relating to their area to be returned to them, for them to be able to display and promote the history of their area. Officers advised that it was important to showcase the County's rich heritage, and that some of the collections held were not on display. The Committee was advised that any interest from organisations across the County would be considered to help share the story of Lincolnshire;
- The impact restricted opening times was having on heritage sites. It was noted that there was still a variance across the County with regard to opening times and to the number of people being able to visit at one time. The reduction in the number of visitors had significantly impacted the amount of income generated and that at the moment it was difficult to estimate when opening times would be back to pre-Covid times. It was highlighted it was important for heritage sites to be able to pay for themselves and where there was demand making sure the sites were open appropriate hours; and
- One member enquired as to what progress had been made in repairing the Burgh le Marsh windmill, following it losing its sails in 2020. The Committee was advised that the insurance claim had received a positive response from the Resource Board. The Committee noted that it was proposed to start work on the ancillary building first so that the site could open then open its café, shop and display area to continue to tell the story of the site, even though the mill was unable to grind flour. The Committee noted that currently a similar proposal had been undertaken at Ellis Mill. It was highlighted that all the mills owned by the County Council all required some work, and that currently, there was no Mill Rights in the County. It was highlighted further that it could take years before all the works were completed.

#### RESOLVED

That the continued work towards delivering the recommendations approved by the Executive in September 2019 be received.

**79 LINCOLNSHIRE FIRE AND RESCUE (LFR) TECHNICAL RESPONSE UNIT REFRESH**

Consideration was given to a report from Mark Baxter, Chief Fire, which invited the Committee to consider and comment on the Lincolnshire Fire and Rescue Technical Response Unit Refresh, prior to a decision being considered by the Executive on 5 October 2021.

The Chairman invited Mark Baxter, Chief Fire Officer to present the item to the Committee, remotely via Teams.

The Committee was advised that Lincolnshire Fire and Rescue (LFR) provided a number of technical response capabilities to assist in delivering its operational response. It was highlighted that when responding to emergency situations LFR sometimes had to attend environments and incidents where the capabilities carried on a fire appliance were not suitable or adequate to resolve the situations and therefore there was a requirement for additional capabilities to ensure successful outcomes were delivered.

It was highlighted that the Community Risk Profile 2020/2024 had identified that additional capabilities were required to support the rescue of large animals, support other agencies in repositioning or removing large patients to access better medical care, allow operations to be conducted in water, support the response to incidents involving large transport and provide alternative rescue methods for incidents in commercial or industrial settings.

The report highlighted that to ensure that the service was prepared for its known and future risks an assessment of the services known risks had been conducted within the County and a review had been done on the operational response to incidents involving those capabilities over a five-year period. It was highlighted further that the findings had highlighted that in order for LFR to provide a sustainable response in the future; the response model needed updating to meet the demand. It was highlighted that capital investment was needed to upgrade vehicles and equipment.

Full details relating to the reasons for change were detailed within the Executive report.

The Committee was advised that a total budget of £1,208,000.00 had been allocated to purchase replacement vehicles, replacement boats and supplementary equipment for the new heavy rescue and large transport requirements and the new command support function. Details on the revenue savings were summarised on page 77 of the report.

During consideration of item, the Committee raised some of the following points:

- Clarity was sought around FRS legal requirement to respond to incidents that involved large animal rescue, bariatric response, technical road response, heavy rescue as well as to flooding incidents (water response) for which FRS was not funded. It was clarified that the FRS had a statutory duty to respond to fires and Road Traffic Collisions and, under the Civil Contingencies Act, to respond to significant emergencies within the County of Lincolnshire and beyond. It was noted

that when an incident was attended, the requirements would not be known until the point of these being assessed, therefore, it was necessary that appropriate resources and training were available at all times for the staff to enable them to provide a good quality service to the public. It was emphasised that water rescue was the most significant type of incident where, despite not having a statutory duty to respond to flooding incidents, FRS had the duty to respond to large scale events that went beyond the scope of single agency response to the incident. The Committee noted that information and risk data accumulated historically indicated that what was required was low level water, static and floodwater technical rescue equipment that allowed for Fire Crews to reach incidents swiftly. In relation to bariatric equipment, it was reinforced that these were pertinent to fire incidents (among others) where the people involved were classed as bariatric;

- Reference was made to risk data (page 121 of the report) that indicated that the County had 98 farms at which an unknown number of animals resided. It was clarified that there were farms across the County of Lincolnshire classed as high-risk areas. High-risk areas were identified through historical data including demographics of the County; where known facilities, such as storage located on farm premises and other concurrent factors that increased the risk of a fire hazard. This was not however, an indication that these farms were routinely operating in a high-risk environment;
- In relation to technical rope rescue required for operating below ground level, Members enquired if there were many incidents in the County where these were employed. It was clarified that there had not been any such rescues however, the service had improved other capabilities in this response which could be used in this type of incident;
- In reference to Command Support Provision comments (page 133) Members sought assurance that appropriate station support was in place. Assurance was given that FRS had all assets required allocated at the appropriate stations, in appropriate locations, based on levels of risk. In relation to the comment raised that Sleaford station was losing some of its technical skills, the Committee noted that the level was seen as being technically higher than that delivered at every Fire Station. It was reported that the proposal aimed to deliver command support from low level to complex incidents and the proposed structures and equipment allowed for this to be completed. It was clarified that capability would not change, however, what differed was the ability for command support to be implemented from the very first attendance which also enabled greater geographical coverage across the County;
- Members reiterated that shifting resources, specialisms, and equipment to where these were needed more imminently was reducing activity at already quiet stations. Assurance was given that the initial assessment accounted for all operational activity over a five-year period. Preventative and protective work carried out in line with a number of incidents across the County had improved the way in which local businesses were managing their own risks; this had reduced operational activity. Confidence was placed in the allocation of assets across the County, which could then manage future demand. It was noted that a flexible model operated already, which allowed for resources to be moved within the County as required;

- It was emphasised that Lincolnshire FRS had some of the most excellent fire appliances and equipment in the Country. It was noted that Lincolnshire FRS was conscious that it needed to ensure it had sufficient people resources to enable the appliances and equipment to be available. Assurance was also given that skilled human resources were allocated to operate vehicles and advanced technological equipment acquired at this moment in time;
- Members requested further information around the Capital Plan of circa £1.2m allocated to the project. The breakdown of proposed expenditure combined, covered the replacement of seven (7) vehicles, four (4) boats and funding of the Command Support Unit - among other - as per the needs described throughout the report. Rather than requesting like-for-like replacements of vehicles, it was proposed that FRS would pull the Capital replacement programme and subsequently would proceed with tenders recognising that there was £1.2m ceiling to look at procuring the proposed assets after the existing Capital programme was utilised; and
- Members asked that the final comment on page 135 of the report [*“What is vitally important (...) within the job function.”*] be noted as one representing a substantial percentage of the survey respondents. It was recognised by officers that a comprehensive spending review would be put forward to the Home Office and the government in request of additional funding to support FRS to deliver its statutory duties including its public protection and prevention statutory duties, which would satisfy these comments. Assurance was given that current and future resourcing would be utilised in the most effective, advantageous and efficient manner.

RESOLVED

1. That the Public Protection and Communities Scrutiny Committee unanimously supported the recommendations to the Executive as detailed on page 66 of the report pack.
2. That the comments listed above be forwarded on to the Executive in relation to this item.

80 PUBLIC PROTECTION AND COMMUNITIES SCRUTINY COMMITTEE WORK PROGRAMME

The Chairman invited Kiara Chatziioannou, Scrutiny Officer, to present the report, which invited the Committee to review the work programme as detailed on pages 144 – 146 of the report pack and to highlight any additional scrutiny activity to be included for consideration in the work programme.

It was noted that there had been a change to the title of an item to be considered at the 14 December 2021 meeting, the title of the item for the Crime and Disorder Committee had change to: 'Serious Organised Crime, Fraud and Modern Day Slavery.

## RESOLVED

That subject to the above amendment, the work programme as set out on pages 144 to 146 of the report pack be received.

The meeting of the Public Protection and Communities Scrutiny Committee ended at 11:55am.

81 STAY SAFE PARTNERSHIP ANNUAL UPDATE**SITTING AS THE CRIME & DISORDER SCRUTINY COMMITTEE**

The Committee received a report, which provided an update on the Stay Safe project, it's achievements to date and future plans.

The Chairman invited Clare Newborn, Community Safety Manager, to remotely present the item.

The Committee were provided with background information relating to the formation of the Stay Safe Partnership in 2015; the key objectives of the project, which were to:

- To make the most effective and efficient use of public resources currently utilised in delivering preventative education to children and young people in a school setting;
- Tackle existing and developing priorities effecting young people; and
- Consider the engagement and education of children, teachers, other professionals and parents.

Detail's relating to the Stay Safe offer to schools was shown on page 150 of the report pack. It was noted that every secondary school in Lincolnshire was offered two 'Stay Safe' days in every academic year, at no cost, and that any additional days were able to be requested, but these would be chargeable.

In addition to the 'Stay Safe' days, primary and secondary schools were also able to book from a range of individual sessions offered by agencies through the County Council Stay Safe Directory, the majority of which were free to schools. It was noted that currently there were currently 64 packages available to primary schools and 82 packages available to secondary schools and colleges ranging from e-safety to Prevent awareness, modern slavery, mental health, knife crime and hate crime. It was highlighted that since the Stay Safe Partnership had been set up in September 2015, staff training and student workshops had been delivered to 100% of secondary schools and 99% of primary schools across Lincolnshire, which equated to over 186,000 students and staff. Page 151 of the report provided the Committee with information relating to training provided to schools since 2015.

It was reported that the delivery of 'Stay Safe' days had been impacted by Covid-19 restrictions and school closures, but the partnership had managed to deliver on 'Stay Safe' days virtually to 64% of mainstream secondary schools in 2019/20. Details of the on-line provision were provided in the report.

In conclusion, the Committee noted that the partnership continually strived to better its offer to schools. The Committee was able to view feedback from students and teachers which were include in the report. It was noted that due to the demand from primary and secondary schools for preventative and safety messaging; and in order to expand the work of the partnership beyond secondary age pupils, there was to be further investment in the core Stay Safe team to ensure that the team had the capacity and resilience to meet future demand.

The Committee was invited to comment on the update relating to on the 'Stay Safe' project. The Committee raised some the following points:

- The provision of mental health sessions and whether these sessions were available to private schools. Confirmation was given that the 'Stay Safe' offer was available to all schools;
- One member commended the work done by the partnership and enquired whether any work was done with parents to help them keep their children safe. The Committee noted that the partnership did engage with parents, and that during lockdown, webinars sessions had been held for parents;
- The prevalence of knife crime in Lincolnshire. The Committee was advised that the issue of knife crime in Lincolnshire was not an issue as it was in some other areas. One member enquired whether the use of scanners had been considered. Clarification was given that the introduction of a scanner would be the responsibility of a school;
- Whether any of the sessions took into consideration anti-social behaviour. It was noted that this area was touched on in the sessions but, it was an area that would be covered by the Community Safety team; and
- Whether there were any disclosure trends. It was noted that there had been a greater number of domestic abuse disclosures, and that these were delivered and managed by expert providers. The Committee also noted that there had been an increase in on-line bullying.

The Chairman extended his thanks on behalf the Committee to the Community Safety Manager for her presentation.

## RESOLVED

That the report on the 'Stay Safe' project be received and that support be extended to the continued delivery of the 'Stay Safe' project and that the comments raised by the Committee be received and taken in to account.

The meeting closed at 12.21 pm.

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

Report to:	<b>Public Protection and Communities Scrutiny Committee</b>
Date:	<b>09 November 2021</b>
Subject:	<b>Lincolnshire Registration and Celebratory Service Annual Report</b>

**Summary:**

This report is to update on the service delivered by the Registration and Celebratory Service and outlines the continued impact and disruption the Covid 19 pandemic has had on the service.

The report also highlights the continued work of registration staff and their continued commitment to public service and looks ahead at the future challenges the service face.

**Actions Required:**

The Public Protection and Communities Scrutiny Committee are asked to note the content of the report, comment on the level of service achieved and to consider revised timings of future reports.

**1. Background**

The Registration and Celebratory Service has faced another difficult and challenging year with the delivery of services greatly impacted by the pandemic. Government lockdowns, restrictions and social distancing measures have caused significant disruption across the service.

The service has remained open to the public throughout 2021. Offices continued to operate as covid secure environments with protective screens and sanitising stations in place, ensuring it was safe to undertake face to face public appointments.

Government restrictions on gatherings have meant face to face and celebratory events were heavily restricted. The service had to limit attendees in line national restrictions on social gatherings and whilst ensuring social distancing was in place when required.

Throughout the year the service had to rapidly respond to each government announcement to ensure compliance against national guidance and restrictions. Registration staff have exercised their duty professionally and have gone above and beyond to help customers throughout the year. Staffing levels have been impacted due to a number of retirements and staff leaving the service.

### Death Registrations

Death registrations have remained the priority during 2021. The registration service continues to play a key role in the death management process and continues to use the Coronavirus Act easements. All deaths continue to be registered via telephone. The Coronavirus Act has just been formally reviewed and will be in place until March 2022 and the registration service will continue the easements contained in the act relating to telephone death registrations.

Death registration volumes in 2021 are comparable to the numbers registered in 2020 for the same period (January to October). 5,999 deaths registered during 2021, 6,088 deaths registered 2020. It should be noted that since July death registration volumes have increased by 8% against 2020 volumes.

As we move towards the winter months death registration volumes are expected to rise even further. Winter planning is underway to ensure the registration service is prepared and can cope with the increase demand for appointment availability during this challenging period.

### Birth Registrations

Birth appointments have been available to the public throughout 2021 and this continues to remain the case. HMRC easements to claim child benefit without registering the event have now ceased and the registration service is currently requisitioning all outstanding birth notifications to ensure the registration is completed. 3,151 birth registrations have been undertaken in 2021 an increase of 137 against 2020 volumes.

### Marriages & Civil Partnerships

Marriages and civil partnership ceremonies have been impacted the hardest during 2021. The national lockdown and government road map resulted in ceremonies being heavily restricted with only emergency ceremonies taking place for the four months of the year.

As restrictions were eased during spring and summer under the government's roadmap, numbers who could attend these events started to increase. However, a return to big celebratory events did not take place until July. The registration service responded to heightened levels of customer enquires during this period and to huge demand for ceremony bookings. The service has undertaken 1,783 ceremonies between January and October 2021 against 711 ceremonies undertaken in 2020.

Due to the continued uncertainty during 2020 & 2021 a large number of ceremony bookings were deferred. 2022 bookings currently stand at 1,583 with projected volumes set to exceed 2,000 ceremonies presenting another significant challenge during 2022. In addition, nearly 300 marriage bookings for 2023 have already been taken. To ensure the service has the capacity to meet this demand the service has trained over 40 LCC current employees as ceremony celebrants to help cover these events.

### Citizenship Ceremonies

Citizenship ceremonies were also heavily disrupted during the national lockdown as face-to-face ceremonies were temporarily prohibited by the regulations for the first part of 2021. The service quickly adopted the new Home Office virtual citizenship ceremony process ensuing ceremonies could continue during the year. Following the lifting of restrictions in person ceremonies have now recommenced. In total 255 new citizens have had their ceremony during 2021 compared to 128 in 2020.

### Next Steps

The immediate focus for the service is to manage the upcoming winter pressures around death registrations, beyond this 2022 will see a full review of Lincolnshire Registration and Celebratory Service.

This will look to make the service more accessible and enhance our current customer offering.

A new IT system within the registration service will be introduced making the service more accessible to the public with the introduction of online appointment bookings, online prepayment for registration services and certificates and online communications directly from registration service. In addition, we will be improving the current process for wedding ceremonies with the introduction of an online ceremony planner for the public along with new wedding packages enabling more choice and flexibility.

Currently the service is delivered from 12 locations across the county, as part of the review the property at these locations will be reviewed to ensure our venues are of the standard required to deliver key life and celebratory events.

## **2. Conclusion**

2021 has been a very disrupted year for the registration service and continues to feel the impact of the pandemic. Despite this disruption the Registration and Celebratory Service has continued to deliver a high level of customer service with registration volumes across all disciplines exceeding that of 2020.

If agreed the Registration and Celebratory Service gives the commitment to present its annual report following the end of the financial year aligning with the service requirement to annual report to the Home Office. Additionally, the service would welcome the

opportunity provide updates throughout the year on progress made during the service review.

### **3. Consultation**

No consultation was used to inform on this report.

#### **a) Risks and Impact Analysis**

The following risks have been identified:

- Projected increase in death volumes over this winter period.
- Increased demand of wedding and civil partnership ceremonies in 2022.

### **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 James Chapple, Head of Registration, Celebratory and Coroners Services, who can be contacted on 01522 554052 or [james.chapple@lincolnshire.gov.uk](mailto:james.chapple@lincolnshire.gov.uk).



**Open Report on behalf of Andy Gutherson, Executive Director - Place**

Report to:	<b>Public Protection and Communities Scrutiny Committee</b>
Date:	<b>09 November 2021</b>
Subject:	<b>Community Hubs - Five-Year Update</b>

**Summary:**

This report provides an update on the Community Hub Model.

**Actions Required:**

Members of the Public Protection and Communities Scrutiny Committee are invited to consider and comment on the information included in the report and highlight any additional priorities for consideration.

## **1. Background**

2016 saw the introduction of a new model of service delivery for Lincolnshire Libraries. The aim and objective was to 'create an affordable Library Service, which meets Lincolnshire's needs'. This required a new way of delivering services and the creation of new partnerships with the communities.

Greenwich Leisure Limited (GLL) were awarded a five-year (+5 year) contract to deliver 15 core libraries across Lincolnshire. Community groups were approached to deliver the remaining former Tier 3 libraries under the banner of 'Community Hubs'.

The development of Community Hubs was driven by two council priorities. The first was the desire to give communities more control and a bigger role in delivering services. The second was ensuring services remain affordable within the council's reduced budget.

Community Hubs are community-run facilities, operated by volunteers under a grant agreement with the council. The hubs receive finance support from the council under this agreement and professional library support from GLL. The 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. They are open for a minimum of six hours per week, offering a range of services, such as book lending and internet access.

## 2. Current Position

There are currently 34 Community Hubs in operation, as shown below, with library provision also being provided at a Children's Centre and all three Lincolnshire Hospitals; these are managed by the staff at each location but again supported by GLL.

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

\* These hubs are included in the numbers from a contractual perspective but are not operational like the other Community Hub sites; they do not receive the financial support from LCC

\*\* This site is currently managed by GLL, due to the former tenant entering difficulties and becoming insolvent. A new provider is in discussions with LCC over negating the management of the hub from GLL.

### 2.1 Service Delivery Update

Since the commencement of the Community Hub model, the Hubs have gone from strength to strength. Many have established customer groups, have invested in redeveloping the sites and have increased the use of the Hubs with the implementation of additional activities such as story-times, Lego Club, craft activities.

All sites have transferred over to the GLL IT network and have had new public computers, volunteer computers and printers installed. They have also transferred to the new Library

Management System (LMS) that was included within the wider IT transfer project. Volunteers have received training on this, and they continue to receive support from GLL's Library Development Officers, offering advice on queries, providing information, weeding stock, continually training new volunteers and supporting existing volunteers.

## **2.2 Covid-19**

The 2020/21 operational year (year 5) saw all the Community Hubs close, in line with the Core Libraries and as a result of Central Government advice in response to Covid-19.

The majority of the hubs are operated by volunteers who fall within the vulnerable category, either because of their age or underlying health conditions. This created a slight delay in hubs entering the recovery phase of re-opening. Sites were permitted by Central Government to open for click and collect from July 2020.

Due to the complications previously mentioned, it wasn't until August/September 2020 before sites came back online, where 20 commenced service delivery, offering a book deposit and collection provision. Towards the end of September, many of these sites started to move to the browsing phase of recovery, wherein customers could access the sites, browse stock and utilise the PCs available. A further 6 sites opened during October 2020. Unfortunately, they only remained open for a couple of months as another national lockdown enforced their closure from January 2021 in order to support the 'stay at home message'. The decision was taken to close them, in light of the fact many volunteers were vulnerable and would not be comfortable opening the sites due to their increased risk, and because they are a non-statutory service provider. Sites remained closed until the April. 7 more hubs re-opened during Summer 2021 and one final hub (Ermine) is still closed whilst transitioning to a new provider; it is due to open shortly.

As expected, physical issues were significantly down for sites, when compared with the previous non-covid year (2019/20); especially considering they were only open for four or five months for the whole year; on average only 6.67% stock issued from the former year. Scotter and Deepings were the highest performing sites, achieving 18% performance of the 2019/20 period. North Hykeham and Welton each managed over 1,000 issues in 4 months and Deepings issued nearly 7,000 during this time. For the majority of the groups, the issue figures for 2021/22 have been increasing month on month and some are almost back to the same number of active users they had before lockdown in March 2020.

Prior to re-opening, each site was taken on an individual basis and certain prerequisites required before re-opening was approved. This included submission of a covid risk assessment, evidence of screens in place at counters and photographic confirmation that the NHS QR code poster were on display.

Comments from customers returning to use the library were very favourable and they expressed relief that books were (are) readily available again. The feedback has been wonderful and highlights the importance of these assets to members of our communities;

- Excellent for mental wellbeing
- A haven of loveliness and good books
- Always warm and welcome
- Long live our libraries!
- Volunteers helpful and friendly
- Provides a wonderful community space
- Pleasure to visit
- Super resources for the people
- Doing a wonderful job
- A fun place for adults and kids!

A Bracebridge Heath volunteer said that when the library re-opened for Click and Collect, some of the customers were nearly in tears as they were so grateful the library was accessible again.

### **2.3 Current position**

Since 12 April 2021 all 34 hubs have re-opened to the public, including Belton Lane Children's Centre, with all sites offering browsing.

10 hubs are operating at their pre-covid hours and the remaining 24 are currently open for fewer hours than 2019/20, however as an entity, the hubs are open for 416.5 hours per week. There is a gradual increase in opening hours which is a good indicator of volunteer/customer interest.

Due to the size of the community hub and social distancing, many of the hubs are only offering the use of one public computer. Return to using these computers has been slow with some sites having very little uptake. People are still quite reticent about being in enclosed spaces and are spending less time in the library.

Most of the hubs have been concerned about how difficult it is proving to attract customers back since they have reopened. It seems a lot of customers have found alternative sources for their books whether online or through informal swaps or generally got out of the habit of library use. However, it is very encouraging to note that customer registrations are increasing every month. This hopefully compensates for the customers who have lapsed for whatever reason.

Volunteers, on the whole, have been very keen to return to the libraries as their involvement is a really important part of their lives. The volunteers missed the friendships and camaraderie they have forged. There have, of course, been some who have not returned mostly due to health conditions either for themselves or family members or fear of being exposed to COVID. However, there has been a steady flow of new volunteers who are being trained, ready to take over the role from those who haven't returned. It is worth highlighting how well the volunteers have adapted to working within COVID secure rules as well as coping with a new computer system.

## **2.4 LDO role**

The Library Development Officer's continue to:

- Offer support and advice regarding government guidance and Libraries Connect toolkit
- Share details of HSE sport check phone calls and site visits
- Provide Refresher training in the new IT
- Provide Refresher training in library procedures
- Deliver full training for the many, new volunteers
- Undertake ongoing stock work, including weeding old stock, re-distributing non-issuing books and talking books, stock checking and monitoring reservations
- Schedule additional visits and undertake trouble shooting

341 volunteers have been trained, through a mixture of scheduled full training for new volunteers and refresher training for those volunteers returning. During site visits, they provide coaching and support in relation to all aspects of the role. Due to COVID guidance and social distancing, multiple training sessions continue to be undertaken at each site, with each session accommodating between 2 or 3 volunteers and lasting about 2 hours, which equates to approximately 352 hours.

## **3. Consultation**

### **a) Risks and Impact Analysis**

N/a

## **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 Louise Egan, Library and Heritage Client Lead, who can be contacted on 01522 554503 or [Louise.egan@lincolnshire.gov.uk](mailto:Louise.egan@lincolnshire.gov.uk).

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**Open Report on behalf of Mark Baxter, Chief Fire Officer**

Report to:	<b>Public Protection and Communities Scrutiny Committee</b>
Date:	<b>09 November 2021</b>
Subject:	<b>Integrated Risk Management Plan 2020-2024 – Yearly Update</b>

**Summary:**

The purpose of this report is to provide committee members with an update on progress against the Integrated Risk Management Plan 2020-2024, which began in April 2021. This mid-point review coincides with the Executive ratification of the plan in November 2020. A full annual update will be provided in July 2022 and each July onwards. This will allow for full year end performance data to be analysed and presented.

**Actions Required:**

Through this report we request the Public Protection and Communities Scrutiny Committee to review consider the scrutiny arrangements in section 3 and determine if there is a need for more information.

## **1. Background**

The Integrated Risk Management Plan (IRMP) is a requirement of all Fire Services and acts to prioritise the work of the service.

To meet the needs of the Fire and Rescue National Framework for England (2018) the IRMP must reflect up to date risk analyses including an assessment of all foreseeable fire and rescue related risks that could affect the area of Lincolnshire. It must demonstrate how prevention, protection and response activities will best be used to prevent fires and other incidents and mitigate the impact of identified risks on our communities.

Our IRMP is a long-term plan which outlines Lincolnshire Fire and Rescue's assessment of key risks to both our communities and the organisation itself. The IRMP drives the strategies we will adopt to mitigate those risks and enables the service to match our

resources to risk, and individuals to interventions. We use the IRMP to develop further detailed plans, such as our annual service plan.

To ensure we have a detailed understanding of our county we have completed a comprehensive review of the foreseeable risks within the county, of which is captured within our Community Risk Profile (CRP).

Community Risk Profiling is part of a continuous cycle, which ensures that all foreseeable risks are identified, their likelihood and consequences analysed, and effective risk measures are applied to prevent and mitigate their impact on our communities.

## **2. Integrated Risk Management Plan 2020-2024**

The publication of our 2020/24 IRMP was delayed as a result of COVID19, a position supported in a letter from Lord Greenhalgh Minister of State (Minister for Building Safety and Fire).

In November 2020 following a public consultation and engagement exercise, the IRMP was signed off by the Executive. We started working towards it in April 2021. Between April 2020 and April 2021, the priorities identified in the previous IRMP remained extant, and we continued to work toward these.

We restructured our IRMP and planning process and frameworks. This has resulted in four delivery frameworks and an overarching framework which articulates our approach to evaluation.

### **2.1 Community Safety Framework**

Our community safety framework sets out our priorities and aims to improve and enhance the safety of our communities. It describes our community safety activities and sets out how they will be delivered. The framework encompasses the following functions:

- Community Fire Safety
- Community Fire Protection
- Youth Engagement

### **2.2 Response Framework**

The aim of our response framework is to ensure that we can minimize the impact of all incidents by providing a timely, appropriate and resilient response capability. The nature and range of emergency incidents that we respond to has changed in recent years, but the expectation of the community remains the same: when emergencies happen, we respond in the most effective and safe way to protect and limit damage to life, property and the environment.

## **2.3 People Framework**

It is our ambition that LFR is recognised as an employer of choice, who achieves its objectives by getting the best from its people. We recognise that our people are at the heart of our Service. Our people framework sets the scene for how we will develop our staff, promote a culture of inclusion and demonstrate strong leadership, personal accountability and professional standards in pursuit of supporting the “One Council” approach for excellence.

## **2.4 Resources Framework**

The aim of our resourcing framework is to facilitate our IRMP by addressing our corporate risks. It does this by ensuring we have appropriate oversight to identify and provide resources to deliver our business, in line with robust and clear financial management.

## **3. Performance Reporting and Scrutiny**

In 2021 we realigned and developed new performance indicators to ensure more focus on performance against our statutory duties. Service level strategic performance is scrutinised quarterly by the senior leadership team at our performance management board. This has Councillor oversight through attendance at the meeting. We will continue to report our high-level performance to Public Protection and Communities Scrutiny Committee quarterly.

Performance is monitored and managed closer to delivery by middle managers at a service delivery board. Here performance against activity is discussed and resources managed to meet objectives.

Programme board is responsible for the delivery of high risk, high complexity or high value projects to support the IRMP. We will provide high level updates to Public Protection and Communities Scrutiny Committee each July. The current programme includes projects such as:

- replacement equipment to mobilise fire engines, both on fire stations and in the control room
- replacement technical response units
- replacement emergency services communications equipment and infrastructure
- replacement mobile data terminals

## **4. Completed Projects - Flood pumps**

An example of completed work to support the IRMP is the project to enhance our flood response. One of the risks identified in the IRMP is the impact of climate change and the increased instances of flooding. These have a service level impact on resourcing for protracted periods. The service maintains a High Volume Pump (HVP), and has access to

more through national arrangements. However, there is a cost pressure associated with bringing in national assets, and often incidents of this nature occur across the country or region, reducing the availability of national assets.

As a result and following close working with colleges across LCC, we have purchased and crew four flood pumps. These are trailer mounted high capacity pumps that while not providing the same capacity as the HVP, are deployable in a shorter space of time and require less staff to run them. Having this additional capacity in a more agile format will provide better outcomes for the communities affected by flooding. The project considered the working arrangements and deployment methodology, alongside specification and procurement of the solution.

## 5. Performance Management Report

**Note – This is currently illustrative data from quarter 1. Quarter 2 performance data is currently being quality assured and will be available for verbal update at the meeting.**

Our end of year report (July 2022) will provide a detailed analysis to support our strategic performance indicators. On-going analysis of these performance areas allows us to prioritise resources and take corrective action.

	Actual 31/03/2021	Target 31/03/ 2021		Same Period Last Year
LPI 72: % of critical home safety & wellbeing assessments conducted in 5 days	76.92% (390 / 507)	100%	▲	81.94% (835 / 1,019)
<p>We are behind target and compared to last year we have also seen a decrease in the % of critical and high home safety and wellbeing assessments conduction in 5 days. In total we carried out 507 HSCs and we missed the deadline on 117 of those. In the 4 Quarter we saw an increase in compliance rate of assessments being carried out within 5 days. A number of changes to how referrals are initially managed have been made and with restrictions easing we are confident that the compliance rate will continue to increase into 2021/22. Although the initial 5 day target was missed on 23% of occasions, we are able to confirm that all cases were followed up within a limited period of time and actioned as required. Internal recording and monitoring processes have also been developed which will allow closer scrutiny of performance at an early stage to support compliance and the need to amend ways of working.</p>				

	Actual 31/03/2021	Target 31/03/2021		Same Period Last Year	DoT
LPI 66: % of RTCs attended within the expected timeframe	80.97% (349 / 431)	100%		75.40% (466 / 618)	

We have ended the year behind target but if we compare to 2019/20 we have seen a 5.6% increase in the % of RTCs attended within the expected timeframe. We missed our attendance standard on 82 occasions and the reasons are as follows:-

Reason	No. of incs
Appliance unavailable – defective	1
Appliance unavailable – IST/restricted crew	1
Appliance unavailable – OFRN	18
Delayed booking mobile	13
<b>Achievable</b>	<b>33</b>
Appliance unavailable – committed at incident	2
Appliance unavailable – P1 committed/P2 delayed booking mobile	1
Appliance unavailable – P1 committed/P2 OFRN	2
Edge of polygon	6
Heavy traffic	2
Incorrect address/difficulty finding incident	16
LCS tolerance	13
Road speed-weather conditions	6
Roadworks/closed roads	1
<b>Unachievable</b>	<b>49</b>
<b>Total</b>	<b>82</b>

There were an additional 33 incidents we could have met the attendance standard, bringing the maximum we could have achieved to 88.63%.

	Actual 31/03/2021	Target 31/03/2021		Same Period Last Year	DoT
LPI 10: % of building regulation applications responded to within 15 days	98.92% (457 / 462)	100%		95.56% (602 / 630)	

We have remained within the tolerance range of our target, and we have also seen an increase in compliance compared to last year. We only missed the deadline on 5 occasions (out of 462 applications).

## 6. Appendices

These are listed below and attached at the back of the report	
Appendix A	Annual Service Plan 2021-22

## 7. Background Papers

The following background papers as defined in the Local Government Act 1972 were relied upon in the writing of this report.

Document title	Where the document can be viewed
Community Risk profile 2020 - 2024	LFR Website
IRMP 2020-2024	LFR Website
Fire & Rescue National Framework for England (2018)	<a href="https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/705060/National_Framework_-_final_for_web.pdf">https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/705060/National_Framework_-_final_for_web.pdf</a>

This report was written by Ryan Stacey, Assistant Chief Fire Officer, who can be contacted on 07799 110529 or [ryan.stacey@lincoln.fire-uk.org](mailto:ryan.stacey@lincoln.fire-uk.org).

# LINCOLNSHIRE FIRE & RESCUE

## ANNUAL SERVICE PLAN 2021-2022



Lincolnshire  
COUNTY COUNCIL  
*Working for a better future*



# Welcome

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I would like to thank everyone for their hard work and efforts throughout the 2020-21 year, especially as it provided us with more challenges than we expected. It was great to see how we all met those challenges with the professionalism associated with us all within Lincolnshire Fire and Rescue (LFR).

For 2021-22 and beyond we have simplified our focus, for us all to work towards. Our focus is the reason why we are here; and that is to help keep Lincolnshire safe and well.

To support this focus we have our golden thread that runs throughout LFR, from understanding and mitigating our risk (our Community Risk Profile (CRP) and Integrated Risk Management Plan (IRMP)), through to what each and every one of us can do to help keep Lincolnshire safe and well (Department Plans and Personal Development Reviews).

Our annual Service Plan focuses on what we will be doing during this year to deliver against our IRMP.

We have also launched THRIVE as part of our values and behaviours concept; designed by you for us all to work within. Through THRIVE we should all be able to be the best versions of ourselves at work, to enable us to give the communities of Lincolnshire the support they deserve.

Many thanks for your continued work and support.

Mark Baxter  
Chief Fire Officer



**“Helping to keep Lincolnshire Safe and Well”**



# Response Framework – Responding to Emergencies

AMBITIONS (Managed through Service Management Board (SMB))						
No	Ambition	Owner	Success statement	Measure	Evidenced by	Target date
R1	We aim to provide the most effective and efficient response to a range of emergencies, both current and emerging, across the county	Area Manager Response	Response capabilities synchronised to deliver an effective response to emergency events	Attend emergencies within agreed timeframes	Performance Indicator (PI) - Call handling PI - Appliance attendance times	Quarterly
R2	We aim to provide an efficient, effective and person centred service to our communities	Area Manager Response	Response planning focused and proportionate	All Risks reviewed within identified timeframes	Premises Type Risk Register (PTRR)	Quarterly
R3	We aim to have sustainable and effective duty systems to support operational activity	Area Manager Response	Operational Duty Systems reviewed to ensure our staff are able to deliver the required response	Conduct the following meetings: Lincoln Crewing System Joint Working Group (JWG) Wholetime Crewing System JWG On Call Focus Group Flexi Duty System JWG 24 hour JWG On Call JWG	Reports to SMB	March 2022 October 2021 Quarterly October 2022 March 2023 March 2024
R4	We aim to carry out operational activity in a safe and effective manner	Area Manager Response	Continual learning and development to ensure our policies and procedures provide clear instruction and guidance	All staff maintain appropriate levels of reporting Our policies and procedures reviewed	Feedback through Staff survey	Annual
R5	We aim to continuously improve our response through active learning both locally and nationally (for example Grenfell Tower)	Area Manager Response	Operational response improved by analysing information from a range of sources and measured against local risks and current practices	Mechanisms in place to receive inputs, review and recommend improvements	Operational Learning Board (OLB) National Operational Guidance (NOG) Implementation plan Grenfell Action plan	Bimonthly

**AMBITIONS (Managed through SMB)**

No	Ambition	Owner	Success statement	Measure	Evidenced by	Target date
R6	We aim to maintain an ability to respond to national and international emergencies as required	Area Manager Response	National and International response capabilities prepared and ready to respond when a National or International request has been authorised	Relevant and agreed assurance processes completed in line with National and International requirement	Completing 3 year National Resilience Assurance Programme for High Volume Pump (HVP) and Urban Search and Rescue (USAR) (Swift Water Rescue Team (SWRT) B being developed) Attending Marauding Terrorist Firearms Attack (MTFA) National Working Group	Annual Report
R7	We aim to provide robust plans to deal with major emergencies and critical events in conjunction with other blue light and wider partners (JESIP)	Area Manager Response	Local, Regional, National (single agency and multi-agency) plans reviewed in line with agreed frequency	Mechanisms in place to receive inputs, review and recommend improvements	Joint Operational Learning (JOL) submissions Annual Exercise plan Exercise debrief reports	Six monthly report

**OBJECTIVES (Managed and reported through Service Delivery Board (SDB))**

No	Objective	Owner	Success Statement	Measure/ Performance Indicator	Evidenced by	Target date
R1.1	We will ensure our systems, people and equipment are prepared and able to respond to emergency events in the County where it has been identified that we can render assistance	Divisional Commanders	Response assets in attendance at incidents within identified timeframes	Initial attendance at incidents within agreed timeframe that we know are achievable based on response strategy	PIs for relevant attendance standards	SDB
R2.1	We will ensure we maintain current knowledge of all the risks in our County and that our Operational personnel are provided with the relevant plans	Divisional Commanders	All known risks reviewed within identified period and any subsequent response plans updated Through systems and local knowledge staff identify new risks and ensure they are included in the relevant inspection programme	100% of known risks to have an updated response plan	All relevant risks assessed in line with re-inspection programme and all relevant response plans current	Quarterly report into SDB following Operational Risk Information Group (ORIG)

**OBJECTIVES (Managed and reported through Service Delivery Board (SDB))**

No	Objective	Owner	Success Statement	Measure/ Performance Indicator	Evidenced by	Target date
R2.2	We will continue to carry out periodic reviews of our Pre-Determined Attendances (PDAs) in line with national and local risks and best practice, as identified by the National Fire Chiefs Council (NFCC)	Divisional Commanders Group Manager Integrated Risk	PDAs will be current and reflect any potential changes to the risk, any learning which may impact response and improvements made to Service delivery	PDAs for incident types reviewed in line with policy updates. PDAs altered for specific risks when identified through proactive response (Community Fire Protection, Risk visits, learning from incidents)	Proportionate mobilisation of assets to incidents based on risk and activity	March 2022
R3.1	We will engage with our staff to ensure we are aware of current and future duty system concerns	Divisional Commanders	Divisional Commanders will chair On-Call Focus Group meetings to ensure staff are able to share their experiences and make recommendations to improve service delivery	Report to Service Management Board (SMB) after each Focus Group meeting	Log outlining issues raised and action taken to improve or remedy situation	Quarterly
R4.1	We will fully embed National Operational Guidance by providing relevant guidance and training	Divisional Commanders Group Manager Integrated Risk	Managers will ensure when service documentation has been updated in line with NOG, personnel will be informed	All operational personnel aware of published operational information through relevant reporting	Learning Management System	DCs Formal Meeting Bi Monthly
R4.2	We will review accident/injury trends to identify cause and make recommendations to reduce future events	Divisional Commanders Group Manager Integrated Risk	Procedures and guidance will improve to ensure staff will be involved in fewer events which have resulted in damage/injury	Vehicle related Incidents reduced by 50% of previous year's total Incident ground injuries reduced to 50% of previous year's total	Health and Safety report	SDB Bi Monthly
R5.1	We will ensure in line with Service policy relevant operational incidents are audited and that the relevant level reports are completed and submitted to OLB	Divisional Commanders Group Manager Integrated Risk	Knowledge of incidents will be improved and shared throughout LFR	100% of incidents as identified by Service Order 13 audited and submitted to OLB	OLB Log	Quarterly
R5.2	We will ensure any agreed changes to operational procedures, identified through OLB, are implemented, tested and exercised	Divisional Commanders Group Manager Integrated Risk	Learning through incident audits will continually improve our response systems and where appropriate identify better equipment and suitable competencies	Learning from all relevant Operational incidents reviewed, good practice shared and improvements from issues implemented	OLB Log	March 2022

**OBJECTIVES (Managed and reported through Service Delivery Board (SDB))**

No	Objective	Owner	Success Statement	Measure/ Performance Indicator	Evidenced by	Target date
R6.1	We will ensure our National Resilience capabilities are maintaining operational competencies and our equipment is functional and maintained in line with the required standards	Divisional Commanders	Assets available for deployment whenever a request has been submitted and approved	Capability requirements maintained through testing of systems and reviewing of assurance toolkit	Reports generated through National Resilience outlining our performance	March 2022
R7.1	We will develop and embed relationships with partners to ensure we are able to deliver a collaborative response	Divisional Commanders	Response activities co-ordinated and a joint understanding at the incident established	2 Blue Light meetings 2 Over the Border (OTB) meetings per division to share information and maintain relationships	Improved awareness of risk Increase in partnership working New ways of working	March 2022

# Prevention and Protection Framework – Reducing the Likelihood of Emergencies

AMBITIONS (Managed through SMB)						
No	Ambition	Owner	Success statement	Measure	Evidenced by	Target date
PP1	We aim to ensure our community safety activities are developed to meet the needs of communities; keeping our communities safe and well, now and in the future	Area Manager Prevention, Protection and Service Support	Community safety work will support our diverse communities focusing on identified risks reducing fatalities and injuries, reducing risk and making our communities safer	Increased number of vulnerable people who we make contact with to provide safety information and support. PIs to support risk reduction across the County	Reduction in fire related fatalities and injuries Reduction in road traffic collision related fatalities and injuries Performance reports	June 2021  Annual  Quarterly
PP2	We aim to promote safety and risk reduction with businesses across the County	Area Manager Prevention, Protection and Service Support	Increased compliance with fire safety legislation making our buildings and people safer	High risk premises visited every 12 months Medium risk premises visited every 3 years. % of non-satisfactory audits will increase	Quarterly reports RBIP updated Inspection lists	Quarterly March 2022 April 2021
PP3	We aim to provide support and advice, in conjunction with our partners, to improve health and wellbeing within the communities of Lincolnshire	Area Manager Prevention, Protection and Service Support	Community safety activities focus on wider community issues and aligned to partners within the County	Our community safety activities contribute to partner priorities reducing risk	Reports Partnership evaluations	Quarterly March 2022
PP4	We aim to ensure we have sustainable, effective and appropriately skilled teams to support our specialist prevention and protection activities	Area Manager Prevention, Protection and Service Support	Community safety teams able to effectively contribute to risk reduction work, with skills to manage all scenarios focusing on safety of people and buildings	Competence records updated with required continuous professional development (CPD) carried out on an annual basis. Fire Safety Audits and Safe and Well Checks carried out to a high standard to support reduction in injuries/fatalities/fires	Quarterly reports Updated CPD logs A range of local performance indicators (LPis) will confirm reduction of operation activities (injuries and fatalities)	Quarterly

**AMBITIONS (Managed through SMB)**

No	Ambition	Owner	Success statement	Measure	Evidenced by	Target date
PP5	We will monitor national developments and updates to key pieces of legislation relating to prevention and protection activities, ensuring local policies reflect requirements	Area Manager Prevention, Protection and Service Support	Policies and procedures current and focus on nationally identified priorities	Service policy updated and agreed at Service Management Board (SMB) level	SMB minutes/actions/ decision logs	Monthly

**OBJECTIVES (Managed and reported through SDB)**

No	Objective	Owner	Success Statement	Measure/ Performance Indicator	Evidenced by	Target date
PP1.1	We will work with our performance and community risk team to identify hazards and areas of risk across the County to allow targeted support and advice to be given	Prevention and Protection Manager Divisional Commanders	Reduced relative risk rating of identified high risk areas	Areas of identified high risk reduced by proactive fire safety interventions	Quarterly performance reports Annual review of relative risk ratings Review of FRAM mapping	March 2022
PP1.2	We will provide safety messages and information in a variety of formats that reflects our diverse communities across the County and supports risk reduction	Community Fire Safety Manager	Safety information provided in a variety of formats and accessible to all to support sharing of safety information	Variety of safety information produced that is accessible and representative of our communities	Reduction in accidental dwelling fires, injuries and fatalities Development and increase in the number of resources Equality Impact Assessment completed to confirm suitability of resources	March 2022
PP1.3	We will carry out arson reduction activities to reduce the risk of fire and consequences across the County	Prevention and Protection Manager Divisional Commanders	Reduced number of deliberate primary and secondary fires	Partnership working will reduce the number of deliberate fires across County	Quarterly reports Annual reduction of deliberate fires Partnership Reports	March 2022
PP2.1	We will utilise our Risk Based Inspection Programme to co-ordinate inspection activities and measure compliance against fire safety legislation	Prevention and Protection Manager Technical Fire Safety Manager	Increased number of non-compliant fire safety audits and reduced level of risk across the County	% of non-satisfactory fire safety audits will increase allowing interventions Risk reduction activities completed	Quarterly reports Reduction in non-domestic premises fires Minutes from internal Enforcement review meetings Relative risk ratings of premises	March 2022

OBJECTIVES (Managed and reported through SDB)						
No	Objective	Owner	Success Statement	Measure/ Performance Indicator	Evidenced by	Target date
PP2.2	We will engage with partners and local businesses to highlight safety requirements and effective operations	Prevention and Protection Manager Technical Fire Safety Manager	Improved compliance with fire safety legislation across the County with reduced level of risk	Business engagement plan developed to promote fire safety requirements	Strategy document produced and embedded Literature produced and shared with businesses Increased number of queries raised with fire safety team Business engagement seminars arranged	March 2022
PP3.1	We will ensure an integrated approach to delivery of community safety activities	Prevention and Protection Manager Divisional Commanders	Safety initiatives maximised with the support of partners to keep our communities safe and reduce risk across the County	Fire safety input to key partners to support identification of fire safety concerns across County	Increased number of partnership referrals received Partners supporting safe and well checks Annual formal evaluation of partnerships	March 2022
PP3.2	We will explore opportunities for collaborative working and partnership development to maximise safety messages and campaigns	Prevention and Protection Manager Divisional Commanders	Community safety activities consider wider community risks	Increased number of partnerships to support community safety delivery	New partners identified Review of current partnerships Joint safety initiatives planned and undertaken	March 2022
PP4.1	We will plan and commit to training and continual professional development programmes for our Prevention and Protection activities	Prevention and Protection Manager Divisional Commanders	Individuals able to evidence training and development and are competent and experienced to carry out required activities	Annual training plan Updated CPD logs	Quarterly review of CPD logs Training days attended by Inspectors Minutes and actions from Enforcement Group meeting	March 2022
PP4.2	We will adopt and embed updates to local policy and procedures including any emerging fire safety issues arising from incidents of special interest, with particular focus on the tragic events from Grenfell Tower fire	Prevention and Protection Manager	Local policies current and reflect national guidance and direction	Policies updated in line with outlined identified requirements	Annual review of policy documents as required Policy documents updated in line with national legislation Fire safety activities carried out in line with national legislation	March 2022
PP5.1	We will consider our community safety activities in relation to the National Fire Chiefs Council (NFCC) direction and updates	Prevention and Protection Manager	Where appropriate local activities aligned to national guidance and reflect effective and efficient ways to keep our communities safe	Policies reflect national direction	Gap analysis of new standards/policies carried out Community safety activities aligned to national updates	March 2022

# People – Putting People First

AMBITIONS (Managed through SMB)						
No	Ambition	Owner	Success statement	Measure	Evidenced by	Target date
PE1	We aim to create a positive and inclusive culture that will enable our people to thrive during their time with LFR in a safe environment, which encourages openness	Area Manager Service Development	Responses to our staff surveys will show our actions have improved Service culture and behaviours	% of staff experiencing bullying & harassment in previous 12 months % of staff feeling valued at work	Biennial Lincolnshire County Council (LCC) staff survey HMICFRS staff survey	March 2022
PE2	We aim to be an Employer of Choice which represents the diversity of our community, by welcoming and attracting under-represented groups (BAME, women, LGBTQ+)	Area Manager Service Development	Equality, Diversity and Inclusion (EDI) plan shows action to remove both internal and external barriers to enable everyone to be themselves and thrive within LFR	Increased number of recruits identifying as female or BAME Reduction in 'not known' on annual diversity returns	Annual Home Office returns	March 2022
PE3	We aim to enable all employees to have a voice (either through representative bodies, employee groups or as individuals)	Area Manager Service Development	Staff feel engaged and able to contribute to shaping the direction and policies of LFR	Increased numbers of responses to consultations Increased attendance at Staff Engagement sessions % response to staff surveys	Records of attendance at Staff Engagement sessions Biennial LCC staff survey	March 2022
PE4	We aim to ensure all our staff have good mental and physical wellbeing and know where to get help	Area Manager Service Development	Staff know about our Wellbeing and Inclusion Framework (W&I) and able to access W&I Toolkit and timely support	Use of toolkit % of staff indicating knowledge of Service provision in staff survey	HMICFRS staff survey Number of hits on new Intranet pages	March 2022
PE5	We aim to provide all our people with opportunities to reach their full potential within their careers	Area Manager Service Development	Every person has access to a Personal Development Review (PDR) and relevant development plans to enable them to access appropriate career opportunities	% completion rate of PDR Number of staff accessing management development programme % staff stating adequate development in staff survey	Recording of PDR completion on Business World PDRPro records Staff survey	March 2022 March 2022
PE6	We aim to give our people the skills required to deliver their roles to the best of their abilities	Area Manager Service Development	All roles set out skills and competences required and training/development opportunities available to achieve these	% staff maintaining operational competence % staff identifying they have all skills to do their job in staff survey	PDRPro records Staff survey	Quarterly March 2022

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OBJECTIVES (Managed and reported through SDB)						
No	Objective	Owner	Success Statement	Measure/ Performance Indicator	Evidenced by	Target date
PE1.1	We will reduce the number of staff who feel they have encountered bullying or harassment in the last 12 months	Equality, Diversity and Inclusion lead	Benchmarked in staff surveys	Taken from current survey results	Analysis of staff surveys and subsequent reports PDRs / 1:1s	March 2022
PE2.1	We will continue to target and attract talented people from all areas of our community	Group Manager Organisational Development	Increased applications from our BAME, female and LGBTQ+ communities	Benchmark for 2022	Development of process to provide breakdown of applications to join LFR and data available for 1/4/22	March 2023
PE3.1	We will promote a positive and open working environment, engaging with and understanding the views of our staff	Senior Leadership Team	Staff survey results show an increase in staff feeling they are reaching their full potential	Increased % of staff who feel they are supported and developed	Individual development plans PDRs / 1:1s	March 2022
PE4.1	We will continue to promote the work of the Wellbeing and Inclusion Board (WBI) and develop the W&I toolkit	Wellbeing and Inclusion Board	W&I toolkit available to all staff to provide a greater awareness of what LFR can offer	Benchmark for 2022	WBI action plan Notes and actions from meetings Access of tools provided within toolkit	March 2022
PE5.1	We will work to remove barriers to progression, provide wider opportunities for development for our people both in their current role and for those aspiring to gain promotion	Group Manager Organisational Development	All supervisory and managerial vacancies attract suitably qualified and skilled applicants	Numbers of individuals entering and completing CPF/migration process	CPF/migration data	March 2022
PE5.2	We will identify and develop leaders	Group Manager Organisational Development	All supervisory and managerial vacancies attract suitably qualified and skilled applicants	Vacancy factors for 2021/22	IRB minutes identifying unfilled vacancies	March 2022
PE6.1	We will ensure all staff achieve 100% competence in their core skills	Group Manager Organisational Development	Increased percentage of staff achieving 100% of their set competencies (unless absent from work)	100% operational competence	PDRPro records	Quarterly

# Resourcing Framework

## – Ensuring Efficient Resourcing Against our Risks

AMBITIONS (Managed and reported through SMB)						
No	Ambition	Owner	Success statement	Measure	Evidenced by	Target date
RE1	We aim to ensure clear and robust scrutiny of budget management throughout LFR	Chief Fire Officer	Annual expenditure monitored against annual Revenue and Capital budgets and budget setting based on robust planning assumptions	Annual projected Revenue Budget and Capital budget within 1% of closure of accounts	Monthly Budget Managers meeting for Revenue and Capital with Budget Managers and LCC Budget Officers	March 2022
RE2	We aim to provide effective and efficient use of resources to meet our risks	Chief Fire Officer	Flexible and agile resource allocation to mitigate the identified risks within our Community Risk Profile	PIs against other Framework Ambitions	Outcomes of Internal Resources Board (IRB) Delivery of Capital Plan Research Development Investigation (RDI) group outcomes Programme Board delivery	March 2022
RE3	We aim to identify present and future resourcing requirements to meet the needs to mitigate our risks	Assistant Chief Fire Officer	Detailed plans of future resource requirements with appropriate funding	PIs against other Framework Ambitions Outcomes of a review of CRP Clear Workforce Planning	Annual Planning assumptions documents Published up to date CRP and IRMP	March 2022
RE4	We aim to have clear and transparent processes for decision making relating to resource requirements	Area Manager Service Improvement	Business processes to make our decision making more targeted and robust. Published outcomes from key meetings to provide staff with more reasoning behind decisions	Relevant and up to date information available on monthly basis for key meetings: IRB Budget Managers meeting PMB Programme Board	Service Order 1 remains current Meeting minutes available publicly in good time Service plan and associated core meeting minutes released in a timely manner through Intranet and Weekly Bulletin	Reviewed Apr/Dec 2021 Audit of progress by Assurance team by Oct 2021

**AMBITIONS (Managed and reported through SMB)**

No	Ambition	Owner	Success statement	Measure	Evidenced by	Target date
RE5	We aim to enable flexible and agile solutions for resourcing to support all other Frameworks in mitigating our risks	Area Manager Service Improvement	Capture and utilise, innovative activities (both internal from learning and external good practice) providing alternative methods of addressing risks	PIs against other Framework Ambitions	Outcomes of IRB Delivery of Capital Plan RDI outcomes Programme Board delivery	March 2022
RE6	We aim to ensure our use of technology keeps pace with the needs of LFR	Area Manager Prevention, Protection and Service Support	Access to technological solutions to enable objectives of all Frameworks to be delivered effectively and efficiently	Staff access to systems and information to deliver on their objectives	Implementation of O365. Implementation of agreed software and hardware solutions in partnership with LCC O365 Champions at all levels	March 2022

**OBJECTIVES (Managed and reported through SDB)**

No	Objective	Owner	Success Statement	Measure/ Performance Indicator	Evidenced by	Target date
RE1.1	We will ensure our budget holders have the skills and understanding to manage their budgets appropriately	Budget Holders	Demonstrate budget reports for Revenue and Capital reflecting actual and projected costs with detailed explanations for variations	Reports to Budget Managers	Department budget planning assumptions completed All budget holders complete reports and post-backs	Monthly
RE2.1	We will identify resource requirements in all areas to identify how we will mitigate those risks more effectively in the future	Department Heads	Annual updated Community Risk Profile. Planning assumption documents completed with evidence to mitigate CRP	Reviewed CRP Completed Planning Assumptions Documents Capital Plan reviewed	Rationale used to review CRP Planning Assumptions Documents Capital Plan	Dec 2021 Dec 2021  by LCC rephasing timeline
RE2.2	We will ensure consideration is given to environmental impact when developing projects and schemes of work and future ways of working	Senior Leadership Team Department Heads	Clear links to LCC's green master plan (sustainability) demonstrated within all areas of LFR's work	Service Action Plan developed Evidence of consideration within Policies and Procedures	Action plan Service assurance review of documentation to provide gap analysis	March 2022

**OBJECTIVES (Managed and reported through SDB)**

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No	Objective	Owner	Success Statement	Measure/ Performance Indicator	Evidenced by	Target date
RE3.1	We will maintain a fleet of vehicles that fully meets the requirements of LFR and plan strategies that contribute to a sustainable environment	Group Manager Resources	Through fleet strategy, progressive, sustainable fleet of vehicles delivered and maintained which are fit for purpose and demonstrate good value/reduced overall carbon footprint of LFR	Creation of a Fleet Strategy for the future	SMB Papers	March 2022
RE3.2	We will explore opportunities for improving and enhancing our operational equipment and procure the right equipment to allow our staff to deal safely and efficiently with operational incidents	Group Manager Resources	Technological advances in equipment explored and the most suitable equipment procured for the risks our staff face, within our capital budget	Operational audits of incidents to ensure equipment is suitable	Audit results RDI minutes	March 2022
RE3.3	We will ensure our estate and facilities remain fit for purpose and allow the Organisation to deliver its response effectively	Group Manager Resources	Property Strategy allows us to assess and prioritise estate and facilities for work, ensuring a portfolio reflective of the standards of LCC and creates a safe, inclusive working environment for staff	Creation of a property strategy Equality Impact Assessments carried out for all estate buildings	Minutes of LCC Fire Property Board EIAs published	March 2022
RE3.4	We will ensure water provision and access to water supplies throughout the county and ensure all use of water is managed in an environmentally friendly manner	Group Manager Resources Water Manager	Risk based hydrant inspection programme maintained and operated across County Access to water supply in remote areas with processes to dispose of water used by LFR in a safe, environmentally friendly manner	Hydrant Inspection plan	Numbers of hydrant inspections carried out. Numbers of hydrant repairs reported to Anglian Water	March 2022
RE4.1	We will ensure changes to the Service Plan and associated business processes are reflected in Service Orders and the processes assured during implementation	Group Manager Integrated Risk	Service assurance (in conjunction with LCC audit if agreed) provide in-depth report to SMB detailing areas of planned changes to Service Plan which are being adhered to	Interim short report to SMB following first reporting period Full report suggesting areas to reinforce or alter to SMB	Report provided to SMB Full report to December SMB	August 2021 December 2021

**OBJECTIVES (Managed and reported through SDB)**

No	Objective	Owner	Success Statement	Measure/ Performance Indicator	Evidenced by	Target date
RE4.2	We will ensure our decision making processes utilise performance management methodologies to ensure we are not wasting resources in areas where we are having limited impact	Performance and Community Risk Team	Planned work undertaken through the formal Service Plan with SMART applied where possible and progress and impact understood locally	Tasks and activities within all departments have appropriate measures and reported to GM Integrated Risk	Through reporting on In-phase and through locally held activity plans	Quarterly
RE5.1	We will ensure our RDI process will be streamlined to ensure adequate timely consideration is given to future resourcing requirements	Chair of RDI	Fully costed approved business cases leading to project implementation	Delivered in line with agreed timeline and costs identified in Project Brief. Service Order 29 endorsed by SMB	Through précis of business case progress by Chair of RDI reported through weekly bulletin on quarterly basis	In line with Project Briefs
RE5.2	We will ensure our programme management procedures are refined to equip LFR with robust methodology which adds value to our project work	Continuous Improvement Manager	Project management processes refreshed and improved understanding of project management across LFR	Service Order 15 updated Guidance documentation Project management training for middle managers	Service Order ratified through SMB Guidance document produced Middle manager training completed	October 2021 November 2021
RE6.1	We will ensure crews are provided with current risk information for use at incidents	Group Manager Integrated Risk Divisional Commanders	Crews access up to date and relevant risk information at incidents. Risk information updated by Operational Crews via risk visits	MDT updated with current risk information	4 x Dip samples throughout year (Service assurance) will evidence currency of information	
RE6.2	We will ensure staff are trained and able to migrate profiles into O365 environment	Group Manager Service Support	Staff within LFR/EP migrated to O365 with full functionality	O365 migration project signed off with LCC	Staff able to utilise O365 throughout the service	July 2021
RE6.3	We will participate and engage in the LCC transformation programme	Group Manager Service Support	Projects identified through transformation programme implemented	Attendance at agreed tactical meetings with feedback to SLT	Attendance at meetings	As agreed by LCC

# Evaluation Framework – Measuring for Success

AMBITIONS (Managed and reported through SMB)						
No	Ambition	Owner	Success statement	Measure	Evidenced by	Target date
E1	We aim to develop a learning organisation.  "A shared vision for the organisation where staff are proactively creating, acquiring, and sharing knowledge"	Area Manager Service Improvement	Improvements in all areas of LFR across the five Frameworks through our Service Plan	Annual report to Scrutiny (Statement of Assurance) to showcase improvements	2 tangible improvements for each framework highlighted	March 2022
E2	We aim to ensure our measures are aligned to the outcomes the public expects from their Fire and Rescue service	Area Manager Service Improvement	Full list of performance measures agreed through the Executive Portfolio Holder with issues highlighted to Scrutiny Committee	Report to Scrutiny documenting review of performance measures	Review Executive Portfolio Holder agreement Present to Scrutiny Committee	May 2021 June 2021 TBC
E3	We aim to ensure we have data-driven methodology which allows LFR to remain agile over the life of the IRMP and react to emerging risks to our delivery models	Area Manager Service Improvement	Community Risk Profile refined to ensure it is better able to articulate current levels of risk within County and provide data which LFR can use to alter its resourcing to risk strategies	CRP improvements report and recommendations	Report Implementation plan	December 2021 March 2022
E4	We aim to support continuous improvement throughout the organisation	Area Manager Service Improvement	Dedicated resources aimed at improving staff knowledge around continuous improvement and empower the organisation to experiment when trying to improve	Training packages and direct engagement with staff	Performance and Community Risk training SMB training SDB Training Staff package	April 2021 May 2021 July 2021 September 2021
E5	We aim to improve our analysis of data to become more effective and efficient	Area Manager Service Improvement	Short, medium and long term plan to ensure we have data capture and reporting capabilities expected of a modern Fire & Rescue Service	Report and recommendations to SMB	Initial plan 2021 Plan 2022/23 plan	May 2021 July 2021 March 2022

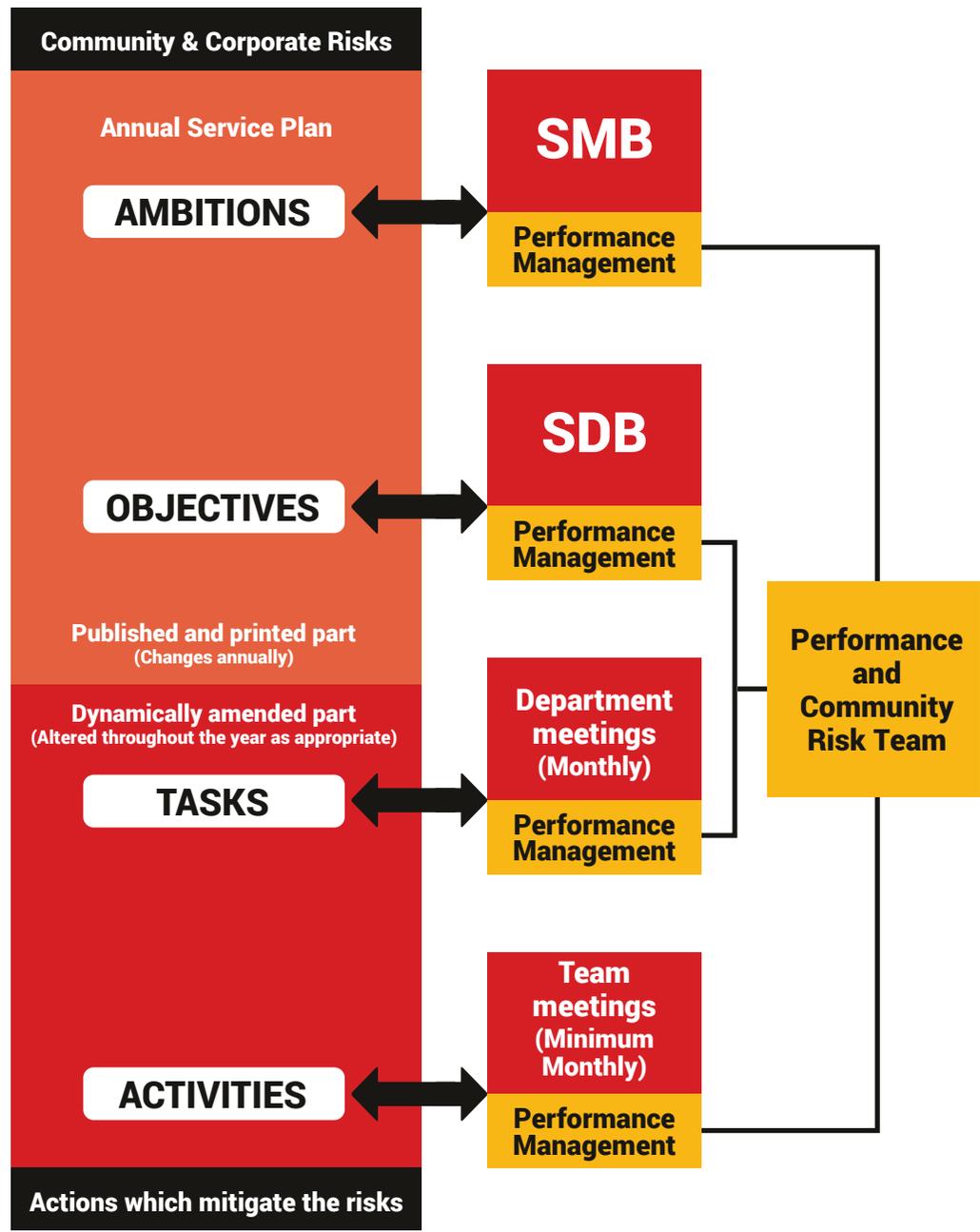
AMBITIONS (Managed and reported through SMB)						
No	Ambition	Owner	Success statement	Measure	Evidenced by	Target date
E6	We aim to ensure our community has a clear understanding of our performance	Area Manager Service Improvement	Key performance information provided to the public which is timely, relevant, clear and transparent	Performance information available to all groups who require it	Survey of stakeholder needs Website developed	June 2021 March 2022

OBJECTIVES (Managed and reported through SDB)						
No	Objective	Owner	Success Statement	Measure/ Performance Indicator	Evidenced by	Target date
E1.1	We will learn from our operational activity (through the Operational Learning Board) and our wider service activity (through the Service Delivery Board)	Group Manager Integrated Risk	Processes and procedures improved, published and embedded as a result of work through OLB and SDB log (presented to SDB)	Completed quarterly reports OLB added to In-phase	Operational Learning board minutes and log	Quarterly June 2021
E2.1	We will measure activity through a suite of appropriate national and local performance indicators and qualitative assessment	Group Manager Integrated Risk Performance and Community Risk Team	Highlighted trends in data captured, considered and appropriately actioned	Quarterly highlight report across all PIs to SLT	SMB minutes	Quarterly June 2021
E2.2	We will engage with a variety of stakeholders to ensure we capture the communities expectations of LFR	Group Manager Integrated Risk	Annual review of Community feedback to ensure it is used to shape service delivery	Annual Review fed into Service Plan for the following year	Community feedback captured and actioned	January 2022
E3.1	We will develop and refine the methods utilised to build and refresh our CRP	Group Manager Integrated Risk	Quarterly review of Community and Corporate risks Improvements suggested, trialled and embedded to enable annual CRP review	CRP refreshed at IRMP midway point	Published CRP	As appropriate through life of IRMP
E4.1	We will retain sufficient, professional, competent and knowledgeable staff within the performance and community risk team	Group Manager Integrated Risk	Team developed into new role within LFR and will be having a positive impact on performance at all levels	Team agree they have the appropriate skills and plans to succeed	Training completed for staff within team	Review IRM department structure by March 2022

**OBJECTIVES (Managed and reported through SDB)**

No	Objective	Owner	Success Statement	Measure/ Performance Indicator	Evidenced by	Target date
E5.1	We will provide robust systems to enable regular reporting of performance data	Group Manager Integrated Risk	Pertinent information presented following analysis of complete suite of PIs to SDB by exception	Trends/issues presented to SDB	SDB notes	Monthly
E5.2	We will embed a performance culture with evidence based decision making at all levels	Group Manager Integrated Risk	In-phase reporting mechanisms built and tested Performance management made simple at all levels	All managers feel more confident working with data and being able to evidence the effectiveness of their activity	Service plan Ambitions/ Objectives/ Tasks and activities show evidence of performance management	Annually through life of IRMP
E6.1	We will provide clear strategic aims with outcomes which can be measured throughout the supporting Frameworks and Service Plan	Group Manager Integrated Risk	Updated and published key documents utilising LCC Scrutiny processes (CRP/IRMP/ Frameworks/Service Plan)	Refreshed Framework documents	Published, version controlled Framework documents	Annually through life of IRMP
E6.2	We will make clear how we progress against our IRMP and annual Service Plan in an improved Annual Statement of Assurance	Group Manager Integrated Risk	The annual Statement of Assurance will correlate with the IRMP and the annual Service Plan to make clear how we are performing against our plans	New improved Annual Statement of Assurance	New format statement completed	Annually through life of IRMP

# Keeping Lincolnshire Safe and Well



ANNUAL SERVICE PLAN  
2021 - 2022  
**LINCOLNSHIRE FIRE & RESCUE**





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

Report to:	<b>Public Protection and Communities Scrutiny Committee</b>
Date:	<b>09 November 2021</b>
Subject:	<b>Public Protection and Communities Scrutiny Committee Work Programme</b>

**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

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
3	Integrated Risk Management Plan 2020-2024 – Yearly Update	Mark Baxter, Chief Fire Officer

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
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
5	Coroners Service Annual Report	Paul Smith, Acting Senior Coroner Sara Barry, Head of Safer Communities

### SITTING AS THE CRIME AND DISORDER SCRUTINY COMMITTEE

6	Domestic Abuse Strategy <i>[Pre-decision Scrutiny]</i> <i>[Executive Councillor: Children's Services, Community Safety and Procurement decision between 16 - 23 December 2021]</i>	Jade Sullivan, Domestic Abuse Business Manager
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25 JANUARY 2022		
Item	Contributor	
1	Revenue and Capital Budget Proposals 2022/23 <i>Budget Scrutiny</i>	Keith Noyland, Head of Finance - Communities
2	Trading Standards - Annual Update	Sara Barry, Head of Safer Communities
SITTING AS THE CRIME AND DISORDER SCRUTINY COMMITTEE		
3	Serious and Organised Crime – Fraud and Modern-Day Slavery	Vicky Salmon, Community Safety Strategy Coordinator - Lead for Serious and Organised Crime  Clare Newborn, Community Safety Manager

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, Community Safety Manager

19 APRIL 2022		
Item	Contributor	
1	TBC	

31 MAY 2022		
Item	Contributor	
1	Celebratory Services -Annual Report	James Chapple, Head of Registration and Coroners Services

19 JULY 2022	
Item	Contributor
1	Service Level Performance Reporting against the Performance Framework 2021-2022 – 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	Integrated Risk Management Plan 2020-2024 – Yearly Update
	Mark Baxter, Chief Fire Officer
3	FRS Attendance at Flooding Incidents – Annual Report on Performance
	Mark Baxter, Chief Fire Officer
4	Community Hubs Year 6 Update (2021-22)- Progress and Developments
	Louise Egan, Library and Heritage Client Lead

### 3. To be programmed

Areas of work that have been highlighted previously in Committee Meetings and by Officers as future items to be programmed include:

- Reducing Offending

### 4. 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.

### 5. Consultation

#### a) Risks and Impact Analysis

N/A

## 6. 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

## 7. 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](mailto: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
<b>Adoption and publication of the Domestic Abuse Strategy [I023050]</b>	16 - 23 December 2021	Executive Councillor: Children's Services, Community Safety and Procurement	Public Protection and Communities Scrutiny Committee; TBC	E-mail: Diane Coulson, Assistant Director - Public Protection <a href="mailto:diane.coulson@lincolnshire.gov.uk">diane.coulson@lincolnshire.gov.uk</a> Jade Sullivan, Community Safety Strategy Co-Ordinator (DA Lead) <a href="mailto:jade.sullivan@lincolnshire.gov.uk">jade.sullivan@lincolnshire.gov.uk</a>	Yes	All Divisions