



County Offices
Newland
Lincoln
LN1 1YL

11 July 2022

Public Protection and Communities Scrutiny Committee

A meeting of the Public Protection and Communities Scrutiny Committee will be held on **Tuesday, 19 July 2022 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, 19 JULY 2022**

Item	Title	Pages
1	Apologies for Absence/Replacement Members	
2	Declarations of Members' Interests	
3	Minutes of the Public Protection and Communities Scrutiny Committee meeting held on 31 May 2022	5 - 14
4	Announcements by the Chairman, Executive Councillors and Chief Officers	
5	Service Level Performance Reporting against the Performance Framework 2021-2022 - Quarter 4 <i>(To receive reports from Martyn Parker, Assistant Director – Public Protection, Nicole Hilton, Assistant Director – Communities, Lee Sirdifield, Assistant Director – Corporate, Mark Baxter, Chief Fire Officer and Steven Batchelor, Lincolnshire Road Safety Partnership Senior Manager, on Tier 2 Service Level Performance measures for 2021-22 Quarter 4 that are within the remit of the Public Protection and Communities Scrutiny Committee)</i>	15 - 54
6	National Flood Rescue Assurance Inspection <i>(To receive a report from Mark Baxter, Chief Fire Officer, which informs the Committee of the outcomes of the assurance visit and the action plan the service has in place to achieve their recommendations)</i>	55 - 82
7	Integrated Risk Management Plan 2020-2024 - Yearly Update <i>(To receive a report from Mark Baxter, Chief Fire Officer and Ryan Stacey, Assistant Chief Fire Officer, which provides the Committee with an annual progress report on the Integrated Risk Management Plan 2020-2024)</i>	83 - 94
8	Lincolnshire Fire and Rescue Service - Lincolnshire Crewing Arrangements <i>(To receive a report from Mark Baxter, Chief Fire Officer and Spencer Creek, (T) Area Manager Response, which enables the Committee to comment on proposals which will be considered by the Executive Councillor for Fire and Rescue and Cultural Services prior to consultation with the workforce)</i>	95 - 140
9	Performance of the Library Service Contract - Six Year Review Report <i>(To receive a report from Louise Egan, Library and Heritage Client Lead, which provides the Committee with an update on the performance of the Library service contract)</i>	141 - 156

10 Public Protection and Communities Scrutiny Committee Work Programme

157 - 164

(To receive a report from 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)

SITTING AS THE CRIME AND DISORDER SCRUTINY COMMITTEE

(The Crime and Disorder Scrutiny Committee is established under Section 19 of the Crime and Justice Act 2006 to review or scrutinise decisions made, or other action taken, in connection with the discharge by the County Council of its crime and disorder functions)

11 Domestic Abuse Support Services Re-Commissioning

165 - 204

(To receive a report from Carl Miller, Commercial and Procurement Manager and Rachel West, Contract Manager, which invites the Committee to consider a report regarding the re-commissioning of domestic abuse support services, which is due to be considered by the Executive on 6 September 2022. The views of the Committee will be passed on to the Executive as part of their consideration of this item)

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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, 19th July, 2022, 10.00 am \(moderngov.co.uk\)](https://www.lincolnshire.gov.uk/agenda-for-public-protection-and-communities-scrutiny-committee-on-tuesday-19th-july-2022-10.00-am-moderngov.co.uk)

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



**PUBLIC PROTECTION AND COMMUNITIES
SCRUTINY COMMITTEE
31 MAY 2022**

PRESENT: COUNCILLOR N H PEPPER (CHAIRMAN)

Councillors Mrs J Brockway, M R Clarke, Mrs N F Clarke, A Dani, W H Gray, A M Key, K E Lee and E J Sneath.

Councillors: R D Butroid (Executive Councillor People Management, Legal and Corporate Property), , S P Roe (Executive Support Councillor Children's Services, Community Safety and Procurement), Mrs S Woolley , (Executive Councillor NHS Liaison, Community Engagement, Registration and Coroners).

Councillors C Matthews, (Executive Support Councillor NHS Liaison, Community Engagement, Registration and Coroners), D McNally (Executive Councillor Waste and Trading Standards) and Councillor J L King observed the meeting remotely, via Teams.

Jenny Barnett (Chief Officer Citizens Advice Lindsey) and Monica Stark, (Chair Citizens Advice Lincs) attended the meeting as invited guests.

Officers in attendance:-

Kiara Chatziioannou (Scrutiny Officer), Katrina Cope (Senior Democratic Services Officer), Glen Garrod (Executive Director - Adult Care and Community Wellbeing), Mark Keal (Trading Standards Manager - Safer Communities), Martyn Parker (Assistant Director Public Protection), Mandy Ramm (Funding and Investment Manager, Infrastructure Investment), Michelle Andrews (Assistant Director – ICS) and Vicky Salmon (Community Safety Strategy Co-ordinator).

The following officers joined the meeting remotely, via Teams:

Will Mason (Head of Culture) and Michelle Andrews (Assistant Director – ICS).

1 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

Apologies for absence were received from Councillors J L King and A N Stokes.

It was noted that the Chief Executive, having received notice under Regulation 13 of the Local Government (Committee and Political Groups) Regulations 1990, had appointed Councillor T R Ashton to replace Cllr A N Stokes for this meeting only.

2

PUBLIC PROTECTION AND COMMUNITIES SCRUTINY COMMITTEE

31 MAY 2022

2 DECLARATIONS OF MEMBERS' INTERESTS

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

3 MINUTES OF THE PUBLIC PROTECTION AND COMMUNITIES SCRUTINY COMMITTEE MEETING HELD ON 19 APRIL 2022

RESOLVED

That the minutes of the Public Protection and Communities Scrutiny meeting held on 19 April 2022 be approved and signed by the Chairman as a correct record.

4 ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLORS AND CHIEF OFFICERS

The Chairman welcomed to the meeting Executive Councillors, Executive Support Councillors and Senior Officers.

5 MULTIPLY ADULT NUMERACY PROGRAMME IN LINCOLNSHIRE

Consideration was given to a report from Mandy Ramm, Funding and Investment Manager, Infrastructure Investment, which invited the Committee to consider the Multiply Adult Numeracy Programme in Lincolnshire, which was due to be considered by the Executive Councillor for Economic Development, Environment and Planning between 13 and 17 June 2022.

The Chairman invited Mandy Ramm, Funding and Investment Manager, Infrastructure Investment, to present the item to the Committee.

In guiding the Committee through the Executive report detailed at Appendix A, reference was made to: the County Council's appointment as Lead Body for the Multiply Adult Numeracy Programme, and the requirement of the Council to submit an Investment Plan to the Department for Education by 30 June 2022, to outline how the £4m will be spent in the county; that the new numeracy provision would be targeted at residents aged 19 years and over who did not have grade C/level 4 or above in GCSE maths; the benefits of the programme as a key component of the Government's Levelling Up agenda to ensure that by 2030 a number of people would have successfully completed high quality skills training; numeracy in Lincolnshire, details of which were provided at paragraph 1.7 of the report; the intended benefits of the Multiply Programme in Lincolnshire; and details of the funding allocation spend.

In conclusion, the Committee noted that the £4m Multiply Programme provided an excellent investment opportunity to improve adult numeracy provision within Lincolnshire and provided a variety of benefits to drive wider skill provision in the county. It was noted that this was in line with the Council Plan objectives particularly around enhancing the skills of the county's communities and meeting the needs of businesses and the economy.

During discussion, the Committee raised some of the following comments:

- Officers clarified that every upper tier council across England had received an allocation for the programme based on need. Confirmation was given that officers had liaised with peers across East Midlands, and had participated in several webinars that the Department for Education had organised for Local Authorities to keep informed of developing and innovative activity and to share best practice;
- Members were pleased to hear that the plans took into consideration engaging individuals furthest from the labour market and those who were expected to be reluctant to step forward and engage, due to negative social perceptions relevant to the lack of numeracy skills. It was noted that this would be achieved in the first instance in collaboration with employers (particularly smaller ones) to address the lack of numeracy and literacy skills of employees, incorporated into activities undertaken as part of their work duties (e.g., money management, stock control, weighing and measuring, cookery etc). Officers reassured the Committee that all different ways of engaging and working with community organisations were being explored. It was highlighted that pilot activity funded through the Councils UK Community Renewal Funding award would be used to inform approaches to delivering the programme. This included Abbey Access Training, which led a consortium of eight charities who had come together to engage and support hard to reach groups and individuals to receive learning support;
- In relation to funding allocated over the three-year period, officers explained that funds unspent in the first year would be lost. However, there was a degree of flexibility for any funds unspent in years two and three of the programme. The Committee noted that year one was likely to focus heavily on marketing activity to get the message out to maximise engagement and take-up. This activity was due to commence in September 2022, as soon as the Investment Plan had been approved. It was acknowledged that getting the year one portion of funding spent was going to be a challenge, as the year one allocation would need to be spent by March 2023;
- Members asked about plans to engage with schools to identify students who lacked skills, to improve before reaching the age of 19. Officers agreed to explore ways to engage with practitioners and groups and organisations who were able to support this (noting that Multiply provision was for 19 years plus);
- Members enquired whether areas identified as performing the worst in the county (namely, East Lindsey, Boston and South Holland) would be prioritised within in the plans. Officers provided assurance that they were working with the Learning and Work Institute to identify pockets of deprivation and need but confirmed that the programme provided the opportunity for provision across the whole of the county, where investment would have the greatest impact. It was highlighted that learning was being provided from Abbey Access Training in Lincoln, with the view to replicating that and any other best practice in Lincolnshire. Furthermore, it was emphasised that engagement with businesses (e.g., factories and warehouses etc.) was aimed at providing them with the opportunity and incentives as well as support to address the lack of numeracy skills, but where appropriate in a holistic manner including language skills etc.;

- Members recommended looking into working with trade unions that already offered union funded learning opportunities and courses, and further working with union representatives to promote the programme. Officers confirmed that they were keen to explore all opportunities; and
- Members raised a concern on engaging individuals who were neither in education nor in employment (NEET), or at risk of becoming NEET. Officers agreed that creative engagement methods were being considered, an example cited of this from a neighbouring authority was engaging with harder to reach youth groups through music to address lack of skills. It was also noted that further engagement was also being considered through Citizens Advice Bureau and other community organisations, as well as creative ways of reaching out to different groups and communities such as a bus (noting that this would involve a capital outlay which would not be covered by the Multiply funding – collaborative opportunities being explored). Officers also advised of the provision for programme delivery nation-wide through an online digital platform for maths and that was being delivered directly by the Department for Education as another component of the Multiply Programme.

The Chairman on behalf of the Committee extended his thanks to the presenter.

RESOLVED

1. That unanimous support be given to the recommendations in the Executive Councillor report, as detailed on pages 17 and 18 of the report pack.
2. That the above comments from the Public Protection and Communities Scrutiny Committee be forwarded on to the Executive Councillor for Economic Development, Environment and Planning in relation to this item.

6 CITIZENS ADVICE ANNUAL REPORT

The Committee considered a report, which provided the Committee with an update on the performance of Citizens Advice services across Lincolnshire during 2021/22. The information provided by Citizens Advice Lincolnshire provided members of the Committee with an understanding of demand levels across a range of services, and the impact achieved from the grant funding provided by the Council to Citizens Advice Lincolnshire.

The Chairman invited Monica Stark, Chair Citizens Advice South Lincolnshire, and Citizens Advice Lincolnshire (CAL) Liaison with the County Council and Jenny Barnett, Chief Executive Officer, CA Lindsey and cover for CA Lincoln and District to present the item to the Committee. Michelle Andrews, Assistant Director, Integrated Care System was also in attendance for this item.

In a presentation to the Committee, reference was made to:

- It was reported that AdviceLine had seen a significant increase in the number of calls it was dealing with, which was mainly due to cost of living enquiries. It was

highlighted that demand for the service was unable to be met, due to a lack of resource. Details pertaining to AdviceLine were included on page 28 of the report. It was highlighted that of the 42,224 calls made by Lincolnshire residents to Adviceline, only 15,428 (36%) calls were able to be answered;

- The Committee was advised that there had also been an increase in accessing the core service, and the number of clients supported with debt issues. Details of which were shown on pages 29 and 30 of the report. It was reported that there had also been some trends for increased support regarding Universal Credit, Employment and Support Allowance (ESA) and Housing Benefit;
- The Committee was advised that CA worked in partnership with organisations in Lincolnshire, and that partnership working was key going forward, and that more needed to be done across Lincolnshire. Some of the CAL's current partnerships included: foodbanks locally and nationally through work with the Trussell Trust; membership of the Lincolnshire County Council Financial Inclusion Partnership; District Councils to distribute Housing Support Fund and support for refugees and asylum seekers. It was highlighted that the CAL was hoping to work with the NHS, to provide advice in health settings;
- The value of the service to society. It was highlighted that it was impossible to set out a financial value on everything, but where the service could it had used a treasury approved model to do this. The service was also able to separately consider the financial benefits to the people helped and the community;
- Research and Campaigns. The Committee noted that some of the campaigns for the year had focussed on Universal Credit, Scams, Pension Credit, access to free legal advice, big energy savings; domestic abuse; and housing; and
- Reference was also made to a case study; the help provided; and feedback received from clients about the service. Details of which were shown on page 44 of the report presented.

During consideration of this item, the Committee made some of the following comments:

- Thanks were extended for the work being carried out by Citizens Advice Lincolnshire;
- A request was made for a copy of the presentation to be forwarded on to all members of Committee;
- A suggestion was put forward for the funding to CAL to be increased. Reassurance was given that the grant provided to CAL was reassessed to ensure that CAL had as much flexibility as possible. The Committee was also reminded that the item for discussion was to consider and scrutinise the annual report from CAL;
- Working with social housing providers. The Committee was advised that CAL worked with social providers, but were not directly funded by them;
- The transfer of Department of Works and Pensions to a telephone system. It was noted that there was a specific Universal Credit helpline. The Committee noted that the lines were free phone lines as long as individuals had access to a telephone;
- Paragraph 1.12 on page 36 of the report suggested talks with the Council regarding interventions to support council tenants. The Committee noted that this suggestion was about being able to work with providers in a more preventative way to help

people with tenancies getting into arrears etc. It was noted that some work had been carried out with East Lindsey regarding Council Tax Benefit, which had been successful. As housing services were provided by District Councils, it was felt that was the route that needed pursuing with regard to these matters;

- Clarification was given that the £20 a week Universal Credit uplift had been a time limited grant which had come to end;
- Concern was expressed to the 15,426 (36%) calls made by Lincolnshire residents to AdviceLine that were unable to be answered. The Committee was advised that as with other organisations, CAL were struggling to recover from the pandemic. The Committee noted that in the Lindsey and Lincoln areas currently there were 10 front line staff. It was noted further that this number would have been between 20/30 prior to the pandemic. The Committee was advised that both volunteers and paid staff needed to be very well trained to deal with a wide range of issues covered by the service, and that it had been difficult to fill the vacant positions following the pandemic. Further concern was raised concerning the lack of volunteers. The Committee was advised that this was a common problem across the charity sector. The Committee was advised that promotion was being done with schools, colleges, pre-retirement settings, graduates from Lincoln University and generally through social media. It was highlighted that training to be a volunteer or a paid members of staff was intensive and that it was difficult to find the right people;
- The cost of the translation service. This figure was not available to members at the meeting, but presenters advised the figure could be made available after the meeting; and
- Reassurance was given that staff/volunteers had access to wellbeing services.

The Chairman on behalf of the Committee extended his thanks to the presenters.

The Chairman welcomed Glen Garrod, Executive Director of Adults and Community Wellbeing and Martyn Parker, Assistant Director Adult Care and Community Wellbeing to the meeting.

RESOLVED

That the Citizens Advice Annual report be received and that the comments raised by the Committee be considered.

7 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 52 to 55 of the report pack and to highlight any additional scrutiny activity to be included for consideration in the work programme.

Appendix A to the report provided the Committee with an extract from the Executive Forward Plan relating to the Public Protection and Communities Scrutiny Committee.

The Committee was advised that the 19 July agenda would now be: Service Level Performance Reporting against Performance Framework for 2021/22 – Quarter Four; the Integrated Risk Management Plan for 2020 to 2024, Yearly Update; Lincolnshire Fire and Rescue Service, Proposed Changes to Duty Arrangements; Fire and Rescue Service Attendance at Flooding Incidents – Annual Report on Performance; Libraries Year 6 Update (2021/22,) Progress and Development, which would include an update on the Ermine Library Hub; and the Committee sitting as the Crime and Disorder Committee would also be receiving a report regarding the Re-Commissioning of Domestic Abuse Services, which was a pre-decision item.

It was also highlighted that for the 20 September 2022 meeting, the Committee would be receiving a further update report from the Fire and Rescue Service concerning Duty Arrangements; and that Serious and Organised Crime Fraud and Modern-Day Slavery had been removed from the September 2022 Crime and Disorder Scrutiny Committee agenda.

During consideration of this item, the Committee put forward the following comments/suggestions:-

- The potential attendance of the Police Commissioner at a future meeting to discuss the concerns regarding public confidence in the police. The Committee was advised by the Executive Councillor for People Management, Legal and Corporate Property that he was the Council's representative on the Police and Crime Panel, and that he was happy to raise any concerns from the Committee.

RESOLVED

That the work programme presented be received subject to the inclusion/deletion of the items mentioned above.

The meeting of the Public Protection and Communities Scrutiny Committee ended at 11:44am.

8 A REVIEW OF WORK TO TACKLE FRAUD, INCLUDING ITS IMPACT ON VULNERABLE INDIVIDUALS DURING THE PANDEMIC

SITTING AS THE CRIME AND DISORDER SCRUTINY COMMITTEE

Consideration was given to a report from Vicky Salmon, Community Safety Strategy Co-ordinator, which provided the Committee with an update on the work taking place within Lincolnshire County Council to reduce the impact of fraud, as a host and contributing partner to the Safer Lincolnshire Partnership Crime and Disorder Priority Group.

The Chairman invited Vicky Salmon, Community Safety Strategy Co-ordinator, to present the item to the Committee.

During the presentation, the Committee were made aware of:

- Fraud being a priority for the Council and the Safer Lincolnshire Partnership (SLP);
- Reference was made to the prevalence of fraud in Lincolnshire and to the fact there had been a 27% rise in fraud offences in the last year;
- The effect of fraud on vulnerable residents, reference was made to the Council's responsibilities under the Care Act to protect adults;
- Technology advances that were transforming fraud, examples given were romance fraud perpetrated on social media or through dating apps and investment fraud committed through fake websites and cloned websites;
- Prevention activity, it was noted that engagement had been made on social and traditional media, training had been provided to frontline staff, and officers had attended community events. It was noted further that another key part of the Council's prevention activity was the partnership working with Lincolnshire Police in forming a Safer Together Partnership, and as part of that Partnership, a Fraud Prevention Officer had been appointed within Lincolnshire Police, and their job was to focus on prevention activity across the County, and complement the post hosted within the Council of a Scams Prevention and Intervention Officer; and
- Partnership working arrangements in place to tackle fraud. It was highlighted that partnership working was key, and that no one organisation could tackle fraud alone. Reference was made to Lincolnshire being a founding partner in the pilot for the Home Office Multi-Agency approach to Fraud, which had led to the establishment of the SLP Fraud Core Priority Group, which comprised of a wide membership from a range of organisations. It was highlighted that it was essential to make sure that victims of fraud received centred support, to help avoid repeat victimisation, but to also help support their health and wellbeing. It was highlighted further that during the last year the Scams and Prevention Intervention Officer had supported 70 individuals who were considered the most vulnerable.

In conclusion, the Committee noted that the report demonstrated the Council's contribution to the fraud agenda within the County and the steps being taken to keep vulnerable people safe. Members of the Committee were encouraged to look at additional information on fraud and scams by completing the online learning course, and then 'Take a Stand Against Scams'.

During discussion of this item, the Committee raised some of the following comments:

- Clarification was given that the Fraud Prevention Officer within Lincolnshire Police, was responsible for delivering community based activity and training and that the figure for the number of training sessions provided could be made available to members of the Committee after the meeting. It was noted that referral to the officer would be via action fraud referrals, Citizens Advice, Consumer Service, Adult Social Care etc.;
- Circulation of the link for additional information concerning scams being circulated to members of the Committee;

- A request was made for officers to involve town and parish councils in getting the message out regarding scams;
- Personal experience regarding personal information being disclosed in a public setting. The Assistant Director of Public Protection and Communities agreed to look into the matter after the meeting;
- The need for legislation to stop personal data being sold;
- Phone spoofing. The Committee was advised that it was hard for organisations to legitimise themselves online and over phone calls. An example given relating to an advertisement which advised that my bank will never ask you for your PIN number or date of birth; and that it was a real challenge to get those messages out to the public. It was highlighted that the use of call blockers was needed to block those types of calls. It was also highlighted that more education was needed to get messages out and that Councillors could assist with the flow of information;
- Carelessness of organisations, which then enabled fraud to occur;
- The number of fraud offences reported to Action Fraud (as shown on page 58 of the report). The Committee was advised that there were multiple routes to reporting and that one of the things being looked at by officers was where people do report fraud and who they chose to report fraud to; and
- Whether there were still concerns relating to cold callers reference was made to Nottingham Knockers and alleged fresh fish sellers. The Committee was advised that there were still some sporadic reports, and that some action had been in the North East of the country.

The Chairman on behalf of the Committee extended his thanks to the presenters.

RESOLVED

That the report and presentation on tackling fraud, including its impact on vulnerable individuals be received and that the comments raised by the Committee be taken into consideration for continuing to effectively deliver the Partnership's duties.

The meeting closed at 12.09 pm.

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Open Report on behalf of Glen Garrod, Executive Director of Adult Care and Community Wellbeing

Report to:	Public Protection and Communities Scrutiny Committee
Date:	19 July 2022
Subject:	Service Level Performance Reporting against the Performance Framework 2021-2022 – Quarter 4

Summary:

This report sets out the performance of the Tier 2 Service Level Performance measures for 2021-2022 – Quarter 4 that are within the remit of the Public Protection and Communities Scrutiny Committee.

Actions Required:

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

1. Background

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

The accompanying appendices detail the performance in Quarter 4 for the Tier 2 Service Level Performance measures in relation to Public Protection, Lincolnshire Fire and Rescue, and Libraries and Heritage Services as set out in the Performance Framework 2021/22.

2. Conclusion

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

3. Consultation

a) Risks and Impact Analysis

N/A

4. Appendices

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

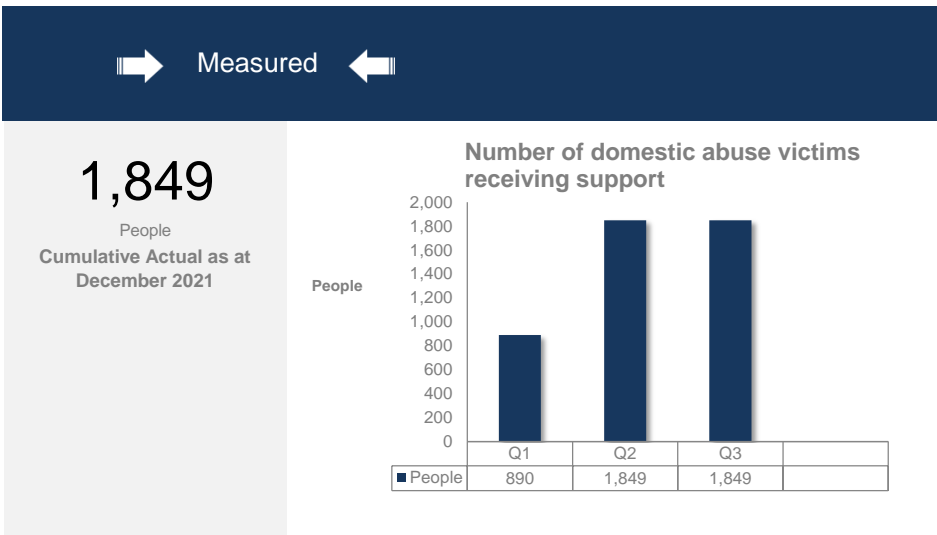
5. Background Papers

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

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

Number of domestic abuse victims receiving support

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



About the latest performance

Data is not available at present for Q3's measures. This is unlikely to change for this reporting period. Therefore figures could not be calculated to provide data for the total number of children, young people and adults supported.

The EDAN Lincs Outreach service has provided 'one off' advice and support to 615 people during Q3 2021-22 in response to telephone and online enquiries. The number of people supported is within expected range.

The Council has worked closely with the provider to support them through COVID 19 and other external issues that has impacted on demand and referral levels. It is likely that the next quarter's figures will stay within the same parameters as this quarter. There had been an increase in referrals recently due to an agency process change, however the impact of this is now at a consistent level and therefore we do not think there will be a further significant increase.

Further Details



About the target

It is not appropriate to target this measure.

About the target range

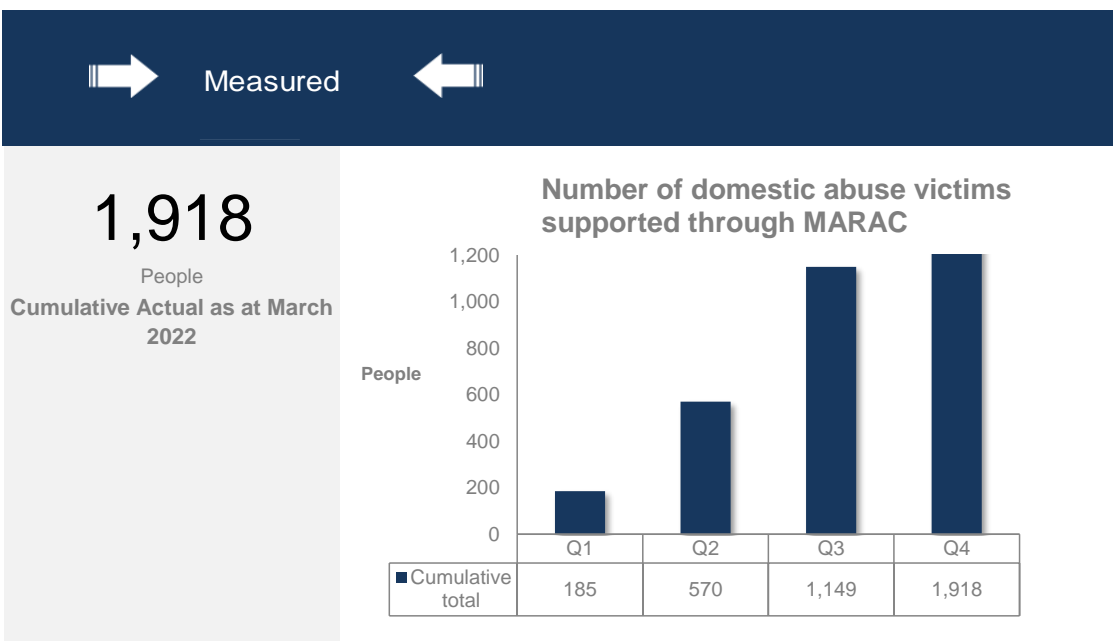
A target range is not applicable as this is a contextual measure.

About benchmarking

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

Number of domestic abuse victims supported through MARAC

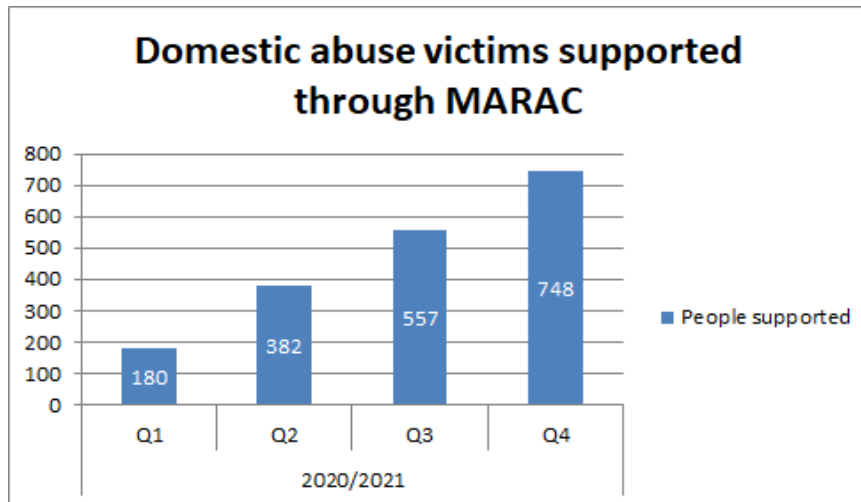
A Multi-Agency Risk Assessment Conference (MARAC) is a meeting where information is shared on the highest risk domestic abuse cases between representatives of local police, health, child protection, housing practitioners, Independent Domestic Violence Advisors (IDVAs), probation and other specialists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



About the latest performance

MARAC continues to operate on a weekly basis with all partners engaged in the process. The MARAC is currently operating virtually and regular monitoring of data and the process is in place. The number of clients reported here are new in the period and do not include repeats. The total number of repeat clients to MARAC in Q4 2021/22 was 65, meaning that an additional 65 clients were supported through MARAC.

The council has supported the MARAC process, made operational changes where necessary in order to respond to COVID 19, demand levels. MARAC has been successful in operating a full response throughout the COVID 19 pandemic.



About the target

It is not appropriate to target this measure.

About the target range

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

About benchmarking

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

Primary fires

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

Numerator is the number of primary fires.

Denominator is the population of Lincolnshire.

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

Numerator divided by the denominator multiplied by 100,000.

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

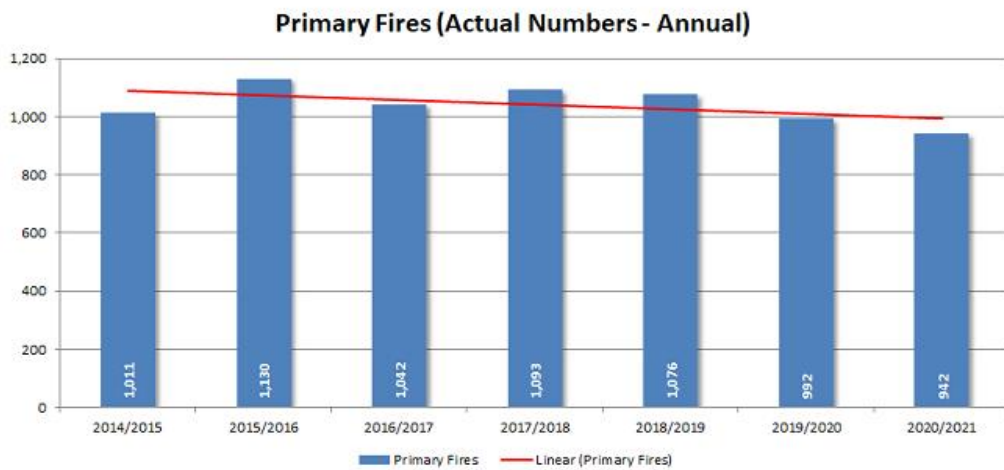
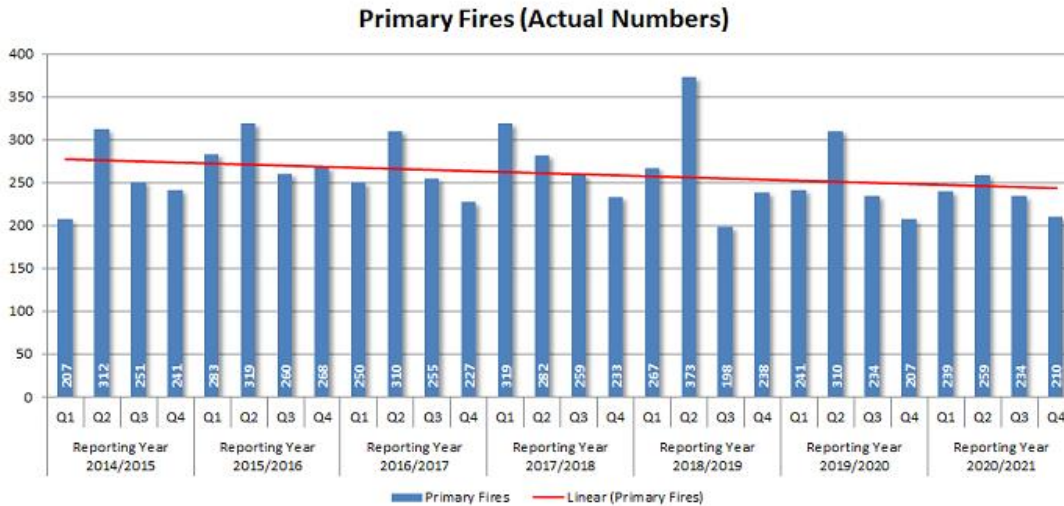


About the latest performance

We have ended 2021/22 better than target but with a slight increase in the number of primary fires. There have been small fluctuations across a number of property types but the biggest increases have been seen in farm related primary fires (farm buildings, farm vehicles, farm equipment and hay stacks/bales/crops) – up from 79 in 2020/21 to 103 this year, and in shops – up from 11 in 2020/21 to 20 this year. That said, if we compare those property types to 2019/20 (due to 2020/21 having large periods of lockdowns and covid restrictions) both are back at similar levels (farm related in 2019/20 – 91, shops – 23). Neither farm related nor shops have seen an increase in fires recorded as deliberate therefore indicating the fires have been accidental or unknown cause.

The majority of primary fires continue to be in dwellings (355 of the 967 – 37%) and vehicles (230 – 24%), both of which have seen decreases compared to last year. The most common causes of primary fires remains as deliberate (184 – 19%), cooking appliances (163 – 17%) and electrical (both mains and appliances) (140 – 15%). Primary fires caused by deliberate ignition or by cooking appliances have both reduced compared with last year, those caused by electrical items has seen a very small increase (up from 132). Cooking safety remains part of the home safety campaign and as we continue to embed the Resource to Risk concept, we are confident that the number of Safe and Well visits will increase and hope the downward trend continues. Recognising the increase in farm related fires our work with the Arson Task Force, National Farmers' Union & the newly formed Rural Crime Action Team (Police), will continue to develop into 2022/23. The increase in shop fires will be further analysed with outcomes passed to the Fire Protection Team to determine if there is a need for themed activities to be carried out.

Further details



About the target

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

About the target range

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

About benchmarking

Benchmarking data for this measure is not available

Fire fatalities in primary fires

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

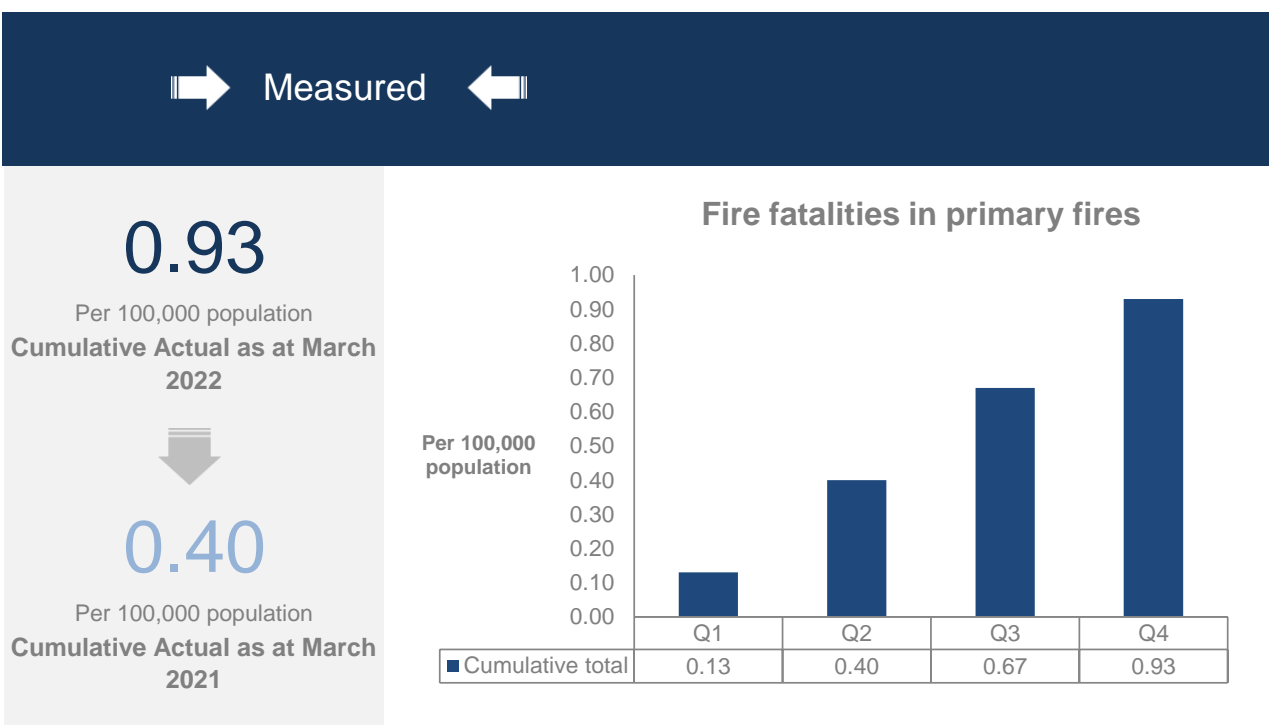
Numerator is the number of fire fatalities in primary fires.

Denominator is the population of Lincolnshire.

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

Numerator divided by the denominator multiplied by 100,000.

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

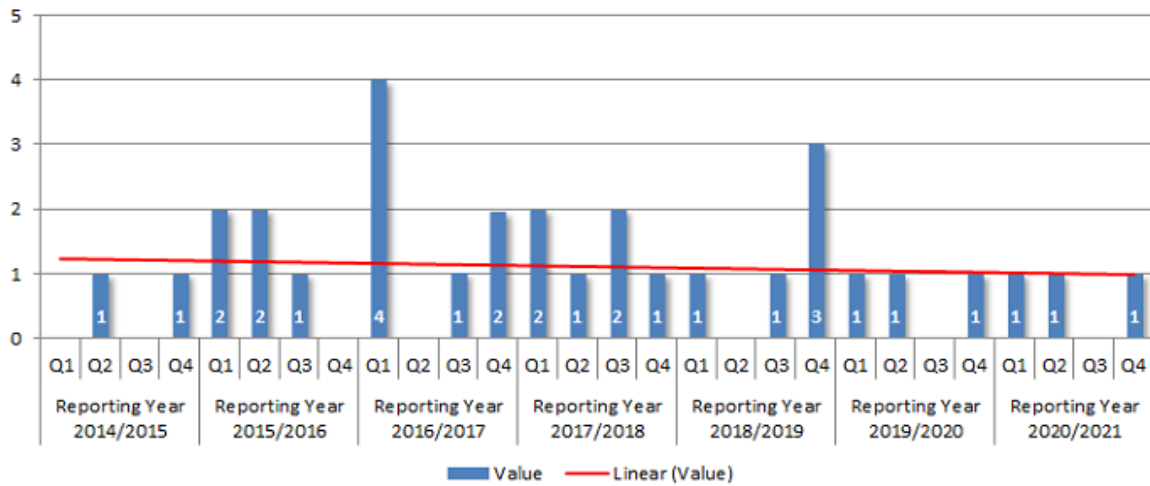


About the latest performance

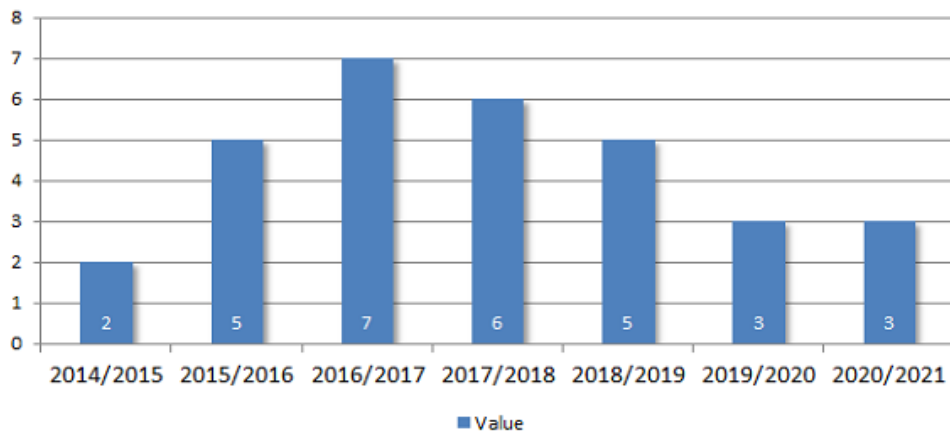
There have been 7 fire fatalities during 2021/22. We are still awaiting details from the Coroners' Office confirming whether or not 1 of the deaths was fire related, so this could reduce to 6. 5 of the fatalities occurred in dwelling fires – 4 of which were accidental (2 caused by smoking materials, 2 by heaters/fires) and 1 being a suicide/deliberate ignition. 1 occurred in a holiday caravan fire caused by a boiler and the remaining 1 occurred in a vehicle fire caused by deliberate ignition/suicide. The circumstances of all fire fatalities are reviewed with the support of partner agencies. Part of the review profiles the risk of the individuals involved which allows us to proactively target identified risks (SHERMAN). Where identified risks fall outside of our profiling methodology specific themed campaigns are carried out, for example caravans/holiday safety campaign being carried out during 2022/23. As a result of lessons learnt, the Prevention Team will be looking to reenergise the SHERMAN campaign and ensure partners are familiar with referral mechanisms.

(SHERMAN – known risks that make people vulnerable to fire S – smoking, H – hoarding, E – elderly, R – reduced mobility, M – mental health issues, A – alcohol/drug mis-use, N – needs care or support).

Fire Fatalities in Primary Fires (Actual Numbers)



Fire Fatalities in Primary Fires (Actual Numbers - Annual)



About the target

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

About the target range

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

About benchmarking

Benchmarking data for this measure is not available

Deliberate primary fires

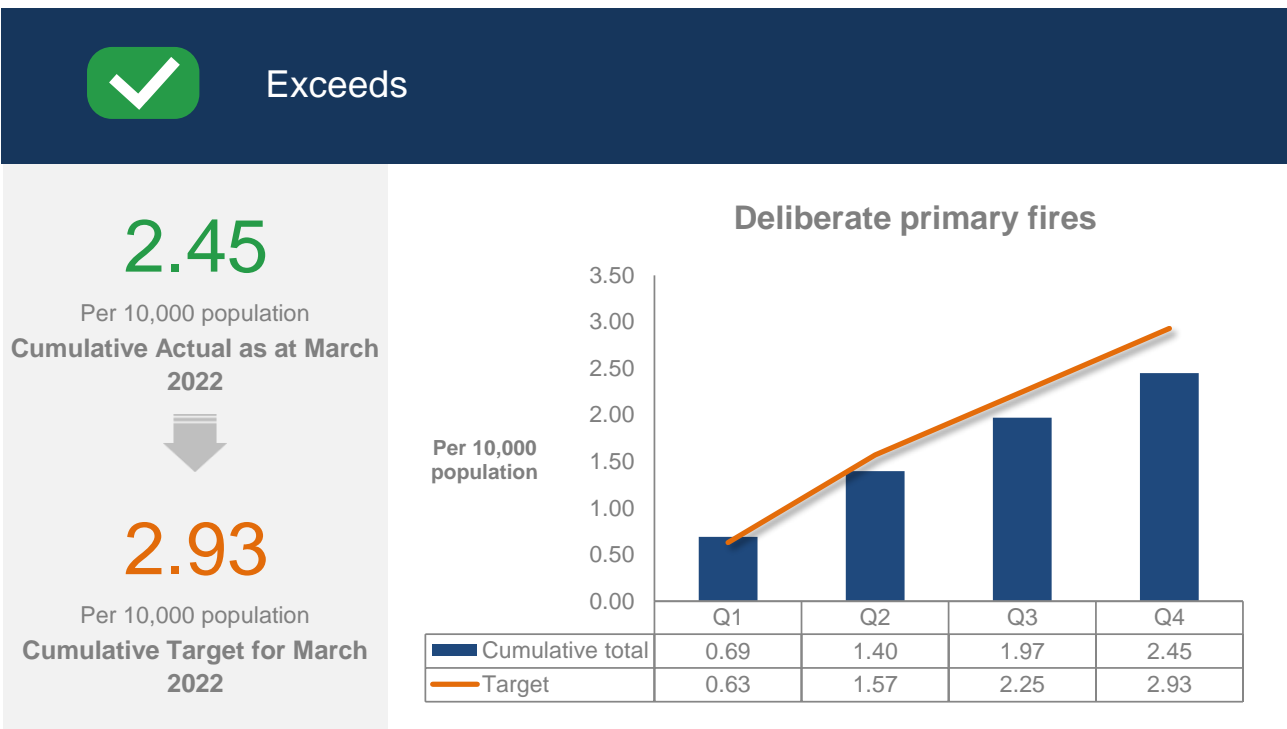
Number of incidents of fires involving property (for example buildings, vehicles, recycling banks, caravans and so on); and/or casualties, fatalities or rescues; and/or five or more pumping appliances where the Fire Service attended & determined that the cause of the fire was deliberate/malicious intent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

Numerator is the number of deliberate primary fires.

Denominator is the population of Lincolnshire.

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

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

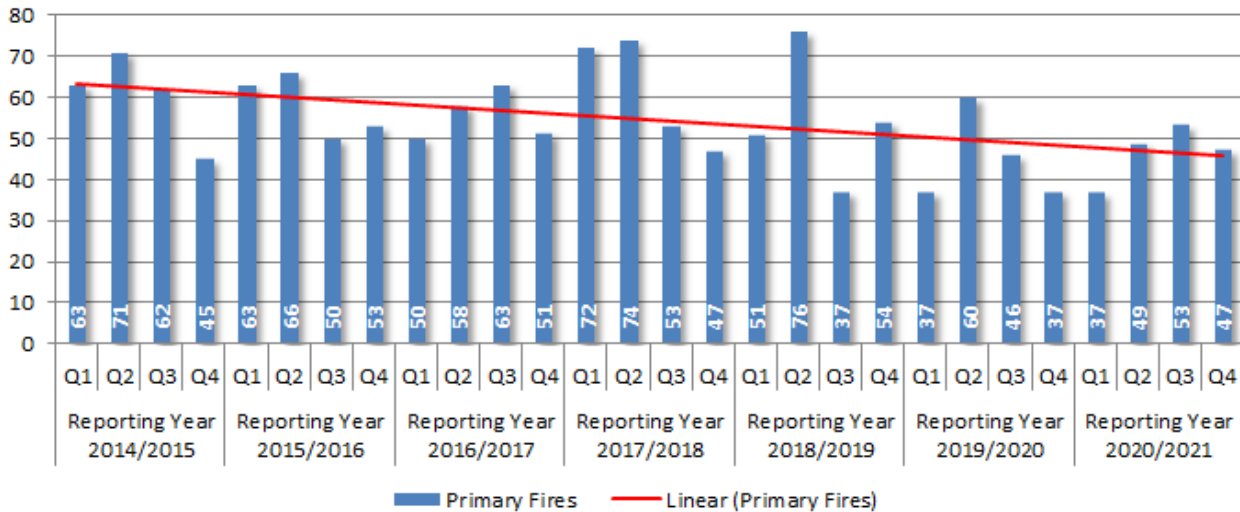


About the latest performance

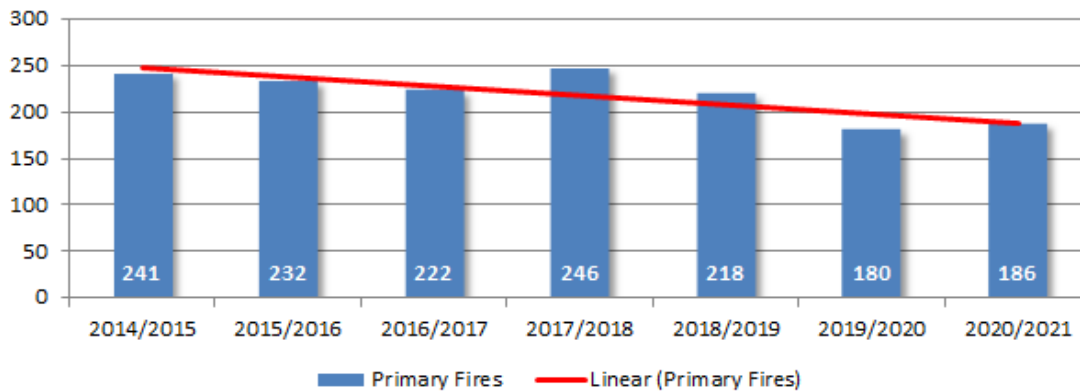
We have ended 2021/22 better than target and, compared to 2020/21, we have also seen a slight reduction in the number of deliberate primary fires. The most common property types involved in these incidents continues to be vehicles (73 of the 184 – 40%) and dwellings (35 – 19%). At quarter 3 we reported an increase in deliberate dwelling fires (Q3 – up from 19 to 32) however this has levelled off and whilst we are still showing an increase for the full year (up from 29 to 35), it indicates the most recent 3 months have seen much smaller numbers of these fires. The Arson Task Force continue to monitor deliberate incidents, identifying trends where present. Partnership working with the Police supports targeted campaign work to be carried out by the Arson Task Force.

Further details

Deliberate Primary Fires (Actual Numbers)



Deliberate Primary Fires (Actual Numbers - Annual)



About the target

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

About the target range

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

About benchmarking

Benchmarking data for this measure is not available

Deliberate secondary fires

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

Numerator is the number of deliberate secondary fires.

Denominator is the population of Lincolnshire.

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

Numerator divided by the denominator multiplied by 10,000.

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



Not achieved

3.47

Per 10,000 population

Cumulative Actual as at March
2022

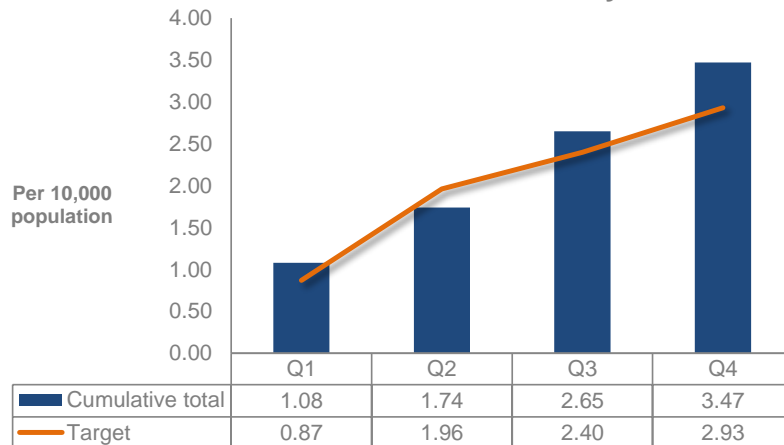


2.93

Per 10,000 population

Cumulative Target for March
2022

Deliberate secondary fires

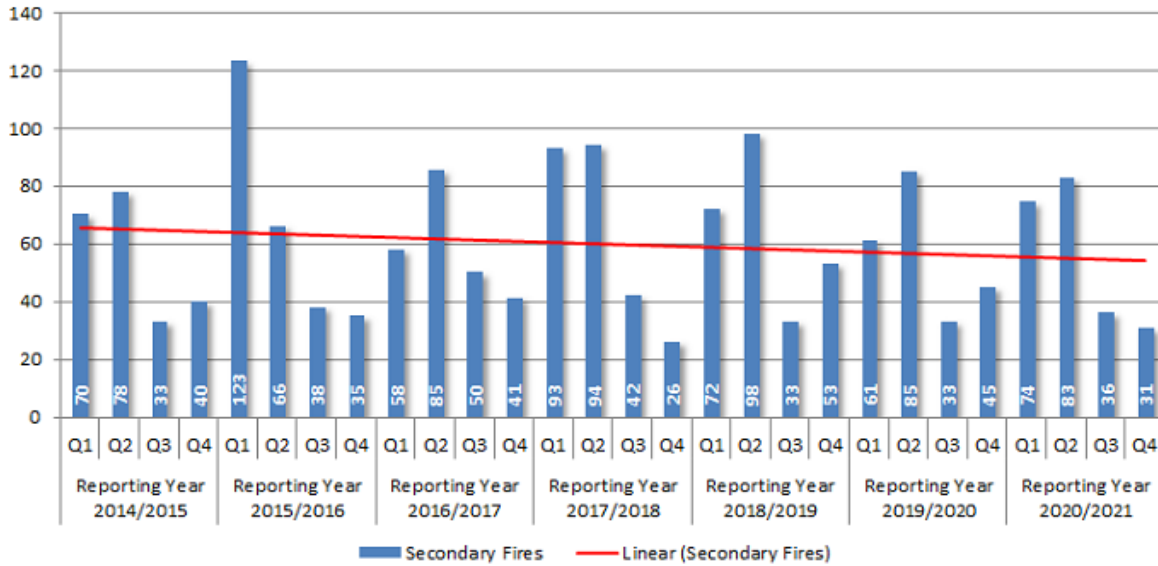


About the latest performance

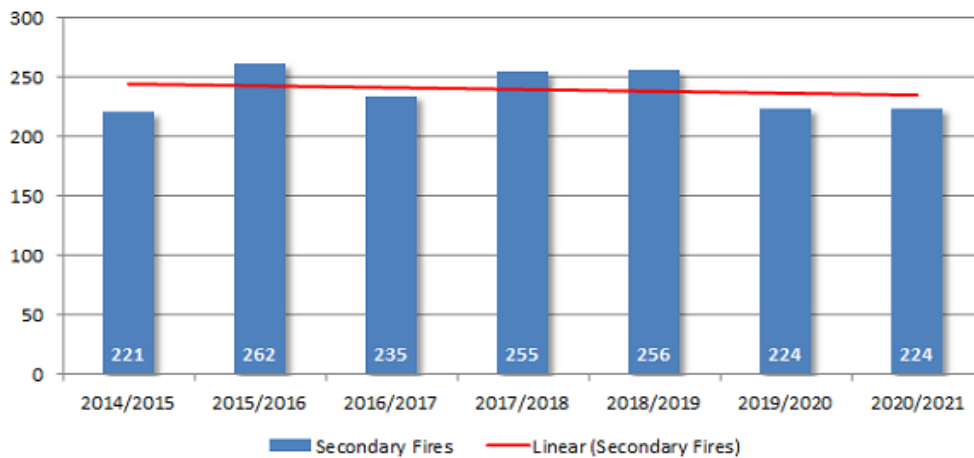
We have ended the year behind target and if we compare to last year we have also seen an increase in the number of deliberate secondary fires. The increase has been almost solely seen in deliberate fires involving refuse/refuse containers (up from 139 to 176). Refuse/refuse containers also continues to account for the majority of all deliberate secondary fires (176 of the 261 – 67%). The Rural Crime Prevention Strategy has supported a project that has focussed on reducing fly-tipping occurrences. Lincolnshire Fire and Rescue will continue to support this as it's recognised that if we can support the reduction in fly-tipping we should, by virtue, see a reduction in refuse related fires.

Further details

Deliberate Secondary Fires (Actual Numbers)



Deliberate Secondary Fires (Actual Numbers - Annual)



About the target

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

About the target range

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

About benchmarking

Benchmarking data for this measure is not available

Accidental Dwelling Fires

Number of incidents of fires in dwellings where the Fire Service attended & determined that the cause of the fire was not known or accidental (per 10,000 dwellings).

Numerator is the number of accidental dwelling fires.

Denominator is the number of dwellings in Lincolnshire.

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

A lower rate of accidental dwelling fires per 10,000 dwellings indicates a better performance.



Achieved

9.90

Per 10,000 dwellings

Cumulative Actual as at March 2022

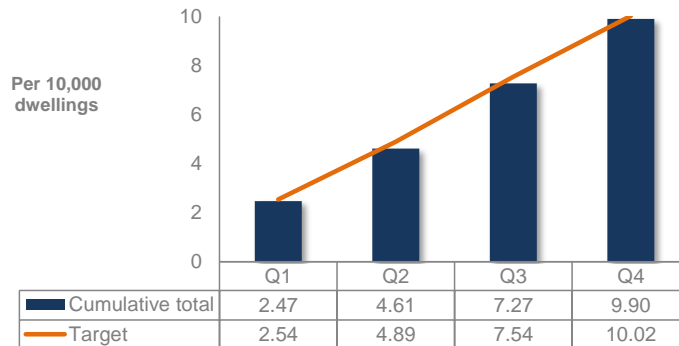


10.02

Per 10,000 dwellings

Cumulative Target for March 2022

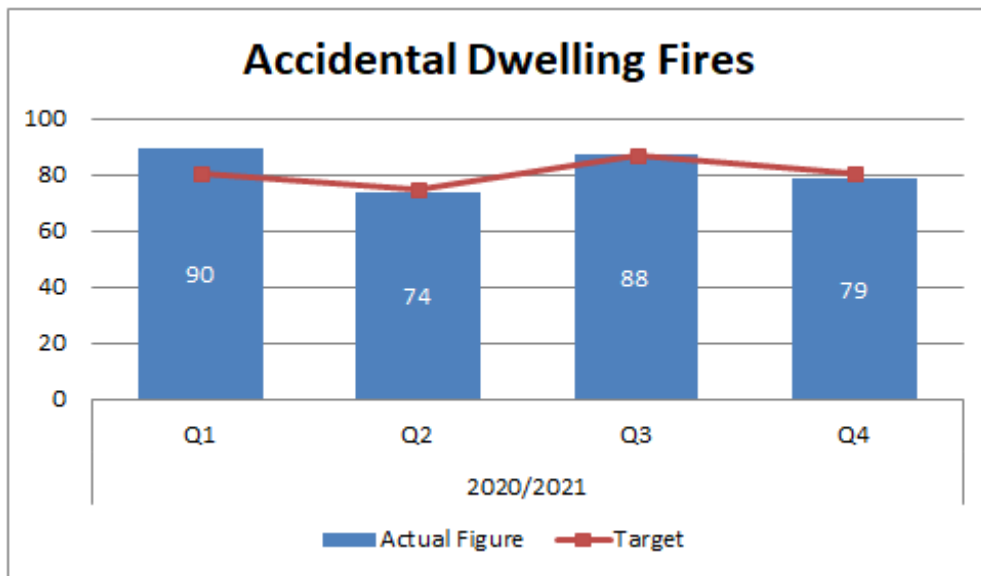
Accidental Dwelling Fires



About the latest performance

We have remained within the tolerance range of our target and, compared to the same period last year, we have also seen a reduction in the number of accidental dwelling fires. The most common causes remain as cooking appliances (150 of the 320 – 47%) and electrical items (both mains electrics & appliances) (70 – 22%), both of which have reduced compared with 2020/21. Cooking safety remains part of the home safety campaign and as we continue to embed the Resource to Risk concept, we are confident that the number of Safe and Well visits will increase and hope the downward trend continues. We are also looking to integrate the National Fire Chiefs' Council online self-assessment tool which will provide home safety advice and allow members of the public to carry out their own safety assessments. Where increase risks are identified, referrals will be made to Lincolnshire Fire and Rescue but we hope this easily accessible safety tool will support our prevention activities.

Further details



About the target

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

About the target range

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

About benchmarking

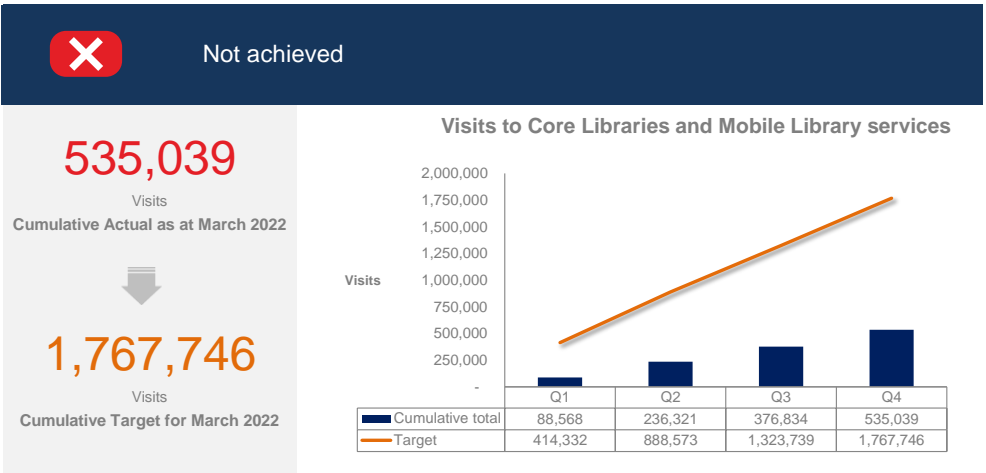
Benchmarking data for this measure is not available

Visits to Core Libraries and Mobile Library services

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

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

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

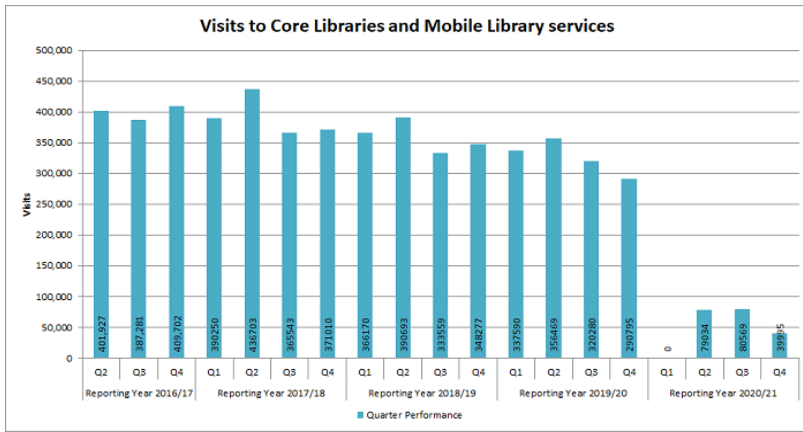


About the latest performance

We are still experiencing a reduced number of visitors at sites, due to the Covid pandemic; customers are attending less frequently and are stocking up on items so they don't have to attend sites as often as pre-covid. We have acknowledged the change in customer use since the Covid pandemic, and as such we have made the decision to reduce our target for visitors by 25% for FY 22-23, whilst we strive to increase customer visits to our core libraries and mobile library services.

We have experienced some reduced hours at sites which has compounded the change in trend, which has resulted in reduced visits; Bourne has been operating on reduced hours due to an operational change made by South Kesteven District Council. Stamford Library main site also closed from 13th Sept due to roof works, with a business continuity Click and Collect offer at local Day Centre also on reduced hours. Stamford has had a significant impact on visitor figures as it is one of the busiest sites. Boston library had a closure period also due to works at site during this period.

Further details



About the target

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

About the target range

No target range has been set for this measure.

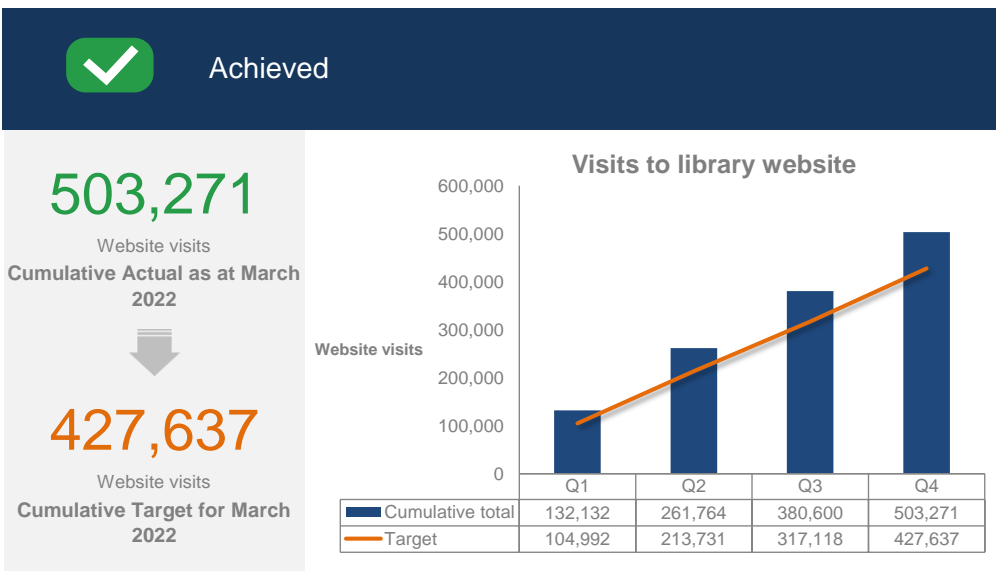
About benchmarking

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

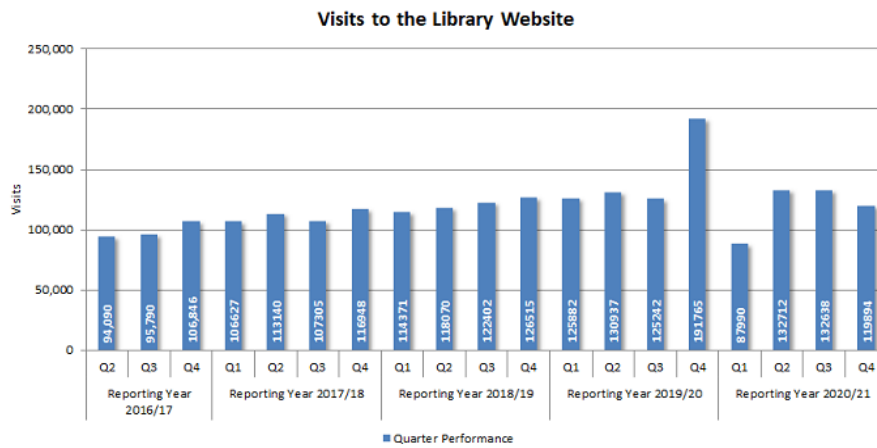
Visits to library website

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

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



Further details



About the target

The targets have been set within the contract with Greenwich Leisure Limited (GLL), taking into account that library use has seasonal variations and certain months of the year are normally busier than others. For example, visits to the library website is usually higher in Quarter 4 because of higher internet use in the winter months.

When GLL produced the baselines in 2016 they looked at the available historical data reflecting monthly usage patterns in Lincolnshire.

About the target range

No target range has been set for this measure.

About benchmarking

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

Community use of libraries

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

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



Not Achieved

1,651

Hours of use

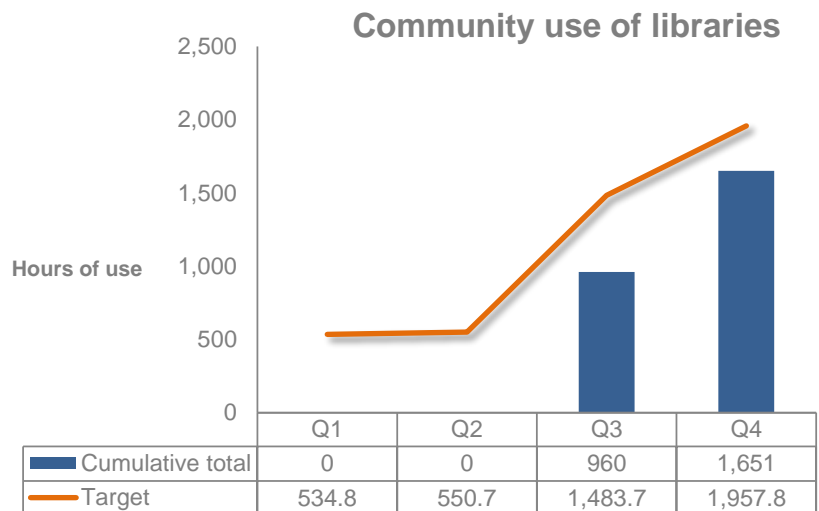
Cumulative Actual as at March
2022



1,957.8

Hours of use

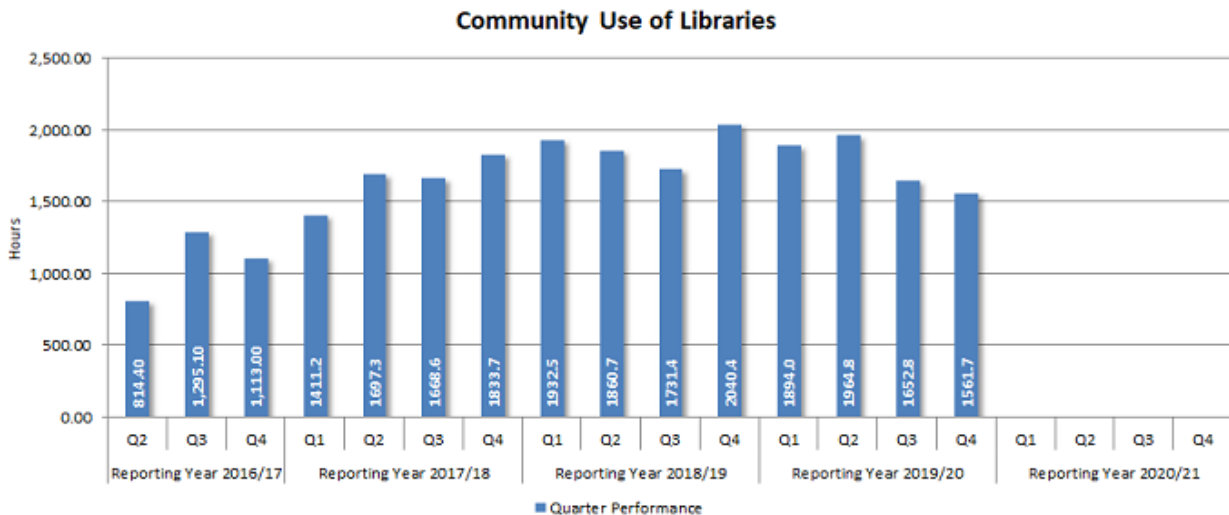
Cumulative Target for March
2022



About the latest performance

Core libraries and mobiles were closed due to the global covid-19 pandemic, from 23 March 2020 to 13 July 2020. Despite the re-opening of sites, community use, drop-in's and study areas remained unavailable until October 2021. We exceeded the monthly targets for January, February, and March. The Q4 target was 474.4 and 691.4 hours were achieved.

Further details



About the target

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

When GLL produced the baselines in 2016 they looked at the available historical data reflecting monthly usage patterns in Lincolnshire.

About the target range

No target range has been set for this measure.

About benchmarking

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

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

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



Not achieved

2,741,466

Contacts

Cumulative Actual as at March 2022

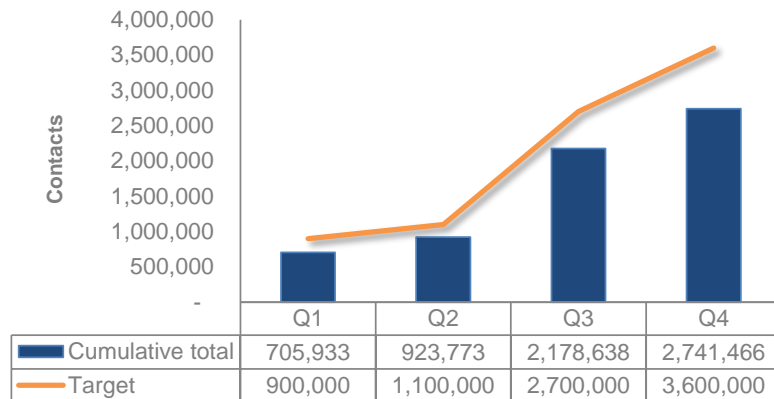


3,600,000

Contacts

Cumulative Target for March 2022

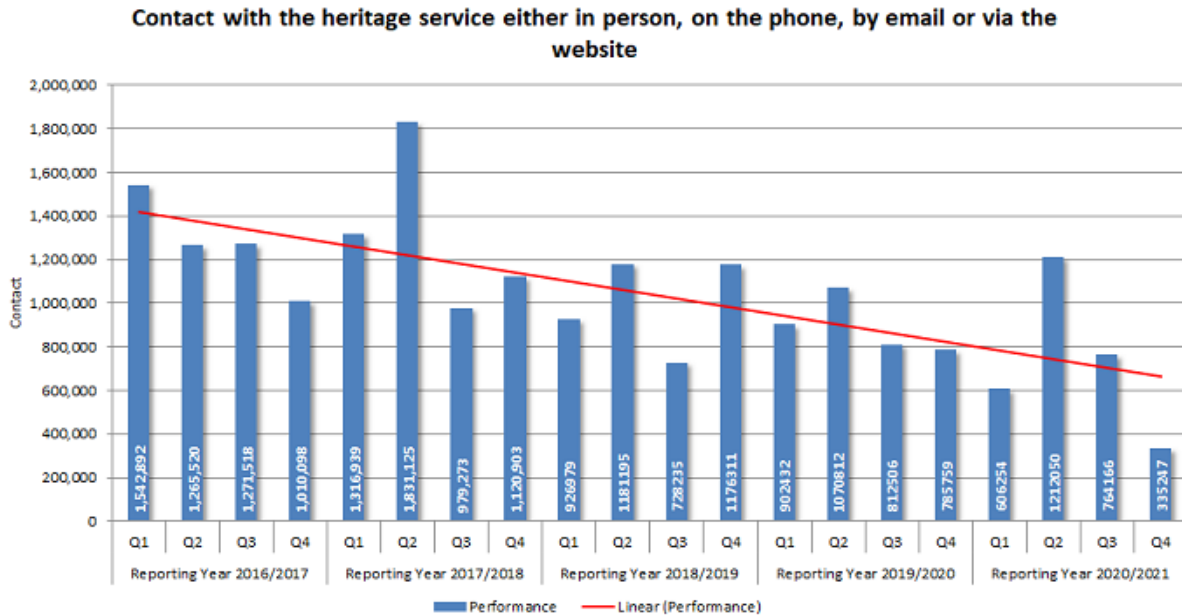
Contact with the heritage service either in person, on the phone, by email or via the website



About the latest performance

This quarter has seen 562,828 interactions across our service, an increase on our reported figures for the same period in FY20/21, which takes our annual total to 2,741,466. This data consists of views to our web pages, Twitter, Facebook, Instagram and TikTok, and enquiries received across the service. Whilst we haven't reached our annual target, it is acknowledged that the redevelopment of the Lincs to the Past website has significantly reduced our interactions for the Archives, as we have been working to enhance the online offer that we provide to the community. For this quarter, we have reported 55,906 website views to our previous Lincs to the Past website. Website page views to this site previously ranged between 250,000 and 350,000 per quarter, and as such demonstrates the impact work to this website has had on our interactions total. However, the new Archives Online Catalogue has launched, and as of 24th March Google began monitoring visitor figures, reporting 13,398 visits in just 19 days.

Further details



About the target

Quarterly targets will be profiled throughout the year to account for anticipated fluctuations in performance such as school and bank holidays; weather; scheduled events etc. With effect from 2021/22, the heritage sites included within this count has changed and no longer includes figures from Gainsborough Old Hall but Free Castle Grounds Visitor numbers have been added within the About the target range

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

About benchmarking

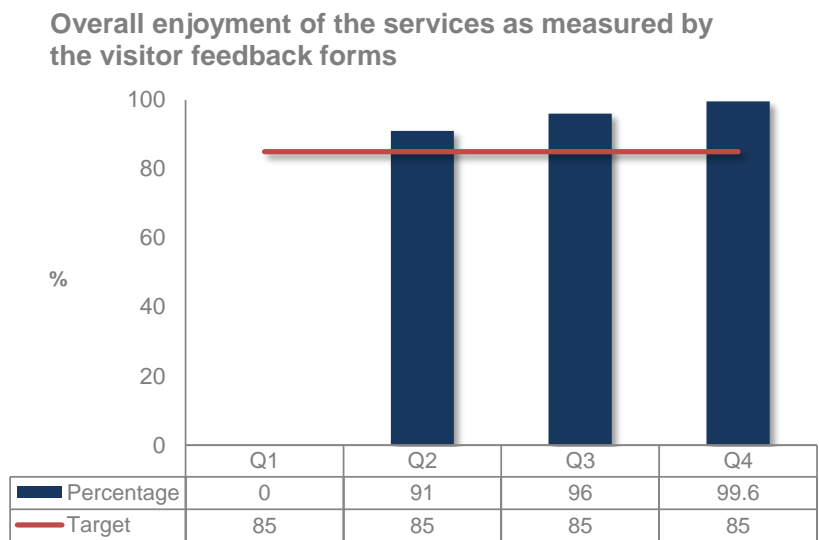
This measure is local to Lincolnshire and therefore is not benchmarked against any other area.

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

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

Exceeds

99.6
%
Cumulative Actual as at March 2022
85
%
Cumulative Target for March 2022

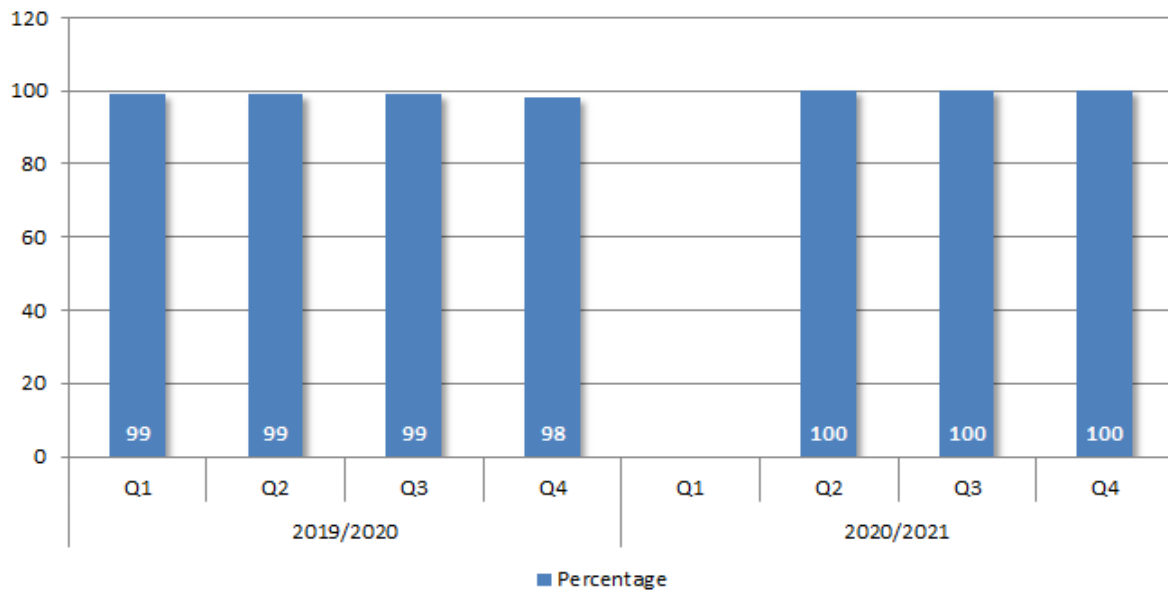


About the latest performance

This quarter, the average rating for 'Good/Very Good' overall enjoyment across our sites reached 99.6%, exceeding the target of 85%, and our highest rating for overall enjoyment for this financial year. As covid measures have gradually reduced, and with the increase in visitors, we have seen an increased number of completed visitor forms across our sites. Due to the pandemic, we ceased collating visitor forms for quarter one and two, but as we reintroduced visitor forms across some of our sites in quarter three, the increased confidence of our visitors has enabled us to fully integrate these forms across all our sites once again, leading us to increase our target for FY22/23 to 88% for Good/Very Good overall enjoyment

Further details

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



About the target

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

About the target range

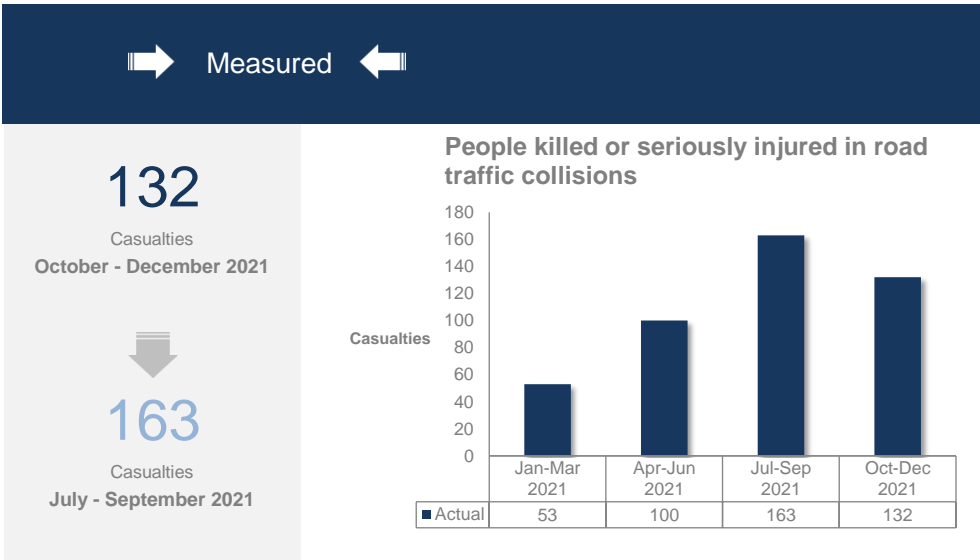
The target range for this measure is set at +/- 5 percentage points

About benchmarking

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

People killed or seriously injured in road traffic collisions

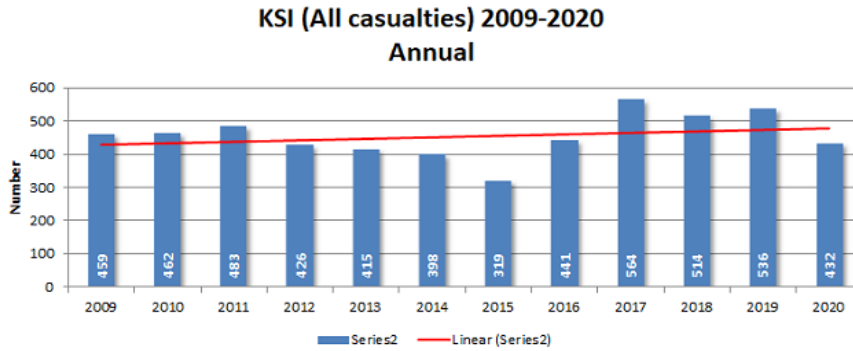
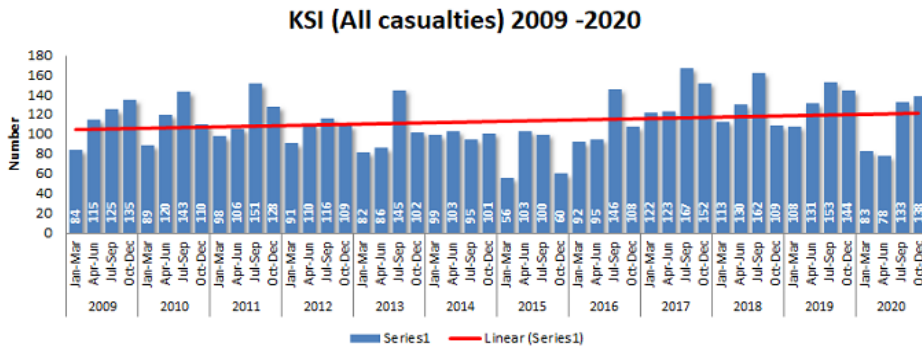
Data is reported by calendar year, with 3 month (1 quarter) lag. Revisions in previously reported data can sometimes occur when the reported severity of an injury can increase or decrease (for example an injury may worsen over time or an unreported injury is later found). Subsequent quarter cumulative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



About the latest performance

This figure is lower than the Q3 figure. It appears that traffic flow figures seem to be returning to normal following the Covid restrictions. However, analysis of the collision & casualty data does not indicate any clear commonality or pattern. The overall KSI's are mirrored across all user groups such as car drivers, motorcyclists, pedestrians etc

Further details



About the target

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

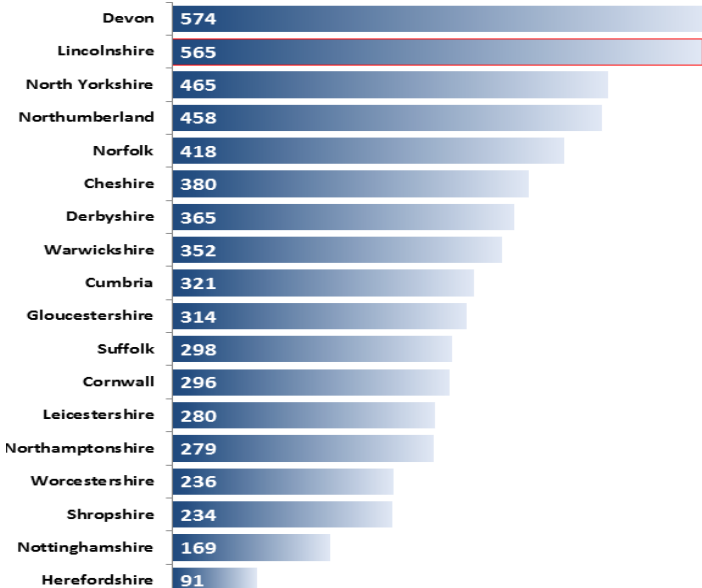
About the target range

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

About benchmarking

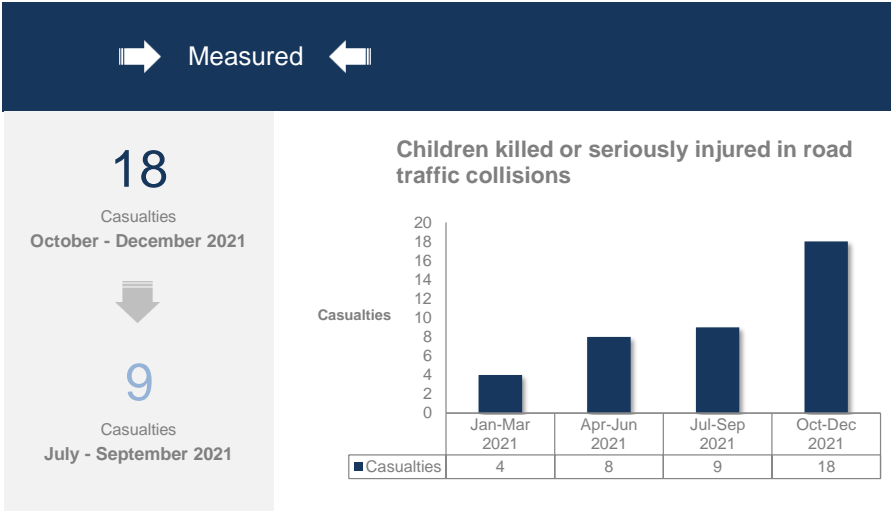
The Department for Transport publish data which allow comparisons to be made with other Councils. Comparison has been made against the CIPFA group of local authorities. The Chartered Institute of Public Finance and Accountancy (CIPFA) facilitates benchmarking services to enable Local Authority performance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

KSI Casualties Comparison 2017



Children killed or seriously injured in road traffic collisions

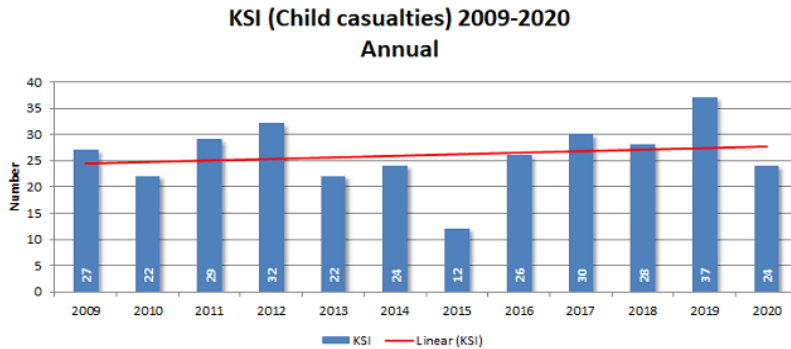
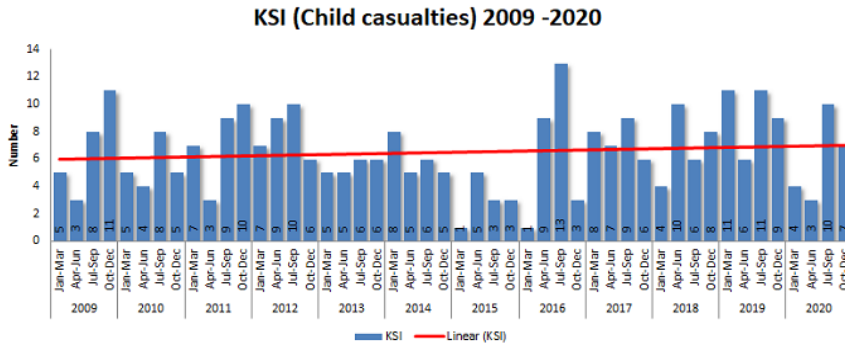
Data is reported by calendar year, with 3 month (1 quarter) lag. Revisions in previously reported data can sometimes occur when the reported severity of an injury can increase or decrease (for example an injury may worsen over time or an unreported injury is later found). Subsequent quarter cumulative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



About the latest performance

This figure is higher than others during 2021, certainly when comparing percentages. However, in terms of the numbers, the analysis of collision & casualty data does not indicate any clear commonality or pattern regarding child KSI's.

Further details



About the target

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

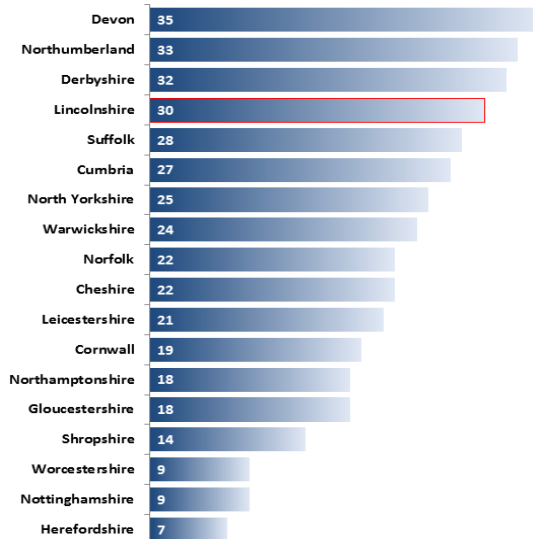
About the target range

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

About benchmarking

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

Child KSI Casualties Comparison 2017



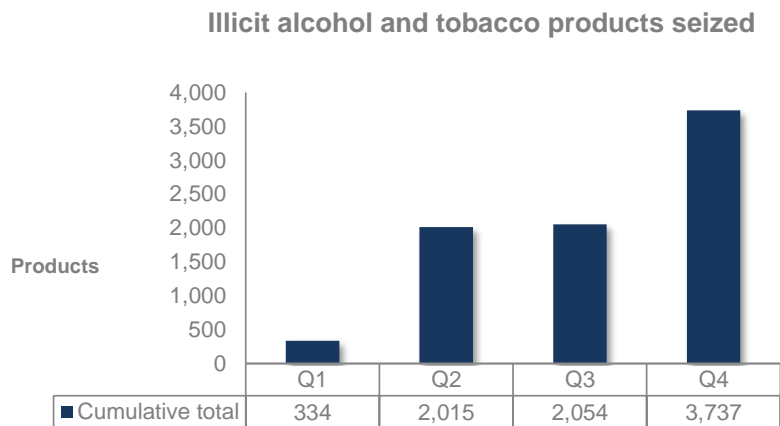
Illicit alcohol and tobacco products seized

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

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



3,737
 Products
 Cumulative Actual as at March 2022



About the latest performance

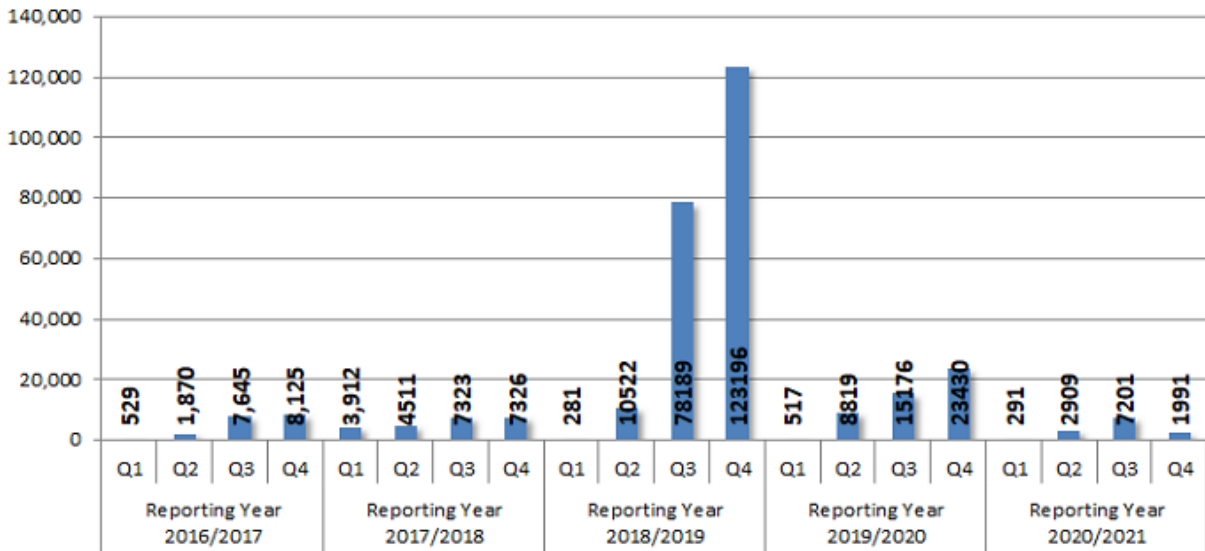
Within the last year Lincolnshire Trading Standards have removed 3,737 illicit alcohol and tobacco products from the market. The following is a breakdown of products removed from the market.

- 40 litres of alcohol
- 3,377 packs of 20 cigarettes (67,539 sticks)
- 320 packs of 50g tobacco (16,000g)

Seizure figures do not accurately reflect the scale of the problem across the county or the activity of the service. We continue to work with landlords to remove tenants selling illicit goods, as well as prosecuting those selling counterfeit, unsafe and non compliant alcohol and cigarettes. In the last year we have also begun to look at securing closure orders for premises found to be selling illicit alcohol and tobacco.

Further details

Illicit Alcohol and Tobacco Products Seized 2016-2021 (cumulative)



About the target

It is not appropriate to set a target for this measure. The number of items removed from the market does not accurately reflect the level of activity of the service.

About the target range

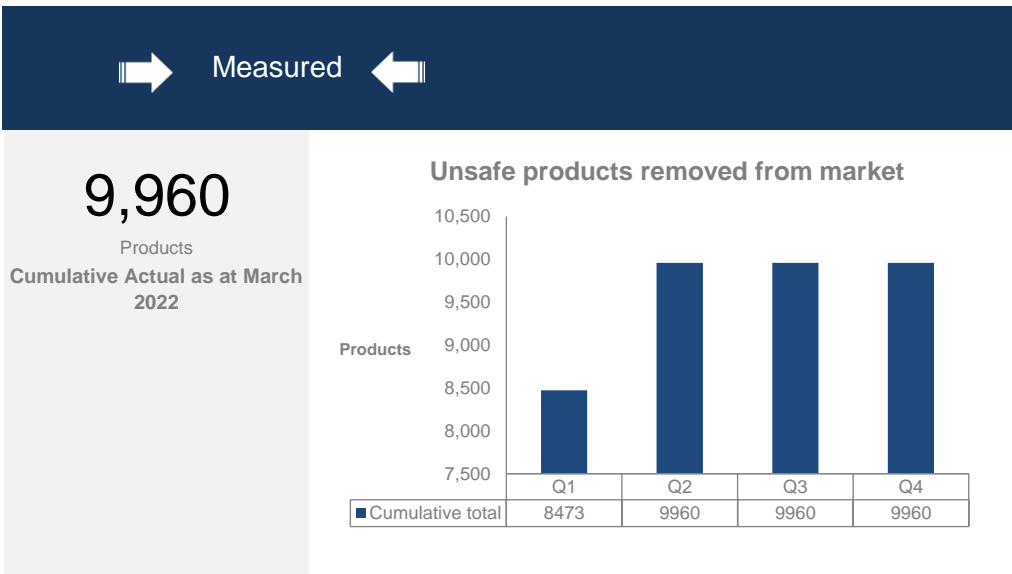
A target range is not applicable as this is a contextual measure.

About benchmarking

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

Unsafe products removed from the market

This measure is a count of the number of unsafe goods removed from the market in Lincolnshire, reducing the risk of any of these products causing harm to the end-user. This includes counterfeit goods where they are unsafe but does not include alcohol and tobacco, or products removed that are purely counterfeit. Unsafe goods are any products that do not conform to European and/or UK safety standards and regulations or do not meet the definition of a safe product in the General Product Safety Regulations 2005. The measure is a count of the product as sold to the consumer. E.g. a pack of 2 walkie talkies would count as 1. There are many different types of products that could be unsafe and would be within the remit of Trading Standards. This includes electrical items, cosmetics, clothing, furniture and toys. These figures are dependent on successful legal processes, meaning suspension, recall, forfeiture or surrendering of the products or complying with an improvement notice to bring the product into compliance before it is placed on the market. A higher number of unsafe goods removed from the market indicates a better performance. Trading Standards is intelligence led and the number of products seized does not reflect on the level of activity by the service. Therefore this is indicator is measured.



About the latest performance

In 2021/22 almost 10,000 unsafe goods have been removed from the market in Lincolnshire. Examples of unsafe goods included car brake shoes, medicines, e cigarettes and cosmetics. A further 11,352 trade mark infringing/counterfeit goods were also removed from the market. In total 21,312 counterfeit and unsafety items were removed from the market in Lincolnshire.

Further details

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

About the target

It is not appropriate to set a target for this measure. The number of items removed from the market does not accurately reflect the level of activity of the service.

About the target range

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

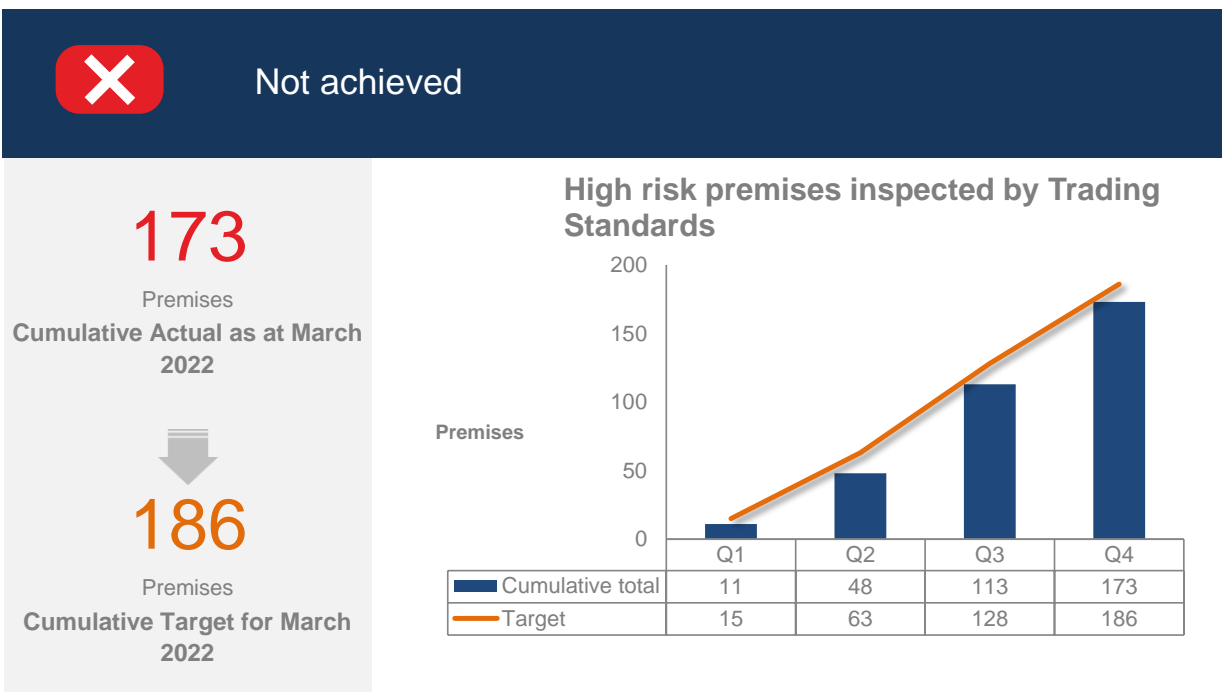
About benchmarking

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

High risk premises inspected by Trading Standards

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

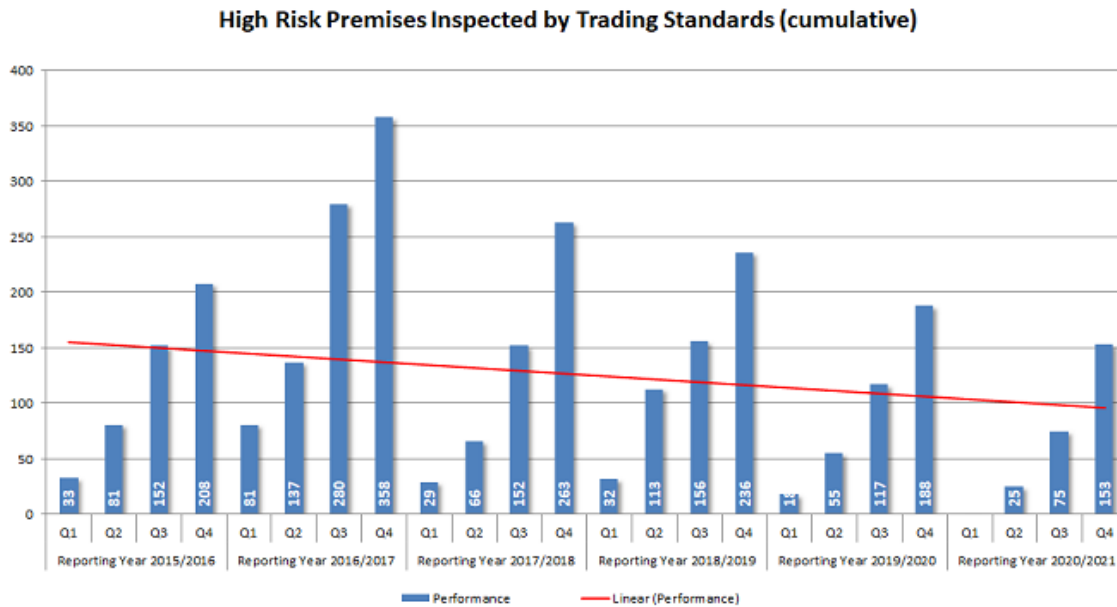
A higher number of high risk premises inspected indicates a better performance.



About the latest performance

We did not achieve the target in the original timescales. Physical inspections were delayed due to resources as we dealt with the unprecedented avian influenza outbreak. As a result of this, and covid, the Food Standards Agency extended their deadline for inspections to be completed to 30/06/2022. We are on target to achieve this.

Further details



About the target

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

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

About the Target Range

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

About Benchmarking

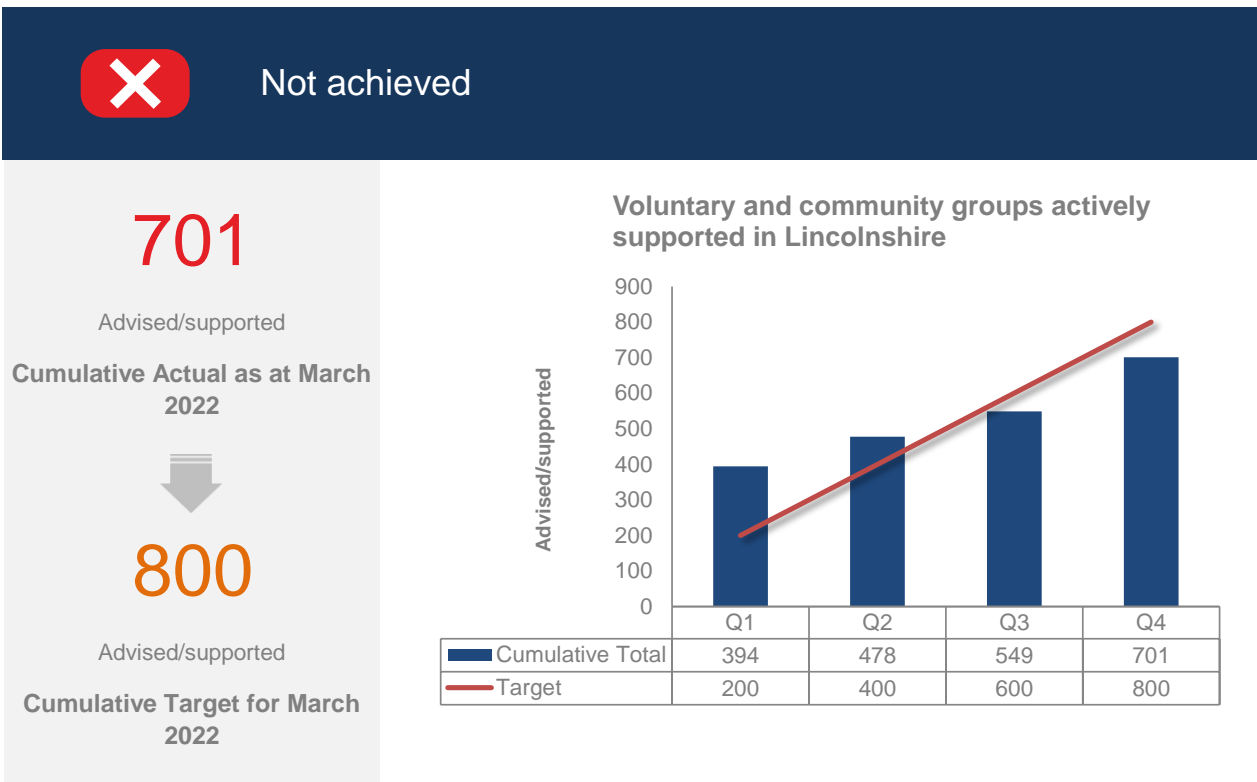
This measure is local to Lincolnshire and therefore is not benchmarked against any other area.

Voluntary and community groups actively supported in Lincolnshire

Voluntary Centre Services (VCS) and Lincolnshire Community & Voluntary Services (LVCS) work collaboratively to provide infrastructure services to the community and voluntary sector across Lincolnshire.

This measure aims to track the number of voluntary and community groups that have been supported. Community and voluntary group support includes; funding advice, organisational health-checks, local outreach activity, building confidence and capacity, governance support, training, DBS checking service and information dissemination.

A higher number of community groups actively supported indicates a better performance. Performance is generally higher in Quarter 1 as this starts a fresh year of counting and groups supported for the first time in Quarter 1 will not be counted again in the same financial year.



About the latest performance

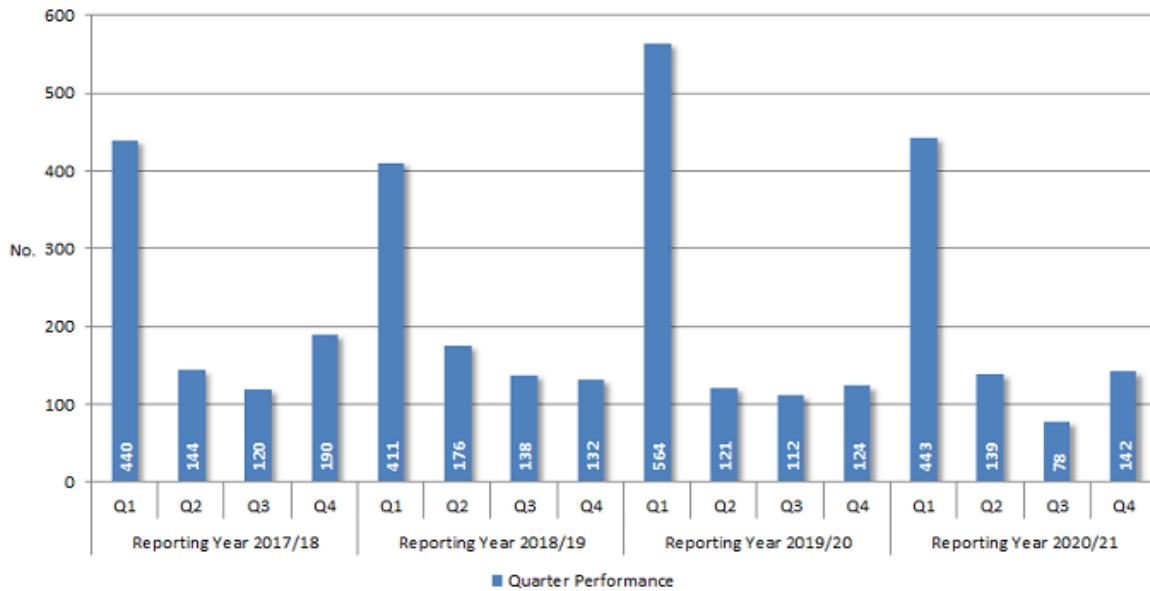
Local groups and organisations are supported with advice, information, and resources to help in delivering their vital services during these challenging times and providing support to their volunteers. During 2021-22, they supported 701 unique organisations across Lincolnshire.

Whilst the overall number of unique organisations has reduced this year from 802 last year, the level of support provided to many groups has increased significantly. On average, groups are receiving around 5 – 10 interventions each per year. Reporting is based on the number of groups that access support, not the number of times groups receive support.

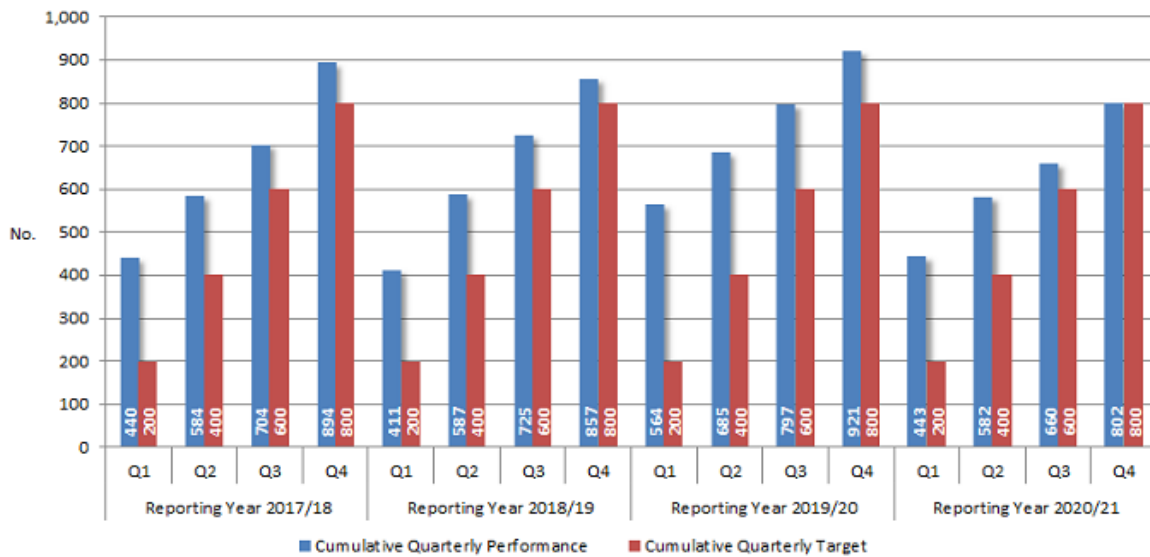
This is probably a true reflection of the impact of Covid-19 on small groups and organisations across the county. It is expected support will be needed more than ever as we emerge from the pandemic with groups requiring a range of practical interventions to help them develop their services going forward.

Further details

Voluntary and community groups actively supported in Lincolnshire



Voluntary and community groups actively supported in Lincolnshire (cumulative)



About the target

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

About the target range

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

About benchmarking

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

People supported who have accessed volunteer opportunities

Voluntary Centre Services (VCS) and Lincolnshire Community & Voluntary Services (LVCS) work collaboratively to provide infrastructure services to the community and voluntary sector across Lincolnshire.

This measure aims to track the number of people supported to access volunteer opportunities throughout Lincolnshire. There are 7 nationally accredited VCS centres throughout Lincolnshire, based in each district to provide a countywide service. The VCS centres provide volunteer brokerage/matching opportunities, volunteer opportunity development, training, best practice development, marketing & campaigning. The VCS provides volunteer opportunities to those individuals who may not otherwise be able to access them; this could include reasons such as the need for training requirements, support due to a learning disability or a general assistance approach.



Exceeds

1,592

People

Cumulative Actual as at March 2022

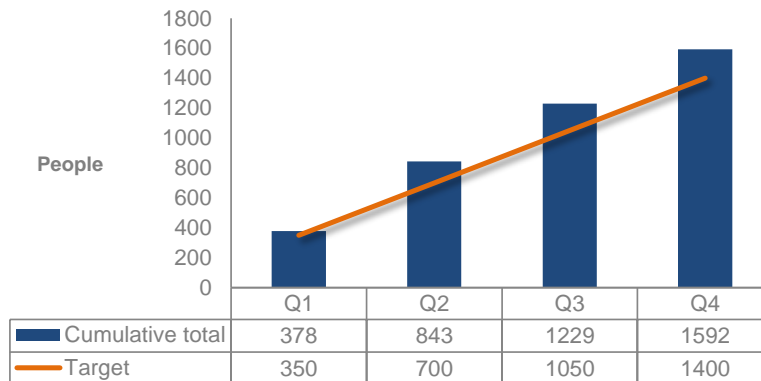


1,400

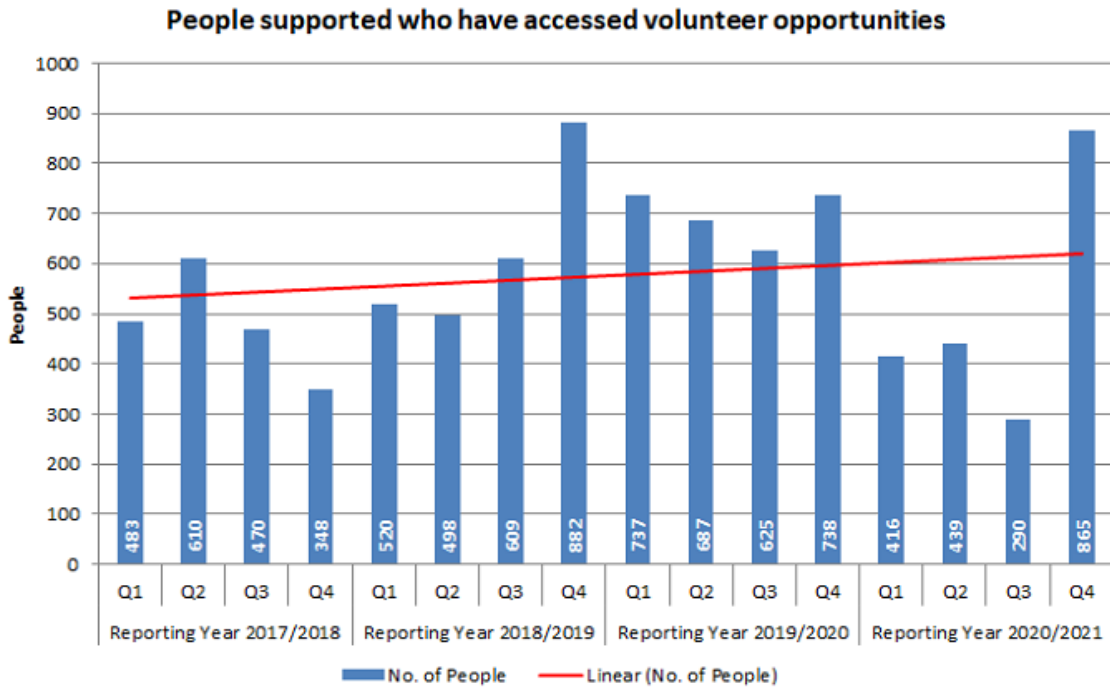
People

Cumulative Target for March 2022

People supported who have accessed volunteer opportunities



Further details



About the target

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

About the target range

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

About benchmarking

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



Open Report on behalf of Mark Baxter, Chief Fire Officer – Fire and Rescue Service

Report to:	Public Protection and Communities Scrutiny Committee
Date:	19 July 2022
Subject:	National Flood Rescue Assurance Inspection

Summary:

On 28th January 2022 Lincolnshire fire and rescue were visited by a capability officer from the National Resilience Assurance Team (NRAT) to assure our flood rescue response against two national standards documents:

- (1) Department for Environment, Food and Rural Affairs Flood Rescue Concept of Operations (DEFRA FRCO); and,
- (2) the National Fire Chiefs Council Rescue Boat Code (NFCC RBC).

The assurance process is a three-year cycle in which a range of methods are used to assess and validate organisations against the recognised standards. Following the inspection NRAT published their findings in their assurance visit report, which came into service in February 2022

This report describes and informs the committee the outcomes of the assurance visit, and the action plan the service has in place to ensure we are able to achieve their recommendations.

Actions Required:

That the Public Protection and Communities Scrutiny Committee:-

- (1) reviews the report and the action plan that has been developed; and,
- (2) provides feedback and notes receipt of the Inspection Report.

1. Background

- 1.1** The National Resilience Assurance Team (NRAT), on behalf of Home Office, is responsible for conducting assurance with each of the organisations who host National Resilience (NR) assets.

The process gathers evidence against Key Areas of Assessment (KAA) from the organisations. The resultant findings then form the basis of the assurance report. The content within the report will assist the organisation and the NR capabilities in identifying areas of good practice that can be shared and therefore enhance and develop NR more broadly. Similarly, the process can also identify areas where organisations require additional support and assistance. As such, the assurance process as a whole is viewed as a collaborative and collegiate means of fostering positive engagement between NRAT and the organisation.

Lincolnshire Fire and Rescue currently host National Flood Rescue Assets at 4 of its stations (Boston, Gainsborough, Lincoln North, and Spalding). Due to the timeframes involved in upskilling personnel in these capabilities are only crewed by the whole-time cadre, which is a total of 40 staff.

The service has previously been assured in 2015 and 2018, however, it must be noted that this is the first inspection where the NFCC RBC has been used as a standard.

1.2 How we performed

The key areas of assessment are broken down into 53 assessment statements in which LFR achieved the following grading

- 1) 2 instances (4%) of inadequate (Grade 1).
- 2) 8 instances (15%) of requires improvement (Grade 2).
- 3) 39 instances (74%) of Good (Grade 3).
- 4) 4 instances (7%) of Outstanding (grade 4).

Lincolnshire aim to be able to declare 2 x type B teams*

Following this assessment, it was identified that LFR would be able to declare 2 x type C teams**

Team Type		Capability
B*	Water & Flood Rescue Boat Team	<ul style="list-style-type: none"> • Technical water rescue • Search operations within the water environment • Powerboat rescue operations • In-water operations • Flood response
C**	Water & Flood Rescue Technician Team	<ul style="list-style-type: none"> • Technical water rescue • Search operations within the water environment • In-water operations • Non-powered boat operations • Flood response

1.3 Areas of good practise

The 4 instances of outstanding were attributed to our ability and capability to mobilise and the scheduling of our maintenance training to maintain continuous personal development to a high standard.

Of the 39 good instances identified, our training and investment in the capability was noted, recognising that we live in an area that does not have fast flowing water the assurance team recognised the cost and commitment involved in sending personnel to other parts of the country and be tested in challenging and realistic environments. It also identified that the service had a good succession plan for Instructors and recognised the business continuity work that had been undertaken to maintain our high standards of learning and developing. Our record keeping such as risk assessments, briefing documents and operational risk notes were also praised for being thorough and well understood. Finally, our equipment (with a couple of exceptions) was assessed to be of a good standard and our methods testing, inspecting, and recording demonstrated our staff recognised the importance of managing health and safety.

1.4 Areas for improvement

There were 2 instances of inadequate, both relating to the same issue of appropriately qualified instructors. All our instructors are recognised throughout the country as highly competent and are part the United Kingdom Rescue Organisation assessor's cadre for national competitions. However due to Covid restrictions our powerboat instructors did not recertify within the required time (three yearly). This has been compounded with two of the three instructors being on long term sick. This is clearly a cause of concern and is now being addressed in several ways.

- 1) New instructors being trained to increase cadre.
- 2) Instructor who left county to work for National Resilience has now returned and will be available.
- 3) Instructors who were sick are returning soon and will be recertified on return.
- 4) New instructor pathway has been created ensuring recertification and CPD is consistent to required standards.

There were 8 instances of require improvement. Most of these were centred on deployment procedures and were not reflective of the capability of the team. It was recognised some documentation and recording systems could be improved. To improve in this area a new regional water response group has been created and we are working together to effectively improve the identified areas. Also, the helmets our power boat operators wear are not seen as adequate under the new RBC. Originally there was little knowledge of the standards required amongst helmet suppliers, but new helmets have been identified that comply with the new standards and the process has begun to purchase these.

Whilst the Service was disappointed not to achieve the Type B grading, it does accept the findings of the report and has implemented an action plan (Table 1) to ensure the relevant areas are addressed. However, some of the issues were a direct result of the conditions in place due to the pandemic, this includes our ability to train in the relevant locations to meet the water flow criteria, and the changes in some of the equipment are a direct result of an incident involving another Fire service in which a fatal injury occurred. This change did require some work to secure funding for the change in standard of equipment.

Statement	Action Plan details	Action taken	Resolve by
1.1.1 Staff receive initial Mod 4 training through qualified instructor	Lincolnshire FRS must ensure that training and assessment of staff is delivered with qualified Instructors. Recertify the Instructor cadre, to ensure effective assessment of operators.	Instructors will undergo recertification with recognised organisation. New instructor being trained to required standard	Will be resolved by end of July 22
1.1.16 Staff receive recertification Mod 4 training through qualified instructor	Lincolnshire FRS must ensure that training and assessment of staff is delivered with qualified Instructors. Recertify the Instructor cadre, to ensure effective assessment of operators.	Instructors will undergo recertification with recognised organisation. New instructor being trained to required standard	Will be resolved by end of July 22
1.1.20 Staff receive initial team commander training of 13 hours over 2 days	NRAT recommends that the Team commander course is cross mapped against ICL training within Lincs FRS	Cross mapping has reduced training requirement to 4 hours. E learning package being developed in region to identify training gaps	Completed
1.1.22 All training detailed previously is effectively recorded and available for scrutiny	Adjust PDRPRO to allow staff to record annual CPD sessions in class 2 water	PDRPRO adjusted	Completed.
1.2.1 Full list of Rescue equipment and PPE detailed within FRCO for team type is available	-Helmets do not conform to Pas028 -no children's life jackets No GPS mapping facility	Helmets have been sourced, order to be placed. Children's life jackets purchased GPS purchased	Helmets will be delivered and in service by July 22. Other equipment completed
1.4.2 Organisation holds insurance policy detailing minimum employers' liability of 5 million pounds and public liability of ten million.	Provide current certificate.	Certificate provided	Completed.
2.2.1 Is there a National Deployment guidance document	Add flood annex where team specification is detailed or signposted	Annex completed.	Completed.

Statement	Action Plan details	Action taken	Resolve by
2.3.2 Is there a procedure for effective reviewing of CPD compliance prior to mobilisation to a national incident.	Update PDRPRO dashboard to include annual CPD course across Mod 3 and Mod 4.	PDR updated	Completed.
3.2.1 Organisation understands how to book in and book out at a MASHA	Continue plan to deliver training to officers	Officers have received NR training including SHA training. Information note being distributed to stations and officers to consolidate understanding.	Completed
3.3.1 Organisation understands role of asset team manager	Continue plan to develop knowledge within officer group undertaking a welfare role nationally	Most officers aware of welfare role and have performed this role at some point. Information note being distributed to stations and officers to consolidate understanding.	Completed

Table 1: Action Plan

2. Conclusion

The service recognises the standards set by the NRAT team and will achieve them through the detailed action plan. In relation to the long-term aspirations of the service in providing National Resilience assets we will continue to monitor the requirement and measure against the relevant risks and demand. Once the outstanding actions have been completed, we will be able to confirm our status as Type B compliant with NRAT. NRAT have identified they will not need to re-inspect once we have declared our action plan is complete.

3. Consultation

a) Risks and Impact Analysis

N/A

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	NRAT Flood Rescue report – Assurance visit

5. Background Papers

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

This report was written by Spencer Creek, (T) Area Manager Response, who can be contacted on 077 8551 6664 or spencer.creek@lincolnfire-uk.org.

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NFCC
National
Resilience

National Resilience Assurance Team Flood Rescue Assurance Visit Report for Lincolnshire June 2021 - March 2022

Report Date: 02/02/2022

Reviewed By: Flood Rescue Team



Contents

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3. NRAT Findings	11



1. Introduction

The National Resilience Assurance Team (NRAT), on behalf of Home Office, are responsible for conducting assurance with each of the organisations who host National Resilience assets.

The process gathers evidence against Key Areas of Assessment (KAA) from the organisations. The resultant findings then form the basis of the contents of this assurance report. The content within will assist the organisation and the NR capabilities in identifying areas of good practice that can be shared and therefore enhance and develop NR more broadly. Similarly, the process can also identify areas where organisations require additional support and assistance. As such, the assurance process as a whole is viewed as a collaborative and collegiate means of fostering positive engagement between NRAT and the organisation.

Further information on the assurance cycle, graded assurance outcomes and the key areas of assessment for each of the National Resilience capabilities can be found in the associated NR Assurance Framework:

<https://mfrs.fireresilience.org.uk/Documents/File/01DXUZTRRGRTWYDOB7HNCYITDIWCPIXA55>



1

2. Executive Summary

Lincolnshire undertook an assurance within the Flood Rescue capability. The online assurance can be found here:

<https://mfrsnrwebapp.fireresilience.org.uk/AssuranceCycles/OrgAssurance/52>

Having reviewed and confirmed the Lincolnshire assurance submission outcomes, the NRAT identified:

- 2 instances of Inadequate (Grade 1)
- 8 instances of Requires Improvement (Grade 2)
- 39 instances of Good (Grade 3)
- 4 instances of Outstanding (Grade 4)

From this, 10 Action Plans were created.

2.1 Statement Summary

Core Area	KAAs	Statement	Grade*	Action Plan?
1. Preparedness	1.1 - Training	1.1.1 - Staff receive Initial Module 3 training at a location which accommodates Class 2 water?	3	
		1.1.2 - Staff receive Initial Module 3 training through an appropriately qualified Instructor?	3	
		1.1.3 - Staff receive Initial Module 3 training over a minimum of 26 hours, spread over 4 days?	3	
		1.1.4 - Annually, staff receive 6 hours of Module 3 CPD training at a location which accommodates Class 2 water?	3	
		1.1.5 - Staff receive a further 6 hours of Module 3 CPD training, totaling 12 hours annually?	4	
		1.1.6 - Staff receive Recertification Module 3 training at a location which accommodates Class 2 water?	3	
		1.1.7 - Staff receive Recertification Module 3 training through an appropriately qualified Instructor?	3	
		1.1.8 - When Annual CPD has not been Instructor-led, staff receive 3-yearly Recertification Module 3 training over a minimum of 18 hours, spread over 3 days?	3	
		1.1.9 - When Annual CPD has been Instructor-led, staff receive 3-yearly Recertification Module 3 training over a minimum of 12 hours, spread over 2 days?	3	
		1.1.10 - Staff receive Initial Module 4 training at a location which accommodates Class 2 water?	3	
		1.1.11 - Staff receive Initial Module 4 training through an appropriately qualified Instructor?	1	✓
		1.1.12 - Staff receive Initial Module 4 training over a minimum of 28 hours, spread over 4 days?	3	
		1.1.13 - Annually, staff receive 6 hours of Module 4 CPD training at a location which accommodates Class 2 water?	3	
		1.1.14 - Staff receive a further 6 hours of Module 4 CPD training, totalling 12 hours annually?	4	



Core Area	KAAs	Statement	Grade*	Action Plan?	
		1.1.15 - Staff receive Recertification Module 4 training at a location which accommodates Class 2 water?	3		
		1.1.16 - Staff receive Recertification Module 4 training through an appropriately qualified Instructor?	1	✓	
		1.1.17 - When Annual CPD has not been Instructor-led, staff receive 3-yearly Recertification Module 4 training over a minimum of 18 hours, spread over 3 days?	3		
		1.1.18 - When Annual CPD has been Instructor-led, staff receive 3-yearly Recertification Module 4 training over a minimum of 12 hours, spread over 2 days?	3		
		1.1.19 - Staff receive First Aid training, inline with the Basic and Advanced standards detailed within the FRCO?	3		
		1.1.20 - Where required, staff receive Initial Team Commander training, or equivalent, over a minimum of 13 hours, spread over 2 days?	2	✓	
		1.1.21 - Where required, staff receive 3-yearly Recertification Team Commander training, or equivalent, over a minimum of 6 hours?	3		
		1.1.22 - All training detailed previously is effectively recorded and available for scrutiny?	2	✓	
		1.2 - Equipment	1.2.1 - The full list of rescue equipment and PPE detailed within the FRCO, for the team type declared, is available for deployment?	2	✓
			1.2.2 - The full list of Decontamination equipment detailed within the FRCO, is available for deployment?	3	
	1.2.3 - The full list of First Aid equipment detailed within the FRCO, for the team type declared, is available for deployment?		3		
	1.2.4 - The organisation maintains an equipment and PPE inspection regime, supported by a defined procedure, with records available if required?		3		
	1.3 - Health and Safety		1.3.1 - The organisation has suitable risk assessments in place for water rescue activities?	3	
		1.3.2 - The organisation has Standard Operating Procedures in place for water rescue activities?	3		
		1.3.3 - The organisation has a suitable method for the recording and functioning of incident briefing and deployment information?	3		



Core Area	KAA	Statement	Grade*	Action Plan?	
		1.3.4 - Please detail any organisational fitness programme.	3		
	1.4 - Insurance and Finance Arrangements	1.4.1 - A credit card is available for use during a national deployment?	3		
		1.4.2 - The organisation holds an Insurance Policy detailing minimum Employers' Liability of 5 million pounds and Public Liability of 10 million pounds?	2	✓	
2. Mobilisation	2.1 - Asset Availability	2.1.1 - Please confirm SPOC details	3		
		2.1.2 - Please confirm Station and Asset locations are correct on the National Resilience WebApp System.	3		
		2.1.3 - Please confirm Team Types are correctly detailed against Stations on the National Resilience WebApp System.	3		
		2.1.4 - The organisation has a system that allows for effective mobilisation via National Resilience Fire Control?	4		
		2.1.5 - The organisation has a process in place to confirm Availability monthly on the National Resilience WebApp System.	4		
		2.2 - Documentation	2.2.1 - Is there a National Deployment Guidance document?	2	✓
		2.2.2 - Is the document available to guide staff during a national mobilisation?	3		
		2.3 - Competency	2.3.1 - Is there a system for the effective reviewing of main training qualifications prior to mobilisation to a national incident?	3	
			2.3.2 - Is there a system for the effective reviewing of CPD compliance prior to mobilisation to a national incident?	2	✓
		2.4 - Deployment Resilience	2.4.1 - The organisation has the ability to deploy nationally for 3 consecutive days?	3	
			2.4.2 - If requested, the organisation has the ability to deploy all declared teams to a national incident?	3	
			2.4.3 - Does the organisation have resilience to deploy locally if all declared Assets are mobilised nationally?	3	
			2.4.4 - Please detail how many trained Module 3 staff are available for deployment?	3	
			2.4.5 - Please detail how many trained Module 4 staff are available for deployment?	3	



Core Area	KAA	Statement	Grade*	Action Plan?
		2.4.6 - Please detail how many trained Team Commanders are available for deployment?	3	
3. Response	3.1 - Incident Documentation	3.1.1 - Are Risk Assessments, SOPs, Decision Models (JESIP) and Briefing Models available for use at a national incident?	3	
	3.2 - SHA Operations	3.2.1 - The organisation understands how to book-in and book-out at a MASHA?	2	✓
	3.3 - Welfare	3.3.1 - The organisation understands the role of the Asset Team Manager?	2	✓
4. Post Incident	4.1 - Recovery, Repatriation & Decontamination	4.1.1 - The organisation has a process for decontamination of PPE and equipment and where necessary, replacement items?	3	
	4.2 - Post Incident Documentation	4.2.1 - The organisation has a process in place for debriefing and operational learning?	3	
		4.2.2 - The organisation understands the process for claiming costs against a national deployment?	3	

*Grade 1: Inadequate | Grade 2: Requires Improvement | Grade 3: Good | Grade 4: Outstanding



2.2 Action Plans

Statement	ID	Action Plan Details	Resolve By
1.1.11 Staff receive Initial Module 4 training through an appropriately qualified Instructor?	A633	Lincolnshire FRS must ensure that training and assessment of staff is delivered with qualified Instructors. Please recertify the Instructor cadre, to ensure effective assessment of operators. Current instructors requalified through Rescue 3. New instructors will be trained via a recognized pathway. At present that would be Rescue 3 but other pathways are being investigated.	30/06/2022 30/05/22
1.1.16 Staff receive Recertification Module 4 training through an appropriately qualified Instructor?	A634	Lincolnshire FRS must ensure that training and assessment of staff is delivered with qualified Instructors. Please recertify the Instructor cadre, to ensure effective assessment of operators. Current instructors requalified through Rescue 3. New instructors will be trained via a recognized pathway. At present that would be Rescue 3 but other pathways are being investigated.	30/06/2022 30/05/22
1.1.20 Where required, staff receive Initial Team Commander training, or equivalent, over a minimum of 13 hours, spread over 2 days?	A635	NRAT recommends that the Team Commander course is crossed mapped against ICL1 training within Lincs FRS. Work ongoing to cross map. Gap analysis being carried out. Notts Fire and Rescue have conducted similar process and identified common gaps which have been addressed with a E learning package. LFR to adapt and place on LearnPro for all crew managers	30/06/2022 30/06/2022
1.1.22 All training detailed previously is effectively recorded and available for scrutiny?	A636	Please adjust PDRPRO to allow staff to record their annual CPD sessions in class 2 water. Box to be added on LearnPro to add annual mandatory session onto recording system	30/06/2022 Completed



<p>1.2.1 The full list of rescue equipment and PPE detailed within the FRCO, for the team type declared, is available for deployment?</p>	<p>A637</p>	<p>Please rectify the following issues with equipment.</p> <p>Helmets do not conform to FRCO Pas028 specification.</p> <p>Decision on helmet awaiting approval</p> <p>There are no children's lifejackets. Life</p> <p>Life Jackets have been ordered</p> <p>There is no GPS mapping facility for mobile crews.</p> <p>All crews have GPS mapping.</p>	<p>30/06/2022</p> <p>30/03/22</p>
<p>1.4.2 The organisation holds an Insurance Policy detailing minimum Employers' Liability of 5 million pounds and Public Liability of 10 million pounds?</p>	<p>A639</p>	<p>Please provide evidence of current and level of insurance. Thank you.</p> <p>Insurance details have been provided</p>	<p>30/04/2022</p> <p>Completed</p>
<p>2.2.1 Is there a National Deployment Guidance document?</p>	<p>A641</p>	<p>Please consider reviewing the document to include a flood annex, where team specification is detailed or signposted.</p> <p>RGN to be reviewed to consider flood annex</p>	<p>30/06/2022</p> <p>30/06/22</p>



Statement	ID	Action Plan Details	Resolve By
2.3.2 Is there a system for the effective reviewing of CPD compliance prior to mobilisation to a national incident?	A652	Please update PDRPRO dashboard to include the annual CPD courses across Module 3 and Module 4. Box to be added on LearnPro to add annual mandatory session onto recording system	30/06/2022 30/06/22
3.2.1 The organisation understands how to book-in and book-out at a MASHA?	A654	Please continue with plan to deliver this training to officers. MASHA training being developed for officers	30/06/2022 30/06/22
3.3.1 The organisation understands the role of the Asset Team Manager?	A655	Continue with plan to develop knowledge within the officer group undertaking a welfare role nationally. To be included in officer training program	30/06/2022 30/06/22

2.3 Notable Practice

Statement	Grade	NRAT Comment
1.1.5 Staff receive a further 6 hours of Module 3 CPD training, totaling 12 hours annually?	4	Local CPD training is detailed every 3 months within the PDRPRO recording system. Learnpro further details the training sessions that may be used during these sessions. There are 4 sessions detailed within the SRT packages.
1.1.14 Staff receive a further 6 hours of Module 4 CPD training, totalling 12 hours annually?	4	Local CPD training is detailed every 3 months within the PDRPRO recording system. Learnpro further details the training sessions that may be used during these sessions. There are 4 sessions detailed within the powerboat packages.
2.1.4 The organisation has a system that allows for effective mobilisation via National Resilience Fire Control?	4	Lincolnshire has a fulltime Control Room and engrained mobilisation system. Staff are either fulltime, or on-call.
2.1.5 The organisation has a process in place to confirm Availability monthly on the National Resilience WebApp System.	4	This confirmation is carried out daily through Fire Control, as part of the Home Office requirements. This is in excess of the monthly FRCO requirement.



3. NRAT Findings

Core Area 1 – Preparedness

KAA 1.1 - Training

Statement	NRAT Comment	Grade	Action Plan(s)
1.1.1 - Staff receive Initial Module 3 training at a location which accommodates Class 2 water?	LLangollen is used by Lincolnshire FRS, regardless of how the course is led. This venue is a common environment for Mod 3 training and can provide the challenges required within class 2 water.	3	
1.1.2 - Staff receive Initial Module 3 training through an appropriately qualified Instructor?	Lincolnshire's staff are trained through Outreach. This is either directly, or through Outreach in-house instructors.	3	
1.1.3 - Staff receive Initial Module 3 training over a minimum of 26 hours, spread over 4 days?	The 5 day course, when run by by Lincs Instructors includes travel over two of the days. This effectively reduces the course to a 4 day event, which is still compliant.	3	



Statement	NRAT Comment	Grade	Action Plan(s)
1.1.4 - Annually, staff receive 6 hours of Module 3 CPD training at a location which accommodates Class 2 water?	<p>Lincs FRS has four water rescue stations and all staff received Recertification training in Wales during 2021.</p> <p>Nene Water center will be used during 2022 for a one day, Instructor-led CPD day. This training will not take place during a recertification year for individuals.</p> <p>Linc FRS Recertification runs over 3 days in Wales and includes 16.5 hours in-water training with additional hours dry training.</p> <p>I recommend that Linc FRS model their re-certification course to include both the annual wet CPD (6 hours) and the Recertification (12 hours). This will allow them to not attend Nene during the recertification years and allows the current training plan to adhere to the FRCO.</p> <p>The recertification course must be 12 hours of training, however, the FRCO does not state how many of these hours should be in class 2 water. This is left to the Instructor to dictate.</p>	3	
1.1.5 - Staff receive a further 6 hours of Module 3 CPD training, totaling 12 hours annually?	<p>Local CPD training is detailed every 3 months within the PDRPRO recording system.</p> <p>Learnpro further details the training sessions that may be used during these sessions. There are 4 sessions detailed within the SRT packages.</p>	4	
1.1.6 - Staff receive Recertification Module 3 training at a location which accommodates Class 2 water?	<p>LLangollen is used by Lincolnshire FRS. This venue is a common environment for Mod 3 training and can provide the challenges required within class 2 water.</p>	3	
1.1.7 - Staff receive Recertification Module 3 training through an appropriately qualified Instructor?	<p>Lincolnshire's staff are trained through Outreach. This is either directly, or through Outreach in-house instructors.</p> <p>Recertification is delivered by the in-house instructors.</p>	3	



Statement	NRAT Comment	Grade	Action Plan(s)
1.1.8 - When Annual CPD has not been Instructor-led, staff receive 3-yearly Recertification Module 3 training over a minimum of 18 hours, spread over 3 days?	Not applicable in this case, as Lincolnshire FRS use Instructors for annual CPD training.	3	
1.1.9 - When Annual CPD has been Instructor-led, staff receive 3-yearly Recertification Module 3 training over a minimum of 12 hours, spread over 2 days?	Linc FRS Recertification runs over 3 days in Wales and includes 16.5 hours in-water training with additional hours dry training. I recommend that Linc FRS model their re-certification course to include both the annual wet CPD (6 hours) and the Recertification (12 hours). This will allow them to not attend Nene during the recertification years and allows the current training plan to adhere to the FRCO. The recertification course must be 12 hours of training, however, the FRCO does not state how many of these hours should be in class 2 water. This is left to the Instructor to dictate.	3	
1.1.10 - Staff receive Initial Module 4 training at a location which accommodates Class 2 water?	The Humber is used by a number of organisations and is regarded as suitable for delivery of Module 4.	3	
1.1.11 - Staff receive Initial Module 4 training through an appropriately qualified Instructor?	Lincs FRS has 3 Instructors, that were taught originally through Rescue 3 as Instructors. These qualifications have lapsed and Lincs FRS are looking at ways to reinstate the qualification. Currently, they have a number of Module 4 staff that are in-date but not enough to allow for a national deployment. This is a process that will be reviewed and rectified in 2022.	1	A633: Lincolnshire FRS must ensure that training and assessment of staff is delivered with qualified Instructors. Please recertify the Instructor cadre, to ensure effective assessment of operators. Resolve By: 30/06/2022
1.1.12 - Staff receive Initial Module 4 training over a minimum of 28 hours, spread over 4 days?	Lincolnshire FRS deliver a 2 day RYA course, followed by 4 days of Module 4 training, as per the FRCO. Thank you.	3	



Statement	NRAT Comment	Grade	Action Plan(s)
1.1.13 - Annually, staff receive 6 hours of Module 4 CPD training at a location which accommodates Class 2 water?	This training is planned for 2022 and will comply with the FRCO requirements. As with the Module 3 element, this training is in addition to any recertification and should be completed each year.	3	
1.1.14 - Staff receive a further 6 hours of Module 4 CPD training, totalling 12 hours annually?	Local CPD training is detailed every 3 months within the PDRPRO recording system. Learnpro further details the training sessions that may be used during these sessions. There are 4 sessions detailed within the powerboat packages.	4	
1.1.15 - Staff receive Recertification Module 4 training at a location which accommodates Class 2 water?	The Humber is used by a number of organisations and is regarded as suitable for delivery of Module 4.	3	
1.1.16 - Staff receive Recertification Module 4 training through an appropriately qualified Instructor?	Lincs FRS has 3 Instructors, that were taught originally through Rescue 3 as Instructors. These qualifications have lapsed and Lincs FRS are looking at ways to reinstate the qualification. Currently, they have a number of Module 4 staff that are in-date but not enough to allow for a national deployment. This is a process that will be reviewed and rectified in 2022.	1	A634: Lincolnshire FRS must ensure that training and assessment of staff is delivered with qualified Instructors. Please recertify the Instructor cadre, to ensure effective assessment of operators. Resolve By: 30/06/2022
1.1.17 - When Annual CPD has not been Instructor-led, staff receive 3-yearly Recertification Module 4 training over a minimum of 18 hours, spread over 3 days?	Not applicable. This area has been marked as Instructor's being in-date and valid. This is due to the current situation not being one of policy, rather an issue with with administration of the process.	3	
1.1.18 - When Annual CPD has been Instructor-led, staff receive 3-yearly Recertification Module 4 training over a minimum of 12 hours, spread over 2 days?	Lincolnshire FRS confirm this training is now a 2 day event at the Humber.	3	



Statement	NRAT Comment	Grade	Action Plan(s)
1.1.19 - Staff receive First Aid training, inline with the Basic and Advanced standards detailed within the FRCO?	Lincs FRS has cross-mapped this course against the FRCO and are comfortable it meets the standard. BTACC meets PHEM level D. Thank you.	3	
1.1.20 - Where required, staff receive Initial Team Commander training, or equivalent, over a minimum of 13 hours, spread over 2 days?	To support the evidence provided, NRAT recommends that the Team Commander course is crossed mapped against ICL1 training within Lincs FRS. Any resulting training needs should be covered as appropriate.	2	A635: NRAT recommends that the Team Commander course is crossed mapped against ICL1 training within Lincs FRS. Resolve By: 30/06/2022
1.1.21 - Where required, staff receive 3-yearly Recertification Team Commander training, or equivalent, over a minimum of 6 hours?	Following any work regarding the cross mapping of the Team Commander course against ICL1; recertification requirements within ICL1 are presumed to compliant with the FRCO. This should also be reviewed following the mapping exercise.	3	
1.1.22 - All training detailed previously is effectively recorded and available for scrutiny?	PDRPRO is used for individuals recording their competencies. A review of PDRPRO shows that training is recorded for Recertification and CPD training, across both Module 3 and Module 4. It does not currently show the annual, instructor-led, CPD at Nene or the Humber. This is due to the training only being programmed for this year.	2	A636: Please adjust PDRPRO to allow staff to record their annual CPD sessions in class 2 water. Resolve By: 30/06/2022

KAA 1.2 - Equipment



Statement	NRAT Comment	Grade	Action Plan(s)
1.2.1 - The full list of rescue equipment and PPE detailed within the FRCO, for the team type declared, is available for deployment?	<p>During the visit, all equipment was evidenced other than a small number of items.</p> <p>Helmets do not conform to FRCO Pas028 specification.</p> <p>There are no children's lifejackets.</p> <p>There is no GPS mapping facility for mobile crews.</p>	2	<p>A637: Please rectify the following issues with equipment.</p> <p>Helmets do not conform to FRCO Pas028 specification.</p> <p>There are no children's lifejackets.</p> <p>There is no GPS mapping facility for mobile crews.</p> <p>Resolve By: 30/06/2022</p>
1.2.2 - The full list of Decontamination equipment detailed within the FRCO, is available for deployment?	<p>During the visit, all decontamination equipment was evidenced.</p> <p>Thank you.</p>	3	
1.2.3 - The full list of First Aid equipment detailed within the FRCO, for the team type declared, is available for deployment?	<p>During the visit, all first aid equipment was evidenced. Thank you</p>	3	
1.2.4 - The organisation maintains an equipment and PPE inspection regime, supported by a defined procedure, with records available if required?	<p>Further to the evidence provided, all equipment was seen to be stored in a professional manner. Thank you.</p>	3	

KAA 1.3 - Health and Safety

Statement	NRAT Comment	Grade	Action Plan(s)
1.3.1 - The organisation has suitable risk assessments in place for water rescue activities?	<p>Thank you for providing evidence of water rescue risk assessments.</p> <p>The score, in this question, reflects the process of hosting risk assessments, rather than the local content within the documents.</p>	3	



Statement	NRAT Comment	Grade	Action Plan(s)
1.3.2 - The organisation has Standard Operating Procedures in place for water rescue activities?	Thank you for providing evidence of water rescue operating procedures. The score, in this question, reflects the process of hosting operating procedures, rather than the local content within the documents.	3	
1.3.3 - The organisation has a suitable method for the recording and functioning of incident briefing and deployment information?	Thank you for the evidence provided.	3	
1.3.4 - Please detail any organisational fitness programme.	Thank you for the evidence provided.	3	

KAA 1.4 - Insurance and Finance Arrangements

Statement	NRAT Comment	Grade	Action Plan(s)
1.4.1 - A credit card is available for use during a national deployment?	Thank you for the evidence provided.	3	
1.4.2 - The organisation holds an Insurance Policy detailing minimum Employers' Liability of 5 million pounds and Public Liability of 10 million pounds?	Thank you for the evidence provided, however, this information is not in-date and does not show the appropriate evidence.	2	A639: Please provide evidence of current and level of insurance. Thank you. Resolve By: 30/04/2022

Core Area 2 – Mobilisation

KAA 2.1 - Asset Availability

Statement	NRAT Comment	Grade	Action Plan(s)
2.1.1 - Please confirm SPOC details	Thank you for the evidence provided.	3	
2.1.2 - Please confirm Station and Asset locations are correct on the National Resilience WebApp System.	To reflect the likely new declaration of two boat assets, NR has update the system to show Gainsborough and Spalding as the stations hosting teams.	3	



Statement	NRAT Comment	Grade	Action Plan(s)
2.1.3 - Please confirm Team Types are correctly detailed against Stations on the National Resilience WebApp System.	To reflect the likely new declaration of two boat assets, NR has update the system to show Gainsborough and Spalding as the stations hosting teams. Whilst further adjustment is made with powerboat provision, the teams have been set to Type C (SRT) and this will allow Lincolnshire to change their status to Available, when appropriate.	3	
2.1.4 - The organisation has a system that allows for effective mobilisation via National Resilience Fire Control?	Lincolnshire has a fulltime Control Room and engrained mobilisation system. Staff are either fulltime, or on-call.	4	
2.1.5 - The organisation has a process in place to confirm Availability monthly on the National Resilience WebApp System.	This confirmation is carried out daily through Fire Control, as part of the Home Office requirements. This is in excess of the monthly FRCO requirement.	4	

KAA 2.2 - Documentation

Statement	NRAT Comment	Grade	Action Plan(s)
2.2.1 - Is there a National Deployment Guidance document?	Thank you for the evidence provided. The generic national deployment document covers a broad range and specifically, for this review, details that all staff should review competency and detail equipment, prior to deployment. Given the complexities of team specification, it would be beneficial to include within an annex, the Team Specifications for a Flood Deployment.	2	A641: Please consider reviewing the document to include a flood annex, where team specification is detailed or signposted. Resolve By: 30/06/2022
2.2.2 - Is the document available to guide staff during a national mobilisation?	Thank you	3	

KAA 2.3 - Competency

Statement	NRAT Comment	Grade	Action Plan(s)
2.3.1 - Is there a system for the effective reviewing of main training qualifications prior to mobilisation to a national incident?	Pdrpro easily details main qualifications and is available for review during any national deployment.	3	
2.3.2 - Is there a system for the effective reviewing of CPD compliance prior to mobilisation to a national incident?	<p>When reviewing CPD competency prior to deployment, the PDRPRO dashboard does not show full training requirements.</p> <p>This is due to the annual Nene and Humber CPD courses yet to be programmed onto the dashboard.</p> <p>Without this, it is difficult to see if an individual is maintaining the training standard detailed within the FRCO.</p>	2	<p>A652: Please update PDRPRO dashboard to include the annual CPD courses across Module 3 and Module 4.</p> <p>Resolve By: 30/06/2022</p>

KAA 2.4 - Deployment Resilience

Statement	NRAT Comment	Grade	Action Plan(s)
2.4.1 - The organisation has the ability to deploy nationally for 3 consecutive days?	Thank you for the evidence provided. Deployment length is also discussed within the national deployment guide.	3	
2.4.2 - If requested, the organisation has the ability to deploy all declared teams to a national incident?	<p>Lincolnshire's new model will have 4 boat teams in-county, with 2 declared on the national asset register.</p> <p>This will provide a realistic opportunity to deploy when in-county requirements are not stretched, whilst providing resilience in Lincolnshire.</p> <p>Thank you.</p>	3	
2.4.3 - Does the organisation have resilience to deploy locally if all declared Assets are mobilised nationally?	Lincolnshire's new model will have 4 boat teams in-county, with 2 declared on the national asset register. This will provide a realistic opportunity to deploy when in-county requirements are not stretched, whilst providing resilience in Lincolnshire. Thank you.	3	



Statement	NRAT Comment	Grade	Action Plan(s)
2.4.4 - Please detail how many trained Module 3 staff are available for deployment?	Thank you for the evidence provided.	3	
2.4.5 - Please detail how many trained Module 4 staff are available for deployment?	Thank you for the evidence provided.	3	
2.4.6 - Please detail how many trained Team Commanders are available for deployment?	Thank you for the evidence provided. Following the completion of the Team Commander cross mapping exercise, ICL1 officers with Module 3 and Module 4 training, will the count towards this number.	3	

Core Area 3 – Response KAA 3.1 - Incident Documentation

Statement	NRAT Comment	Grade	Action Plan(s)
3.1.1 - Are Risk Assessments, SOPs, Decision Models (JESIP) and Briefing Models available for use at a national incident?	Thank you for the evidence provided. The data terminals were evidenced during the visit.	3	

KAA 3.2 - SHA Operations

Statement	NRAT Comment	Grade	Action Plan(s)
3.2.1 - The organisation understands how to book-in and book-out at a MASHA?	Thank you for the evidence provided.	2	A654: Please continue with plan to deliver this training to officers. Resolve By: 30/06/2022

KAA 3.3 - Welfare



Statement	NRAT Comment	Grade	Action Plan(s)
3.3.1 - The organisation understands the role of the Asset Team Manager?	<p>Thank you for the evidence provided.</p> <p>This role is detailed within Lincolnshire's National Deployment Guidance, however, as stated in the submission, this has been highlighted as a deficiency and is being planned for.</p>	2	<p>A655: Continue with plan to develop knowledge within the officer group undertaking a welfare role nationally.</p> <p>Resolve By: 30/06/2022</p>

Core Area 4 – Post Incident

KAA 4.1 - Recovery, Repatriation & Decontamination

Statement	NRAT Comment	Grade	Action Plan(s)
4.1.1 - The organisation has a process for decontamination of PPE and equipment and where necessary, replacement items?	Further details for decontamination is contained within both Risk Assessments provided and the SOP.	3	

KAA 4.2 - Post Incident Documentation

Statement	NRAT Comment	Grade	Action Plan(s)
4.2.1 - The organisation has a process in place for debriefing and operational learning?	Lincolnshire has detailed their debriefing process, which shows how crews are able to develop from operational learning.	3	
4.2.2 - The organisation understands the process for claiming costs against a national deployment?	Thank you. This is detailed within Lincolnshire's Deployment Guidance.	3	

End of Assurance Report



Open Report on behalf of Mark Baxter, Chief Fire Officer – Fire and Rescue Service

Report to:	Public Protection and Communities Scrutiny Committee
Date:	19 July 2022
Subject:	Integrated Risk Management Plan 2020-2024 – Yearly Update

Summary:

The purpose of this report is to provide committee members with an annual progress report on the Integrated Risk Management Plan 2020-2024, which began in April 2021. This full annual update is accompanied by full year end performance data.

Following the IRMP mid-term review, this report describes proposed changes to scrutiny performance information, and proposed changes to the way the attendance standard is expressed.

Actions Required:

The Public Protection and Communities Scrutiny Committee is invited to:

- (1)** note the information contained in the end of year Integrated Risk Management Plan performance update;
- (2)** review, consider the scrutiny arrangements (Section 3) and agree the changes to the reported measures; and,
- (3)** approve a public consultation for a change in the way the attendance standard is expressed in the Integrated Risk Management Plan.

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 - End of Year Performance Update

2.1 Community Fire Safety

In 2020/21 we gradually came out of lockdown as restrictions were eased. We prioritise our community safety activities based on risk. Our well-established SHERMAN¹ framework directs and priorities this work. While restrictions were in place, we worked with residents to undertake an assessment of risk. Critical visits were undertaken face to face, while high and medium risks were undertaken over the phone and followed up once lockdown was over. During 2020/21 we undertook 1643 virtual and 434 face to face safe and well visits.

2.2 Community Fire Protection

To ensure that business premises comply with the Regulatory Reform (Fire Safety) Order 2005, we undertake inspections of premises. Due to the large number of these, we prioritise them according to the risk to the public. This forms our Risk Based Inspection Programme (RBIP). There were 427 premises identified as high risk. By end March 2022 we had completed the following inspections:

- 383 audits of the identified RBIP high risk premises have been audited.
- 27 premises have either been reclassified, no longer trade, or are closed.

There were 17 outstanding which were completed within the first 2 weeks in April 2022.

¹ SHERMAN – known risks that make people vulnerable to fire S – smoking, H – hoarding, E – elderly, R – reduced mobility, M – mental health issues, A – alcohol/drug mis-use, N – needs care or support

The tables below provide information on the other statutory and non-statutory work the fire protection team have undertaken in 2021/22.



Building Regulation Consultations					
	Statutory Consultation - Approved Inspector	Statutory Consultation - Local Authority	Further information Consultation - Approved Inspector	Further information Consultation - Local Authority	Monthly Total
Jan	29	22	2		53
Feb	26	14			40
Mar	8	7		1	16
Apr	29	24	1	1	55
May	39	15	3	2	59
Jun	27	14	1	2	44
Jul	38	10	3	2	53
Aug	27	19	1	1	48
Sep	25	20	1	1	47
Oct	38	13	5	2	58
Nov	26	20	2	1	49
Dec	18	9	1	2	30
Grand Total	330	187	20	15	552

Complaints	
	Total
January	6
February	19
March	5
April	4
May	3
June	2
July	10
August	13
September	9
October	14
November	11
December	7
Grand Total	103

Licencing Applications	
Month	Total
January	14
February	26
March	15
April	38
May	26
June	28
July	31
August	31
September	66
October	33
November	11
December	17
Grand Total	336

Hazard Spots – Completed by Operational Crews	
	Total
May	1
June	2
July	18
August	44
September	38
October	61
November	70
December	25
January	44
February	65
March	105
Grand Total	473


2.3 Performance Management Report 2022/23

	Actual 31/12/2021	Target/Limit 31/12/2021		Same Period Last Year	Direction of Travel
NI 49i - Number of primary fires	942	1000		993	
<p>We have ended 2021/22 better than target but with a slight increase in the number of primary fires. There have been small fluctuations across a number of property types, but the biggest increases have been seen in farm related primary fires (farm buildings, farm vehicles, farm equipment and haystacks/bales/crops) – up from 79 in 2020/21 to 103 this year, and in shops – up from 11 in 2020/21 to 20 this year. That said, if we compare those property types to 2019/20 (due to 2020/21 having large periods of lockdowns and covid restrictions) both are back at similar levels (farm related in 2019/20 – 91, shops – 23). Neither farm related nor shops have seen an increase in fires recorded as deliberate therefore indicating the fires have been accidental or unknown cause.</p> <p>The majority of primary fires continue to be in dwellings (355 of the 967 – 37%) and vehicles (230 – 24%), both of which have seen decreases compared to last year. The most common causes of primary fires remain as deliberate (184 – 19%), cooking appliances (163 – 17%) and electrical (both mains and appliances) (140 – 15%). Primary fires caused by deliberate ignition or by cooking appliances have both reduced compared with last year, those caused by electrical items has seen a very small increase (up from 132). Cooking safety remains part of the home safety campaign and as we continue to embed the Resource to Risk concept, we are confident that the number of Safe and Well visits will increase and hope the downward trend continues. Recognising the increase in farm related fires our work with the Arson Task Force, National Farmers' Union & the newly formed Rural Crime Action Team (Police), will continue to develop into 2022/23. The increase in shop fires will be further analysed with outcomes passed to the Fire Protection Team to determine if there is a need for themed activities to be carried out.</p>					
	Actual 31/12/2021	Target/Limit 31/12/2021		Same Period Last Year	Direction of Travel
NI 49iii – No of primary fire casualties (excluding precautionary checks)	27	25		28	
<p>We have ended the year over the agreed limit. However, the tolerance range is only 1 either side of the limit and there have only been 2 more casualties than the agreed limit. 21 of the 27 casualties occurred in dwelling fires (19 incidents), 17 of which are recorded as accidental or unknown causes (15 incidents). 3 occurred in fires out in the open, 2 in commercial premise fires and the remaining 1 in a vehicle fire. Of the 19 dwelling fires resulting in a casualty, 4 of the properties had no smoke alarm fitted but the remaining 15</p>					

had working smoke alarms at the time of the fire.

Only 7 of the 21 suffered serious injuries, 20 suffered only slight injuries (but still requiring more treatment than could be given at the fire ground). 12 of the casualties suffered burns, 10 suffered smoke inhalation, 3 suffered a combination of burns & smoke inhalation & the remaining 2 suffered fractures.

After analysis of the data, there appears to be no trends in the source of ignition or the cause/defect of these incidents. There are also no trends in the circumstances leading to the injury, but this in part is due to there being limited data available. We will continue to analyse data to allow identification of trends, which in turn will allow prevention campaigns to be developed. The importance of recording casualty information will be reiterated with operational crews to allow the analysis to be more meaningful.

	Actual 31/12/2021	Target/Limit 31/12/2021		Same Period Last Year	Direction of Travel
NI 49ii – No of Primary fire fatalities	7	N/A		3	


There have been 7 fire fatalities during 2021/22. We are still awaiting details from the Coroners' Office confirming whether or not 1 of the deaths was fire related, so this could reduce to 6. 5 of the fatalities occurred in dwelling fires – 4 of which were accidental (2 caused by smoking materials, 2 by heaters/fires) and 1 being a suicide/deliberate ignition. 1 occurred in a holiday caravan fire caused by a boiler and the remaining 1 occurred in a vehicle fire caused by deliberate ignition/suicide. The circumstances of all fire fatalities are reviewed with the support of partner agencies. Part of the review profiles the risk of the individuals involved which allows us to proactively target identified risks (SHERMAN). Where identified risks fall outside of our profiling methodology specific themed campaigns are carried out, for example caravans/holiday safety campaign being carried out during 2022/23. As a result of lessons learnt, the Prevention Team will be looking to reenergise the SHERMAN campaign and ensure partners are familiar with referral mechanisms.


(SHERMAN – known risks that make people vulnerable to fire S – smoking, H – hoarding, E – elderly, R – reduced mobility, M – mental health issues, A – alcohol/drug mis-use, N – needs care or support).

	Actual 31/12/2021	Target/Limit 31/12/2021		Same Period Last Year	Direction of Travel
LPI 18 – Number killed or seriously injured in RTC	507	N/A		403	

We no longer have a limit set for this measure and instead report only the direction of travel. Compared to last year we have seen an increase in the number of people killed or seriously injured in RTCs in Lincolnshire. The number of fatalities has increased (up from 46 to 50 – 9% increase), as has the number of people seriously injured (up from 357 to 457

– 28% increase). We continue to work with the LRSP to support the identified priorities. 1 of LFRs Service Plan priorities for 2022/23 is to introduce the 'Biker Down' scheme into the county. This will be done in partnership with the LRSP, LIVES and the Air Ambulance. RTC's involving fatalities is included in our Resource to Risk work to allow targeted intervention to be carried out.




	Actual 31/12/2021	Target/Limit 31/12/2021		Same Period Last Year	Direction of Travel
LPI 13 – Average mobilising time	71	65		72	




	Actual 31/12/2021	Target 31/12/2021		Same Period Last Year	Direction of Travel
LPI 64 - % of dwelling fires where 1 st appliance arrived in expected timeframe	87.54%	100%		90.12%	


We are behind target and compared to the same period last year we have also seen a reduction in the % of dwelling fires where the first pump attended within the expected timeframe. We missed the attendance standard on 40 occasions and the reasons are as follows:-

Reason	No. of incs
Appliance unavailable – IST/Restricted Crew	2
Appliance unavailable – OFRN	12
Appliance unavailable – P1 inc / P2 OFRN	1
Appliance unavailable – P1 inc / P2 delayed booking mobile	1
Delayed booking mobile	6
Achievable	22
Appliance unavailable – committed at incident	4
Appliance unavailable – Training	2
Heavy traffic	3
Incorrect address/difficulty finding incident	1
LCS tolerance	6
Not at home station	1
Roadworks/closed roads	1
Unachievable	18
Total	40

There were an additional 22 incidents we could have met the attendance standard, bringing the maximum we could have achieved to 94.39

	Actual 31/12/2021	Target/Limit 31/12/2021		Same Period Last Year	Direction of Travel																				
LPI 65 - % of dwelling fires where 2 nd appliance arrived in 25 minutes	97.31%	100%		100%																					
<p>We have remained within the tolerance range of our target and have only missed the 25-minute attendance standard for the second pump at dwelling fires on 6 occasions. The reasons are as follows:-</p> <table> <thead> <tr> <th>Reason</th> <th>No. of incs</th> </tr> </thead> <tbody> <tr> <td>Appliance unavailable – OFRN</td> <td>1</td> </tr> <tr> <td>Delayed booking mobile</td> <td>1</td> </tr> <tr> <td>Achievable</td> <td>2</td> </tr> <tr> <td>Appliance unavailable – committed at incident</td> <td>1</td> </tr> <tr> <td>Appliance unavailable – training</td> <td>1</td> </tr> <tr> <td>Change to incident type</td> <td>1</td> </tr> <tr> <td>Difficulty finding incident</td> <td>1</td> </tr> <tr> <td>Unachievable</td> <td>4</td> </tr> <tr> <td>Total</td> <td>6</td> </tr> </tbody> </table> <p>There were an additional 2 incidents we could have met the attendance standard, bringing the maximum we could have achieved to 98.21%</p>						Reason	No. of incs	Appliance unavailable – OFRN	1	Delayed booking mobile	1	Achievable	2	Appliance unavailable – committed at incident	1	Appliance unavailable – training	1	Change to incident type	1	Difficulty finding incident	1	Unachievable	4	Total	6
Reason	No. of incs																								
Appliance unavailable – OFRN	1																								
Delayed booking mobile	1																								
Achievable	2																								
Appliance unavailable – committed at incident	1																								
Appliance unavailable – training	1																								
Change to incident type	1																								
Difficulty finding incident	1																								
Unachievable	4																								
Total	6																								
	Actual 31/12/2021	Target/Limit 31/12/2021		Same Period Last Year	Direction of Travel																				
LPI 15 - % availability of RDS appliances	75.59%	91%		83.3%																					
<p>We continue to be behind target for this measure. If we compare to last year we have seen almost an 8% decrease in the availability of our on-call crews however, last year saw an increase compared with the year before, largely due to on-call personnel being furloughed from their primary employment and therefore having greater availability, so we are now back to pre-covid levels (2019/20 – 77.79%, 2020/21 – 83.30%).</p> <p>Availability of the ALOR stations is 82.49 for the year.</p>																									
	Actual 31/12/2021	Target/Limit 31/12/2021		Same Period Last Year	Direction of Travel																				
LPI 42 % of new operational staff who are female	19.64% (11 of 56)	15%		10.4% (5 of 48)																					

	Actual 31/12/2021	Target/Limit 31/12/2021		Same Period Last Year	Direction of Travel
LPI 43 - % of new staff who are BME or 'other white' backgrounds	1.79%(1of56)	2%		4.16% (2 of 48)	
	Actual 31/12/2021	Target/Limit 31/12/2021		Same Period Last Year	Direction of Travel
BV 12a - Days lost to sickness – Uniformed staff	10.48 days	6.5 days		12.07 days	
Figures are decreasing but still influenced by Long –term sickness and Covid related sickness (self-isolation is excluded).					
	Actual 31/12/2021	Target/Limit 31/12/2021		Same Period Last Year	Direction of Travel
BV 12b - Days lost to sickness – all staff	9.22 days	6.5 days		11.5 days	
Figures are decreasing but still influenced by Long –term sickness and Covid related sickness (self-isolation is excluded).					
	Actual 31/12/2021	Target/Limit 31/12/2021		Same Period Last Year	Direction of Travel
Number of audits undertaken against RBIP	383 of 400 95.75%	400 of 400 75%			
17 Outstanding visits were completed in first two weeks of April.					

	Actual 31/12/2021	Target/Limit 31/12/2021		Same Period Last Year	Direction of Travel
LPI 10 - % of building regulation applications responded to within 15 working days	99.11%	100%		98.92	
We have remained within the tolerance range and have only missed the deadline on five occasions.					

3. Integrated Risk Management Plan – Mid-term Review

3.1 Performance Reporting and Scrutiny

Performance reporting at Public Protection and Communities Scrutiny Committee forms an integral part of our performance management process. We currently provide performance information to scrutiny on the following measures:

- Primary Fires
- Fire Fatalities in Primary Fires
- Deliberate Primary Fires
- Deliberate Secondary Fires
- Accidental Dwelling Fires

This suite of indicators, while providing information about our response activities, does not cover our other statutory duties. It is important the full range of our legal obligations is available for regular public scrutiny.

In discussion with Cllr Cawrey, Executive Councillor for Fire & Rescue and Cultural Services, we are proposing reporting on the following areas:

- Total Fires
- Fire related deaths & Injuries
- Number of Safe and Well (Home fire safety) Visits
- Building Regulations Consultations (Responded to within 15 working days)
- Risk based inspection programme progress
- Petroleum licencing Inspections

Reporting performance in this way will provide better information for scrutiny.

3.2 Attendance Standard

We aim to provide the most efficient and effective response to emergencies. To enable us to do this we model our response to incidents based on historic incident data and projected demand based on an understanding of where people are most likely to come to harm. Our commitment is expressed as an attendance standard. Our current attendance standard is expressed on page 17 of our IRMP as:

- We will provide a response to all dwelling fires across the county within the expected timeframes on 100% of occasions. (Standards confirmed in risk-based mapping exercise).
- We will provide a response to all Road Traffic Collisions (RTCs) across the county within expected timeframes on 100% of occasions. (Standards confirmed in risk-based mapping exercise)

This standard identifies how fast we expect to get to incidents from our fire stations, then measures our ability to achieve it.

We are proposing to change the standard to make it clearer to the community. We will go to public consultation with the following measures for the remainder of the 2020-2024 IRMP.

- We will respond to dwelling fires within an average of 11 minutes for the first fire engine.
- We will respond to all other incidents within an average of 15 minutes for the first fire engine.

Presented below is a comparison of attendance standards from other ‘predominantly rural’ fire and rescue services.

Family group measures

Service	Performance Measure
Cambridgeshire FRS	Respond to the most serious incidents within an average of 9 minutes in urban areas and 12 minutes in rural areas for the 1 st fire engine.
Cornwall FRS	70% of incidents attended by wholetime crews within 11 minutes. 70% of incidents attended by on call crews within 16 minutes.
Cumbria FRS	Attend 80% of property fires within 10 minutes (1 st fire engine). All other incidents. Attend 80% of all other incidents within 15 minutes (1 st fire engine).
Devon & Somerset FRS	Attend 75% of dwelling fires within 10 minutes. Attend 75% of RTC's within 15 minutes.
Durham & Darlington FRS	70% of dwelling fires in 8 minutes and 90% in 11 minutes.

Service	Performance Measure
Norfolk FRS	80 % of fires where life may be at risk within 10 minutes. 80% of other emergencies where life may be at risk within 13 minutes.
Northumberland FRS	Attend 80% of property fires within 10 minutes (1 st fire engine).
Oxfordshire FRS (2022/26 consultation)	80% of incidents in 11 minutes. 95% of incidents in 14 minutes.
Shropshire FRS (consultation)	Urban – First Engine in 10 minutes. Town and fringe – 15 minutes. Rural – First engine in 20 minutes.
Suffolk FRS	Attend 80% of property fires within 11 minutes of alert. (1 st Fire Engine)

4. Conclusion

The purpose of this report is to provide committee members with an annual progress report on the Integrated Risk Management Plan 2020-2024, which began in April 2021. The Public Protection and Communities Scrutiny Committee is invited to review and comment on the contents of this report and agree on the approval of actions required as these were highlighted in the relevant section of this report.

5. Consultation

a) Risks and Impact Analysis

N/A

6. 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	https://www.lincolnshire.gov.uk/downloads/file/4817/lfr-community-risk-profile-2020-24
IRMP 2020-2024	https://www.lincolnshire.gov.uk/downloads/file/4777/irmp-2020-24
Fire & Rescue National Framework for England (2018)	https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/705060/National Framework - final for web.pdf
Lincolnshire fire and rescue service plan	https://www.lincolnshire.gov.uk/downloads/file/5980/lincolns-hire-fire-and-rescue-annual-service-plan-2021-22

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.

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Open Report on behalf of Mark Baxter Chief Fire Officer, Lincolnshire Fire and Rescue

Report to:	Public Protection and Communities Scrutiny Committee
Date:	19 July 2022
Subject:	Lincolnshire Fire and Rescue Service- Lincolnshire Crewing Arrangements

Summary:

Lincolnshire Fire and Rescue (LFR) provide a range of duty systems to deliver its operational response. In 2013 the Service introduced a staffing model that increased the number of stations across the county by wholetime firefighters from 2 to 9 (2 existing wholetime stations Lincoln North and Lincoln South, 4 wholetime day crewed stations Boston, Gainsborough, Grantham, and Skegness, and 3 On Call stations were uplifted Louth, Sleaford and Spalding). The reasons to introduce this increase was so that wholetime staff were available 24/7 throughout the county and support our On Call staff, ensure that specialist capabilities could be provided and meet our attendance times to life critical incidents. To support this change, the service used historical incident and building type data (from 2007 – 2010) to plot and measure where incidents had occurred.

From 2013 to present day Lincolnshire Fire and Rescue has operated the nine stations through 2 different wholetime duty system models, Lincoln South operates as a 24-hour shift station in accordance with the National scheme of conditions of service and the 8 other stations (Boston, Grantham, Gainsborough, Lincoln North, Louth, Skegness, Sleaford, and Spalding) operates as “the Lincolnshire crewing duty system” which is a locally agreed duty system.

In our Community Risk profile 2020-2024 document we identified that we now analyse the level of community risk using a Fire Risk Assessment Methodology (FRAM). FRAM blends five years incident data and Indices of Multiple Deprivation (IMDs) to generate an independent risk score; this is then combined with population density data and incident demand to give an overall risk score. Using FRAM, we have now identified that in order to ensure LFR can continue to provide a sustainable operational response in the future our response model needs updating to meet the change in demand.

This report describes and informs the committee that we propose to enter consultation to seek to change the Lincolnshire crewing duty system.

Actions Required:

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

- (1) Consider this report and make comments on the proposals. These will be considered by the Executive Councillor for Fire and Rescue and Cultural Services prior to consultation with the workforce.
- (2) Share their views with the Executive Councillor for Fire and Rescue and Cultural Services.

1. Background

1.1 As part of the ongoing programme to ensure that Lincolnshire Fire and Rescue's Operational response as identified in the IRMP is delivered in the most appropriate way, our risk and demand is routinely assessed. Our comprehensive methodology provides Lincolnshire Fire and Rescue with predictive risk analysis.

Currently we organise our Operational response from 38 different fire stations, from which we utilise three different duty systems. At all of our stations we have On Call staff who respond via an alerter system to their station when an incident has occurred, in addition at 9 of the 38 stations we have wholetime staff that provide an immediate response.

1.2 The current wholetime staff and their duty systems, the changes and the reasons why are dealt with in this section:

LFR currently provide wholetime operational fire crews from stations that are located in our highest risk where the demand is greater. The model we currently operate was introduced in 2013 and was consulted on in 2012 to deliver our integrated risk management plan for 2013-2016. The key benefits of the change were to

- Ensure all wholetime staff were trained to support on-call staff
- Underpin the longer-term sustainability of our response capability
- Enable the provision of specialist capabilities
- Improve attendance times to life critical incidents

Through the assessment of historical incident and building type data (from 2007 – 2010) it was determined that 9 stations (Boston, Grantham, Gainsborough, Lincoln North, Lincoln South, Louth, Skegness, Sleaford and Spalding) would require 24/7 wholetime cover. However, the most efficient way to resource our response was through 2 different duty systems

- Lincoln South operates as a 24-hour shift station compliant with the National scheme of conditions of Service. 20 personnel are to work as 4 watches of 5 personnel on a rota pattern of 2 x 11-hour day shifts, 2 x 13-hour night shifts followed by 4 rota days.

- The 8 other stations (Boston, Grantham, Gainsborough, Lincoln North, Louth, Skegness, Sleaford and Spalding) operate as “the Lincolnshire crewing duty system” which is a locally agreed duty system. 10 personnel are to work a progressive rota pattern of 4 x 11-hour day shifts followed by 4 rota days; every third cycle staff provide 5 x 11-hour day shifts followed by 3 rota days. When staff provide their daytime shifts, they are required to undertake on call duties in line with the rota pattern. Personnel receive an additional 20% of their basic annual salary to provide the on-call duties.

Locally this wholetime provision is known as the “wholetime spine”.

1.3 Why we need to change

Since the introduction of the wholetime spine Lincolnshire Fire and Rescue has developed a number of initiatives which has improved and focused where and how our response can be proportional to the risk and demand. These improvements have included:

- Increased training time for all On Call staff so that they can perform more skills.
- Developed and introduced a three-year training programme where all operational staff complete training in line with recognised standards. (National operational guidance)
- Introduced improved methodology to assess community risk relating to fires and road traffic incidents which provides data to ensure our response modelling is effective.
- Reviewed our fire cover using data over a four-year period from 2017-2021, to ensure we have a comprehensive picture of our risk and demand to inform our proposals. This is summarised below, with full details provided at Appendix A.
- Reviewed and currently implementing a new response model and equipment for incidents requiring specialist capabilities. (Technical response refresh)
- Undertook a survey of operational staff to gather their views about current duty systems.

The cumulative effect of all these initiatives have identified that the Service is in a position to change the way it delivers its operational response to maintain efficiencies and manage suitable business continuity.

There was also a challenge from the Fire Brigades Union in relation to the Lincolnshire crewing duty system. Lincolnshire was one of the first services to introduce a close proximity system and achieved this through a local agreement with the Fire Brigades Union. Other fire services in England have tried to mandate this duty system on their staff but have had to withdraw it as it has been identified by the health and safety executive as non-compliant with the working time directive. There is a risk that if Lincolnshire Fire and Rescue does not address this

then the Fire Brigades Union could give 6 months' notice to terminate the agreement, and therefore the service would have to potential gaps in its guaranteed operational cover during night-time periods.

1.4 What change do we propose to make

We propose that based on our understanding of operational fire risk, the improved training and assessment of on call firefighters and redistribution of specialist skills the service is in a position to change the crewing model at Sleaford fire station to a day crewing duty system as detailed in the national scheme of conditions of service. This would provide a wholetime service with daytime cover 7 days a week and night-time cover provided by on call personnel. The operational fire risk in Sleaford has been identified through FRAM as medium risk, which is the only medium risk compared with all other wholetime stations. Historical incident data for Sleaford has identified that over the 4-year period the number of incidents that they have attended is 23% less than the next highest wholetime station and is 54% less than the busiest station working the Lincolnshire crewing duty system. As part of the review for the technical rescue unit refresh it was also identified that Sleaford was no longer a viable location to host any of the specialist skills, however, would still be the base location for the urban search and rescue team. This team comprises of both wholetime and on call personnel and therefore is not reliant on a specific duty system.

For the seven other stations (Boston, Gainsborough, Grantham, Lincoln North, Louth, Skegness, and Spalding) we propose that based on our understanding of operational fire risk, the improved training and assessment of on call firefighters and redistribution of specialist skills the service still requires 24/7 wholetime cover. It is therefore suggested that the service implements the day crewing duty system as detailed in the national scheme of conditions of service and seeks a new local agreement that would define the new arrangements for day crewing with requirement to provide night-time cover. Operational fire risk for these locations has been identified through FRAM as high risk. Historical incident data does still identify a level of demand that requires wholetime resources. As part of the review for the technical rescue unit refresh it was also identified that all these locations still had strategic importance for hosting and mobilising specialist capabilities.

Station	FRAM Risk Rating	Future growth (Data from LRO)	Deprivation factor	Total incidents (excluding Coresponding) 2017 - 2021	Current arrangement	Proposed Change
Boston	High	6%	High	1648	Lincs Crewing	W/T day crewing + night time arrangement
Gainsborough	High	10%	High	1590	Lincs Crewing	W/T day crewing + night time arrangement
Grantham	High	10%	High	1912	Lincs Crewing	W/T day crewing + night time arrangement

Station	FRAM Risk Rating	Future growth (Data from LRO)	Deprivation factor	Total incidents (excluding Coresponding) 2017 - 2021	Current arrangement	Proposed Change
Lincoln North	High	5%	High	1784	Lincs Crewing	W/T day crewing + night time arrangement
Louth	High	4%	High	1115	Lincs Crewing	W/T day crewing + night time arrangement
Skegness	High	4%	High	1769	Lincs Crewing	W/T day crewing + night time arrangement
Sleaford	Medium	8%	Medium	856	Lincs Crewing	W/T day crewing
Spalding	High	9%	High	1341	Lincs Crewing	W/T day crewing + night time arrangement

Table 1

1.5 Finance

This change in the way the operational response is delivered has the potential to deliver annual savings of £40,000.00 based on current activity levels, the savings are achieved through the difference in providing the night-time response at Sleaford. For wholtime personnel to provide this response, wholtime staff are paid a 20% allowance which costs the service £70,000.00 per year, if the on-call personnel provided the response to the same level of activity it would cost no more than £30,000.00 per year. The service will look to reinvest this saving into supporting the delivery of the on-call service, through recruitment and retention of on call staff.

1.6 Timetable

Date	Action
29/07/2022	Start 30-day consultation
29/07/2022, 15/08/2022	Consultation briefings
28/08/22	Consultation closes
N/A	Issue notices for voluntary redundancy and early retirement
26/09/22	Issue implementation document
N/A	Undertake selection training and competitive selection process. Date of completion will be subject to outcomes of consultation.
01/01/2023	Go-Live date for the new structure

2. Conclusion

The service has been engaged in a joint working group to review the operational response model and efficiencies of the duty systems that are provided. Personnel have been engaged through a staff survey and face to face meetings to provide them with the relevant operational risk and demand performance information. Feedback is sought prior to the consultation being released to the workforce.

3. Consultation

a) Risks and Impact Analysis

Based on the risk and demand work that was highlighted in the fire cover review, options appraisals were worked up outlining the potential duty systems available to the service that could be implemented at any of the 8 locations. Equality Impact analysis has also been completed based on the 2 duty systems that have been identified as the preferred solutions and the impact on the community. Finally, risks have been identified outlining the potential effect the changes may have for the organisation.

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Fire cover review
Appendix B	Equality Impact Assessments
Appendix C	Risk Log for Sleaford fire station

5. Background Papers

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

This report was written by Spencer Creek, (T) Area Manager Response, Lincolnshire Fire & Rescue, who can be contacted on 0778 551 6664 or spencer.creek@lincolnfire-uk.org.

Fire Cover Review

Part 1

Assess the demand of all our Fire
Stations.

K Lewis



Stations			
Cypher	Station	Cypher	Station
EC01	ALFORD	EC20	LINCOLN SOUTH
EC02	BARDNEY	EC21	LONG SUTTON
EC03	BILLINGBOROUGH	EC22	LOUTH
EC04	BILLINGHAY	EC23	MABLETHORPE
EC05	BINBROOK	EC24	MARKET DEEPING
EC06	BOSTON	EC25	MARKET RASEN
EC07	BOURNE	EC26	METHERINGHAM
EC08	BRANT BROUGHTON	EC27	NORTH HYKEHAM
EC09	CAISTOR	EC28	NORTH SOMERCOATES
EC10	CORBY GLEN	EC29	SAXILBY
EC11	CROWLAND	EC30	SKEGNESS
EC12	DONINGTON	EC31	SLEAFORD
EC13	GAINSBOROUGH	EC32	SPALDING
EC14	GRANTHAM	EC33	SPILSBY
EC15	HOLBEACH	EC34	STAMFORD
EC16	HORNCastle	EC35	WADDINGTON
EC17	KIRTON	EC36	WAINFLEET
EC18	LEVERTON	EC37	WOODHALL SPA
EC19	LINCOLN NORTH	EC38	WRAGBY



Data Analysis:

Area (KM²) - Station ground Area in KM² was calculated using the Area# expression in Cadcorp then dividing by 1000000 to get from M² to KM² and rounded to 2 decimal places. The results are can be visualised below in figure 1, or in table 1 (Appendix 1).

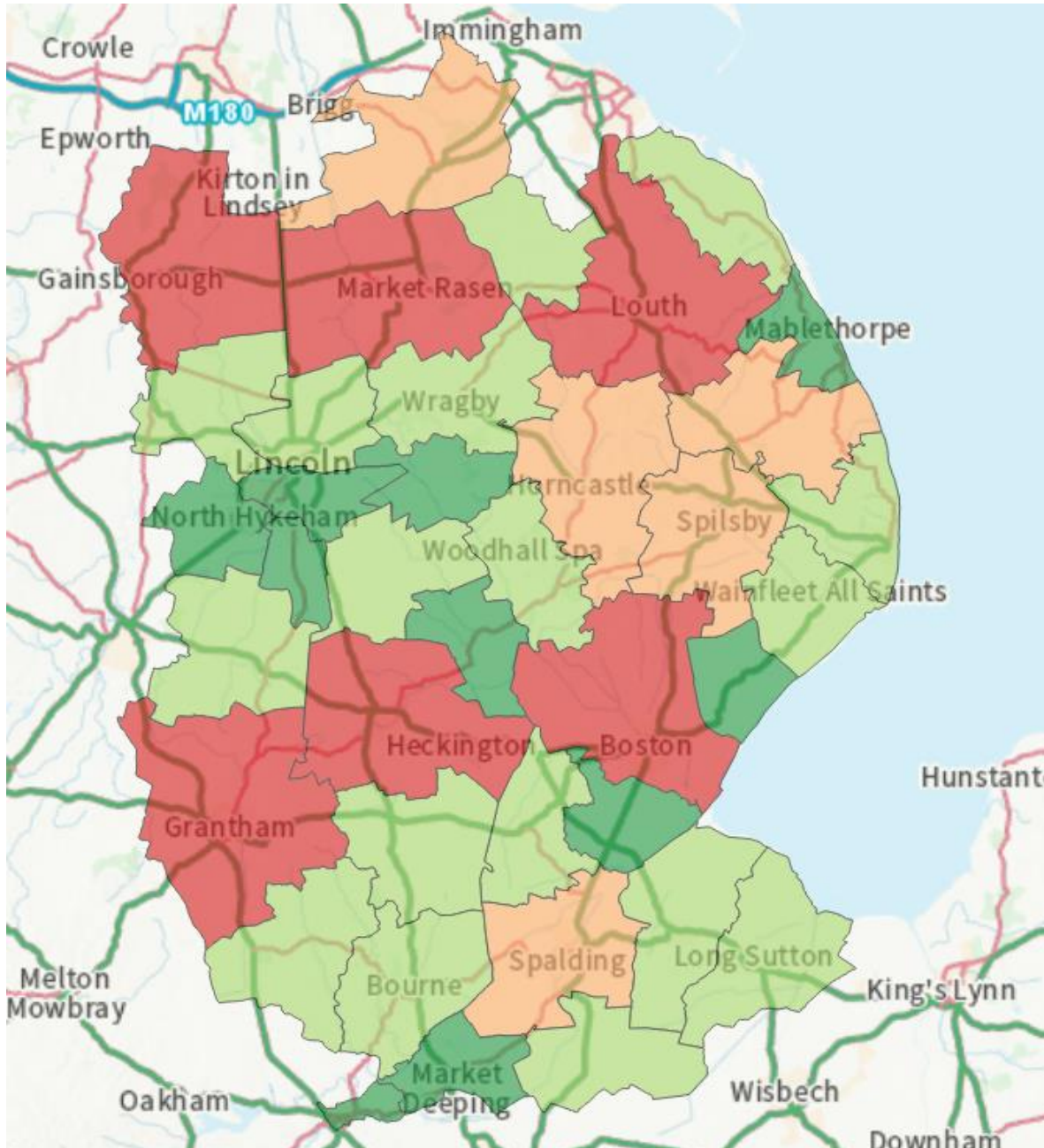


Figure 1. Thematic map of Station Ground by Area KM² with Red being the largest to Dark Green being the smallest Station grounds.

Figure 1 is clearly showing that Gainsborough, Louth and Gainsborough at the north end of the county are the largest station grounds. Followed by Grantham, Sleaford and Boston in the south side of the county.



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Number of Residential Households – Using the Addressbase premium data, those premises with a primary classification of Residential & Parent Shell were extracted and a Quantity Risk Model was run against the Station Ground overlay giving the results below in Figure 2

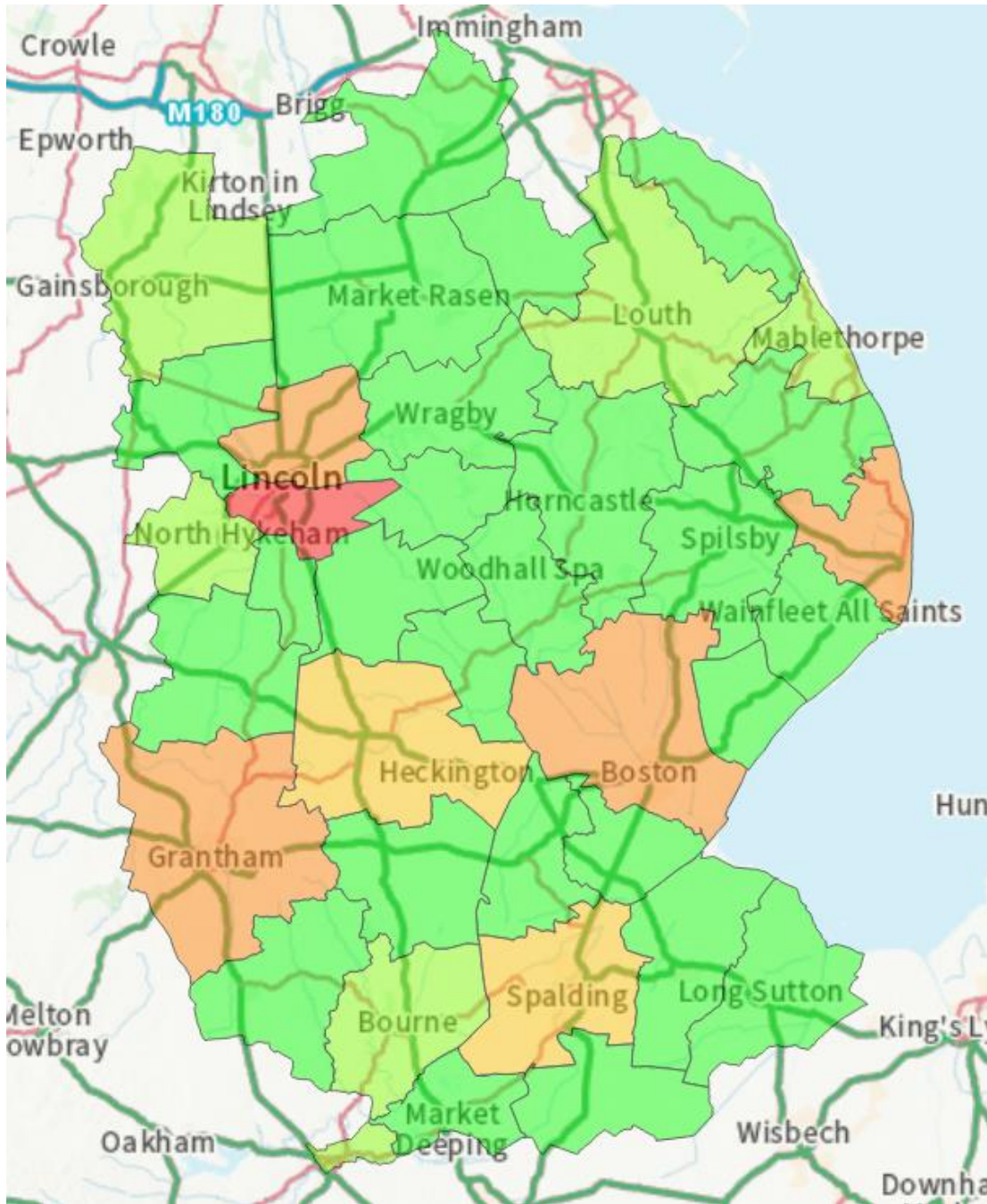


Figure 2. Thematic map of the number of households per Station Ground. Lincoln South being the highest.



Density of Residential Households – The density of households in each station ground was also analysed, to see where most of our population resides. This was completed using a Quantity Risk Model against the Station Ground overlay with the same Addressbase premium residential data. A visualisation of the results can be seen in the map in Figure 3,

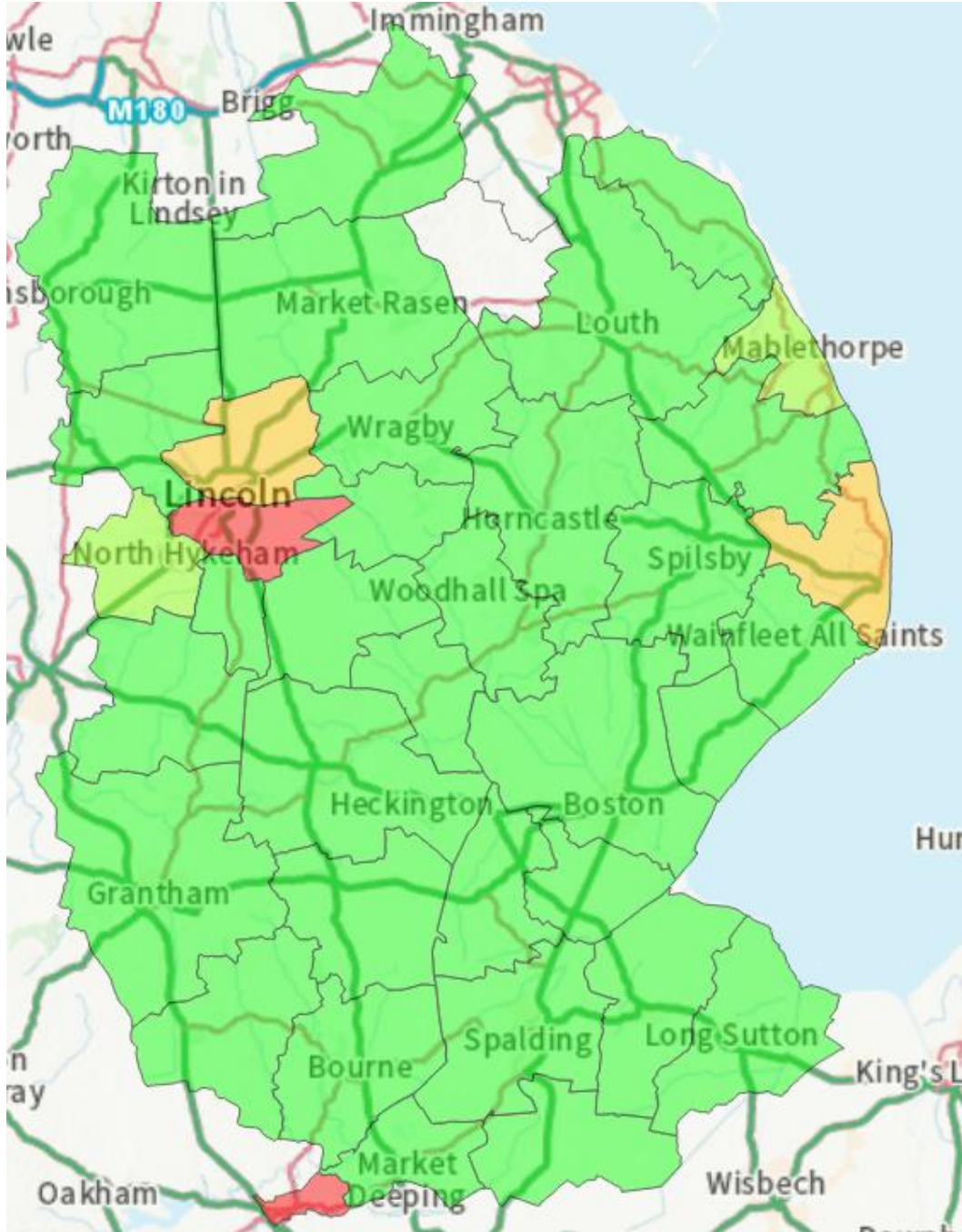


Figure 3. Showing the Density of households in each Station Ground.

When looking at the number of residential households in the county at station ground level, it's clear that the WT station grounds have the highest number of households with Lincoln south being the highest, despite being one of the smaller station grounds.



Number of Commercial Premises– Using the Addressbase premium data (those premises with a primary classification of Commercial were extracted and Quantity Risk Model was run against the Station Ground overlay. Giving the results below in Figure 4.

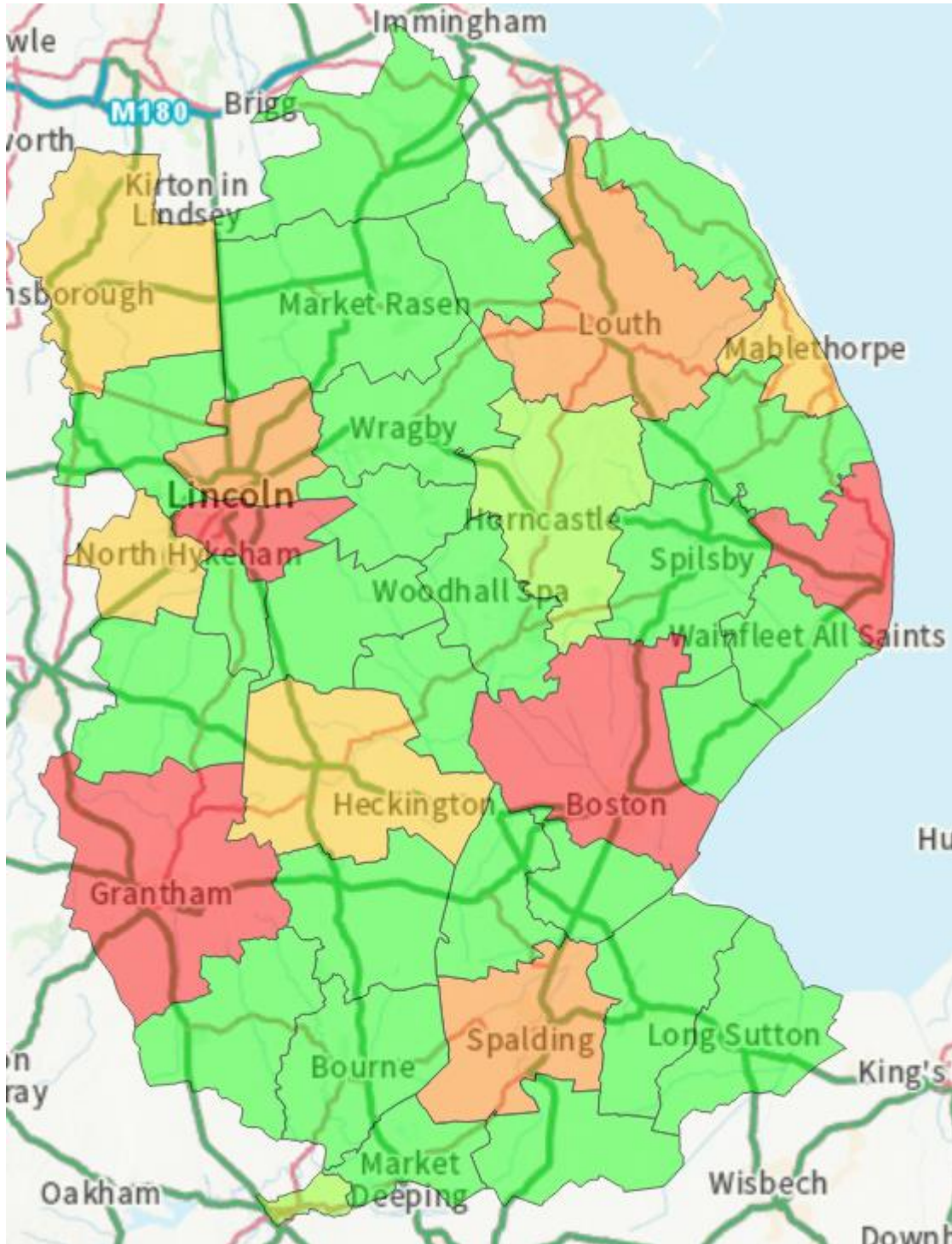


Figure 4. Number of Commercial Premises. (OS Addressbase Premium)



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Density of Commercial Premises – The density of commercial premises in each station ground was also analysed. This was completed using a Quantity Risk Model against the Station Ground overlay with the same Addressbase premium commercial data. Giving the results below in Figure 5.

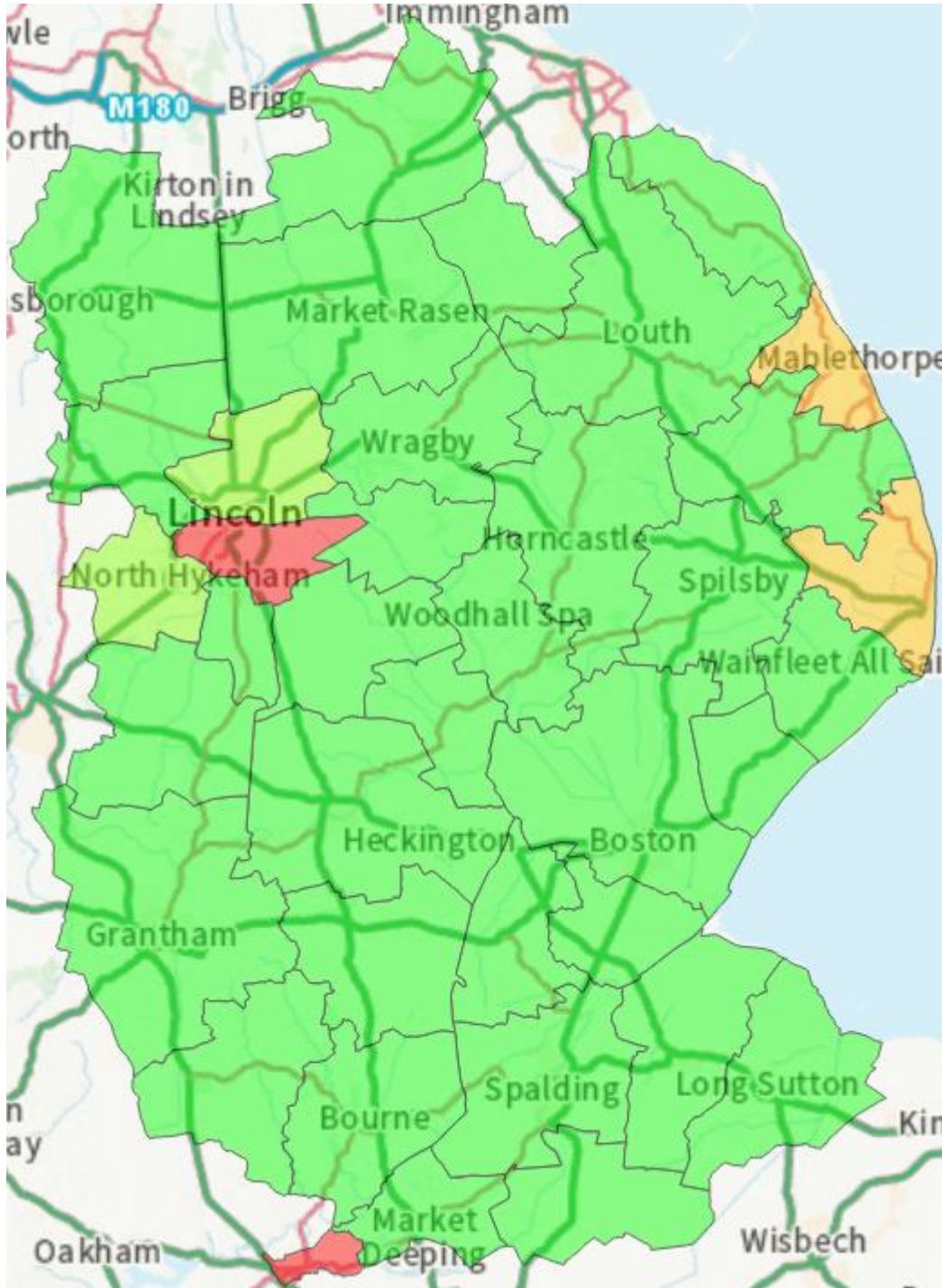


Figure 5. Commercial Premises density/Station ground.



Incident Demand

Total allocation over a 24hr period

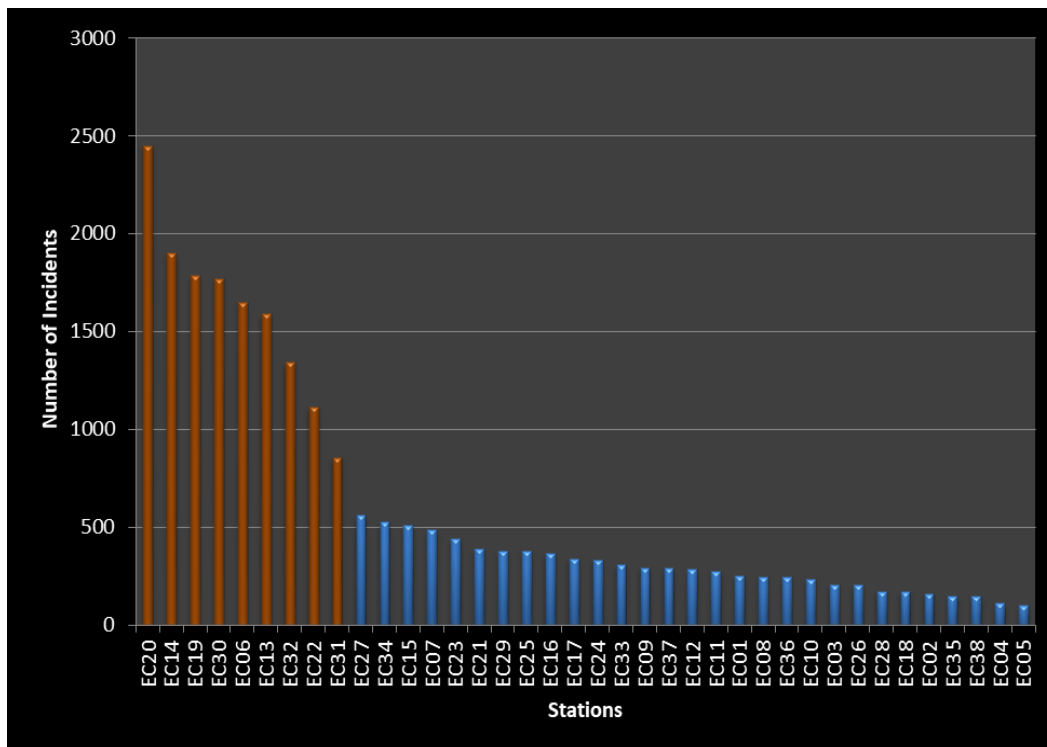


Chart 4.

Total allocation during the Day shift “07:30:00 – 18:29:59”

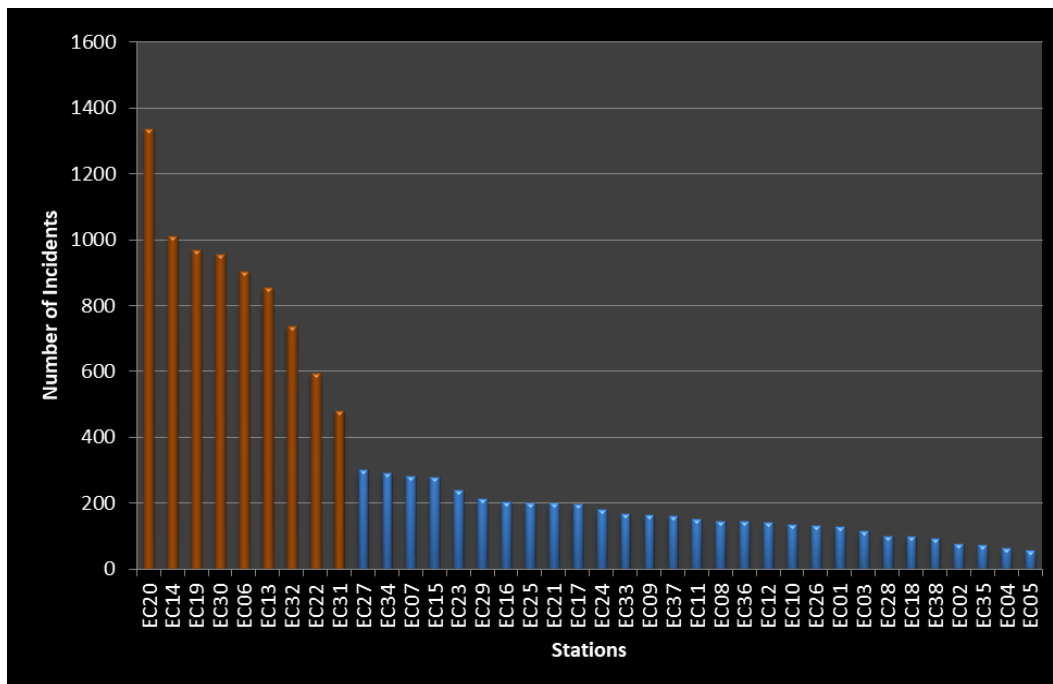


Chart 5.

Total allocation during the Night shift “18:30:00 – 07:29:59”

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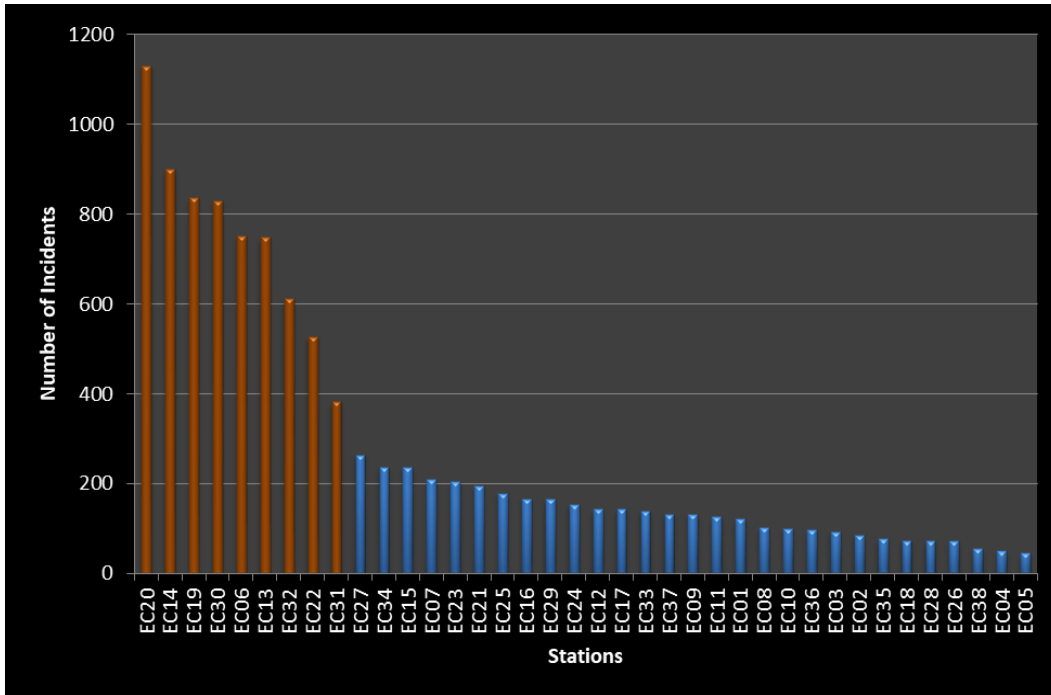


Chart 6.

Total mobilisations over a 24hr period.

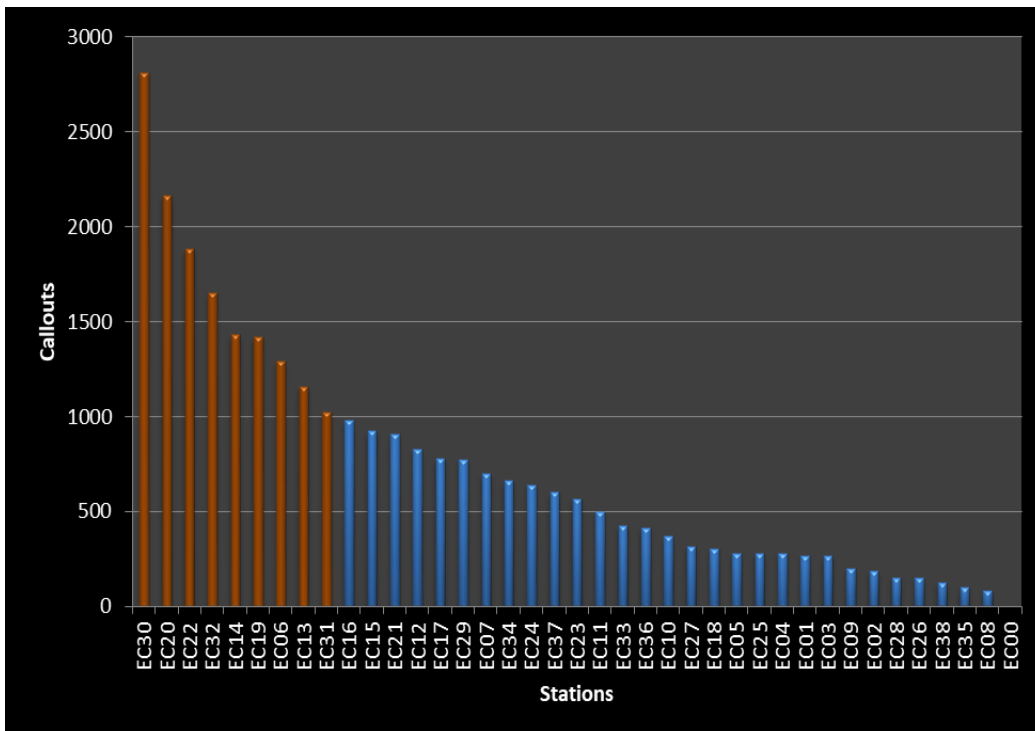


Chart 10.



Total Callout/Mobilisations during the Day shift “07:30:00 – 18:29:59”

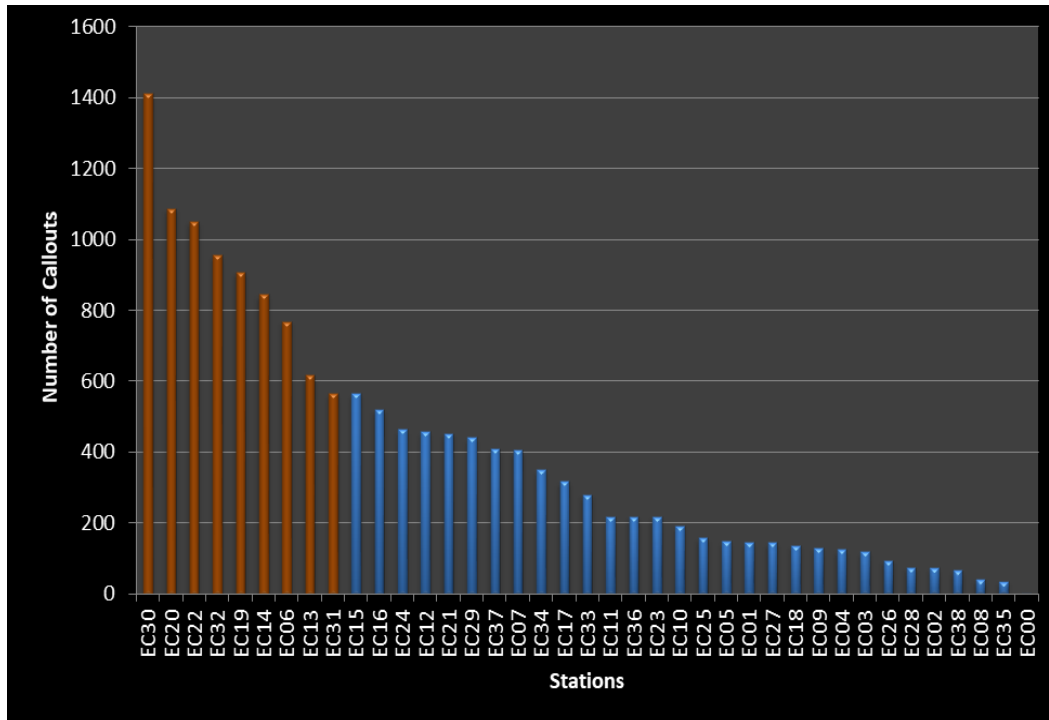


Chart 11.

Total Callout/Mobilisations during the Night shift “18:30:00 – 07:29:59”

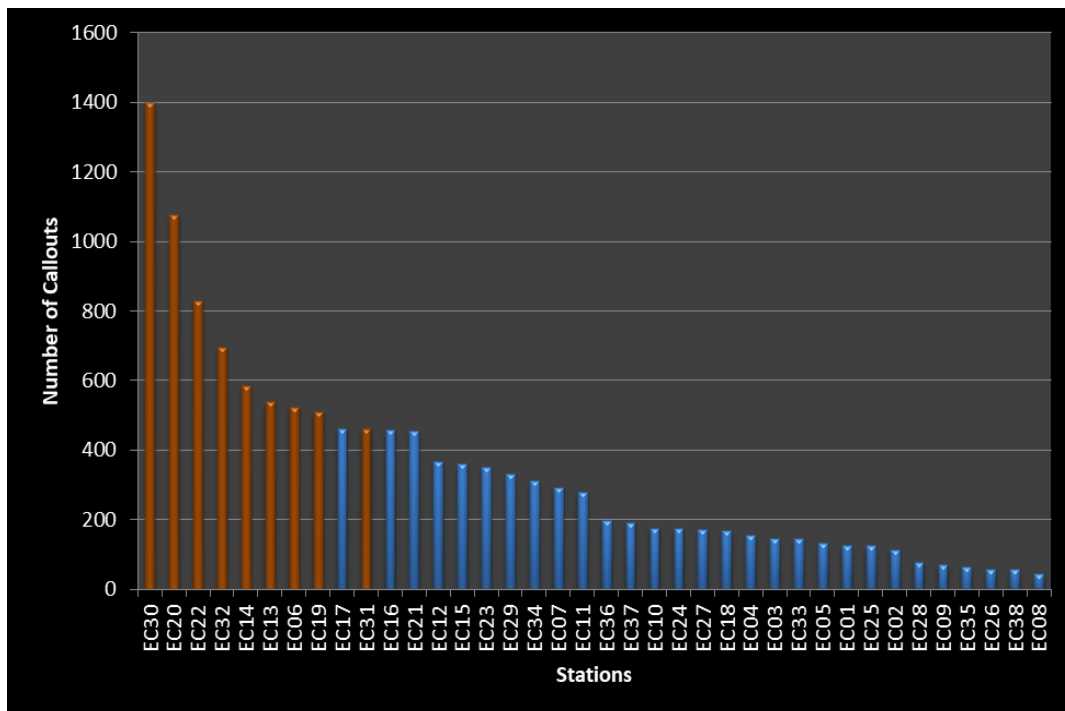


Chart 12.



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Life Risk Incidents Analysis

Initial Incident Types were categorised are High, Medium and Low depending on the likelihood of the incident being a Life Risk incident. See below (Table 24): Only High and Medium Life Risk category incidents were included in this analysis.

Table 24. Incident Category/Risk Level

IncidentCategoryType	Risk_Level
Chimney Fire	Low Risk
Co-responder	Low Risk
False Alarm AFA	Low Risk
False Alarm Good Intent	Low Risk
False Alarm Malicious	Low Risk
False Alarm Special Service	Low Risk
Primary Fire - Domestic	High Risk
Primary Fire - Domestic - Late call	Low Risk
Primary Fire - Non Domestic	High Risk
Primary Fire - Other	High Risk
Secondary Fire	Low Risk
RTC	High Risk
Special Service - Other	Medium Risk
Other	Low risk

Total Life Risk incidents over 24hrs assigned to EC stations

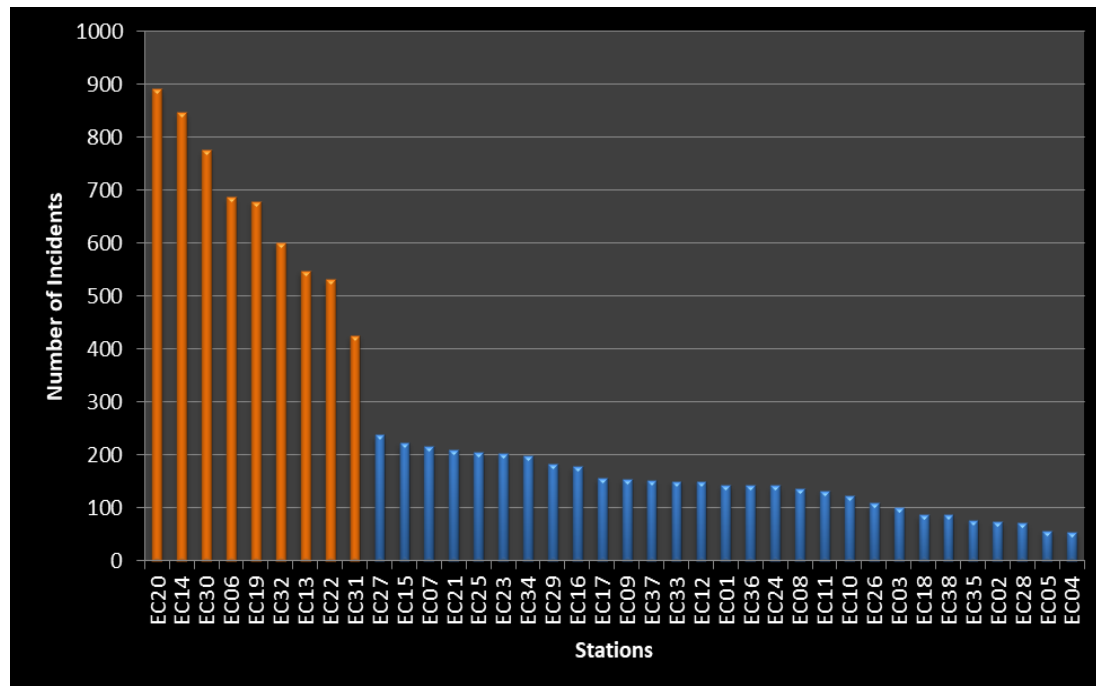


Chart 13.



Total Life Risk incidents over Day Shift "07:30:00 – 18:29:59" assigned to EC stations

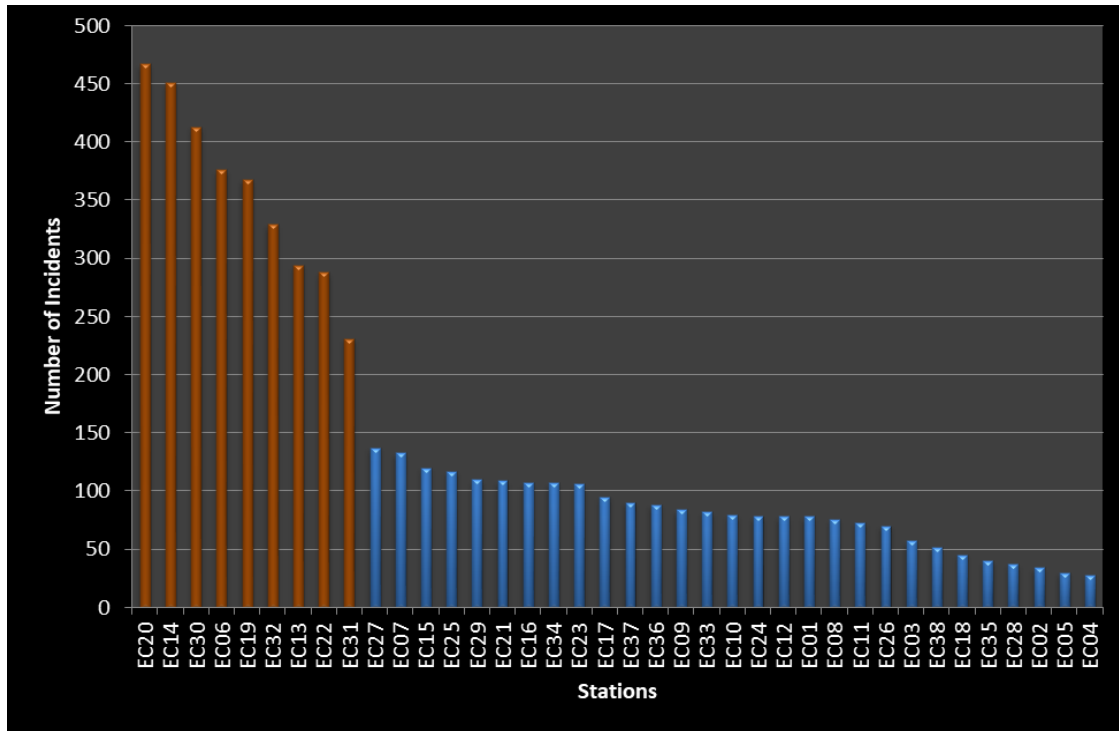


Chart 14.

Total Life Risk incidents over Night Shift "18:30:00 – 07:29:59" assigned to EC stations

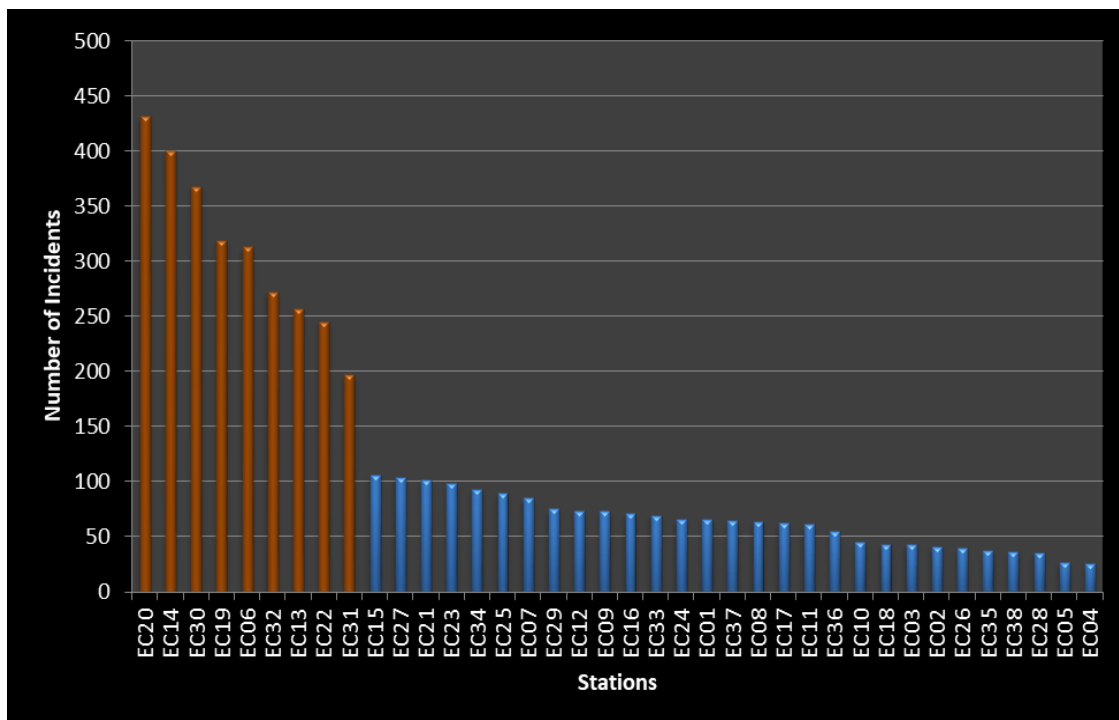


Chart 15.



Life Risk Incidents Callout/Mobilisations (24 hours)

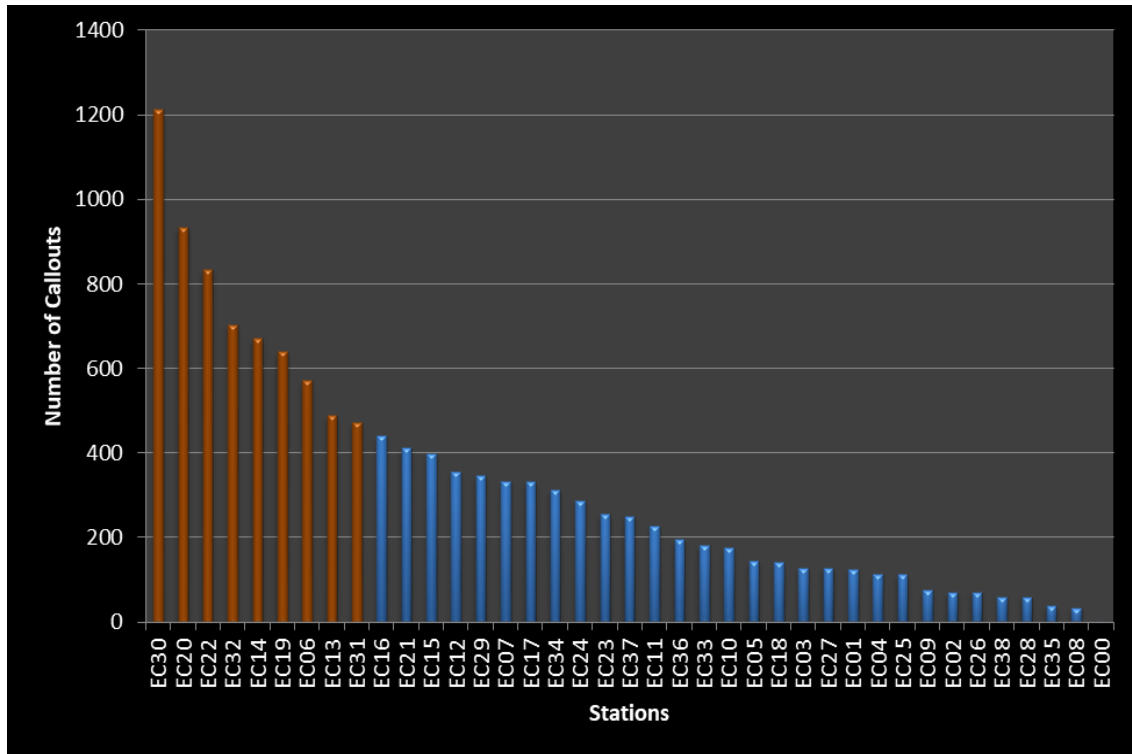


Chart 16.

Life Risk Incidents Callout/Mobilisations during the Day shift “07:30:00 – 18:29:59”

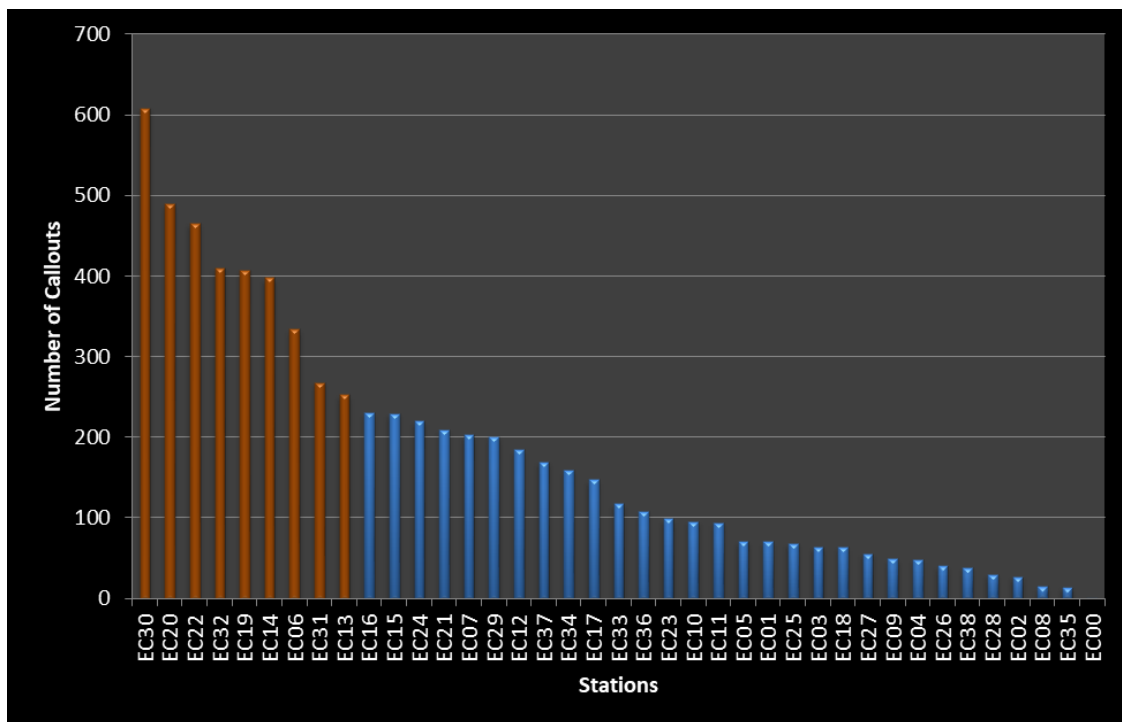


Chart 17.

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Life Risk Incidents Callout/Mobilisations during the Night shift “18:30:00 – 07:29:59”

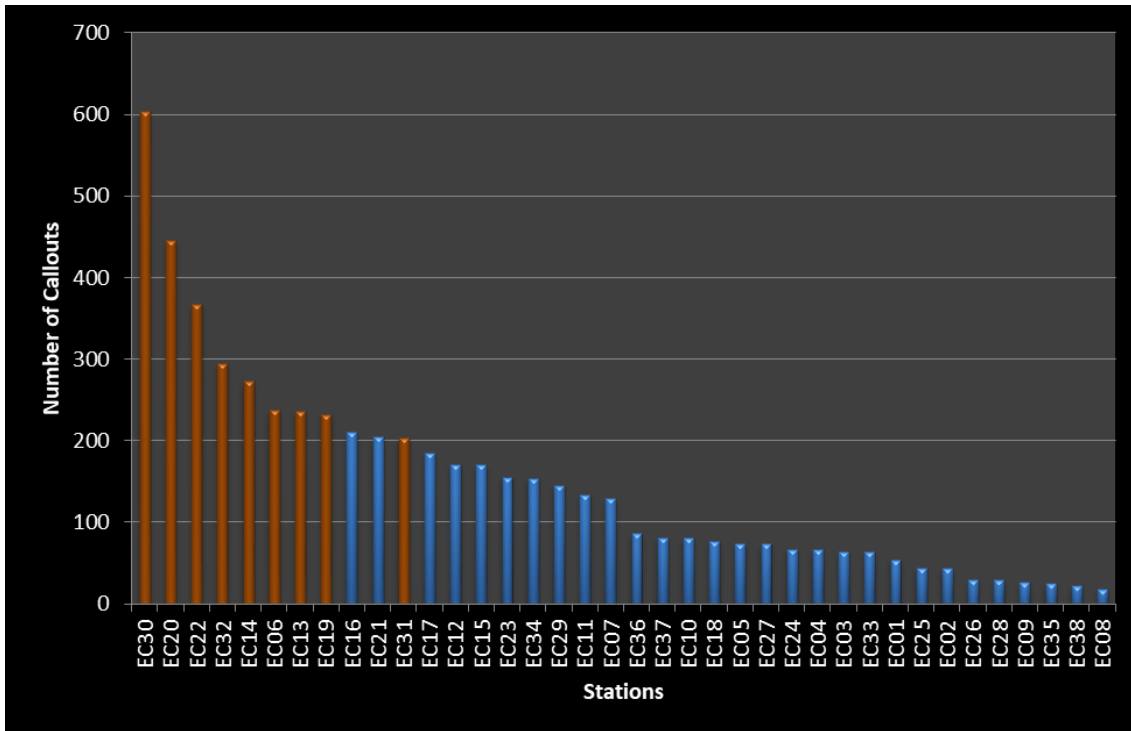


Chart 18. See appendix 23. Orange Stations = WT/LCS



Scenarios/Outputs

So looking at all this combined to get an overall picture, an impact rating was given to each station for each factor, 1 being the greatest impact and 38 being the lowest impact (with OTB station being included in the Callout/mobilisations analysis).

The four scenarios are below and for each scenario there are 3 outputs to account for the demand on shift periods:

1. All Incidents & All Life Risk Incidents (Medium & High Risk)
 - a. 24 Hours
 - b. Day Shift
 - c. Night Shift
2. All Callouts/Mobilisations & All Life Risk Mobilisations (High/Medium Risk)
 - a. 24 hours
 - b. Day shift
 - c. Night shift
3. All Incidents (No Co-responder Incidents) & All Life Risk Incidents (High/Medium Risk)
 - a. 24 hours
 - b. Day shift
 - c. Night shift
4. All Callouts/Mobilisations (No Co-responder Incidents) & All Life Risk Mobilisations (High/Medium Risk)
 - a. 24 hours
 - b. Day shift
 - c. Night shift

The outputs have been colour coded to give a more visual impact, making it easier to consume the data, red being the highest risk/impact and green being the lowest risk/impact.

The outputs have been ordered by Life Risk incidents.

The other factors included in the analysis are **Area Km²** and **Number of residential households**. I have not included the commercial premises at this time but the data is available to include if this is required.

1. All Incidents & All Life Risk Incidents (Medium & High Risk)

24hr period - All incidents and Life Risk Incidents IMPACT Rating - 1 = Greatest Impact, 38+ = Least Impact						
Station Name	Shift	Area	No of Households	No of Commerical Prem	All Incidents	Life Risk (High & Medium) Incidents
Lincoln South	24hrs (00:00:00 - 23:59:59)	35	1	1	3	1
Grantham	24hrs (00:00:00 - 23:59:59)	1	3	4	6	2
Skegness	24hrs (00:00:00 - 23:59:59)	26	4	3	1	3
Boston	24hrs (00:00:00 - 23:59:59)	3	5	2	5	4
Lincoln North	24hrs (00:00:00 - 23:59:59)	27	2	6	7	5
Spalding	24hrs (00:00:00 - 23:59:59)	9	6	7	4	6
Gainsborough	24hrs (00:00:00 - 23:59:59)	5	8	8	9	7
Louth	24hrs (00:00:00 - 23:59:59)	2	9	5	2	8
Sleaford	24hrs (00:00:00 - 23:59:59)	6	7	9	12	9
North Hykeham	24hrs (00:00:00 - 23:59:59)	31	11	11	23	10
Holbeach	24hrs (00:00:00 - 23:59:59)	15	15	18	8	11
Bourne	24hrs (00:00:00 - 23:59:59)	14	10	14	14	12
Long Sutton	24hrs (00:00:00 - 23:59:59)	17	17	21	10	13
Market Rasen	24hrs (00:00:00 - 23:59:59)	4	19	20	27	14
Mablethorpe	24hrs (00:00:00 - 23:59:59)	36	13	10	17	15
Stamford	24hrs (00:00:00 - 23:59:59)	38	12	12	15	16
Saxilby	24hrs (00:00:00 - 23:59:59)	19	18	22	13	17
Horncastle	24hrs (00:00:00 - 23:59:59)	7	20	13	11	18
Kirton	24hrs (00:00:00 - 23:59:59)	32	27	26	19	19
Caistor	24hrs (00:00:00 - 23:59:59)	8	22	25	33	20
Woodhall Spa	24hrs (00:00:00 - 23:59:59)	23	16	15	18	21
Spilsby	24hrs (00:00:00 - 23:59:59)	11	25	17	24	22
Donington	24hrs (00:00:00 - 23:59:59)	24	21	23	16	23
Alford	24hrs (00:00:00 - 23:59:59)	10	28	16	34	24
Wainfleet	24hrs (00:00:00 - 23:59:59)	25	33	28	22	25
Market Deeping	24hrs (00:00:00 - 23:59:59)	33	14	19	20	26
Brant Broughton	24hrs (00:00:00 - 23:59:59)	12	29	27	35	27
Crowland	24hrs (00:00:00 - 23:59:59)	21	24	30	21	28
Corby Glen	24hrs (00:00:00 - 23:59:59)	13	31	32	25	29
Metheringham	24hrs (00:00:00 - 23:59:59)	20	30	29	31	30
Billingborough	24hrs (00:00:00 - 23:59:59)	16	32	36	26	31
Leverton	24hrs (00:00:00 - 23:59:59)	34	36	34	29	32
Wragby	24hrs (00:00:00 - 23:59:59)	18	34	33	36	33
Waddington	24hrs (00:00:00 - 23:59:59)	37	23	31	38	34
Bardney	24hrs (00:00:00 - 23:59:59)	30	37	38	32	35
North Somercotes	24hrs (00:00:00 - 23:59:59)	22	26	24	37	36
Binbrook	24hrs (00:00:00 - 23:59:59)	28	38	35	30	37
Billingham	24hrs (00:00:00 - 23:59:59)	29	35	37	28	38



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Day Shift - All incidents and Life Risk Incidents						
IMPACT Rating - 1 = Greatest Impact, 38+ = Least Impact						
Station Name	Shift	Area	No of Households	No of Commerical Prem	All Incidents	Life Risk (High & Medium) Incidents
Lincoln South	Day Shift (07:30:00 - 18:29:59)	35	1	1	4	1
Grantham	Day Shift (07:30:00 - 18:29:59)	1	3	4	6	2
Skegness	Day Shift (07:30:00 - 18:29:59)	26	4	3	1	3
Boston	Day Shift (07:30:00 - 18:29:59)	3	5	2	5	4
Lincoln North	Day Shift (07:30:00 - 18:29:59)	27	2	6	7	5
Spalding	Day Shift (07:30:00 - 18:29:59)	9	6	7	3	6
Gainsborough	Day Shift (07:30:00 - 18:29:59)	5	8	8	9	7
Louth	Day Shift (07:30:00 - 18:29:59)	2	9	5	2	8
Sleaford	Day Shift (07:30:00 - 18:29:59)	6	7	9	12	9
North Hykeham	Day Shift (07:30:00 - 18:29:59)	31	11	11	25	10
Bourne	Day Shift (07:30:00 - 18:29:59)	14	10	14	14	11
Holbeach	Day Shift (07:30:00 - 18:29:59)	15	15	18	8	12
Market Rasen	Day Shift (07:30:00 - 18:29:59)	4	19	20	27	13
Saxilby	Day Shift (07:30:00 - 18:29:59)	19	18	22	13	14
Long Sutton	Day Shift (07:30:00 - 18:29:59)	17	17	21	10	15
Horncastle	Day Shift (07:30:00 - 18:29:59)	7	20	13	11	16
Stamford	Day Shift (07:30:00 - 18:29:59)	38	12	12	15	17
Mablethorpe	Day Shift (07:30:00 - 18:29:59)	36	13	10	20	18
Kirton	Day Shift (07:30:00 - 18:29:59)	32	27	26	18	19
Woodhall Spa	Day Shift (07:30:00 - 18:29:59)	23	16	15	17	20
Wainfleet	Day Shift (07:30:00 - 18:29:59)	25	33	28	22	21
Caistor	Day Shift (07:30:00 - 18:29:59)	8	22	25	32	22
Spilsby	Day Shift (07:30:00 - 18:29:59)	11	25	17	23	23
Corby Glen	Day Shift (07:30:00 - 18:29:59)	13	31	32	24	24
Market Deeping	Day Shift (07:30:00 - 18:29:59)	33	14	19	19	25
Donington	Day Shift (07:30:00 - 18:29:59)	24	21	23	16	26
Alford	Day Shift (07:30:00 - 18:29:59)	10	28	16	34	27
Brant Broughton	Day Shift (07:30:00 - 18:29:59)	12	29	27	33	28
Crowland	Day Shift (07:30:00 - 18:29:59)	21	24	30	21	29
Metheringham	Day Shift (07:30:00 - 18:29:59)	20	30	29	30	30
Billingborough	Day Shift (07:30:00 - 18:29:59)	16	32	36	26	31
Wragby	Day Shift (07:30:00 - 18:29:59)	18	34	33	36	32
Leverton	Day Shift (07:30:00 - 18:29:59)	34	36	34	28	33
Waddington	Day Shift (07:30:00 - 18:29:59)	37	23	31	38	34
North Somercotes	Day Shift (07:30:00 - 18:29:59)	22	26	24	37	35
Bardney	Day Shift (07:30:00 - 18:29:59)	30	37	38	35	36
Binbrook	Day Shift (07:30:00 - 18:29:59)	28	38	35	31	37
Billinghay	Day Shift (07:30:00 - 18:29:59)	29	35	37	29	38



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Night Shift - All incidents and Life Risk Incidents						
IMPACT Rating - 1 = Greatest Impact, 38+ = Least Impact						
Station Name	Shift	Area	No of Households	No of Commercial Prem	All Incidents	Life Risk (High & Medium) Incidents
Skegness	Night Shift (18:30:00 - 07:29:59)	26	4	3	1	1
Louth	Night Shift (18:30:00 - 07:29:59)	2	9	5	2	2
Lincoln South	Night Shift (18:30:00 - 07:29:59)	35	1	1	3	3
Spalding	Night Shift (18:30:00 - 07:29:59)	9	6	7	4	4
Grantham	Night Shift (18:30:00 - 07:29:59)	1	3	4	5	5
Boston	Night Shift (18:30:00 - 07:29:59)	3	5	2	6	6
Lincoln North	Night Shift (18:30:00 - 07:29:59)	27	2	6	7	7
Gainsborough	Night Shift (18:30:00 - 07:29:59)	5	8	8	8	8
Long Sutton	Night Shift (18:30:00 - 07:29:59)	17	17	21	9	9
Holbeach	Night Shift (18:30:00 - 07:29:59)	15	15	18	10	10
Horncastle	Night Shift (18:30:00 - 07:29:59)	7	20	13	11	11
Sleaford	Night Shift (18:30:00 - 07:29:59)	6	7	9	12	12
Saxilby	Night Shift (18:30:00 - 07:29:59)	19	18	22	13	13
Donington	Night Shift (18:30:00 - 07:29:59)	24	21	23	14	14
Bourne	Night Shift (18:30:00 - 07:29:59)	14	10	14	15	15
Stamford	Night Shift (18:30:00 - 07:29:59)	38	12	12	16	16
Mablethorpe	Night Shift (18:30:00 - 07:29:59)	36	13	10	17	17
Crowland	Night Shift (18:30:00 - 07:29:59)	21	24	30	18	18
Kirton	Night Shift (18:30:00 - 07:29:59)	32	27	26	19	19
Woodhall Spa	Night Shift (18:30:00 - 07:29:59)	23	16	15	20	20
Market Deeping	Night Shift (18:30:00 - 07:29:59)	33	14	19	21	21
Wainfleet	Night Shift (18:30:00 - 07:29:59)	25	33	28	22	22
North Hykeham	Night Shift (18:30:00 - 07:29:59)	31	11	11	23	23
Spilsby	Night Shift (18:30:00 - 07:29:59)	11	25	17	24	24
Corby Glen	Night Shift (18:30:00 - 07:29:59)	13	31	32	25	25
Billingborough	Night Shift (18:30:00 - 07:29:59)	16	32	36	26	26
Market Rasen	Night Shift (18:30:00 - 07:29:59)	4	19	20	27	27
Billinghay	Night Shift (18:30:00 - 07:29:59)	29	35	37	28	28
Leverton	Night Shift (18:30:00 - 07:29:59)	34	36	34	29	29
Bardney	Night Shift (18:30:00 - 07:29:59)	30	37	38	30	30
Binbrook	Night Shift (18:30:00 - 07:29:59)	28	38	35	31	31
Caistor	Night Shift (18:30:00 - 07:29:59)	8	22	25	32	32
Alford	Night Shift (18:30:00 - 07:29:59)	10	28	16	33	33
Brant Broughton	Night Shift (18:30:00 - 07:29:59)	12	29	27	34	34
Metheringham	Night Shift (18:30:00 - 07:29:59)	20	30	29	35	35
Wragby	Night Shift (18:30:00 - 07:29:59)	18	34	33	36	36
North Somercotes	Night Shift (18:30:00 - 07:29:59)	22	26	24	37	37
Waddington	Night Shift (18:30:00 - 07:29:59)	37	23	31	38	38



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2. All Callouts/Mobilisations & All Life Risk Mobilisations (High/Medium Risk)

24hr period - All Callouts and Life Risk Callouts IMPACT Rating - 1 = Greatest Impact, 38+ = Least Impact							
Station Name	Shift	Area	No of Households	No of Commerical Prem	All Callouts	Life Risk (High & Medium) Callouts	
Skegness	24hrs (00:00:00 - 23:59:59)	26	4	3	1	1	
Lincoln South	24hrs (00:00:00 - 23:59:59)	35	1	1	2	2	
Louth	24hrs (00:00:00 - 23:59:59)	2	9	5	3	3	
Spalding	24hrs (00:00:00 - 23:59:59)	9	6	7	4	4	
Grantham	24hrs (00:00:00 - 23:59:59)	1	3	4	6	5	
Lincoln North	24hrs (00:00:00 - 23:59:59)	27	2	6	5	6	
Boston	24hrs (00:00:00 - 23:59:59)	3	5	2	7	7	
Gainsborough	24hrs (00:00:00 - 23:59:59)	5	8	8	8	8	
Sleaford	24hrs (00:00:00 - 23:59:59)	6	7	9	9	9	
Horncastle	24hrs (00:00:00 - 23:59:59)	7	20	13	12	10	
Long Sutton	24hrs (00:00:00 - 23:59:59)	17	17	21	11	11	
Holbeach	24hrs (00:00:00 - 23:59:59)	15	15	18	10	12	
Donington	24hrs (00:00:00 - 23:59:59)	24	21	23	13	13	
Saxilby	24hrs (00:00:00 - 23:59:59)	19	18	22	15	14	
Bourne	24hrs (00:00:00 - 23:59:59)	14	10	14	16	15	
Kirton	24hrs (00:00:00 - 23:59:59)	32	27	26	14	16	
Stamford	24hrs (00:00:00 - 23:59:59)	38	12	12	17	17	
Market Deeping	24hrs (00:00:00 - 23:59:59)	33	14	19	18	18	
Mablethorpe	24hrs (00:00:00 - 23:59:59)	36	13	10	20	19	
Woodhall Spa	24hrs (00:00:00 - 23:59:59)	23	16	15	19	20	
Crowland	24hrs (00:00:00 - 23:59:59)	21	24	30	21	21	
Wainfleet	24hrs (00:00:00 - 23:59:59)	25	33	28	23	22	
Spilsby	24hrs (00:00:00 - 23:59:59)	11	25	17	22	23	
Corby Glen	24hrs (00:00:00 - 23:59:59)	13	31	32	24	24	
Binbrook	24hrs (00:00:00 - 23:59:59)	28	38	35	29	25	
Leverton	24hrs (00:00:00 - 23:59:59)	34	36	34	25	26	
Billingborough	24hrs (00:00:00 - 23:59:59)	16	32	36	30	27	
North Hykeham	24hrs (00:00:00 - 23:59:59)	31	11	11	26	28	
Alford	24hrs (00:00:00 - 23:59:59)	10	28	16	31	29	
Billinghay	24hrs (00:00:00 - 23:59:59)	29	35	37	27	30	
Market Rasen	24hrs (00:00:00 - 23:59:59)	4	19	20	28	31	
Caistor	24hrs (00:00:00 - 23:59:59)	8	22	25	32	32	
Bardney	24hrs (00:00:00 - 23:59:59)	30	37	38	33	33	
Metheringham	24hrs (00:00:00 - 23:59:59)	20	30	29	35	34	
Wragby	24hrs (00:00:00 - 23:59:59)	18	34	33	36	35	
North Somercotes	24hrs (00:00:00 - 23:59:59)	22	26	24	34	36	
Grimsby Peakes Lane	24hrs (00:00:00 - 23:59:59)				39	37	
Waddington	24hrs (00:00:00 - 23:59:59)	37	23	31	37	38	
Brant Broughton	24hrs (00:00:00 - 23:59:59)	12	29	27	38	39	
Newark	24hrs (00:00:00 - 23:59:59)				40	40	
Scunthorpe	24hrs (00:00:00 - 23:59:59)				42	41	
Derbyshire HQ	24hrs (00:00:00 - 23:59:59)				41	42	
Wisbech	24hrs (00:00:00 - 23:59:59)				46	43	
Misterton	24hrs (00:00:00 - 23:59:59)				47	44	
Kirton In Lindsey	24hrs (00:00:00 - 23:59:59)				44	45	
Immingham East	24hrs (00:00:00 - 23:59:59)				43	46	
Retford	24hrs (00:00:00 - 23:59:59)				52	47	
Collingham	24hrs (00:00:00 - 23:59:59)				45	48	
Brigg	24hrs (00:00:00 - 23:59:59)				50	49	
Bingham	24hrs (00:00:00 - 23:59:59)				51	50	
Dogsthorpe	24hrs (00:00:00 - 23:59:59)				49	51	
Epworth	24hrs (00:00:00 - 23:59:59)				56	52	
Kings Lynn North	24hrs (00:00:00 - 23:59:59)				55	53	
Training Centre	24hrs (00:00:00 - 23:59:59)				61	54	
Loughborough	24hrs (00:00:00 - 23:59:59)				53	55	
Melton Mowbray	24hrs (00:00:00 - 23:59:59)				54	56	
Oakham	24hrs (00:00:00 - 23:59:59)				48	57	
Stanground	24hrs (00:00:00 - 23:59:59)				57	58	
Kings Lynn South	24hrs (00:00:00 - 23:59:59)				60	59	
Terrington	24hrs (00:00:00 - 23:59:59)				58		
West Walton	24hrs (00:00:00 - 23:59:59)				59		
Tuxford	24hrs (00:00:00 - 23:59:59)				62		
Thorney	24hrs (00:00:00 - 23:59:59)				63		
March	24hrs (00:00:00 - 23:59:59)				64		
Waltham	24hrs (00:00:00 - 23:59:59)				65		
Whittlesey	24hrs (00:00:00 - 23:59:59)				66		
Fakenham	24hrs (00:00:00 - 23:59:59)				67		

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Day Shift - All Callouts and Life Risk Callouts						
IMPACT Rating - 1 = Greatest Impact, 38+ = Least Impact						
Station Name	Shift	Area	No of Households	No of Commerical Prem	All Callouts	Life Risk (High & Medium) Callouts
Skegness	Day Shift (07:30:00 - 18:29:59)	26	4	3	1	1
Lincoln South	Day Shift (07:30:00 - 18:29:59)	35	1	1	2	2
Louth	Day Shift (07:30:00 - 18:29:59)	2	9	5	3	3
Spalding	Day Shift (07:30:00 - 18:29:59)	9	6	7	4	4
Lincoln North	Day Shift (07:30:00 - 18:29:59)	27	2	6	5	5
Grantham	Day Shift (07:30:00 - 18:29:59)	1	3	4	6	6
Boston	Day Shift (07:30:00 - 18:29:59)	3	5	2	7	7
Sleaford	Day Shift (07:30:00 - 18:29:59)	6	7	9	10	8
Gainsborough	Day Shift (07:30:00 - 18:29:59)	5	8	8	9	9
Horncastle	Day Shift (07:30:00 - 18:29:59)	7	20	13	11	10
Holbeach	Day Shift (07:30:00 - 18:29:59)	15	15	18	8	11
Market Deeping	Day Shift (07:30:00 - 18:29:59)	33	14	19	13	12
Long Sutton	Day Shift (07:30:00 - 18:29:59)	17	17	21	14	13
Bourne	Day Shift (07:30:00 - 18:29:59)	14	10	14	16	14
Saxilby	Day Shift (07:30:00 - 18:29:59)	19	18	22	15	15
Donington	Day Shift (07:30:00 - 18:29:59)	24	21	23	12	16
Woodhall Spa	Day Shift (07:30:00 - 18:29:59)	23	16	15	17	17
Stamford	Day Shift (07:30:00 - 18:29:59)	38	12	12	18	18
Kirton	Day Shift (07:30:00 - 18:29:59)	32	27	26	19	19
Spilsby	Day Shift (07:30:00 - 18:29:59)	11	25	17	20	20
Wainfleet	Day Shift (07:30:00 - 18:29:59)	25	33	28	23	21
Mablethorpe	Day Shift (07:30:00 - 18:29:59)	36	13	10	22	22
Corby Glen	Day Shift (07:30:00 - 18:29:59)	13	31	32	24	23
Crowland	Day Shift (07:30:00 - 18:29:59)	21	24	30	21	24
Binbrook	Day Shift (07:30:00 - 18:29:59)	28	38	35	28	25
Alford	Day Shift (07:30:00 - 18:29:59)	10	28	16	27	26
Market Rasen	Day Shift (07:30:00 - 18:29:59)	4	19	20	25	27
Billingborough	Day Shift (07:30:00 - 18:29:59)	16	32	36	30	28
Leverton	Day Shift (07:30:00 - 18:29:59)	34	36	34	29	29
North Hykeham	Day Shift (07:30:00 - 18:29:59)	31	11	11	26	30
Caistor	Day Shift (07:30:00 - 18:29:59)	8	22	25	32	31
Billingham	Day Shift (07:30:00 - 18:29:59)	29	35	37	31	32
Metheringham	Day Shift (07:30:00 - 18:29:59)	20	30	29	33	33
Wragby	Day Shift (07:30:00 - 18:29:59)	18	34	33	36	34
North Somercotes	Day Shift (07:30:00 - 18:29:59)	22	26	24	35	35
Grimsby Peakes Lane	Day Shift (07:30:00 - 18:29:59)				39	36
Bardney	Day Shift (07:30:00 - 18:29:59)	30	37	38	34	37
Brant Broughton	Day Shift (07:30:00 - 18:29:59)	12	29	27	38	38
Waddington	Day Shift (07:30:00 - 18:29:59)	37	23	31	41	39
Derbyshire HQ	Day Shift (07:30:00 - 18:29:59)				40	40
Scunthorpe	Day Shift (07:30:00 - 18:29:59)				42	41
Newark	Day Shift (07:30:00 - 18:29:59)				37	42
Misterton	Day Shift (07:30:00 - 18:29:59)				46	43
Wisbech	Day Shift (07:30:00 - 18:29:59)				45	44
Kirton In Lindsey	Day Shift (07:30:00 - 18:29:59)				44	45
Retford	Day Shift (07:30:00 - 18:29:59)				52	46
Dogsthorpe	Day Shift (07:30:00 - 18:29:59)				49	47
Epworth	Day Shift (07:30:00 - 18:29:59)				54	48
Brigg	Day Shift (07:30:00 - 18:29:59)				50	49
Collingham	Day Shift (07:30:00 - 18:29:59)				47	50
Kings Lynn North	Day Shift (07:30:00 - 18:29:59)				57	51
Immingham East	Day Shift (07:30:00 - 18:29:59)				43	52
Training Centre	Day Shift (07:30:00 - 18:29:59)				58	53
Loughborough	Day Shift (07:30:00 - 18:29:59)				53	54
Oakham	Day Shift (07:30:00 - 18:29:59)				48	55
Bingham	Day Shift (07:30:00 - 18:29:59)				51	56
Stanground	Day Shift (07:30:00 - 18:29:59)				55	57
Terrington	Day Shift (07:30:00 - 18:29:59)				56	
Melton Mowbray	Day Shift (07:30:00 - 18:29:59)				59	
Waltham	Day Shift (07:30:00 - 18:29:59)				60	
Whittlesey	Day Shift (07:30:00 - 18:29:59)				61	
March	Day Shift (07:30:00 - 18:29:59)				62	
West Walton	Day Shift (07:30:00 - 18:29:59)				63	

MAKING OUR COMMUNITIES SAFER, HEALTHIER AND MORE RESILIENT



Night Shift - All Callouts and Life Risk Callouts						
IMPACT Rating - 1 = Greatest Impact, 38+ = Least Impact						
Station Name	Shift	Area	No of Households	No of Commercial Prem	All Callouts	Life Risk (High & Medium) Callouts
Skegness	Night Shift (18:30:00 - 07:29:59)	26	4	3	1	1
Lincoln South	Night Shift (18:30:00 - 07:29:59)	35	1	1	2	2
Louth	Night Shift (18:30:00 - 07:29:59)	2	9	5	3	3
Spalding	Night Shift (18:30:00 - 07:29:59)	9	6	7	4	4
Grantham	Night Shift (18:30:00 - 07:29:59)	1	3	4	5	5
Boston	Night Shift (18:30:00 - 07:29:59)	3	5	2	8	6
Gainsborough	Night Shift (18:30:00 - 07:29:59)	5	8	8	6	7
Lincoln North	Night Shift (18:30:00 - 07:29:59)	27	2	6	7	8
Horncastle	Night Shift (18:30:00 - 07:29:59)	7	20	13	12	9
Long Sutton	Night Shift (18:30:00 - 07:29:59)	17	17	21	10	10
Sleaford	Night Shift (18:30:00 - 07:29:59)	6	7	9	9	11
Kirton	Night Shift (18:30:00 - 07:29:59)	32	27	26	11	12
Donington	Night Shift (18:30:00 - 07:29:59)	24	21	23	13	13
Holbeach	Night Shift (18:30:00 - 07:29:59)	15	15	18	14	14
Mablethorpe	Night Shift (18:30:00 - 07:29:59)	36	13	10	15	15
Stamford	Night Shift (18:30:00 - 07:29:59)	38	12	12	16	16
Saxilby	Night Shift (18:30:00 - 07:29:59)	19	18	22	17	17
Crowland	Night Shift (18:30:00 - 07:29:59)	21	24	30	19	18
Bourne	Night Shift (18:30:00 - 07:29:59)	14	10	14	18	19
Wainfleet	Night Shift (18:30:00 - 07:29:59)	25	33	28	22	20
Woodhall Spa	Night Shift (18:30:00 - 07:29:59)	23	16	15	20	21
Corby Glen	Night Shift (18:30:00 - 07:29:59)	13	31	32	21	22
Leverton	Night Shift (18:30:00 - 07:29:59)	34	36	34	23	23
Binbrook	Night Shift (18:30:00 - 07:29:59)	28	38	35	27	24
North Hykeham	Night Shift (18:30:00 - 07:29:59)	31	11	11	26	25
Market Deeping	Night Shift (18:30:00 - 07:29:59)	33	14	19	25	26
Billingham	Night Shift (18:30:00 - 07:29:59)	29	35	37	24	27
Billingborough	Night Shift (18:30:00 - 07:29:59)	16	32	36	29	28
Spilsby	Night Shift (18:30:00 - 07:29:59)	11	25	17	28	29
Alford	Night Shift (18:30:00 - 07:29:59)	10	28	16	31	30
Market Rasen	Night Shift (18:30:00 - 07:29:59)	4	19	20	30	31
Bardney	Night Shift (18:30:00 - 07:29:59)	30	37	38	32	32
Metheringham	Night Shift (18:30:00 - 07:29:59)	20	30	29	37	33
North Somercotes	Night Shift (18:30:00 - 07:29:59)	22	26	24	34	34
Caistor	Night Shift (18:30:00 - 07:29:59)	8	22	25	33	35
Waddington	Night Shift (18:30:00 - 07:29:59)	37	23	31	36	36
Wragby	Night Shift (18:30:00 - 07:29:59)	18	34	33	35	37
Grimsby Peakes L	Night Shift (18:30:00 - 07:29:59)				39	38
Brant Broughton	Night Shift (18:30:00 - 07:29:59)	12	29	27	38	39
Newark	Night Shift (18:30:00 - 07:29:59)				40	40
Scunthorpe	Night Shift (18:30:00 - 07:29:59)				41	41
Wisbech	Night Shift (18:30:00 - 07:29:59)				44	42
Immingham East	Night Shift (18:30:00 - 07:29:59)				46	43
Kirton In Lindsey	Night Shift (18:30:00 - 07:29:59)				42	44
Misterton	Night Shift (18:30:00 - 07:29:59)				47	45
Derbyshire HQ	Night Shift (18:30:00 - 07:29:59)				45	46
Collingham	Night Shift (18:30:00 - 07:29:59)				43	47
Bingham	Night Shift (18:30:00 - 07:29:59)				53	48
Brigg	Night Shift (18:30:00 - 07:29:59)				48	49
Melton Mowbray	Night Shift (18:30:00 - 07:29:59)				51	50
Retford	Night Shift (18:30:00 - 07:29:59)				50	51
Kings Lynn South	Night Shift (18:30:00 - 07:29:59)				54	52
Oakham	Night Shift (18:30:00 - 07:29:59)				49	
Dogsthorpe	Night Shift (18:30:00 - 07:29:59)				52	
West Walton	Night Shift (18:30:00 - 07:29:59)				55	
Kings Lynn North	Night Shift (18:30:00 - 07:29:59)				56	
Loughborough	Night Shift (18:30:00 - 07:29:59)				57	
Tuxford	Night Shift (18:30:00 - 07:29:59)				58	
Thorney	Night Shift (18:30:00 - 07:29:59)				59	
Epworth	Night Shift (18:30:00 - 07:29:59)				60	
Stanground	Night Shift (18:30:00 - 07:29:59)				61	
March	Night Shift (18:30:00 - 07:29:59)				62	
Fakenham	Night Shift (18:30:00 - 07:29:59)				63	

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3. All Incidents (No Co-responder Incidents) & All Life Risk Incidents (High/Medium Risk)

24hr period - All incidents No Co-responders and Life Risk Incidents						
IMPACT Rating - 1 = Greatest Impact, 38+ = Least Impact						
Station Name	Shift	Area	No of Households	No of Commerical Prem	All Incidents (No Co-responders)	Life Risk (High & Medium) Incidents
Lincoln South	24hrs (00:00:00 - 23:59:59)	35	1	1	1	1
Grantham	24hrs (00:00:00 - 23:59:59)	1	3	4	2	2
Skegness	24hrs (00:00:00 - 23:59:59)	26	4	3	4	3
Boston	24hrs (00:00:00 - 23:59:59)	3	5	2	5	4
Lincoln North	24hrs (00:00:00 - 23:59:59)	27	2	6	3	5
Spalding	24hrs (00:00:00 - 23:59:59)	9	6	7	7	6
Gainsborough	24hrs (00:00:00 - 23:59:59)	5	8	8	6	7
Louth	24hrs (00:00:00 - 23:59:59)	2	9	5	8	8
Sleaford	24hrs (00:00:00 - 23:59:59)	6	7	9	9	9
North Hykeham	24hrs (00:00:00 - 23:59:59)	31	11	11	10	10
Holbeach	24hrs (00:00:00 - 23:59:59)	15	15	18	12	11
Bourne	24hrs (00:00:00 - 23:59:59)	14	10	14	13	12
Long Sutton	24hrs (00:00:00 - 23:59:59)	17	17	21	15	13
Market Rasen	24hrs (00:00:00 - 23:59:59)	4	19	20	17	14
Mablethorpe	24hrs (00:00:00 - 23:59:59)	36	13	10	14	15
Stamford	24hrs (00:00:00 - 23:59:59)	38	12	12	11	16
Saxilby	24hrs (00:00:00 - 23:59:59)	19	18	22	16	17
Horncastle	24hrs (00:00:00 - 23:59:59)	7	20	13	18	18
Kirton	24hrs (00:00:00 - 23:59:59)	32	27	26	19	19
Caistor	24hrs (00:00:00 - 23:59:59)	8	22	25	22	20
Woodhall Spa	24hrs (00:00:00 - 23:59:59)	23	16	15	23	21
Spilsby	24hrs (00:00:00 - 23:59:59)	11	25	17	21	22
Donington	24hrs (00:00:00 - 23:59:59)	24	21	23	24	23
Alford	24hrs (00:00:00 - 23:59:59)	10	28	16	26	24
Wainfleet	24hrs (00:00:00 - 23:59:59)	25	33	28	28	25
Market Deeping	24hrs (00:00:00 - 23:59:59)	33	14	19	20	26
Brant Broughton	24hrs (00:00:00 - 23:59:59)	12	29	27	27	27
Crowland	24hrs (00:00:00 - 23:59:59)	21	24	30	25	28
Corby Glen	24hrs (00:00:00 - 23:59:59)	13	31	32	29	29
Metheringham	24hrs (00:00:00 - 23:59:59)	20	30	29	31	30
Billingborough	24hrs (00:00:00 - 23:59:59)	16	32	36	30	31
Leverton	24hrs (00:00:00 - 23:59:59)	34	36	34	33	32
Wragby	24hrs (00:00:00 - 23:59:59)	18	34	33	36	33
Waddington	24hrs (00:00:00 - 23:59:59)	37	23	31	35	34
Bardney	24hrs (00:00:00 - 23:59:59)	30	37	38	34	35
North Somercot	24hrs (00:00:00 - 23:59:59)	22	26	24	32	36
Binbrook	24hrs (00:00:00 - 23:59:59)	28	38	35	38	37
Billingham	24hrs (00:00:00 - 23:59:59)	29	35	37	37	38



Day Shift - All incidents No Co-responders and Life Risk Incidents						
IMPACT Rating - 1 = Greatest Impact, 38+ = Least Impact						
Station Name	Shift	Area	No of Households	No of Commerical Prem	All Incident s (No Co-responders)	Life Risk (High & Medium) Incidents
Lincoln South	Day Shift (07:30:00 - 18:29:59)	35	1	1	1	1
Grantham	Day Shift (07:30:00 - 18:29:59)	1	3	4	2	2
Skegness	Day Shift (07:30:00 - 18:29:59)	26	4	3	4	3
Boston	Day Shift (07:30:00 - 18:29:59)	3	5	2	5	4
Lincoln North	Day Shift (07:30:00 - 18:29:59)	27	2	6	3	5
Spalding	Day Shift (07:30:00 - 18:29:59)	9	6	7	7	6
Gainsborough	Day Shift (07:30:00 - 18:29:59)	5	8	8	6	7
Louth	Day Shift (07:30:00 - 18:29:59)	2	9	5	8	8
Sleaford	Day Shift (07:30:00 - 18:29:59)	6	7	9	9	9
North Hykeham	Day Shift (07:30:00 - 18:29:59)	31	11	11	10	10
Bourne	Day Shift (07:30:00 - 18:29:59)	14	10	14	12	11
Holbeach	Day Shift (07:30:00 - 18:29:59)	15	15	18	13	12
Market Rasen	Day Shift (07:30:00 - 18:29:59)	4	19	20	17	13
Saxilby	Day Shift (07:30:00 - 18:29:59)	19	18	22	15	14
Long Sutton	Day Shift (07:30:00 - 18:29:59)	17	17	21	18	15
Horncastle	Day Shift (07:30:00 - 18:29:59)	7	20	13	16	16
Stamford	Day Shift (07:30:00 - 18:29:59)	38	12	12	11	17
Mablethorpe	Day Shift (07:30:00 - 18:29:59)	36	13	10	14	18
Kirton	Day Shift (07:30:00 - 18:29:59)	32	27	26	19	19
Woodhall Spa	Day Shift (07:30:00 - 18:29:59)	23	16	15	23	20
Wainfleet	Day Shift (07:30:00 - 18:29:59)	25	33	28	26	21
Caistor	Day Shift (07:30:00 - 18:29:59)	8	22	25	22	22
Spilsby	Day Shift (07:30:00 - 18:29:59)	11	25	17	21	23
Corby Glen	Day Shift (07:30:00 - 18:29:59)	13	31	32	28	24
Market Deeping	Day Shift (07:30:00 - 18:29:59)	33	14	19	20	25
Donington	Day Shift (07:30:00 - 18:29:59)	24	21	23	27	26
Alford	Day Shift (07:30:00 - 18:29:59)	10	28	16	30	27
Brant Broughton	Day Shift (07:30:00 - 18:29:59)	12	29	27	25	28
Crowland	Day Shift (07:30:00 - 18:29:59)	21	24	30	24	29
Metheringham	Day Shift (07:30:00 - 18:29:59)	20	30	29	29	30
Billingham	Day Shift (07:30:00 - 18:29:59)	16	32	36	31	31
Wragby	Day Shift (07:30:00 - 18:29:59)	18	34	33	34	32
Leverton	Day Shift (07:30:00 - 18:29:59)	34	36	34	33	33
Waddington	Day Shift (07:30:00 - 18:29:59)	37	23	31	36	34
North Somercotes	Day Shift (07:30:00 - 18:29:59)	22	26	24	32	35
Bardney	Day Shift (07:30:00 - 18:29:59)	30	37	38	35	36
Binbrook	Day Shift (07:30:00 - 18:29:59)	28	38	35	38	37
Billingham	Day Shift (07:30:00 - 18:29:59)	29	35	37	37	38



Night Shift - All incidents No Co-responders and Life Risk Incidents						
IMPACT Rating - 1 = Greatest Impact, 38+ = Least Impact						
Station Name	Shift	Area	No of Households	No of Commerical Prem	All Incident s (No Co-responders)	Life Risk (High & Medium) Incidents
Skegness	Night Shift (18:30:00 - 07:29:59)	26	4	3	4	1
Louth	Night Shift (18:30:00 - 07:29:59)	2	9	5	8	2
Lincoln South	Night Shift (18:30:00 - 07:29:59)	35	1	1	1	3
Spalding	Night Shift (18:30:00 - 07:29:59)	9	6	7	7	4
Grantham	Night Shift (18:30:00 - 07:29:59)	1	3	4	2	5
Boston	Night Shift (18:30:00 - 07:29:59)	3	5	2	5	6
Lincoln North	Night Shift (18:30:00 - 07:29:59)	27	2	6	3	7
Gainsborough	Night Shift (18:30:00 - 07:29:59)	5	8	8	6	8
Long Sutton	Night Shift (18:30:00 - 07:29:59)	17	17	21	15	9
Holbeach	Night Shift (18:30:00 - 07:29:59)	15	15	18	12	10
Horncastle	Night Shift (18:30:00 - 07:29:59)	7	20	13	17	11
Sleaford	Night Shift (18:30:00 - 07:29:59)	6	7	9	9	12
Saxilby	Night Shift (18:30:00 - 07:29:59)	19	18	22	18	13
Donington	Night Shift (18:30:00 - 07:29:59)	24	21	23	20	14
Bourne	Night Shift (18:30:00 - 07:29:59)	14	10	14	13	15
Stamford	Night Shift (18:30:00 - 07:29:59)	38	12	12	11	16
Mablethorpe	Night Shift (18:30:00 - 07:29:59)	36	13	10	14	17
Crowland	Night Shift (18:30:00 - 07:29:59)	21	24	30	25	18
Kirton	Night Shift (18:30:00 - 07:29:59)	32	27	26	21	19
Woodhall Spa	Night Shift (18:30:00 - 07:29:59)	23	16	15	23	20
Market Deeping	Night Shift (18:30:00 - 07:29:59)	33	14	19	19	21
Wainfleet	Night Shift (18:30:00 - 07:29:59)	25	33	28	29	22
North Hykeham	Night Shift (18:30:00 - 07:29:59)	31	11	11	10	23
Spilsby	Night Shift (18:30:00 - 07:29:59)	11	25	17	22	24
Corby Glen	Night Shift (18:30:00 - 07:29:59)	13	31	32	28	25
Billingborough	Night Shift (18:30:00 - 07:29:59)	16	32	36	30	26
Market Rasen	Night Shift (18:30:00 - 07:29:59)	4	19	20	16	27
Billinghay	Night Shift (18:30:00 - 07:29:59)	29	35	37	37	28
Leverton	Night Shift (18:30:00 - 07:29:59)	34	36	34	33	29
Bardney	Night Shift (18:30:00 - 07:29:59)	30	37	38	31	30
Binbrook	Night Shift (18:30:00 - 07:29:59)	28	38	35	38	31
Caistor	Night Shift (18:30:00 - 07:29:59)	8	22	25	24	32
Alford	Night Shift (18:30:00 - 07:29:59)	10	28	16	26	33
Brant Broughton	Night Shift (18:30:00 - 07:29:59)	12	29	27	27	34
Metheringham	Night Shift (18:30:00 - 07:29:59)	20	30	29	35	35
Wragby	Night Shift (18:30:00 - 07:29:59)	18	34	33	36	36
North Somercotes	Night Shift (18:30:00 - 07:29:59)	22	26	24	34	37
Waddington	Night Shift (18:30:00 - 07:29:59)	37	23	31	32	38



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4. All Callouts/Mobilisations (No Co-responder Incidents) & All Life Risk Mobilisations (High/Medium Risk)

24hr period - All Callouts (No Co-responders) and Life Risk Callouts IMPACT Rating - 1 = Greatest Impact, 38+ = Least Impact						
Station Name	Shift	Area	No of Households	No of Commerical Prem	All Callouts (No Co-responders)	Life Risk (High & Medium) Callouts
Skegness	24hrs (00:00:00 - 23:59:59)	26	4	3	1	1
Lincoln South	24hrs (00:00:00 - 23:59:59)	35	1	1	2	2
Louth	24hrs (00:00:00 - 23:59:59)	2	9	5	3	3
Spalding	24hrs (00:00:00 - 23:59:59)	9	6	7	4	4
Grantham	24hrs (00:00:00 - 23:59:59)	1	3	4	5	5
Lincoln North	24hrs (00:00:00 - 23:59:59)	27	2	6	6	6
Boston	24hrs (00:00:00 - 23:59:59)	3	5	2	7	7
Gainsborough	24hrs (00:00:00 - 23:59:59)	5	8	8	8	8
Sleaford	24hrs (00:00:00 - 23:59:59)	6	7	9	9	9
Horncastle	24hrs (00:00:00 - 23:59:59)	7	20	13	10	10
Long Sutton	24hrs (00:00:00 - 23:59:59)	17	17	21	12	11
Holbeach	24hrs (00:00:00 - 23:59:59)	15	15	18	11	12
Donington	24hrs (00:00:00 - 23:59:59)	24	21	23	13	13
Saxilby	24hrs (00:00:00 - 23:59:59)	19	18	22	15	14
Bourne	24hrs (00:00:00 - 23:59:59)	14	10	14	16	15
Kirton	24hrs (00:00:00 - 23:59:59)	32	27	26	14	16
Stamford	24hrs (00:00:00 - 23:59:59)	38	12	12	17	17
Market Deeping	24hrs (00:00:00 - 23:59:59)	33	14	19	18	18
Mablethorpe	24hrs (00:00:00 - 23:59:59)	36	13	10	20	19
Woodhall Spa	24hrs (00:00:00 - 23:59:59)	23	16	15	19	20
Crowland	24hrs (00:00:00 - 23:59:59)	21	24	30	21	21
Wainfleet	24hrs (00:00:00 - 23:59:59)	25	33	28	23	22
Spiisbury	24hrs (00:00:00 - 23:59:59)	11	25	17	22	23
Corby Glen	24hrs (00:00:00 - 23:59:59)	13	31	32	24	24
Binbrook	24hrs (00:00:00 - 23:59:59)	28	38	35	27	25
Leverton	24hrs (00:00:00 - 23:59:59)	34	36	34	26	26
Billingborough	24hrs (00:00:00 - 23:59:59)	16	32	36	31	27
North Hykeham	24hrs (00:00:00 - 23:59:59)	31	11	11	25	28
Alford	24hrs (00:00:00 - 23:59:59)	10	28	16	30	29
Billinghay	24hrs (00:00:00 - 23:59:59)	29	35	37	29	30
Market Rasen	24hrs (00:00:00 - 23:59:59)	4	19	20	28	31
Caistor	24hrs (00:00:00 - 23:59:59)	8	22	25	32	32
Bardney	24hrs (00:00:00 - 23:59:59)	30	37	38	33	33
Metheringham	24hrs (00:00:00 - 23:59:59)	20	30	29	35	34
Wragby	24hrs (00:00:00 - 23:59:59)	18	34	33	36	35
North Somercotes	24hrs (00:00:00 - 23:59:59)	22	26	24	34	36
Grimsby Peakes L	24hrs (00:00:00 - 23:59:59)				38	37
Waddington	24hrs (00:00:00 - 23:59:59)	37	23	31	37	38
Brant Broughton	24hrs (00:00:00 - 23:59:59)	12	29	27	39	39
Newark	24hrs (00:00:00 - 23:59:59)				40	40
Scunthorpe	24hrs (00:00:00 - 23:59:59)				42	41
Derbyshire HQ	24hrs (00:00:00 - 23:59:59)				41	42
Wisbech	24hrs (00:00:00 - 23:59:59)				44	43
Misterton	24hrs (00:00:00 - 23:59:59)				46	44
Kirton In Lindsey	24hrs (00:00:00 - 23:59:59)				43	45
Immingham East	24hrs (00:00:00 - 23:59:59)				45	46
Retford	24hrs (00:00:00 - 23:59:59)				53	47
Collingham	24hrs (00:00:00 - 23:59:59)				47	48
Brigg	24hrs (00:00:00 - 23:59:59)				50	49
Bingham	24hrs (00:00:00 - 23:59:59)				49	50
Dogsthorpe	24hrs (00:00:00 - 23:59:59)				48	51
Epworth	24hrs (00:00:00 - 23:59:59)				54	52
Kings Lynn North	24hrs (00:00:00 - 23:59:59)				61	53
Training Centre	24hrs (00:00:00 - 23:59:59)				63	54
Loughborough	24hrs (00:00:00 - 23:59:59)				51	55
Melton Mowbray	24hrs (00:00:00 - 23:59:59)				55	56
Oakham	24hrs (00:00:00 - 23:59:59)				52	57
Stanground	24hrs (00:00:00 - 23:59:59)				56	58
Kings Lynn South	24hrs (00:00:00 - 23:59:59)				62	59
Tuxford	24hrs (00:00:00 - 23:59:59)				57	
Thorney	24hrs (00:00:00 - 23:59:59)				58	
March	24hrs (00:00:00 - 23:59:59)				59	
Terrington	24hrs (00:00:00 - 23:59:59)				60	
Whittlesey	24hrs (00:00:00 - 23:59:59)				64	
West Walton	24hrs (00:00:00 - 23:59:59)				65	

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Day Shift - All Callouts (No Co-responders) and Life Risk Callouts						
IMPACT Rating - 1 = Greatest Impact, 38+ = Least Impact						
Station Name	Shift	Area	No of Households	No of Commercial Prem	All Callouts (No Co-respond)	Life Risk (High & Medium) Callouts
Skegness	Day Shift (07:30:00 - 18:29:59)	26	4	3	1	1
Lincoln South	Day Shift (07:30:00 - 18:29:59)	35	1	1	2	2
Louth	Day Shift (07:30:00 - 18:29:59)	2	9	5	3	3
Spalding	Day Shift (07:30:00 - 18:29:59)	9	6	7	4	4
Lincoln North	Day Shift (07:30:00 - 18:29:59)	27	2	6	5	5
Grantham	Day Shift (07:30:00 - 18:29:59)	1	3	4	6	6
Boston	Day Shift (07:30:00 - 18:29:59)	3	5	2	7	7
Sleaford	Day Shift (07:30:00 - 18:29:59)	6	7	9	9	8
Gainsborough	Day Shift (07:30:00 - 18:29:59)	5	8	8	8	9
Horncastle	Day Shift (07:30:00 - 18:29:59)	7	20	13	11	10
Holbeach	Day Shift (07:30:00 - 18:29:59)	15	15	18	10	11
Market Deeping	Day Shift (07:30:00 - 18:29:59)	33	14	19	12	12
Long Sutton	Day Shift (07:30:00 - 18:29:59)	17	17	21	14	13
Bourne	Day Shift (07:30:00 - 18:29:59)	14	10	14	17	14
Saxilby	Day Shift (07:30:00 - 18:29:59)	19	18	22	15	15
Donington	Day Shift (07:30:00 - 18:29:59)	24	21	23	13	16
Woodhall Spa	Day Shift (07:30:00 - 18:29:59)	23	16	15	16	17
Stamford	Day Shift (07:30:00 - 18:29:59)	38	12	12	18	18
Kirton	Day Shift (07:30:00 - 18:29:59)	32	27	26	19	19
Spilsby	Day Shift (07:30:00 - 18:29:59)	11	25	17	20	20
Wainfleet	Day Shift (07:30:00 - 18:29:59)	25	33	28	22	21
Mablethorpe	Day Shift (07:30:00 - 18:29:59)	36	13	10	23	22
Corby Glen	Day Shift (07:30:00 - 18:29:59)	13	31	32	24	23
Crowland	Day Shift (07:30:00 - 18:29:59)	21	24	30	21	24
Binbrook	Day Shift (07:30:00 - 18:29:59)	28	38	35	26	25
Alford	Day Shift (07:30:00 - 18:29:59)	10	28	16	27	26
Market Rasen	Day Shift (07:30:00 - 18:29:59)	4	19	20	25	27
Billingham	Day Shift (07:30:00 - 18:29:59)	16	32	36	32	28
Leverton	Day Shift (07:30:00 - 18:29:59)	34	36	34	29	29
North Hykeham	Day Shift (07:30:00 - 18:29:59)	31	11	11	28	30
Caistor	Day Shift (07:30:00 - 18:29:59)	8	22	25	30	31
Billingham	Day Shift (07:30:00 - 18:29:59)	29	35	37	31	32
Metheringham	Day Shift (07:30:00 - 18:29:59)	20	30	29	33	33
Wragby	Day Shift (07:30:00 - 18:29:59)	18	34	33	36	34
North Somercotes	Day Shift (07:30:00 - 18:29:59)	22	26	24	34	35
Grimsby Peakes Lane	Day Shift (07:30:00 - 18:29:59)				37	36
Bardney	Day Shift (07:30:00 - 18:29:59)	30	37	38	35	37
Brant Broughton	Day Shift (07:30:00 - 18:29:59)	12	29	27	38	38
Waddington	Day Shift (07:30:00 - 18:29:59)	37	23	31	40	39
Derbyshire HQ	Day Shift (07:30:00 - 18:29:59)				41	40
Scunthorpe	Day Shift (07:30:00 - 18:29:59)				42	41
Newark	Day Shift (07:30:00 - 18:29:59)				39	42
Misterton	Day Shift (07:30:00 - 18:29:59)				45	43
Wisbech	Day Shift (07:30:00 - 18:29:59)				46	44
Kirton In Lindsey	Day Shift (07:30:00 - 18:29:59)				44	45
Retford	Day Shift (07:30:00 - 18:29:59)				52	46
Dogsthorpe	Day Shift (07:30:00 - 18:29:59)				47	47
Epworth	Day Shift (07:30:00 - 18:29:59)				53	48
Brigg	Day Shift (07:30:00 - 18:29:59)				49	49
Collingham	Day Shift (07:30:00 - 18:29:59)				51	50
Kings Lynn North	Day Shift (07:30:00 - 18:29:59)				57	51
Immingham East	Day Shift (07:30:00 - 18:29:59)				43	52
Training Centre	Day Shift (07:30:00 - 18:29:59)				58	53
Loughborough	Day Shift (07:30:00 - 18:29:59)				50	54
Oakham	Day Shift (07:30:00 - 18:29:59)				54	55
Bingham	Day Shift (07:30:00 - 18:29:59)				48	56
Stanground	Day Shift (07:30:00 - 18:29:59)				55	57
Terrington	Day Shift (07:30:00 - 18:29:59)				56	
Whittlesey	Day Shift (07:30:00 - 18:29:59)				59	
March	Day Shift (07:30:00 - 18:29:59)				60	

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Night Shift - All Callouts (No Co-responders) and Life Risk Callouts						
IMPACT Rating - 1 = Greatest Impact, 38+ = Least Impact						
Station Name	Shift	Area	No of Households	No of Commerical Prem	All Callouts (No Co-respond)	Life Risk (High & Medium) Callouts
Skegness	Night Shift (18:30:00 - 07:29:59)	26	4	3	1	1
Lincoln South	Night Shift (18:30:00 - 07:29:59)	35	1	1	2	2
Louth	Night Shift (18:30:00 - 07:29:59)	2	9	5	3	3
Spalding	Night Shift (18:30:00 - 07:29:59)	9	6	7	4	4
Grantham	Night Shift (18:30:00 - 07:29:59)	1	3	4	5	5
Boston	Night Shift (18:30:00 - 07:29:59)	3	5	2	7	6
Gainsborough	Night Shift (18:30:00 - 07:29:59)	5	8	8	6	7
Lincoln North	Night Shift (18:30:00 - 07:29:59)	27	2	6	8	8
Horncastle	Night Shift (18:30:00 - 07:29:59)	7	20	13	11	9
Long Sutton	Night Shift (18:30:00 - 07:29:59)	17	17	21	12	10
Sleaford	Night Shift (18:30:00 - 07:29:59)	6	7	9	10	11
Kirton	Night Shift (18:30:00 - 07:29:59)	32	27	26	9	12
Donington	Night Shift (18:30:00 - 07:29:59)	24	21	23	13	13
Holbeach	Night Shift (18:30:00 - 07:29:59)	15	15	18	14	14
Mablethorpe	Night Shift (18:30:00 - 07:29:59)	36	13	10	15	15
Stamford	Night Shift (18:30:00 - 07:29:59)	38	12	12	17	16
Saxilby	Night Shift (18:30:00 - 07:29:59)	19	18	22	16	17
Crowland	Night Shift (18:30:00 - 07:29:59)	21	24	30	19	18
Bourne	Night Shift (18:30:00 - 07:29:59)	14	10	14	18	19
Wainfleet	Night Shift (18:30:00 - 07:29:59)	25	33	28	20	20
Woodhall Spa	Night Shift (18:30:00 - 07:29:59)	23	16	15	21	21
Corby Glen	Night Shift (18:30:00 - 07:29:59)	13	31	32	22	22
Leverton	Night Shift (18:30:00 - 07:29:59)	34	36	34	25	23
Binbrook	Night Shift (18:30:00 - 07:29:59)	28	38	35	29	24
North Hykeham	Night Shift (18:30:00 - 07:29:59)	31	11	11	24	25
Market Deeping	Night Shift (18:30:00 - 07:29:59)	33	14	19	23	26
Billinghay	Night Shift (18:30:00 - 07:29:59)	29	35	37	26	27
Billingborough	Night Shift (18:30:00 - 07:29:59)	16	32	36	27	28
Spilsby	Night Shift (18:30:00 - 07:29:59)	11	25	17	28	29
Alford	Night Shift (18:30:00 - 07:29:59)	10	28	16	30	30
Market Rasen	Night Shift (18:30:00 - 07:29:59)	4	19	20	31	31
Bardney	Night Shift (18:30:00 - 07:29:59)	30	37	38	32	32
Metheringham	Night Shift (18:30:00 - 07:29:59)	20	30	29	36	33
North Somercotes	Night Shift (18:30:00 - 07:29:59)	22	26	24	33	34
Caistor	Night Shift (18:30:00 - 07:29:59)	8	22	25	34	35
Waddington	Night Shift (18:30:00 - 07:29:59)	37	23	31	35	36
Wragby	Night Shift (18:30:00 - 07:29:59)	18	34	33	37	37
Grimsby Peakes Lane	Night Shift (18:30:00 - 07:29:59)				39	38
Brant Broughton	Night Shift (18:30:00 - 07:29:59)	12	29	27	38	39
Newark	Night Shift (18:30:00 - 07:29:59)				40	40
Scunthorpe	Night Shift (18:30:00 - 07:29:59)				41	41
Wisbech	Night Shift (18:30:00 - 07:29:59)				43	42
Immingham East	Night Shift (18:30:00 - 07:29:59)				47	43
Kirton In Lindsey	Night Shift (18:30:00 - 07:29:59)				42	44
Misterton	Night Shift (18:30:00 - 07:29:59)				46	45
Derbyshire HQ	Night Shift (18:30:00 - 07:29:59)				45	46
Collingham	Night Shift (18:30:00 - 07:29:59)				44	47
Bingham	Night Shift (18:30:00 - 07:29:59)				51	48
Brigg	Night Shift (18:30:00 - 07:29:59)				56	49
Melton Mowbray	Night Shift (18:30:00 - 07:29:59)				49	50
Retford	Night Shift (18:30:00 - 07:29:59)				58	51
Kings Lynn South	Night Shift (18:30:00 - 07:29:59)				54	52
Dogsthorpe	Night Shift (18:30:00 - 07:29:59)				48	
Oakhham	Night Shift (18:30:00 - 07:29:59)				50	
Tuxford	Night Shift (18:30:00 - 07:29:59)				52	
Thorney	Night Shift (18:30:00 - 07:29:59)				53	
Epworth	Night Shift (18:30:00 - 07:29:59)				55	
Loughborough	Night Shift (18:30:00 - 07:29:59)				57	
Stanground	Night Shift (18:30:00 - 07:29:59)				59	
March	Night Shift (18:30:00 - 07:29:59)				60	
West Walton	Night Shift (18:30:00 - 07:29:59)				61	

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The professional voice of the UK Fire & Rescue Service

Equality Impact Analysis (EqIA)

(Also known as Equality Impact Assessment, People Impact Assessment, Equality Risk Assessment)

Proposal (Policy / Project / Function / Service)	Change of duty system covering Sleaford Area			Date of Analysis	10/05/2022	
Analysis Rating: Please tick one box ✓ (The analysis rating is identified after the analysis has been completed - See Completion Notes)	RED	AMBER	GREEN	X	Proportionate means achieving a legitimate aim/can be objectively justified.	Yes
Please list methods used to analyse impact on people (eg consultations forums, meetings, data collection)	Joint working group with Trade unions Performance data (Fire cover review) Staff survey and engagement sessions					
Please list any other policies that are related to or referred to as part of this analysis	Service Order 4					
Please list the groups of people potentially affected by this proposal (eg applicants, employees, customers, service users, members of the public)	Community of Sleaford					
What are the aims and intended effects of this proposal (project, policy, function, service)?						

The purpose is to provide an assessment of this duty system so that managers and staff can understand the impact on the community

Is any Equality Data available relating to the use or implementation of this proposal (policy, project, or function, service) Please Tick ✓ (see completion notes)

YES: X

NO:

List any Consultations etc with employees, service users, unions or members of the public that has taken place in the development or implementation of this proposal (project, policy, function, service)

No specific consultations in relation to this assessment as there is no intention to change the duty system

Financial Analysis if applicable. State any relevant cost implications (eg expenses, returns or savings) as a direct result of the implementation of this proposal (project, policy or function, service)

Costs £N/A

Projected Returns £

Implementtion £

projected Savings £

What impact will the implementation of this proposal have on people who share characteristics protected by *The Equality Act 2010*? (see completion notes)

Protected Characteristic:	Neutral Impact	Positive Impact	Negative Impact	Evidence of impact and if applicable, justification if determining proportionate means of achieving legitimate aims exists
Sex (men and women)	X			This change in cover will not differentiate between men and women as there is no change in the response times at night compared to existing model
Race (all racial groups)	X			This change in cover will not differentiate between men and women as there is no change in the response times at night compared to existing model
Disability (Mental, physical and carers of disabled people)	X			This change in cover will not differentiate between men and women as there is no change in the response times at night compared to existing model

Religion or belief	X			This change in cover will not differentiate between men and women as there is no change in the response times at night compared to existing model
Sexual orientation (Lesbian, gay, bisexual and straight)	X			This change in cover will not differentiate between men and women as there is no change in the response times at night compared to existing model
Pregnancy and maternity	X			This change in cover will not differentiate between men and women as there is no change in the response times at night compared to existing model
Marital status (Married and civil partnership)	X			This change in cover will not differentiate between men and women as there is no change in the response times at night compared to existing model
Gender reassignment (includes non-binary)	X			This change in cover will not differentiate between men and women as there is no change in the response times at night compared to existing model
Age (People of all ages)	X			This change in cover will not differentiate between men and women as there is no change in the response times at night compared to existing model

What impact will the implementation of this proposal have on people who are impacted by and/or local factors that sit outside <i>The Equality Act 2010</i> (non-legislative). Examples include social economic factors (ie poverty and/or isolation), caring responsibility, unemployment, homelessness, urbanisation, rurality, health inequalities, any other disadvantage (see completion notes)				
Identified impact non-legislative factor:	Neutral Impact	Positive Impact	Negative Impact	Evidence of impact and if applicable, justification if determining proportionate means of achieving legitimate aims exists

This Equality Impact Analysis was completed by (name and department):	Spencer Creek Area Manager Response
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Equality Impact Analysis (EqIA)

(Also known as Equality Impact Assessment, People Impact Assessment, Equality Risk Assessment)

Proposal (Policy / Project / Function / Service)	7 days a week day duty system			Date of Analysis	10/05/2022	
Analysis Rating: Please tick one box ✓ (The analysis rating is identified after the analysis has been completed - See Completion Notes)	RED	AMBER	GREEN	X	Proportionate means achieving a legitimate aim/can be objectively justified.	Yes
Please list methods used to analyse impact on people (eg consultations forums, meetings, data collection)	<p>Joint working group with Trade unions</p> <p>Performance data (Fire cover review)</p> <p>Staff survey and engagement sessions</p>					
Please list any other policies that are related to or referred to as part of this analysis	<p>NJC for local authority FRS scheme of condition of services</p> <p>ODP 2.1</p> <p>Collective agreement relating to pay protection as a result of organisational change</p> <p>Service Order 18</p> <p>Service Order 19</p> <p>Service Order 20</p> <p>Service Order 46</p>					
Please list the groups of people potentially affected by this proposal (eg applicants, employees, customers, service users, members of the public)	Operational staff conditioned to the wholetime and On call duty systems					

What are the aims and intended effects of this proposal (project, policy, function, service)?	
The purpose is to provide an assessment of this duty system so that managers and staff can understand the impact and provide a comparator against other duty systems operated by the service.	
Is any Equality Data available relating to the use or implementation of this proposal (policy, project, or function, service)) Please Tick ✓ (see completion notes)	
YES: X	NO:
List any Consultations etc with employees, service users, unions or members of the public that has taken place in the development or implementation of this proposal (project, policy, function, service)	
No specific consultations in relation to this assessment as there is no intention to change the duty system	
Financial Analysis if applicable. State any relevant cost implications (eg expenses, returns or savings) as a direct result of the implementation of this proposal (project, policy or function, service)	
Costs £N/A	Projected Returns £
Implementation £	projected Savings £

What impact will the implementation of this proposal have on people who share characteristics protected by <i>The Equality Act 2010</i> ? (see completion notes)				
Protected Characteristic:	Neutral Impact	Positive Impact	Negative Impact	Evidence of impact and if applicable, justification if determining proportionate means of achieving legitimate aims exists
Sex (men and women)	X			This duty system doesn't require any night time cover and therefore doesn't impact on any out of hours care arrangements
Race (all racial groups)	X			No specific impacts identified

Disability (Mental, physical and carers of disabled people)			X	Disabilities for operational staff are limited and the service needs to consider disabilities ops staff can work the duty system with. These include and are not limited to diabetes, cancer, neuro disabilities, menopause and carers of disabled people
Religion or belief			X	As this is a 5 duty system, individuals will be required to work over the Monday to Friday period and as this is an emergency response staff may have to respond immediately. All of which may impact some faiths
Sexual orientation (Lesbian, gay, bisexual and straight)	X			The duty system does not impact sexual orientation
Pregnancy and maternity			X	As the duty system is operational it is service policy to ensure that when advised by either a doctor or a risk assessment informs that a member of staff can no longer perform current duties consultation should be completed immediately over appropriate changes
Marital status (Married and civil partnership)		X		As this duty system is in line with the majority of other work patterns used by a significant proportion of other employer/organisations it is likely to be more attractive to more people
Gender reassignment (includes non-binary)	X			The duty system does not impact gender reassignment
Age (People of all ages)		X		This duty system doesn't require any night time or weekend cover and workings hours will during core working time periods. Rest patterns are consistent
What impact will the implementation of this proposal have on people who are impacted by and/or local factors that sit outside <i>The Equality Act 2010</i> (non-legislative). Examples include social economic factors (ie poverty and/or isolation), caring responsibility, unemployment, homelessness, urbanisation, rurality, health inequalities, any other disadvantage (see completion notes)				
Identified impact non-legislative factor:	Neutral Impact	Positive Impact	Negative Impact	Evidence of impact and if applicable, justification if determining proportionate means of achieving legitimate aims exists
No requirement to move from home location		X		Staff are not required to live within a certain catchment and therefore have greater flexibility that doesn't impact on their home life
This Equality Impact Analysis was completed by (name and department):				Spencer Creek Area Manager Response



Proposal (Policy / Project / Function / Service)	Lincolnshire Crewing System			Date of Analysis	10/05/2022	
Analysis Rating: Please tick one box ✓ (The analysis rating is identified after the analysis has been completed - See Completion Notes)	RED	AMBER	X	GREEN	Proportionate means achieving a legitimate aim/can be objectively justified.	Yes
Please list methods used to analyse impact on people (eg consultations forums, meetings, data collection)	<p>Current Workforce on LCS Total 80 Females - 5, Males 75 Age Range 20 to 24 - M4 25 to 29 - M10 F2 30 to 34 - M21 35 to 39 - M12 F1 40 to 44 - M4 F2 45 to 49 - M12 50 to 54 - M8 55 to 59 - M4</p>					
Please list any other policies that are related to or referred to as part of this analysis	<p>Lincolnshire LCS local agreement ODP 2.1 Collective agreement relating to pay protection as a result of organisational change Service Order 18 Service Order 19 Service Order 20 Service Order 46</p>					

Please list the groups of people potentially affected by this proposal (eg applicants, employees, customers, service users, members of the public)	Operational staff conditioned to the Lincolnshire crewing system			
What are the aims and intended effects of this proposal (project, policy, function, service)?				
<p>The purpose is to provide an assessment of this duty system so that managers and staff can understand the impact and provide a comparator against other duty systems operated by the service.</p>				
Is any Equality Data available relating to the use or implementation of this proposal (policy, project, or function, service)) Please Tick ✓ (see completion notes)				
YES: X	NO:			
List any Consultations etc with employees, service users, unions or members of the public that has taken place in the development or implementation of this proposal (project, policy, function, service)				
<ul style="list-style-type: none"> • Initial assessment through Working Group meetings (Attendance includes Managers, Rep Body (FBU), • Use of previously conducted survey results (FBU commissioned 2019) • Development and release of equality based survey to On call, LCS & 2,2,4 staff • Consultation of staff (through targeted meetings) • Consultation with LCC HR Strategic Manager 				
Financial Analysis if applicable. State any relevant cost implications (eg expenses, returns or savings) as a direct result of the implementation of this proposal (project, policy or function, service)				
Costs £N/A	Projected Returns £			
Implementation £	projected Savings £			
What impact will the implementation of this proposal have on people who share characteristics protected by <i>The Equality Act 2010</i> ? (see completion notes)				
Protected Characteristic:	Neutral Impact	Positive Impact	Negative Impact	Evidence of impact and if applicable, justification if determining proportionate means of achieving legitimate aims exists

Sex (men and women)			X	Potential higher percentage of females with caring responsibilities, especially children, impacted. Impact of females with menopausal symptoms
Race (all racial groups)	X			No specific impacts identified
Disability (Mental, physical and carers of disabled people)			X	Disabilities for operational staff are limited and the service needs to consider disabilities ops staff can work the duty system with. These include and are not limited to diabetes, cancer, neuro disabilities, menopause and carers of disabled people
Religion or belief		X	X	As this is a rolling duty system, individuals will be required to work over the seven day period and as this is an emergency response staff may have to respond immediately.
Sexual orientation (Lesbian, gay, bisexual and straight)	X			The duty system does not impact sexual orientation
Pregnancy and maternity			X	As the duty system is operational it is service policy to ensure that when advised by either a doctor or a risk assessment informs that a member of staff can no longer perform current duties consultation should be completed immediately over appropriate changes
Marital status (Married and civil partnership)	X	X	X	Due to the nature of the duty system it is likely to attract personnel who have factored the impact against their other commitments
Gender reassignment (includes non-binary)	X			The duty system does not impact gender reassignment
Age (People of all ages)		X	X	The duty system may have a negative impact on staff at the end of their career in relation to need to provide availability for on call response. For a limited time it will have a positive impact on staff that will be retiring on the 1992 pensions scheme compared to other pensions schemes

What impact will the implementation of this proposal have on people who are impacted by and/or local factors that sit outside <i>The Equality Act 2010</i> (non-legislative). Examples include social economic factors (ie poverty and/or isolation), caring responsibility, unemployment, homelessness, urbanisation, rurality, health inequalities, any other disadvantage (see completion notes)				
Identified impact non-legislative factor:	Neutral Impact	Positive Impact	Negative Impact	Evidence of impact and if applicable, justification if determining proportionate means of achieving legitimate aims exists

Carers responsibilities			X	Child support, carers for elderly relatives and primary carers needs
Mental health		X	X	The duty system does ensure staff are conditioned to 4 days off after every duty (tour) however this means that the individual works a progressive cycle and does work weekends and public holidays
No requirement to move from home location		X		Staff are not required to live within a certain catchment and therefore have greater flexibility that doesn't impact on their home life

This Equality Impact Analysis was completed by (name and department):	Spencer Creek Area Manager Response
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Risk Log for Sleaford fire station

RISK DESCRIPTION		Control measures	Risk rating			Risk Manager	Review Date
Source	Consequence		Likelihood	Impact	Priority		
On Call crew from Sleaford are not available	Incidents in the Sleaford area developing significantly	Currently Sleaford On Call has an availability of 89%. Night cover is well maintained. Cover from the 4 surrounding stations Billingborough, Billingham, Brant Broughton and Donington provide additional resilience.	1	2	Low	DC South	Quarterly
W/T staff wanting to transfer to another station	High turnover of W/T staff	Staff in development will not be allowed to transfer and will be encouraged to develop relevant skills before being considered for move	2	2	Medium	DC South	Quarterly
FRAM identifying Sleaford as a high risk in the future	Response model not being fit for purpose and a different response model may be required	FRAM is updated annually, annual review of risk rating to be completed in line with annual review	2	2	Medium	AM Response	Annually

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

Report to:	Public Protection and Communities
Date:	19 July 2022
Subject:	Performance of the Library Service Contract - Six Year Review Report

Summary:

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

Actions Required:

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

- (1) Consider and support the ongoing development and proposed Year 7 developments highlighted in the report; and,
- (2) Highlight any additional priorities for consideration.

1. Background

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

Key aims of this outsourcing:

- Increase levels of service performance
- Improved customer's experience
- Service transformation.

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

Appendix A illustrates the elements GLL have been contracted to deliver.

2. Review of Year 6

2.1 Review of Year 6

In year six of the contract (2021/22) GLL has continued to make improvements to library services, in spite of the changing landscape that the Covid-19 pandemic brought.

The year began with core and mobile libraries offering no contact Click and Collect services, with physical access to sites and browsing returning in mid-April to customers' delight. As national restrictions eased through 2021 library services transitioned through a variety of service delivery phases designed to ensure staff and customers felt comfortable and confident to deliver and make use of physical services and stock. Table 1 in Appendix A illustrates the offer available throughout the year.

Core and Mobile Libraries were visited over half a million times during the year and a total of 1,287,630 physical items of stock were issued. While use of digital resources dipped slightly from pandemic levels, usage remained strong with 381,535 digital issues and over half a million website visits. In person events and community activity made a welcome return between August and September, with teams working hard to re-engage with their local communities, tailoring activity to meet local demand and need.

Following the easing of COVID restrictions in person activities began their phased return from August 2021. The initial focus was on children's activities linked to the Summer Reading Challenge, with regular activities for children and adults, such as Story Times, Messy Mornings, Adult Crafting and IT Help sessions, restarting in September. Care was taken to provide a COVID safe environment to ensure those attending felt confident and comfortable to participate. While a reasonable proportion of customers did welcome the return of in person activities, a larger proportion were still reticent at spending time in busy indoor settings and fed back that they were not yet ready to participate. Those attending activities were though extremely happy and grateful for their return and appreciated the efforts made by staff to keep all attending safe. While a dip in participation was experienced during the winter, when the Omicron strain was prevalent, as 2022 moved into spring interest in and attendance at on site events began to grow. From their reintroduction in August 2021 to the end of March 2022 a total of 1,716 staff run on-site activities were held with 18,149 attendees.

Prior to August, staff continued to create takeaway children's activity and craft packs in lieu of half term activities. These were designed to provide children and their families with the same seasonal and reading related fun ideas and activities that would normally take place at site, but instead could be carried out at home. Following the return of on-site activity, in recognition of some families' nervousness to attend busy indoor sessions, staff

continued to provide craft packs and developed hybrid offers to meet the varying needs of their communities. This included on-site activities with the alternative of a craft pack or activities that were not tied down to a set time but could be completed at any point during opening hours, so that families could attend at a less busy times to suit their preferences. This new more flexible model of provision proved successful and often allowed many more families and children to participate than did at pre-pandemic fixed time activities and so will be continued, as fits the demand of site's local communities, in the future. A total of 5,711 children's craft and activity packs were gifted in 2021/22.

Alongside the restart of on-site activities, library staff also worked to reconnect with their local communities. It allowed staff to gauge community needs and interests to help inform what activities and/or provision the library could provide. Feelings of isolation and loneliness were a common theme and so all core libraries (excepting Bourne) launched weekly 'Connect over a Cuppa' sessions in October. These relaxed and informal sessions offered the chance to meet up and reconnect with other likeminded members of their community over a cup of tea.

By the spring of 2022 class visits by local primary schools began to once again take place and local organisations that had previously used the library also began to return in higher numbers. This work also established a number of new community links and opportunities for libraries to participate in new local initiatives. For example, Sleaford Library participated in the Town Council run Festival of Light in March 2022.

Following a successful bid to the Reading Agency, two hundred additional Summer Reading Challenge packs were provided for free to the Service. These were distributed via Food Banks/Community Larders so that children who perhaps do not get the chance to be taken to the library, got the resources and positive messages around reading. The Reading Agency also gifted the Service 500 copies of Steve Backshall's 'Shark Seas' book. Nearly 2,000 children signed up for the scheme meaning that 2021 participation was at approximately 70% of pre-pandemic performance and gave a solid foundation to build on in 2022.

Alongside the recovery of physical services, GLL undertook work investigating the social value of library services. The findings reveal that in 2021/22 core and mobile libraries generated £7,566,975 in social value for their local communities. Additional information can be found in Appendix B.

2.2 Performance Review, KPIs

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

In light of the COVID pandemic LCC suspended formal KPI monitoring in 2020/21 and 2021/22. Instead, performance data relevant to the service offer each month was submitted by GLL. The tables in Appendix C detail the variety of service offers during 2021/22 and also performance data relating to these offers.

The demand for physical stock seen during the lockdowns and restrictions of Year 5 continued in Year 6. In line with national trends, physical issues made a strong return during the year with 1,287,630 physical items issued by core and mobile libraries. Overall digital issues remained at the higher rates seen during the pandemic with a total of 381,535 issues. While the return of physical services did see a small decrease in eBook issues, as those using out of necessity returned to sites, demand for eAudio and eNewspapers and eMagazines particularly continued to grow, albeit at a smaller rate.

There is no doubt that the pandemic has brought about changes in how library stock is accessed and used and that our digital library has in essence become our 16th core library. However, the strong return of physical issues, alongside digital issues and active use of ePlatforms remaining at higher levels than pre-pandemic, seemed to indicate that the pandemic had not resulted in a simple shift from physical to digital.

To try and understand this better, work was undertaken in March 2022 looking at digital platforms against use of our physical lending platform Soprano. While extracting and comparing the relevant data across the four platforms proved extremely challenging, looking at usage between March 2021 and February 2022 we have been able to ascertain that of the active users of the 4 platforms:

- 80.28% were physical only users of lending services (i.e., physical stock)
- 11.46% were digital only users of lending services (i.e., digital stock)
- 8.26% were hybrid users of lending services (i.e., borrowed physical and digital stock)

Based on what we know about pre-pandemic digital performance, our instinct is that a significant proportion of digital only users were 'born digital', joining during the pandemic and has stayed that way, with a smaller proportion possibly converting to hybrid once we reopened.

For hybrid users our intuition tells us that a proportion of existing physical users converted to digital during the pandemic out of necessity, but once libraries reopened, they continued to use digital as fits their lifestyle, alongside returning to use physical service. Work investigating this will continue in 2022/23. This will help us understand how our customer base has perhaps changed and in turn inform how we shape future provision so that both physical and digital audiences' needs are met.

The pandemic also brought about significant changes in visit patterns through both the rise in home working and the need/desire to avoid contact with others in busy indoor public spaces. This saw users visiting less frequently, but as the issue figures show, still borrowing close to the same amount. As restrictions eased and the Service moved through recovery phases this pattern continued. Whilst visits did show signs of increasing over the late summer and early autumn, due to concerns over the Omicron strain they fell again during the winter, before again increasing from February onwards. This was evident in the monthly profiling of visits which saw a third of all visits happen in the last quarter of the contract year. Lincolnshire is not alone in this trend though and studies by Libraries

Connected on library return rates have identified this pattern nationally. They have also noted parallels with high street footfall as libraries in smaller market towns are recovering footfall at a faster rate than city centre locations, often again linked to home working and the habit developed during the pandemic of staying/shopping local.

2.2.1 IT

Since the IT infrastructure implementation, we have been able to obtain additional data on IT usage, which has shown that whilst customers, on the whole, are not staying on the public network devices for as long, there are more sessions being used. We know from customer feedback that many are getting what they need to get done in far less time, due to the speed of the new provision.

We have also been able to calculate how many hours and sessions of WiFi use there has been across all core sites, which is evidencing the increasing trend of customers utilising their own devices and their need for access to printing and secure scanning facilities. Due to the new Papercut WiFi printing system, customers can securely send their documents straight from their device to print, either while at site using WiFi or from home before their visit.

Over 39,000 hours of WiFi use was recorded in 2021/22 with over 19,000 sessions, giving an average WiFi session of just over 2 hours. However, this average time is slightly skewed by the fact that due to COVID measures, study space was not available for the first part of the year. When looking at the final months of 2021/22 average WiFi sessions were approaching 4 hours in length. This is reflected in the demand GLL have seen at sites for study space, particularly at the larger tier 1 libraries.

The new WiFi provision has also been of real benefit during the year's reduced service offers, especially during Click and Collect. It meant that staff could, from behind their screen at the entrance, help people connect on their phones/tablets and then guide them on how to join online themselves (so that staff only had to issue the card rather than take confidential information at the door), order items, find out how to use eResources or send documents for printing. During Lockdown 3 staff were also able to answer enquiries at entrances where, as PN use was suspended, staff within site could research the question and, if the individual at the entrance had a smart phone that could connect to WiFi, email them web links so they could check the information found was relevant and if so, were able to print the information or (more often) forms needed.

While students do still make up a good proportion of those using the study space and WiFi services, we are also now seeing a number of different users. These include people for whom home working has become the 'norm' due to the pandemic or those who, again due to the pandemic, have started their own small businesses and do not have the space or a suitable environment at home in which to work and prefer our offer of a calm and professional environment to that of a busy café.

Whilst many are choosing to utilise their own devices, a large proportion of PN users require extra support from staff in using the machines, navigating the internet to find the

information they require, or more often, accessing and completing the forms that are now only available online. The restrictions of the last few years have reiterated the digital inequalities in our communities and how those with no or limited IT skills and/or without access to IT facilities are now at even more of a disadvantage. The perception that everyone has a smartphone or tablet that will mean they can fully engage with the digital world, and that they can also afford the required WiFi and/or data charges, is inaccurate; there is still a need within our communities for the most basic IT support and access.

As well as responding to enquiries as they occur, staff also provide regular activities to support the gaining of digital skills and experience, such as 121 Computer Buddy sessions and support to access and work through the free courses offered by The Good Things Foundations through their Learn My Way provision.

2.3 Service Transformation/Innovation

Redeveloping the service to ensure a COVID secure environment and service was again a major focus during Year 6. As national restrictions eased through the first half of the year Core Libraries moved into a 'Recovery' phase, with services such as browsing and study space reintroduced. Site layouts, which had been amended due to social distancing measures, were returned to normal and activities were reintroduced through August and September.

The emerging digital trend around printing and WiFi use informed the successful LCC and GLL bid to the DCMA/Arts Council National Libraries Improvement Fund in 2021, securing £211k of capital investment funding. This 'Business Bubble' project will be delivered in 2022/23 and involves physical alterations at Lincoln Central and Spalding libraries to create small confidential working spaces that are available for hire by small and start-up businesses. Additionally, at Lincoln Central Library, redevelopment of the existing study booths will allow for the creation of an open plan business lounge area for working and meetings. Alongside the physical works, the Services digital offer will also be expanded to include COBRA, an online information resource for small and start-up businesses.

The project supports the Council's strategic objective of developing services and facilities offered by the library service to extend the benefits of libraries to small business, at a time when Lincolnshire is emerging from the pandemic to a new economic landscape. It also complements the Council's economic infrastructure offer to small businesses, which provides lettable office space, as the library-based Business Bubbles will take this offer to another level by offering space rentable by the day or hour.

Following the Library Management System (LMS) transfer in 2020/21 the next stage in GLL's modernising of stock and IT systems is the implementation of Collections HQ (CHQ). This is a software package that links to the LMS and provides staff with an additional tool to monitor and respond to stock demand and usage. As well as helping inform what GLL buy, it also helps understand what stock goes well where and so how to better allocate and distribute stock around the county to meet our customers' needs. Following the building and successful testing of the new CHQ system, it is being used to inform stock purchasing, particularly in relation to areas identified as under or over stocked. Late 2021

also saw all core site and mobiles working through 'dead stock' reports to ensure LMS data fed through to CHQ was up to date and accurate, ready for the set up and testing in spring 2022 of the software's circulation module. This module identifies stock levels and usage and informs local staff of what stock to move where so as to better meet demand.

With the rise in energy costs, and linking to GLL's green agenda, library managers undertook Energy Management training with the GLL Energy and Environment specialist. Alongside updates over utility monitoring and use, the session focussed on practical ways that staff could make a difference and included information and energy saving checklists for managers to share with staff, to ensure all played their part going forward.

During 2021 Lincoln Central Library was extremely fortunate to be chosen as one of only 15 libraries in the UK to take part in the national StoryTrails project, linked to the national Unboxed22 Festival. This unique immersive storytelling project, run by a team including The Reading Agency and StoryFutures Academy, will use state of the art augmented and virtual reality technology and transform the previously untold stories of local people into an immersive family friendly experience. Following the national launch of the project in October 2021 a Story Mapper and Story Maker were allocated to Lincoln Central Library and alongside the local team, worked to engage with the local community and gather and record the untold stories of local residents. The story gathering stage of the project concluded in early March ready for the process of stories being transformed into the digital experiences planned for an event weekend in late July 2022. While plans for this spectacular weekend are still evolving, they currently include a 6m curved interactive screen telling participants' stories through audio and video, VR experiences, 3D scanning and mapping of individuals linked to their favourite Lincoln locations and an AR Imp trail between the Central Library and Cathedral, linked to the story of a local female stonemason.

2.4 Community Hubs

2.4.1 Community Hub Background

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

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

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

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

Overall, there is a commitment to support Community Hubs and during the period 1st April 2021 and 31st March 2022, GLL provided support to 36. Of these 36, 34 are community group run. A library provision is also provided at Belton Lane Children's Centre and all three Lincolnshire Hospitals; these are managed by the staff at each location but again supported by GLL. See Table 1 below:

Table 1: Community Hubs – for the period 01.04.21 – 31.03.22

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

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

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

As part of the contract with LCC, GLL has a small team of Library Development Officers (LDOs) whose job is to support and advise the 36 Community Hubs and the 700+ volunteers that help run these independent organisations.

In May 2018, following the closure of Learning Communities, and at LCC's request, GLL took on the running of Birchwood, Boultham and Ermine Community Hubs whilst a new provider was sought. Two of the Hubs, Birchwood and Boultham were handed over to a

new provider, Ignite, in January 2019, with GLL’s Library Development Officer providing detailed and extensive training and support. Ermine re-opened at the start of the month.

2.4.2 Hub Performance

Whilst Key Performance Indicators (KPIs) are not measured for Community Hubs an annual review is conducted to examine sustainability and the positive impact a Community Hub has on their respective communities. There is a standard agenda to aid discussion covering risk; concerns; service to customers and best possible use of resources/finance. This decision was made to intentionally minimise the emphasis on traditional performance management in order to best enable these hubs to achieve independence and reflect community need. Due to Covid, the review did not happen in 2021/22, however regular discussions occurred with the LDOs.

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

Community Hubs, all of which were closed throughout Lockdown 3, began their phased reopening from mid-April 2021. The reopening of Hubs was staggered over a six-month period in line with their wishes and volunteer availability. Library Development Officers (LDOs) supported groups in their planning, preparation and implementation of reopening.

3. Conclusion

Building on Year 6, GLL will continue to focus on the recovery of the service during Year 7 (April 2022 – March 2023), they will focus attention on the story trails venture and ensuring the business bubbles project is fulfilled.

We are also working in partnership with other areas, such as transport to promote and reach their target audience for the ‘freedom never gets old’ project this summer. This is to be achieved via drop ins at core sites, attendance at mobile stops, and sharing information with teams to pass on to customers.

4. Consultation

a) Risks and Impact Analysis

n/a

5. Appendices

These are listed below and attached at the back of the report	
Appendix A	Library Service – contract components
Appendix B	Social Value
Appendix C	Library Service Year 6 KPI data

6. Background Papers

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

This report was written by Louise Egan, Library and Heritage Client Lead, who can be contacted on 01522 554503 or Louise.egan@lincolnshire.gov.uk.

Performance of the Library Service Contract – six year review report

Appendix A: Library Service – contract components

GLL are commissioned to deliver the following elements:

- **Universal Services:** including
 - (a) a website providing an online public access catalogue, e-books, e-audio, e-magazines
 - (b) telephone access to a range of library services via liaison and co-operation with the Council's Customer Service Centre

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

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

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

- **Targeted provision:**
 - (a) the provision of Home Library Services to Eligible Users
 - (b) services to people who are blind or partially sighted through Listening Lincs
 - (c) reading development activities with the aim of promoting an increase in the love of books and reading (including the Bookstart Services)
- **Support for Community Hubs:**
 - (a) provide, maintain rotate and renew at least 4,000 books to each Community Library
 - (b) undertake stock maintenance which requires checking of stock for items to be discarded
 - (c) undertake stock cataloguing and processing
 - (d) ensure that Community Library users will be able to access the services through the Library Management System (LMS)
 - (e) ensure that Community Library users will be able to reserve, collect and return stock at other Community Libraries, the Core Libraries and Mobile Library Vehicles
 - (f) deliver a range of free training, advice and support to community organisations. This will include day to day operations, including use of the computerised Library Management System (LMS)

- **A mobile library service**

- 1 x Rural and 2 x Click and Pick Mobiles which take library resources to over 200 Lincolnshire communities which do not have easy access to a core library or community hub
- 2 x Access Mobiles which take library material to housebound residents who cannot travel to a core library, a community hub or a mobile stop
- 2 x Community Mobiles which deliver collections of books to care homes, sheltered housing complexes and day centres

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

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

Following completion of the IT transfer project in year 5, GLL also provide and manage public and staff library IT provision in all core, mobile and hub service points.

Grantham and Bourne Libraries are not directly managed by GLL. It has not yet been possible to transfer the lease for the Grantham Library site to GLL and so LCC continues to employ the staff based there. Bourne Library is operated by SKDC on behalf of LCC, as they were before the contract with GLL. GLL supply books and other resources to both libraries, together with professional advice and guidance to support the provision and development of library services. Similarly, GLL provide book stock and other resources for the 36 community hubs across the County, and through its network of Library Development Officers, provides training and ongoing library specific support and guidance.

Performance of the Library Service Contract – six-year review report

Appendix B: Social Value

Social Value is an umbrella term for the monetised net value an organisation provides to society. It can be seen as either the service generating £X in social value for society or because the service exists/operates, saving of £X in spending on health and wellbeing services and services to improve people’s quality of life were made locally.

GLL have worked with Sheffield Hallam University (SHU), 4global and Experian to develop and use a Social Value Calculator (SVC) for their Leisure provision since 2015 and in late 2019 started work to develop a model for use in libraries. This work was curtailed by the pandemic but began again in earnest in 2021.

GLL undertook analysis to generate Social Value (SV) reports for the core and mobile libraries, Public Network (PN) provision within the core libraries and also the online library catalogue.

The five core Impact Indicators identified as generating SV in community savings, after participants engaged with a library are:

- Improved individual quality of life / subjective wellbeing
- Quality of life
- Increased educational attainment
- Reduced medical usage (i.e., GP visits)
- Reduced medical service usage (i.e., Psychotherapy usage)

A single visit to the library generates SV with the amount and type generated dependent upon age and location. For example;

Frequency	Longevity of SV
Individual uses a library facility once	They generate SV returns for a period of 12 consecutive months after the visit
Individual visited in a particular month and then returned 6 months later	They generate SV returns each month for a full period of 18 months after their first visit

Table one: explanation of longevity of SV

The data needed to calculate SV is taken from the Library Management System (LMS) for issues/renewals and iCAM (Computer software) for PN logons (barcode cross-referenced with LMS). It is worth noting that GLL do not have this data for all visitors to site, as not everyone visiting the library borrows stock or uses the computers. The anonymised data from the reports generated was sent to the GLL Business Analysis team who liaise with 4global so that the data can be fed into the SVC to calculate the SV that the Service, and individual sites have generated in a twelve-month period.

Figures from the final set of trials looked at April 2021 to March 2022. It is worth remembering that while in this period library services were open, there were a variety of COVID and roof

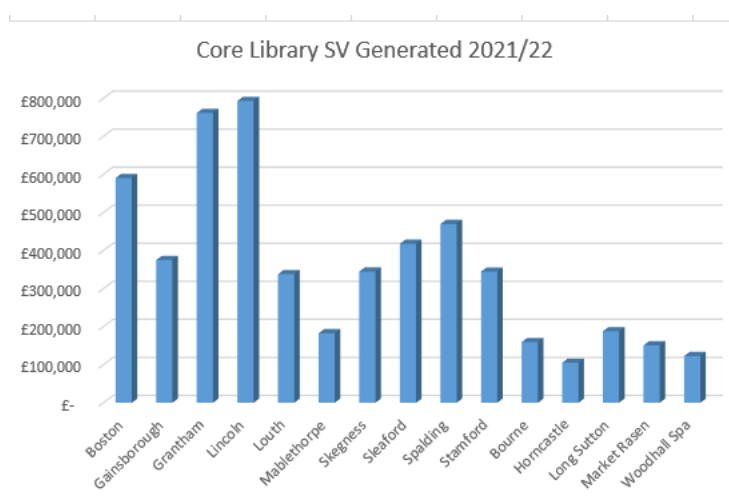
related offers/restrictions which may mean that figures are slightly lower than they might be had the service been operating 'normally'.

The table below illustrates the SV generated in 2021/22:

Service	SV generated
Core, Mobile and PN/Web services	£7,566,975
PN use	£1,737,029
Use of the online catalogue	£408,046
15 core libraries	£793,407 ¹ - £105,131 ²
Access Service ³	£39,209
Listening Lincs service	£22,787

Table two: total SV generated per service area in 2021/22

The graph below, further illustrates the SV across each of the 15 core sites, during the 2021/22 period:



Graph one: depiction of SV generated at each of the 15 core libraries

Additionally, the figures for the SV generated against the 5 Impact Indicators that libraries are calculated to generate value against were also looked at for 2021/22 with the following amounts being generated by core, mobile, PN and online catalogue usage:

- Subjective wellbeing - £3,781,973
- Quality of life - £3,743,206
- Increased educational attainment - £4,963
- Reduced medical usage (i.e., GP visits) - £17,744
- Reduced medical service usage (i.e., Psychotherapy usage) - £19,088

¹ Lincoln Central

² Horncastle

³ Due to route changes of the Rural and Click and Pick services in 2021/22 definitive figures are still being worked on

Performance of the Library Service Contract – six-year review report

Appendix C: Library Service Year 6 KPI data

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

In light of the COVID pandemic LCC suspended formal KPI monitoring in 2021/22. Instead, performance data relevant to the service offer each month was submitted by GLL.

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

Month(s) 2021/22	Service offer
1st April - 11th April	Lockdown 3 – Click and Collect, no PN's or activities and reduced hours at all core libraries + Access/Rural/C&P Mobiles only
12th April - 1st August	Browse and Borrow - limited PN's, no activities and reduced hours at all core libraries except Bourne which remained in Click and Collect until 5th May + Access/Rural/C&P Mobiles. Community Mobile resumed visits to limited number of sites who would allow access from June.
2nd August - 31st August	Normal service and hours at all core libraries excepting Bourne (reduced hours) with Summer Reading Challenge activities only + Access/Rural/C&P Mobiles, with Community Mobile visiting limited number of sites who would allow access.
1st September - 31st March	Normal service and hours at all core libraries excepting Bourne (reduced hours) with regular activities introduced through September at all core sites excepting Bourne. Access/Rural/C&P Mobiles, with Community Mobile visiting care/residential setting in line with their wishes/procedures. Stamford Library main site closed from 13th Sept due to roof works, with a business continuity Click and Collect offer at local Day Centre at reduced hours. Long Sutton closed for 2 weeks in December due to roof works before reopening in Click and Collect on 20th December.

Table 1: Service offer available, broken down by month

The below table shows the actual performance against the 11 KPI's for 2021/22:

KPI	Detail	2021/22 KPI Target	2021/22 Actual	KPI Actual compared to Target	Notes
1	Number of visits to Core Libraries and Mobile Library Services in a contract year	1,767,746	535,039	-1,232,707	
2	Percentage of scheduled events at Core Libraries in a Contract Year which are delivered	100%	100%	N/a	From August
3	Number of hours of use of access to the internet from public access computers in Core	182,664	PN use (hours)		Limited availability

KPI	Detail	2021/22 KPI Target	2021/22 Actual	KPI Actual compared to Target	Notes
	Libraries and Mobile Library vehicles in a Contract year		32,286		from 12th April with full offer returning from August
			PN use (sessions) 53,415		
4	Number of hours of Wi-Fi Use in a Contract Year	N/a	WiFi use (hours) 39,421	N/a	
			WiFi use (sessions) 19,316	N/a	
5	Number of visits to the library website in a Contract Year	427,637	504,388	76,751	
6	Total number of Stock Issues across Core Libraries, Mobile Libraries and E services	1,855,976	1,669,165	-186,811	
7	Percentage of books Requested delivered within 7 days	65%			
8	Percentage of books Requested delivered within 15 days	75%			
9	Percentage of books Requested delivered within 30 days	85%			
10	Percentage of mobile library stops scheduled in any Contract Year which are delivered	100%	100%	N/a	
11	Aggregate number of hours of Community Use at all Core Libraries	1957.8	2,208	250.20	From September

Table 2: Performance against the 2021/22 KPI targets.

Whilst the total number of stock issues was below target of the 1,669,165 issues, 1,287,630 were physical issues across core sites and mobiles and 381,535 were digital issues, so we can see, there is still a high demand for physical stock and customers are loaning a high number of items. When reviewing the issues against the target, we need to remember Bourne operated at less than half its pre-covid hours and Stamford was closed for 5 months, offering Click and Collect at a local Day Centre. Both of these have naturally impacted upon the number of issues and visits alike.



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

Report to:	Public Protection and Communities Scrutiny Committee
Date:	19 July 2022
Subject:	Public Protection and Communities Scrutiny Committee Work Programme

Summary:

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

Actions Required:

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

1. Background

Overview and Scrutiny should be positive, constructive, independent, fair, and open. The scrutiny process should be challenging, as its aim is to identify areas for improvement. Scrutiny activity should be targeted, focused and timely and include issues of corporate and local importance, where scrutiny activity can influence and add value.

All members of overview and scrutiny committees are encouraged to bring forward important items of community interest to the committee whilst recognising that not all items will be taken up depending on available resource.

The Committee is encouraged to highlight items that could be included for consideration in the work programme.

2. Work Programme

19 JULY 2022		
	Item	Contributor
1	Service Level Performance Reporting against the Success Framework 2021-2022 – Quarter 4	Martyn Parker, Assistant Director - Public Protection Nicole Hilton, Assistant Director - Communities Lee Sirdifield, Assistant Director - Corporate Mark Baxter, Chief Fire Officer Steven Batchelor, Lincolnshire Road Safety Partnership Senior Manager
2	FRS National Flood Rescue Assurance Inspection	Mark Baxter, Chief Fire Officer
3	Integrated Risk Management Plan 2020-2024 – Yearly Update	Mark Baxter, Chief Fire Officer Ryan Stacey, Assistant Chief Officer
4	Lincolnshire Fire and Rescue Service- Lincolnshire Crewing Arrangements	Mark Baxter, Chief Fire Officer Spencer Creek, (T) Area Manager Response
5	Libraries Year 6 Update (2021-22)- Progress and Developments (including Ermine Library Hub)	Louise Egan, Library & Heritage Client Lead
SITTING AS THE CRIME AND DISORDER SCRUTINY COMMITTEE		
6	Re-Commissioning of Domestic Abuse Services <i>(Pre-decision Scrutiny- Executive Decision on 6 September 2022)</i>	Carl Miller, Commercial and Procurement Manager Rachel West, Contract Manager

20 SEPTEMBER 2022		
	Item	Contributor
1	Grantham Fire Station Refurbishment <i>(Pre-decision Scrutiny- Executive Cllr Decision between 26 -29 September 2022)</i>	Mark Baxter, Chief Fire Officer

20 SEPTEMBER 2022	
Item	Contributor
2	Service Level Performance Reporting against the Success Framework 2022-2023 – Quarter 1
	Martyn Parker, Assistant Director - Public Protection Nicole Hilton, Assistant Director - Communities Lee Sirdifield, Assistant Director - Corporate Mark Baxter, Chief Fire Officer Steven Batchelor, Lincolnshire Road Safety Partnership Senior Manager
3	Celebratory Services Annual Report
	James Chapple, Head of Registration and Coroners Services
4	Coroners Service Update Report
	Paul Smith, Senior Coroner for Lincolnshire
5	Trading Standards Annual Report
	Mark Keal, Trading Standards Manager
6	Lincolnshire Fire and Rescue Service- Proposed changes of duty arrangements- Follow up Report
	Mark Baxter, Chief Fire Officer
SITTING AS THE CRIME AND DISORDER SCRUTINY COMMITTEE	
7	Stay Safe
	Clare Newborn, Community Safety Manager
8	Violence Reduction
	Lucy Gavens, Consultant – Public Health

8 NOVEMBER 2022	
Item	Contributor
1	Community Hub Year 6 Update (2021-22)
	Louise Egan, Library and Heritage Client Lead
2	Lincs Fire and Rescue – Progress on Response to Inspection Outcomes from Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services
	Mark Baxter, Chief Fire Officer
3	FRS Attendance at Flooding Incidents – Annual Report on Performance
	Mark Baxter, Chief Fire Officer
4	Update on Lincolnshire’s Response to Ukraine Humanitarian Crisis
	Semantha Neal, Assistant Director of Prevention and Early Intervention

13 DECEMBER 2022	
Item	Contributor
1	Service Level Performance Reporting against the Success Framework 2022-2023 – Quarter 2
	Martyn Parker, Assistant Director - Public Protection Nicole Hilton, Assistant Director - Communities Lee Sirdifield, Assistant Director - Corporate Mark Baxter, Chief Fire Officer Steven Batchelor, Lincolnshire Road Safety Partnership Senior Manager
2	Fire and Rescue Statement of Assurance 2021-22
	Mark Baxter, Chief Fire Officer
3	Multiply – numeracy programme update
	Thea Croxall Adult Learning & Skills Manager - Economic Development
SITTING AS THE CRIME AND DISORDER SCRUTINY COMMITTEE	
4	Reducing Offending – The Work of the Safer Lincolnshire Partnership
	Zoe Walters, Community Safety Strategy Co-ordinator

24 JANUARY 2023	
Item	Contributor
1	Trading Standards Food Update (Inc. Sources of intelligence used by Trading Standards)
	Mark Keal, Trading Standards Manager
SITTING AS THE CRIME AND DISORDER SCRUTINY COMMITTEE	
2	Safer Lincolnshire Partnership Update
	Claire Seabourn, Safer Lincolnshire Partnership Business Manager

14 MARCH 2023	
Item	Contributor
1	Service Level Performance Reporting against the Success Framework 2022-2023 – Quarter 3
	Martyn Parker, Assistant Director - Public Protection Nicole Hilton, Assistant Director - Communities Lee Sirdifield, Assistant Director - Corporate Mark Baxter, Chief Fire Officer

14 MARCH 2023	
Item	Contributor
	Steven Batchelor, Lincolnshire Road Safety Partnership Senior Manager
SITTING AS THE CRIME AND DISORDER SCRUTINY COMMITTEE	
2	Prevent Annual Report Clare Newborn, Interim Head of Service - Community Safety Manager
3	Substance Misuse Jemma Clarke, Community Safety Strategy Coordinator

3. To be programmed

This section covers areas of work that have been highlighted previously in Committee Meetings and by Officers as future items to be programmed.

- Safer Together Update
- Anti-social Behaviour (Inc. Community Trigger Strategy)
- Citizen's Advice- Annual Report (May 2023)
- Service Level Performance Reporting against the Success Framework '22-23 – Q4 (July 2023)

4. Conclusion

The Committee is 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.

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
Re-Commissioning of Domestic Abuse Services I025685	6 Sep 2022	Executive	Public Protection and Communities Scrutiny Committee	Commercial and Procurement Manager E-mail: carl.miller@lincolnshire.gov.uk	Yes	All Divisions
Grantham Fire Station Refurbishment I026328 EXEMPT	26 -30 September 2022	Leader of the Council (Executive Councillor: Resources, Communications and Commissioning) Executive Councillor: Fire & Rescue and Cultural Services	Public Protection and Communities Scrutiny Committee	Head of Property Development E-mail: dave.pennington@lincolnshire.gov.uk	Yes	Grantham Barrowby

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Open Report on behalf of Glen Garrod, Executive Director - Adult Care and Community Wellbeing

Report to:	Public Protection and Communities Scrutiny Committee
Date:	19 July 2022
Subject:	Domestic Abuse Support Services Re-Commissioning

Summary:

This item invites the Public Protection and Communities Scrutiny Committee to consider a report on the commissioning and procurement of the Domestic Abuse Support Services, which is due to be considered by the Executive on 6th September 2022. The views of the Scrutiny Committee will be reported to the Executive, as part of its consideration of this item.

Actions Required:

That the Public Protection and Communities Scrutiny Committee:

- 1) considers the attached report and determines whether the Committee supports the recommendations to the Executive as set out in the report.
- 2) agrees any additional comments to be passed on to the Executive in relation to this item.

1. Background

The Executive is due to consider a report entitled Domestic Abuse Support Services Re-commissioning on 6th September 2022. The full report to the Executive is attached at Appendix A to this report.

2. Conclusion

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

3. Consultation

The Committee is being consulted on the proposed decision of the Executive on 6th September 2022.

4. Appendices

These are listed below and attached at the back of the report	
Appendix 1	Report to the Executive on Domestic Abuse Support Services Re-commissioning.

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 Reena Fehnert, Senior Commercial and Procurement Officer – Commercial Services, who can be contacted on 07876 545811 or at reena.fehnert@lincolnshire.gov.uk.

Open Report on behalf of Glen Garrod, Executive Director, Adult Care and Community Wellbeing

Report to:	Executive
Date:	06 September 2022
Subject:	Domestic Abuse Support Services Re-Commissioning
Decision Reference:	I025685
Key decision?	Yes

Summary:

The Council currently commissions domestic abuse support services through countywide contractual arrangements that have been in place since 1st August 2018 and come to an end on 31st March 2023, with no further options to extend. The existing services are;

- Outreach including Targeted Children’s Domestic Abuse Support Service; which risk assesses and provides safety and support planning for all adult victims and supportive interventions for children and young people (5 to 16 years) whose non-abusive parent is accessing outreach support.
- Independent Domestic Violence Advisor (IDVA) Service; which supports all high-risk victims (aged 16 and over) referred to a Lincolnshire Multi-Agency Risk Assessment Conference (MARAC). The service provides safety planning, advice, and support to increase the safety of victims assessed as high risk of serious harm or death.

To support decision making about the future scope, commissioning, and procurement of these services a comprehensive review of the current contracts has been undertaken. The review included learning from service delivery, performance against contract measures and an analysis of current demand and prevalence intelligence. The review findings have been considered alongside stakeholder feedback, current legislation, local strategies, and the emerging policy landscape surrounding domestic abuse to inform the proposed remodelled service from 1st April 2023.

Several changes to the current arrangements are proposed in the new Domestic Abuse Support Service (DASS) including;

- An integrated single countywide service that encompasses the core elements of the current Outreach and IDVA services.
- Revised eligibility criteria for accessing specialist interventions to focus resources on those at highest risk of harm whilst strengthening the universal offer to all domestic abuse victims, their family, friends and colleagues.

- New service elements including recovery support and a dedicated Outreach and Engagement Team to proactively target hard to reach victim groups and build community resources.

The reconfigured DASS seeks to;

- Support the Council and the Lincolnshire Domestic Abuse Partnership to meet its Domestic Abuse Act 2021 duties and the ambitions of the Preventing Domestic Abuse Strategy (2021-24) to stop domestic abuse through education, prevention, and holistic interventions.
- Embed preventative, early intervention and recovery approaches into service delivery.
- Deliver strength based and person-centred interventions to meet the diverse needs and desired outcomes of victims.
- To champion raising awareness and understanding of domestic abuse.

This report presents the case for re-commissioning a remodelled Domestic Abuse Support Service and seeks approval from the Executive to procure a new contract commencing 1st April 2023.

Recommendation(s):

That the Executive:

1. Approves the commissioning of a Domestic Abuse Support Service and the undertaking of a procurement to establish a contract, to be awarded to a single provider of a county-wide service effective from 1st April 2023.
2. Delegates to the Executive Director of Adult Care & Community Wellbeing in consultation the Executive Councillor for Adult Care and Public Health the authority to determine the final form of the contract and to approve the award of the contract and the entering into of the contract and other legal documentation necessary to give effect to the above decisions.

Alternatives Considered:

1. Negotiate revised contracts with the current provider:

The Council has existing contracts for the delivery of domestic abuse support services; these contracts do not have provision for any further extension.

2. To do nothing:

- Whilst there is currently no direct legal duty on the Council to deliver the proposed elements of the Domestic Abuse Support Service, further legislation and guidance is anticipated during the proposed contract term through the Victims Bill, that may impose a statutory duty for tier one local

authorities to provide community-based support for victims of domestic abuse and sexual violence.

- Re-procuring a countywide Domestic Abuse Support Service (DASS) supports the Councils' key Corporate Plan priority of creating thriving environments by improving the safety of local communities. Tackling domestic abuse is equally a core priority for the Safer Lincolnshire Partnership.
- Domestic abuse can have long-term effects on victims' psychological, emotional, and physical wellbeing. Ensuring the right support can reduce demand on costly and acute provision later, such as refuges, emergency services and statutory mental health provision.
- During 2021-22 over 6,700 adults and 700 children and young people were supported by the current services via general advice or engagement with a specialist domestic abuse worker or IDVA.
- To cease commissioning domestic abuse support services may lead to an increase in domestic homicides in Lincolnshire, as victims whom the services currently support will have limited access to local direct specialist interventions and will be reliant on national helplines and victim services for support.

Reasons for Recommendation:

1. The proposed remodelled Domestic Abuse Support Service (DASS) offers critical advice and support to victims of domestic abuse in Lincolnshire. The outcome focused service seeks to maximise the safety of victims and provide person-centred, strength and recovery focused specialist interventions to those at most risk of harm and death, whilst ensuring all victims have access to information, appropriate resources, and advice. The current contracts providing such support will have run their full contract terms including available extensions on the 31st March 2023.
2. The reconfigured service model has been designed to provide maximum flexibility and responsiveness to potential demand fluctuations, legislative and external funding changes during the proposed contract term. It builds on the learning and successes of the current services whilst seeking to address the known challenges surrounding unpredictable demand within the wider complex system.
3. The increased service budget and scope is jointly funded by the Council, Health and the Office of the Police and Crime Commissioner (OPCC) and will maximise the number of victims supported through direct and universal support methods. The service is equally likely to attract further national funding opportunities potentially through the anticipated Victims Bill that may impose a statutory duty for tier one local authorities to provide community-based support for victims of domestic abuse and sexual violence.
4. Co-commissioning the DASS alongside key partners reflects the ethos of current legislation, guidance, and the emerging policy landscape placing duties on local areas to collaborate and plan to address complex issues such as serious violence and domestic abuse. This approach also places Lincolnshire in a good position to respond to the anticipated guidance surrounding Violence Against Women and

Girls and the Victims Bill. The DASS may equally be a suitable vehicle for responding to recommendations from the Violence Reduction Programme following the conclusion of the Strategic Needs Assessment.

5. The alternatives considered have been deemed unacceptable in delivering the required outcomes of the service.

1. Background

- 1.1. Domestic abuse has a significant impact upon the communities and public services of Lincolnshire:
 - Annually there are approximately 30,000 Lincolnshire residents aged 16-74 years who will be victims of domestic abuse.
 - Data suggests a further 5,500 children may witness domestic abuse in their home each year.
 - On average over the past five years there have been over 10,000 domestic abuse incidents reported to Lincolnshire Police each year.
 - In 2020-2021, there were 930 victims who were at high risk of serious harm or death referred into Lincolnshire's Multi Agency Risk Assessment Conference (MARAC) by partner agencies.
 - Since the introduction of the Statutory Domestic Homicide Reviews in April 2011 there have been 18 cases involving 27 deaths that have met the criteria for a domestic homicide review in Lincolnshire.
 - Domestic abuse is the single most prevalent assessment factor identified in children's social care assessments.
- 1.2. The legislative and national policy landscape surrounding domestic abuse and serious violence have seen several recent and emerging developments likely to influence the local system response to domestic abuse during the proposed new contract term. Since April 2021, Lincolnshire has developed a separate Domestic Abuse Partnership that sits alongside the Safer Lincolnshire Partnership, Safeguarding Children's Partnership and Safeguarding Adults Board; putting domestic abuse at the core of the safeguarding agenda and ensuring it gets the focus and dedication it needs.
- 1.3. The Domestic Abuse Act 2021 (Part 4) placed new statutory duties on tier one local authorities to provide support to victims of domestic abuse and their children in refuges and other safe accommodation. Under the new duty, the Council appointed a Domestic Abuse Local Partnership Board and established Lincolnshire's Preventing Domestic Abuse Strategy 2021-2024. The strategy sets out the shared ambition and key priorities for the Partnership for tackling domestic abuse based on a local needs assessment for accommodation-based domestic abuse support.
- 1.4. Whilst the Domestic Abuse Act 2021 statutory duty is targeted on the provision of refuge and safe accommodation support, due regard should be given to the Draft Statutory Guidance Framework (July 2021) aimed at statutory and non-statutory bodies informing their wider response to domestic abuse and commissioning services, highlighting the essential role of agencies working together through strategic planning and co-commissioning to create effective joined-up services.

- 1.5. The newly introduced Serious Violence Duty under the Police, Crime, Sentencing and Courts Act 2022 (the PCSC Act) includes domestic abuse and sexual violence within the definition and equally requires local authorities, the police, fire and rescue authorities, specified criminal justice agencies and health authorities to work together to formulate an evidence-based analysis of serious violence in their local area in order to produce and implement a strategy detailing how they will respond to those particular issues. The Duty does not specify a 'lead' organisation or person whose responsibility is to coordinate activity or prescribe a structure within which specified authorities are expected to work. Indeed, local areas are encouraged to use existing multi-agency partnerships such as the Safer Lincolnshire Partnership.
- 1.6. Lincolnshire's Preventing Domestic Abuse Strategy acknowledges the need for local strategies and delivery plans to be highly adaptive to respond to key emerging guidance and legislation. Further developments are also likely to directly impact the legal standing and delivery of domestic abuse support service including;
 - The Victims Bill; a key element of the consultation surrounds the commissioning and co-ordination of community-based services for domestic abuse and sexual violence.
 - Tackling Domestic Abuse Plan (March 2022)
 - Tackling Violence Against Women and Girls Strategy (July 2021)
 - Violence Against Women and Girls National Statement of Expectations (March 2022)
- 1.7. The national funding of domestic abuse services to date has been dominated by short-term funding opportunities, often involving providers, the Council and the OPCC applying for additional grant funding from the Ministry of Housing, Communities and Local Government (MHCLG) and the Ministry of Justice (MOJ) to support short term project work or dedicated specialist posts. Whilst the new duties within the Domestic Abuse Act 2021 did provide funding to meet these obligations for refuges and safe accommodation, any statutory duty and/or associated national funding for community-based support remains unclear. It is therefore likely that continued short-term funding initiatives to support community-based domestic abuse and sexual violence services will continue to be a feature for the foreseeable future.

2. Current Services Summary

- 2.1. In 2018 the Council re-commissioned its current arrangements for a countywide Domestic Abuse Outreach Support Service and an Independent Domestic Violence Advisor (IDVA) Service. The previous service iterations had been in place since 2013 and consisted of four Outreach Service lots based on district council boundaries delivered by three providers and a separately commissioned countywide IDVA service.
- 2.2. Following the procurement process, Ending Domestic Abuse Now in Lincolnshire (EDAN Lincs, previously known as West Lindsey Domestic Abuse Service) were awarded both coterminous contracts in 2018 which run to 31st March 2023, with all extension options having now been utilised.

- 2.3. The current IDVA Service supports all victims (adults and young people aged 16 and over) within Lincolnshire who have been assessed as at high risk of serious harm or death and have been referred to a Lincolnshire Multi-Agency Risk Assessment Conference (MARAC). The service provides timely (within 48 hours of referral) access to advice, support, and safety planning to increase the safety of high-risk victims, as well as attending local MARACs to represent the views of the victim and facilitation of access to onward support services.
- 2.4. The current iteration of the IDVA Service is largely unchanged from the previous service in place from 2013 with a similar scope and eligibility criteria. All victims who meet this criteria and consent to MARAC and support must be contacted within 48 hours of referral with the contract precluding the use of waiting lists. Demand management within the current service requires the provider to advise the Council of any demand challenges and how they intend to resolve them. Performance management is predominantly centred on timely interventions with victims, measures which the provider has maintained consistently high achievement during the current contract term. Referrals to the IDVA service are on a steadily increasing trend, mirroring the trend in MARAC cases. Future process changes and capacity within MARAC are key determining factors in demand levels for IDVA services going forward.
- 2.5. During the current contract term, the Council and the OPCC have provided additional funding for dedicated Hospital IDVA posts to support those affected by domestic abuse attending Accident and Emergency Departments. The Ministry of Justice (MOJ) has also directed additional funding to support specialist IDVA posts within the service linked to working with children, within the criminal justice system and rural areas of the county.
- 2.6. The existing Domestic Abuse Outreach Support Service supports all adult victims (16 years and upwards) assessed via the Domestic Abuse Stalking and Harassment risk assessment tool (DASH) as Standard and Medium risk. The service risk assesses and produces safety and support plans for all who engage with the service with a maximum support period of six months. An enhancement to the service in 2018 was the inclusion of a targeted Children and Young Peoples (CYP) element; widening the service scope to include interventions for 5 to 16-year-olds whose non-abusive parent is accessing domestic abuse support via outreach. This programme of support to children and young people exposed to domestic violence seeks to help them understand their experiences and develop resilience to develop healthy future relationships.
- 2.7. The Outreach Service has also maintained the same eligibility criteria from the previous contracts in place from 2013, supporting all Standard and Medium risk adult victims (16 years and upwards). The current model is purely reactive to inward referrals from partner agencies and direct self-referrals with all victims of domestic abuse that meet the eligibility criteria required to be offered support if requested. Demand management within the current Outreach contract is via waiting lists, with the Provider required to provide the Council with information about the numbers and the specific needs of those on any waiting list and agree with the Council remedies to try to alleviate the waiting list. The Provider has effectively utilised risk prioritisation

during the current contract to manage waiting lists for protracted periods of recent service delivery.

- 2.8. The Outreach Service has experienced a significant increase in demand since 2021, a key driver for this has been the increase in Police Public Protection Notification (PPN) referrals since an internal process change by Lincolnshire Police from December 2020. This has contributed to a 69% increase in referral volumes in 2021 (calendar year compared to 2020). As a result, additional staffing capacity has been funded by the Council and the OPCC to support the service to respond to the increased referral demand to mitigate the risks of victims waiting protracted periods for support.

3. Service Review

- 3.1. The services have been reviewed over the last eight months. The review was structured into a number of workstreams:
- Workstream 1: Future scope and Demand Analysis
 - Workstream 2: Review of exiting support services including consideration of feedback from the Domestic Abuse Partnership and service user feedback
 - Workstream 3: Budget and Cost Review
 - Workstream 4: Specification Development including new model development and market engagement
 - Workstream 5: Legal requirements
- 3.2. Throughout the review period there were a number of key proposals and associated options that the Domestic Abuse Programme Board was asked to consider as part of the new service. The key findings from the current services review are summarised as follows;
- The IDVA service model functions well and has maintained consistently high performance against the current Key Performance Indicators (KPIs) focused on timely interventions with victims.
 - The Outreach service has been significantly impacted by recent referral demand increases, affecting the Provider's ability to meet timescale targets for victims.
 - The targeted Children and Young Peoples (CYP) outreach service element has been highly effective, with refinements throughout the current contract leading to clear and timely support interventions to build on in a new service model.
 - The current reactive referral model means hard to reach and certain victim profiles are not being reached or proportionately presenting to service due to an absence of proactive and targeted outreach activity as part of existing commissioned services.
 - The current broad access criteria for the outreach service are no longer sustainable or advantageous.
 - Future service eligibility should ensure specialist service interventions are targeted at those at highest risk whilst strengthening the offer to all domestic abuse victims, their family, friends and colleagues through digital, self-serve information, advice, and resources.
 - Lower risk victims have been successfully supported by a reduced intervention offer through a pathway pilot, bolstering the self-serve offer to these victims

may be an opportunity to support demand management and meet needs in a more flexible way.

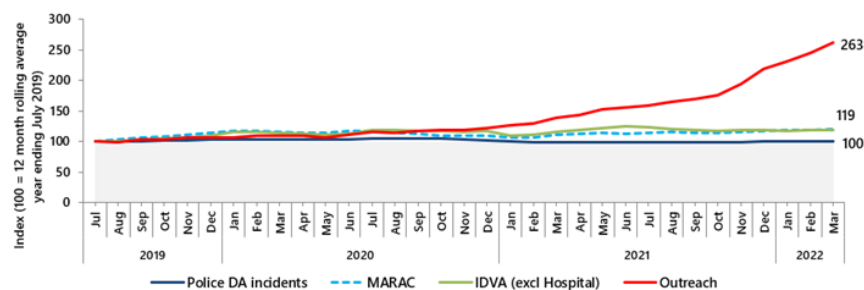
- A fully completed DASH (or equivalent updated universal tool) should be a mandatory requirement for all referring professionals to avoid unnecessary duplication.
- Tighter timescales for support interventions are recommended to focus interventions to victims and bring the service in line with comparator short term intervention offers.
- Specialist service interventions would benefit from embedding a strength-based approach to assessment and support with an enhanced offer to promote recovery from the multi-faceted impacts of domestic abuse and prevent revictimisation.
- Improved data intelligence is key to driving responsive commissioning and effective service development and capacity management.

3.3. The demand and financial modelling work undertaken focused on the specific challenges facing the current services whilst considering local prevalence intelligence to inform the management of demand in a new model. The key findings were;

- The present outreach model is highly vulnerable to demand fluctuations, especially from referring partners changing internal processes.
- The existing contract mechanism for managing demand and capacity via waiting lists has become increasingly untenable in light of continual demand increases requiring additional funding to maintain timely support to the highest risk victims.
- Referral volumes for outreach support have seen a significant increase since early 2021 as depicted below.

Comparison of Police DA incident, MARAC, IDVA and Outreach trends, indexed 12 month rolling averages, 2018-21

Sources: Lincolnshire Police, MARAC referrals and EDAN Lincs



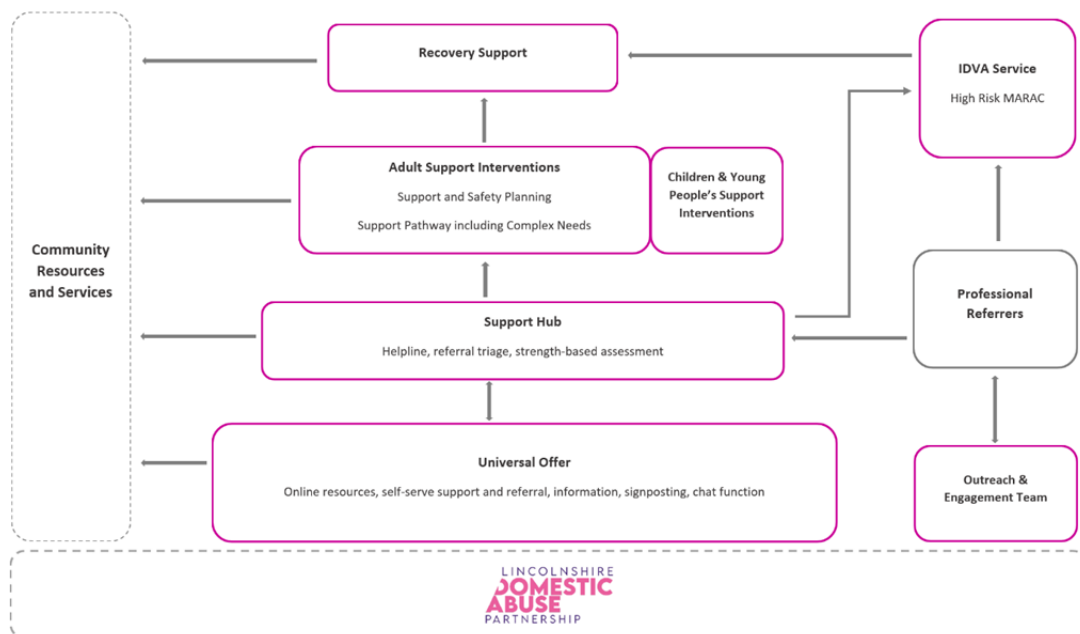
- The noted increased referrals to the Outreach service are mainly a result of a process change within Lincolnshire Police (although police demand linked to DA has not increased during this time). However, the police still only refer a minority of their demand (equivalent of 12% of DA incidents in 2021) and may refer even more in the future as their internal processes evolve. Hence, there is scope for demand on the current iteration of services to increase from current levels.
- Health referrals, while relatively high in the national context, are not as high as might be expected based on victim disclosure rates to health professionals. Referrals from GP services are especially low. Crime survey data suggests that as many people disclose their abuse to health professionals as to the police (c.

17/18% of victims). It is therefore possible that health referrals could increase to similar levels to that of the police during the next contract term, resulting in an increase of 27% to overall referral volumes.

- An effective engagement and outreach team will equally drive increased partner referrals and self-referrals from within underrepresented victim groups and localities.
- Predicting the annual need for support services from the county's victims is challenging as some of this demand may be served by other services commissioned locally/regionally/nationally. Yet, the overall need for support services in the county, is estimated to be c.2,450-5,700 victims disclosing to victim support, helpline, or specialist support services.

4. Proposed Changes to the Current Arrangements

4.1. The service and demand review, market engagement, stakeholder feedback and Lincolnshire's Preventing Domestic Abuse Strategy 2021-24 have culminated in the development of the proposed countywide Domestic Abuse Support Service model for Lincolnshire as depicted below;



4.2. The key features of the revised and enhanced model are;

- A universal digitally based support offer to all victims of domestic abuse in Lincolnshire including self-serve information and referral, a chat function, and a range of online resources and signposting for victims, their family, friends, and colleagues.
- A Support Hub, including helpline, effective triage function and strength-based assessment provision.
- Community-based Specialist Support Interventions for Adults and Children and Young People, providing person-centred, outcome focused, support and safety planning whilst leveraging community assets and collaborating with other key partners to develop complex needs pathways alongside Substance Misuse, Mental Health, and Offender Management Services.

- An integrated IDVA Service supporting the highest risk victims including children and young people through specialist and community based IDVA workers embedded within the wider service elements and offer.
 - The creation of a Recovery Support element to provide a maximum additional 8 weeks of dedicated support to adult victims navigating civil court or injunctions, accommodation transitions and/or partnership dual working to build resilience and help prevent further victimisation.
 - The introduction of a dedicated Outreach and Engagement Team to proactively target known underrepresented victim groups and develop community support networks and peer support systems to identify and enhance the community response to domestic abuse.
- 4.3. The new model will seek to manage demand through revised eligibility for victims who require access to specialist interventions from Domestic Abuse Workers to prioritise support to higher risk cases. This will be implemented alongside a universal support offer to all victims of domestic abuse in Lincolnshire including a telephone helpline, digital self-serve information and referral, a chat function, and a range of online resources and signposting for victims, their family, friends, and colleagues appropriate to their circumstances.
- 4.4. For some lower risk cases, universal support will be their default offer rather than direct support from a specialist Domestic Abuse Worker. Examples of this may include cases of historic abuse, low level coercive and financial behaviours. An implication of amending the eligibility criteria for specialist interventions will be the associated children of those lower risk cases accessing universal support only would no longer be assessed for interventions in their own right. However, this can be mitigated to some extent by strengthening the offer and information available via the digital and universal offer to domestic abuse victims with children.
- 4.5. Through close monitoring of referral volumes and eligibility profiles, the proportion of victims supported via specialist intervention versus universal support can be further refined and flexed in response to demand, emerging guidance and/or intelligence during the contract term in agreement with the provider and the Domestic Abuse Programme Board.
- 4.6. As an alternative to the management of excess demand via waiting lists, in-principle agreement has been reached between the Council, the OPCC and health to include an additional volume payment mechanism within the new service contract. Therefore, should demand exceed the service volumes agreed during the procurement exercise, additional funding may be made available at the collective discretion of the Council, OPCC and CCG to support increasing service capacity.
- 4.7. In recognition of the high volume of referrals from Lincolnshire Police, the OPCC are also initiating an extension of their current role with victims of domestic abuse (excluding high risk MARAC cases) to conduct an initial triage and conversation with victims. This will be delivered through their commissioned provider Victim Lincs prior to onward referral for specialist interventions if appropriate, eligible, and consenting to engagement. It is anticipated that this change will assist in protecting the revised

model from future demand increases, focus specialist resources and act as a blueprint for other key referral partners.

- 4.8. A further proposed key change for the re-commissioning is to develop a countywide service model that builds on the features of the current service contracts for Outreach and IDVA into one Domestic Abuse Support Service for Lincolnshire. The benefits and efficiencies of this approach would enable more flexibility for supporting victims across risk profiles and staff skills in an array of circumstances. It also recognises the valued interdependency and seamless working between the current services which is advantageous to maintain through commissioning a single provider for both elements.

5. Budget and Cost Implications

- 5.1. The 2022-23 combined annual core contract price for the Outreach Support Service and IDVA Service is £839,985 (£589,995 and £249,990 respectively), with the majority (96%) making up staffing costs. The Outreach Service has especially seen an increase in demand over the term of the contract with the impact of COVID on household situations and mental health alongside changes to processes by referral organisations contributing to this trend. Additional funding from the MHCLG, MOJ, OPCC and the Council has resourced dedicated specialist posts and bolstered wider service capacity during the current contract term. The current collective investment in these services to maintain the existing service capacity and staffing resources is £1,360,000 per annum.
- 5.2. The existing service model and short-term funding sources maintaining current delivery are not sustainable and do not meet current demand effectively. The proposed DASS model has been developed to meet the needs of Lincolnshire informed by the service and demand review, prevalence data and strategic needs assessment. Costing the proposed model was informed by analysis of the cost structure of current delivery, annual demand, and current modelling on the proportions of victims reaching specialist interventions.
- 5.3. The cost of fully implementing the proposed DASS model described in section 4 is projected to be £1,752,000 per annum. This includes the creation of the new Recovery and Outreach and Engagement Team service elements and strengthening the core universal offer to all victims whilst targeting specialist interventions to those at highest risk.
- 5.4. CCG colleagues have made the decision to allocate dedicated staffing roles to support domestic abuse victims within acute settings rather than invest the full requested contribution of £250,000 per annum into the DASS. This reduces the confirmed budget for the service to £1,655,000 as the requirement to provide dedicated domestic abuse workers within acute settings will no longer be within the specification of the DASS although close working with the identified CCG employed staff will remain critical for seamless support to victims.

- 5.5. The secured combined budget for the remodelled DASS is £1,655,000 per annum, consisting of partner contributions per annum as set out below;
- The Council £853,597
 - Domestic Abuse Act allocated funding £404,547 (aligned to accommodation support needs)
 - OPCC £200,000
 - MOJ £46,600 (as distributed across the full contract term)
 - Lincolnshire CCG £150,000.
- 5.6. The tripartite in-principle agreement to fund additional volume payments in the event of excessive demand, is not included in the combined budget outlined above. Such payments would be subject to approval on a case-by-case basis with financial contributions informed by analysis of the source of additional demand.

6. Risks and Dependencies

- 6.1. The Council also commissions a countywide Domestic Abuse Refuge Service and currently co-funds the Make a Change Perpetrator Programme, these services are not within scope of this procurement exercise. Whilst these services are commissioned and procured separately, there are clear interdependencies in referral routes and support for victims requiring close collaboration between these services.
- 6.2. Accurate future demand projections are inherently challenging to predict due to the vulnerability of support services to changes in the referring practice of key partners. The demand and prevalence analysis clearly identified lower than anticipated referrals from health sources and some demographic profiles which the DASS will seek to address, the relative success of engagement activities will therefore directly influence future demand. This has been partly mitigated by the enhanced budget secured for the delivery of the remodelled DASS and agreement referred to earlier to collectively consider and potentially fund additional volume delivery if required during the contract term.
- 6.3. Further legislative changes are likely within the proposed contract term including the conclusion of the current consultation on the commissioning and any accompanying statutory duty for community-based domestic abuse services. The outcomes focused specification should allow sufficient flex and scalability to respond to emerging duties, policies, and associated expectations.
- 6.4. All indications are that there will continue to be short term funding initiatives and opportunities made available to support provision for IDVA, sexual violence and domestic abuse going forward. The tender documentation will make provision to inform the market of any known or emerging changes as further guidance is published to enable the contract to adjust as required to additional expectations that may emerge.

7. Commercial Approach

- 7.1. Taking account of the findings from the review work undertaken, including the market engagement feedback, demand, and financial modelling, and required service model improvements, it is proposed the commercial model for the new service will be structured as summarised below.
- 7.2. Delivery will be by a single countywide Domestic Abuse Support Service (DASS) including the previously separately commissioned IDVA service to maximise efficiencies and flexibility in service delivery. The competition phase will not preclude bids from consortia and sub-contracting models, which should maximise the level of competition and potential solutions.
- 7.3. This is a complex service with a fixed sum budget set by the Council which cannot be exceeded, and which has underlying budgetary pressures. Assessing the quality element will include specific method statements linked to demand prioritisation, innovation, and case management with survivors of domestic abuse involved in evaluating delivery and support scenarios.

8. Payment and Performance

- 8.1. Payment will be by way of a fixed sum (block payment) for the delivery of the DASS, bidders can submit tender costs up to but not exceeding the fixed sum confirmed by the Council prior to publication. Included as part of their pricing submission interested providers will be required to submit details of the service volumes and outcomes achievable within their respective delivery solutions and pricing proposal. Unit prices for specific service elements will also be generated via bidders' financial submissions which will be used as the basis for an additional payment mechanism, should demand exceed the service delivery volumes established during the tender process. An in-principle commitment has been reached with OPCC and CCG partner representatives that any additional payments applied through this mechanism would be subject to approval within a tripartite agreement with financial contributions informed by the source of demand.
- 8.2. It is proposed that the terms and conditions will include an indexation clause in order to support competition and ensure the market is not required to factor this into their solutions and future delivery methodology. This information will be included within the pricing schedule to ensure it is clear to bidders that this risk has been considered and mitigated.
- 8.3. Utilising the Service Provider's financial submission at tender stage, the contract will include an Open Book Accounting approach as a basis for assessing whether the Service Provider is generating any excess profit. The open book approach will enable any efficiency savings to be apportioned via a gain share mechanism should the actual costs of service delivery be below the tendered service delivery cost.
- 8.4. Performance management and monitoring will be driven by industry standard user outcome measures and timely service interventions to support individual risk mitigation. Targets will also accompany reaching key demographic and

underrepresented victim profiles identified within the demand and prevalence analysis. It is proposed that the application of Service Credits is targeted at a limited number of Key Performance Indicators aligned to service user experience and outcome measures, respectively and that they are not unduly onerous.

9. Contract Commencement and Duration

- 9.1. The current Domestic Abuse Outreach Support Service and IDVA Service contracts end on the 31st March 2023 with the new contract required to commence on the 1st April 2023.
- 9.2. The term of the new contract will be a maximum period of 5 years, with an initial period of 3 years and opportunities to extend by up to a further 2 years.
- 9.3. This approach was tested as part of the market engagement process, through which feedback suggested that this is an acceptable term for the arrangement and would provide sufficient financial assurance for the successful provider.

10. Procurement Implications

- 10.1. The Procurement will be undertaken in accordance with regulations 74 to 76 of the Public Contract Regulations 2015 (PCR) under "Light Touch Regime" utilising an Open Procedure method. A Contract Notice will be published on Find a Tender in September 2022 and a Contract Award Notice will be issued on any award to a successful bidder.
- 10.2. In undertaking the procurement, the Council will ensure the process utilised complies fully with the Principles of Openness, Fairness, Transparency and Non-discrimination.
- 10.3. The procurement process shall conform with all information as published and set out in the Contract Notice.
- 10.4. All time limits imposed on bidders in the process for responding to the Contract Notice and Invitation to Tender will be reasonable and proportionate.
- 10.5. Subject to the maximum available budget and a commitment to deliver the service requirements, which have been profiled as described at section 5, the final cost of the service will be determined via competition.
- 10.6. ITT evaluation will focus on a combination of service cost and quality, and the capability of the single provider and any organisations they may wish to form subcontracting arrangements with, to deliver the required volume of service and quality outcomes across the county set against clearly defined financial budgetary controls. The ultimate decision as to which organisation is awarded the single provider status will be based on their evaluation performance.

11. Public Services Social Value Act

- 11.1 In January 2013, the Public Services (Social Value) Act 2013 came into force. Under the Act the Council must before starting the process of procuring a contract for

services consider two things. Firstly, how what is proposed to be procured might improve the economic social and environmental wellbeing of its area. Secondly, how in conducting the process of procurement it might act with a view to securing that improvement. The Council must only consider matters that are relevant to the services being procured and must consider the extent to which it is proportionate in all the circumstances to take those matters into account. In considering this issue the Council must be aware that it remains bound by the PCR 2015 which itself through its requirement for transparency, fairness and non-discrimination places limits on what can be done to achieve these outcomes through a procurement.

- 12.1 A stronger and well-resourced Domestic Abuse Support Service will have the potential to deliver increased social and economic benefits to the area by:
- 12.2 Helping people who are victims of domestic abuse to find safety for themselves and their children; helping relieve pressure on acute hospitals, and the wider health system by assisting, supporting and sustaining arrangements that will enable them to stay safe and become independent and contributing members of society.
- 12.3 Ways will be explored of securing social value through the way the procurement is structured. The operation of sub-contracting and consortium arrangements will be explored as a means of ensuring a role for local small to medium-sized enterprises (SMEs) in the delivery of the services. The qualitative award criteria for the tender will include Social Value, and bidders proposals for the social value benefits resulting from their proposed delivery model will be assessed against this criteria as part of tender evaluation.
- 12.4 Under section 1(7) of the Public Services (Social Value) Act 2013 the Council must consider whether to undertake any consultation as to the matters referred to above. The service and the value it delivers is well understood. Best practice recently adopted elsewhere has been reviewed. This and the market consultation carried out is considered to be sufficient to inform the procurement. It is unlikely that any wider consultation would be proportionate to the scope of the procurement.

12. Legal Issues:

Equality Act 2010

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

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act.
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

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

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

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

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

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

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

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

12.1. The purpose of the service is to support victims of Domestic Abuse including children of the victim. The majority of the victims of Domestic Abuse are women for whom their sex is a protected characteristic. Children of victims are more likely to themselves become victims of domestic abuse, hence having targeted interventions and universal advice support for children and young people and parents will seek to mitigate this risk. The new services will improve links with the community and create a service delivery model that provides multiple referral routes to the service and the use of online information and methods of contact. This will enable men who are victims of domestic abuse to access much needed services as it is found that traditionally they are less likely to access domestic abuse services. The community focused element will make it easier for those who identify as disabled as a protected characteristic to be supported as well as hard to reach groups such as individuals who identify with age, sexual orientation, race and religion as a protected characteristic.

12.2. An Equality Impact Assessment (EIA) has been undertaken and is available at Appendix B. This is not the final version as the EIA is a live document that is updated

throughout the re-commissioning process. The EIA identifies that the new service model inclusive of the proposed changes does not have any perceived adverse impacts on people with protected characteristics.

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

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

12.3. The re-commissioned Domestic Abuse Support Service (DASS) contributes and supports the aims set out in the Joint Health and Wellbeing Strategy;

- *A strong focus on prevention and early intervention;*
The introduction of a dedicated Outreach and Engagement Team will be focused on proactively targeting known underrepresented victim groups and develop community support networks and prevention initiatives. The DASS will equally support the Lincolnshire Domestic Abuse Partnership's priorities around early intervention and prevention through awareness raising and community engagement.
- *A focus on issues and needs which will require partnership and collective action across a range of organisations;*
Domestic abuse can have long-term effects on victims' psychological, emotional, and physical wellbeing. The re-modelled Domestic Abuse Support Service is funded in partnership with Lincolnshire CCG and the OPPC and is aligned to the support the priorities of the Lincolnshire Domestic Abuse Partnership and Safer Lincolnshire Partnership. The DASS will work in partnership with a range of organisations including Substance Misuse Services, Integrated Offender Management and Mental Health Services to ensure victims receiving specialist interventions are effectively supported to meet their wider needs as part of their support plan.
- *A focus on tackling inequalities and equitable provision of services;*
The Outreach and Engagement Team has been introduced into the service model in response to identifying victim groups and geographical locations with lower than anticipated engagement with support services. A key aim of this team will be to ensure all victims of domestic abuse and sexual violence can access information, advice and support and work to identify and overcome any barriers that persist.

Crime and Disorder

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

12.4. This service is directly designed to contribute to the furtherance of the section 17 obligations through partnership working with Substance Misuse Services and through the direct support to victims of domestic abuse and sexual violence to prevent further or future victimisation. The newly introduced Recovery Service specifically seeks to provide victims with a longer period of support to promote recovery from the impacts of abuse and prevent revictimisation. Thus, by seeking to increase victims' safety and resilience the service contributes to reducing the risk of further domestic abuse offences. The DASS will also work with the Integrated Offender Management Team to support individuals whose offending behaviours is inherently linked to their experience of domestic abuse and cohesive control.

13. Conclusion

- 13.1. Re-commissioning a countywide Domestic Abuse Support Service (DASS) supports the priorities and delivery of; the Councils' Corporate Plan, the Safer Lincolnshire Partnership, Lincolnshire Preventing Domestic Abuse Strategy 2021-24, and the Councils' statutory duties under the Domestic Abuse Act 2021. The proposed service model is scalable to respond to anticipated guidance surrounding Violence Against Women and Girls and potential new duties from the Victims Bill. The DASS may equally be a suitable vehicle for responding to recommendations from the Violence Reduction Programme following the conclusion of the Strategic Needs Assessment.
- 13.2. Co-commissioning the DASS alongside key partners from the OPCC and health reflects the ethos of current legislation, guidance, and the emerging policy landscape placing increasing duties on local areas to work together to address complex system wide issues such as serious violence and domestic abuse through joint delivery plans and service collaboration to meet the needs of Lincolnshire residents.
- 13.3. It is expected that the proposed improvements and integration of the current Outreach and IDVA Services under the umbrella of DASS, through the specification and associated processes, will enable the Council and partners to maximise the service impact and outcomes for individuals to build resilience, help prevent further victimisation and support victims to live safe, happy, and healthy lives.

14. Legal Comments:

The Council has the power to commission the services and enter into the contracts proposed.

The proposed procurement process is compliant with the Council's legal obligations.

The decision is consistent with the Policy Framework and within the remit of the Executive if it is within the budget.

15. Resource Comments:

The funding construct for this service is detailed in section 5.5 above and has been confirmed by all parties.

The service is highly likely to receive new grant funding to support delivery of the new model. Any new grant funding will reduce the partners contributions.

Demand monitoring will be in place to track the source of referrals into the service and if referrals increase, trigger the tripartite funding agreement which will be in place when the new model commences

16. Consultation

a) Has Local Member Been Consulted?

n/a

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

The decision will be considered by the Public Protection and Communities Scrutiny Committee on 19 July 2022. The comments of the Committee will be reported to the Executive.

d) Risks and Impact Analysis

See body of report and Appendix B Equality Impact Assessment.

17. Appendices

These are listed below and attached at the back of the report	
Appendix A	DASS Re-commissioning EIA

18. 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 Reena Fehnert, Senior Commercial and Procurement Officer – Commercial Services, who can be contacted on 07876 545811 or at reena.fehnert@lincolnshire.gov.uk.

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Equality Impact Analysis to enable informed decisions

The purpose of this document is to:-

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

Using this form

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

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

Equality Act 2010

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

Protected characteristics

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

Section 149 of the Equality Act 2010

Section 149 requires a public authority to have due regard to the need to:

- Eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by/or under the Act
- Advance equality of opportunity between persons who share relevant protected characteristics and persons who do not share those characteristics
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

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

Decision makers duty under the Act

Having had careful regard to the Equality Impact Analysis, and also the consultation responses, decision makers are under a personal duty to have due regard to the need to protect and promote the interests of persons with protected characteristics (see above) and to:-

- (i) consider and analyse how the decision is likely to affect those with protected characteristics, in practical terms,
- (ii) remove any unlawful discrimination, harassment, victimisation and other prohibited conduct,
- (iii) consider whether practical steps should be taken to mitigate or avoid any adverse consequences that the decision is likely to have, for persons with protected characteristics and, indeed, to consider whether the decision should not be taken at all, in the interests of persons with protected characteristics,
- (iv) consider whether steps should be taken to advance equality, foster good relations and generally promote the interests of persons with protected characteristics, either by varying the recommended decision or by taking some other decision.

Conducting an Impact Analysis

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

The Lead Officer responsibility

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

Summary of findings

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

Impact – definition

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

How much detail to include?

The Equality Impact Analysis should be proportionate to the impact of proposed change. In deciding this asking simple questions “Who might be affected by this decision?” “Which protected characteristics might be affected?” and “How might they be affected?” will help you consider the extent to which you already have evidence, information and data, and where there are gaps that you will need to explore. Ensure the source and date of any existing data is referenced.

You must consider both obvious and any less obvious impacts. Engaging with people with the protected characteristics will help you to identify less obvious impacts as these groups share their perspectives with you.

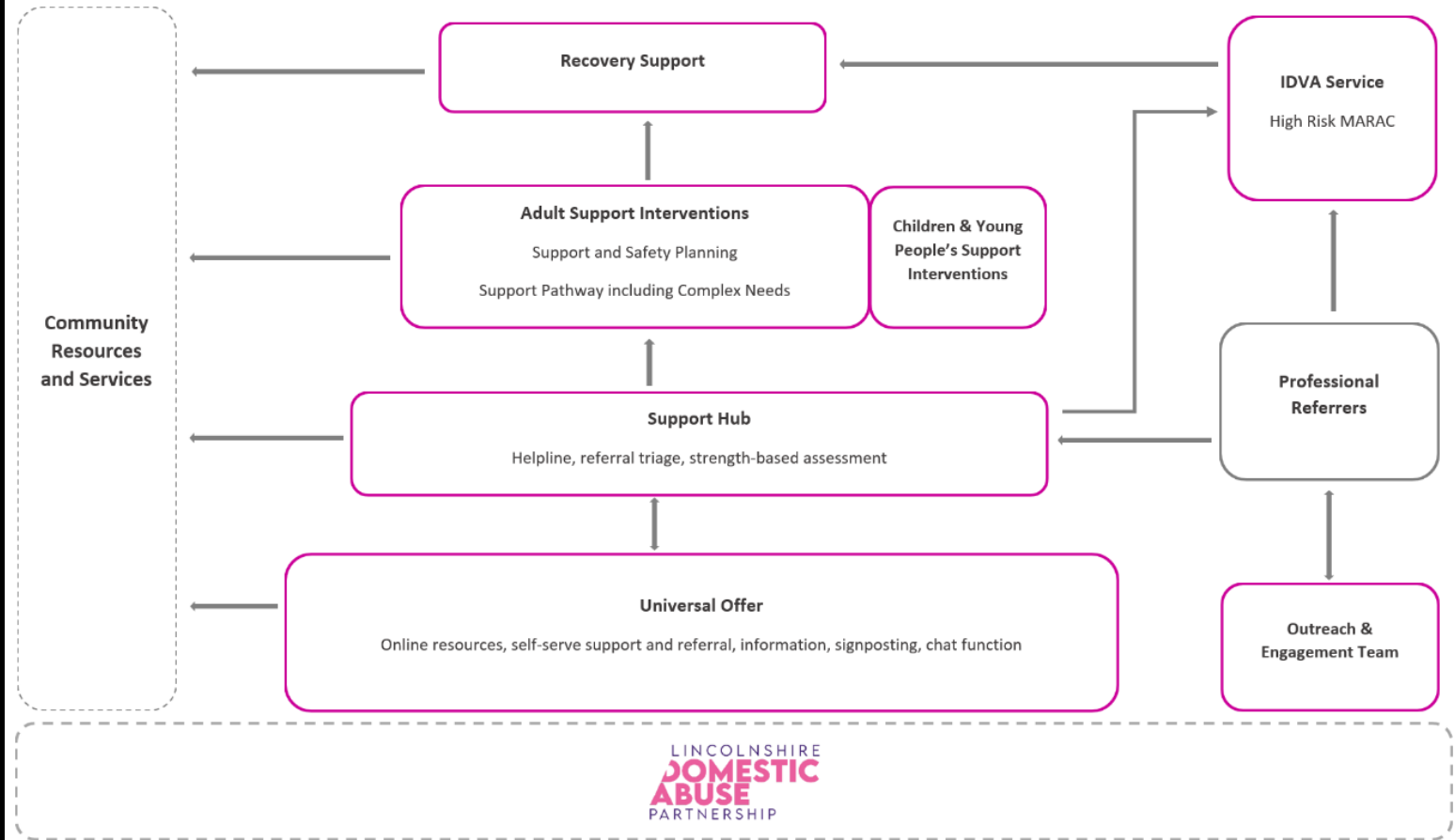
A given proposal may have a positive impact on one or more protected characteristics and have an adverse impact on others. You must capture these differences in this form to help decision makers to arrive at a view as to where the balance of advantage or disadvantage lies. If an adverse impact is unavoidable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

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

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

Title of the policy / project / service being considered	Domestic Abuse Support Services	Person / people completing analysis	Reena Fehnert Senior Commercial and Procurement Officer
Service Area	Safer Communities	Lead Officer	Sara Barry
Who is the decision maker?	Councillor Bradwell	How was the Equality Impact Analysis undertaken?	Discussion and email
Date of meeting when decision will be made	06/09/2022	Version control	V0.1
Is this proposed change to an existing policy/service/project or is it new?	Existing policy/service/project	LCC directly delivered, commissioned, re-commissioned or de-commissioned?	Re-commissioned
Describe the proposed change	<p>To consider the impact of the re-procurement of the new Domestic Abuse Support Services.</p> <p>Background</p> <ul style="list-style-type: none"> Lincolnshire County Council (LCC) currently commissions Domestic Abuse Services in Lincolnshire. The current services comprise: A contract for Outreach support for adult victims and their children and another contract for IDVA services. The contracts are currently delivered by one provider. Safer Communities and Adult Care currently fund both Outreach and the IDVA provision. The contracts were let with a 3 year initial term and the option to extend by two years (1 + 1). Both the Outreach services and the IDVA services are reaching the end of their maximum contract length. Funding has been agreed by Adult Care and Safer Communities to re-commission these services. The new Domestic Abuse Support service will include both the Outreach and IDVA services. This new service will be mainly funded by LCC and also part funded by the OPCC and Health. 		

The service and demand review, market engagement, stakeholder feedback and Lincolnshire’s Preventing Domestic Abuse Strategy 2021-24 have culminated in the development of the proposed countywide Domestic Abuse Support Service model for Lincolnshire as depicted below:



Background Information

The key features of the revised and enhanced model are;

- A universal digitality based support offer to all victims of domestic abuse in Lincolnshire including self-serve information and referral, a chat function, and a range of online resources and signposting for victims, their family, friends, and colleagues.
- A Support Hub, including helpline, effective triage function and strength-based assessment provision.
- Community-based Specialist Support Interventions for Adults and Children and Young People, providing person-centred, outcome focused, support and safety planning whilst leveraging community assets and collaborating with other key partners to develop complex needs pathways alongside Substance Misuse, Mental Health, and Offender Management Services.
- An integrated IDVA Service supporting the highest risk victims including children and young people through specialist and community based IDVA workers embedded within the wider service elements and offer.
- Enhanced Recovery Support to victims managing civil injunctions, legal cases, transitions, or continuing complex needs support beyond the specialist interventions to build resilience and help prevent further victimisation.
- An Outreach and Engagement Team to proactively target known underrepresented victim groups and develop community support networks and peer support systems to identify and enhance the community response to domestic abuse.

Evidencing the impacts

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

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

Data to support impacts of proposed changes

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

Population data and the Joint Strategic Needs Assessment

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

Workforce profiles

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

Positive impacts

The proposed change may have the following positive impacts on persons with protected characteristics – If no positive impact, please state 'no positive impact'.

<p>Age</p>	<p>Annually there are approximately 30,000 Lincolnshire residents aged 16-74 years who will be victims of domestic abuse. The demand and prevalence analysis clearly identified lower than anticipated referrals from health sources and some demographic profiles which the new DASS will seek to address, the relative success of engagement activities will therefore directly influence future demand. This has been partly mitigated by the enhanced budget secured for the delivery of the remodelled DASS and the tripartite in-principal agreement to collectively consider and fund additional volume delivery if required during the contract term.</p> <p>The recommissioned service will be available to victims of domestic abuse [for children’s interventions the age range is 5-16, for adults interventions the age range is 16 and over. SEND XX age range]</p> <p>The over 45’s are underrepresented in the current service user demographic. The new model includes an outreach and Engagement team proactively targeting under-represented groups.</p> <p>The new model will therefore have a positive impact on the over 45’s.</p>
<p>Disability</p>	<p>The new model includes an Outreach and Engagement Team to proactively target known underrepresented victim groups and develop community support networks and peer support systems to identify and enhance the community response to domestic abuse. The new model also has a universal digital offer to all victims including self-serve information and referral a chat function and a range of online resources signposting victims, their family, friends and colleagues. This will have a positive impact on persons with disabilities.</p>
<p>Gender reassignment</p>	<p>The new model includes an Outreach and Engagement Team to proactively target known underrepresented victim groups and develop community support networks and peer support systems to identify and enhance the community response to domestic abuse. The new model also has a universal digital offer to all victims including self-serve information and referral a chat function and a range of online resources signposting victims, their family, friends and colleagues, this will have a positive impact on persons who have undergone gender reassignment</p>
<p>Marriage and civil partnership</p>	<p>No perceived positive impact. This protected characteristic should not face barriers in accessing the service should they need it, and stand to benefit from it in the same way as other eligible people without a protected characteristic.</p> <p>According to the latest census, over half the population of each district in Lincolnshire is married: Almost 57% in North Kesteven and 49% in Boston. Figures for civil partnerships was much lower with a mean of only 0.17% across all districts in a civil partnership, however this figure is likely to be higher now.</p>

APPENDIX A

Pregnancy and maternity	Health are now contributing to the funding of the service, this along with the new model which includes the Outreach and Engagement Team and the requirement for the new provider to work with GP's to increase awareness of the service and thus will have a positive impact on pregnant women and those on maternity.
Race	The new model includes an Outreach and Engagement Team to proactively target known underrepresented victim groups and develop community support networks and peer support systems to identify and enhance the community response to domestic abuse. The service will also use translation services to enable better communication with those that find it difficult to access the service because language is a barrier. The new service will therefore have a positive impact on persons who identify under race as a protected characteristic.
Religion or belief	The new model includes an Outreach and Engagement Team to proactively target known underrepresented victim groups and develop community support networks and peer support systems to identify and enhance the community response to domestic abuse. This will have a positive impact on persons who identify under race as a protected characteristic which in turn can have an impact on those who identify under religion or belief as a protected characteristic.
Sex	The new model also has a universal digital offer to all victims including self-serve information and referral a chat function and a range of online resources signposting victims, their family, friends and colleagues. Men are underrepresented in the current service user cohort. It is known that a better digital offer will improve engagement from men who are victims of domestic abuse. The new service therefore will have a positive impact on persons with sex as a protected characteristic.
Sexual orientation	The new model includes an Outreach and Engagement Team to proactively target known underrepresented victim groups and develop community support networks and peer support systems to identify and enhance the community response to domestic abuse. This will have a positive impact on persons who identify under race as a protected characteristic.

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

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n/a People without children

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Adverse/negative impacts

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

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

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

Age	No perceived adverse impact as the new model supports adults and children of the non-perpetrator adult as part of the service. There is a separate contract that supports work with the perpetrator that is commissioned by the Office of the Police Crime Commissioner.
Disability	No perceived adverse impact due to disability.
Gender reassignment	No perceived adverse impact due to gender reassignment.
Marriage and civil partnership	No perceived adverse impact as the new model supports adults and children of the non-perpetrator adult as part of the service. There is a separate contract that supports work with the perpetrator that is commissioned by the Office of the Police Crime Commissioner.

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Pregnancy and maternity	No perceived adverse impact due to pregnancy and maternity.
Race	There is no perceived adverse impact due to race.
Religion or belief	There is no perceived adverse impact due to religion or belief.
Sex	There is no perceived adverse impact due to sex.
Sexual orientation	There is no perceived adverse impact due to sexual orientation.

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

Victims who are not online, for example those in very rural areas, older victims or those in poverty and without access to broadband or a device could potentially be excluded from the universal digitally based offer support if it is primarily available online. The new service must offer an alternative, such as written or telephone based support to ensure they are not further excluded. There have been stark warnings about this, particularly in the spring of 2020 when the coronavirus pandemic has forced many services to use virtual gatherings, from Government, advisors and engagement specialists, such as the Consultation Institute.

Add reference to the domestic abuse partnership, all agencies that support the domestic abuse agenda in Lincolnshire, plus the Lincs DA strategy which includes as key delivery priorities, early intervention, community and neighbourhood engagement, working with the VCS to improve access. Work directed through the partnership to implement the strategy will also help to address and mitigate this potential negative impact.

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Children of the perpetrator are not covered by this service, however the service can refer into other services, provided by LCC Children's Services, to support people in this group.

Stakeholders

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

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

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

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Objective(s) of the EIA consultation/engagement activity

The Objective of the activity is to recommission the Domestic Abuse Support Service through a tender process. This will involve going out to the market for the Most economically advantageous Tender. A project team was set up consisting of stakeholders from Safer Communities, Commercial, Legal, Health, Childrens and the OPCC. The project team carried out a robust analysis of the current contract delivery, this including a national review and benchmarking of the current services to identify issues and gaps in delivery.

An engagement activity with the Domestic Abuse Partnership which consists of District Councils, Health, Police and Suppliers in the County also supported the review of the current services. The Domestic Abuse Manager then carried out one to one engagement with a number of service users. The new model was developed following this and was market tested through the issue of a Prior information notice and a pre-market engagement questionnaire. Following this supplier one to ones were carried out and provided an opportunity to gather best practice information as well as sense check the proposed model and commercials. The model was then further refined and used to populate the specification for the new service.

Further engagement is on-going through the governance process and development of the Invitation to Tender documents

Who was involved in the EIA consultation/engagement activity? Detail any findings identified by the protected characteristic

Age	<p>See above approach detailing who was involved in the engagement activity.</p> <p>Demographic analysis and engagement activity have identified that the over 45's are underrepresented in the current service user demographic. The new model includes an outreach and Engagement team proactively targeting under-represented groups.</p>
Disability	<p>See above approach detailing who was involved in the engagement activity.</p>
Gender reassignment	<p>See above approach detailing who was involved in the engagement activity.</p>
Marriage and civil partnership	<p>See above approach detailing who was involved in the engagement activity.</p>
Pregnancy and maternity	<p>See above approach detailing who was involved in the engagement activity.</p>
Race	<p>See above approach detailing who was involved in the engagement activity.</p>

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<p>Religion or belief</p>	<p>See above approach detailing who was involved in the engagement activity.</p>
<p>Sex</p>	<p>See above approach detailing who was involved in the engagement activity.</p> <p>Demographic analysis and engagement activity have identified that men are underrepresented in the current service user cohort. The new model includes an improved digital support offer, which will improve engagement from men who are victims of domestic abuse.</p>
<p>Sexual orientation</p>	<p>See above approach detailing who was involved in the engagement activity.</p>
<p>Are you confident that everyone who should have been involved in producing this version of the Equality Impact Analysis has been involved in a meaningful way? The purpose is to make sure you have got the perspective of all the protected characteristics.</p>	<p>Yes, this includes the Project Team, the Programme Board and the Domestic Abuse Partnership</p>
<p>Once the changes have been implemented how will you undertake evaluation of the benefits and how effective the actions to reduce adverse impacts have been?</p>	<p>This can be evidenced through a robust contract management framework captured on a quarterly basis including but not limited to:</p> <ul style="list-style-type: none"> - The reporting of key performance indicators. - Close monitoring of the delivery of the specification and continuous improvement plan. - Extensive wider community and partnership engagement. - The demonstration of value for money. - Case studies demonstrating overall framework outcomes. - The recovery following the pandemic

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Further Details

Are you handling personal data?

Yes

Personal data is held as part of both Provider's and commissioner case management systems, however all data used within the re-commissioning exercise, including this impact analysis is anonymous.

In relation to the new service and contract, the information governance team will advise on the appropriate data management relationship to ensure ongoing compliance by both parties with data protection legislation. The contract terms and conditions will be updated with the appropriate contractual clauses to ensure the correct handling of personal data during the term of the contract.

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Actions required	Action	Lead officer	Timescale
Include any actions identified in this analysis for on-going monitoring of impacts.	Effective contract management throughout the life of the contract	Kelly Wells	1 st April 2023 to 31 st March 2028

Version	Description	Created/amended by	Date created/amended	Approved by	Date approved
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0.1	EIA form filled in and circulated	Created by Reena Fehnert	9 th June 2022 Amended 27 th June 2022		
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