



County Offices  
Newland  
Lincoln  
LN1 1YL

12 June 2023

**Public Protection and Communities Scrutiny Committee**

A meeting of the Public Protection and Communities Scrutiny Committee will be held on **Tuesday, 20 June 2023 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 black ink 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 A M Austin, 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



**PUBLIC PROTECTION AND COMMUNITIES SCRUTINY COMMITTEE AGENDA  
TUESDAY, 20 JUNE 2023**

<b>Item</b>	<b>Title</b>	<b>Pages</b>
1	<b>Apologies for Absence/Replacement Members</b>	
2	<b>Declarations of Members' Interests</b>	
3	<b>Minutes of the Public Protection and Communities Scrutiny Committee meeting held on 9 May 2023</b>	5 - 12
4	<b>Announcements by the Chairman, Executive Councillors and Chief Officers</b>	
5	<b>Culture, Equality, Diversity and Inclusion within Fire and Rescue</b> <i>(To receive a report from Mark Baxter, Chief Fire Officer, which outlines to the Committee the work Lincolnshire Fire and Rescue has done and is committed to ensuring there is continual improvement within culture, equality, diversity and inclusion for staff)</i>	13 - 56
6	<b>Voluntary Sector - Annual Position Report</b> <i>(To receive a report from Lee Sirdifield, Assistant Director Corporate – Lincolnshire County Council and Ben Rollett, Chief Executive – Voluntary Centre Services, which provides the Committee with an update from Voluntary Centre Services and Lincolnshire CVS about the work they complete to support the voluntary sector)</i>	57 - 68
7	<b>Fire and Rescue Statement of Assurance 2022-2023</b> <i>(To receive a report from Mark Baxter, Chief Fire Officer, which invites the Committee to consider and comment on the Statement of Assurance for 2022-2023)</i>	69 - 84
8	<b>Public Protection and Communities Scrutiny Committee Work Programme</b> <i>(To receive a report by Kiara Chatziioannou, Scrutiny Officer, which provides the Committee with the opportunity to consider and comment on the content of its work programme for the coming year to ensure that scrutiny activity is focussed where it can be of greatest benefit)</i>	85 - 90

**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 and scrutinise decisions made, or other action taken, in connection with the discharge by the County Council of its crime and disorder functions)

- 9 The work of Safer Lincolnshire Partnership's Lincolnshire Women's Strategy: Preventing Women and Girls at Risk of Entering the Criminal Justice System** 91 - 100  
*(To receive a report from Zoe Walters, Business Manager (Interim) Safer Lincolnshire Partnership, which provides the Committee with an overview of the actions undertaken by the Safer Lincolnshire Partnership to support women and girls at risk of entering the criminal justice system)*
- 10 Annual Review of Prevent** 101 - 106  
*(To receive a report from Martyn Parker, Assistant Director, Public Protection, which provides the Scrutiny Committee with a summary of Prevent activity in Lincolnshire during the course of 2022/23 and to comment on the Councils role in meeting its statutory duty. Richard Clare, Strategic Prevent Lead, Safer Communities and Clare Newborn, Head of Community Safety will be in attendance for this item)*

<u>Democratic Services Officer Contact Details</u>	
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<p><b>Please note:</b> for more information about any of the following please contact the Democratic Services Officer responsible for servicing this meeting</p> <ul style="list-style-type: none"> <li>• Business of the meeting</li> <li>• Any special arrangements</li> </ul> <p>Contact details set out above.</p> <p>Please note: This meeting will be broadcast live on the internet and access can be sought by accessing <a href="#">Agenda for Public Protection and Communities Scrutiny Committee on Tuesday, 20th June, 2023, 10.00 am (modern.gov.co.uk)</a></p> <p>All papers for council meetings are available on:  <a href="https://www.lincolnshire.gov.uk/council-business/search-committee-records">https://www.lincolnshire.gov.uk/council-business/search-committee-records</a></p>	



**PUBLIC PROTECTION AND COMMUNITIES  
SCRUTINY COMMITTEE  
9 MAY 2023**

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

Councillors A N Stokes (Vice-Chairman), Mrs J Brockway, M R Clarke, A Dani, W H Gray, A M Key, K E Lee and N Sear.

Councillor Mrs S Wooley (Executive Councillor NHS Liaison, Community Engagement, Teggistratation and Coroners) attended the meeting as an observer.

Jenny Barnett (CEO CA Lindsey and cover for CA Lincoln & District) and Monica Stark (Chair Citizens Advice South Lincolnshire and CAL Liaison with LCC) 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), Semantha Neal (Assistant Director, Prevention and Early Intervention).

Officers in attendance via Microsoft Teams:

Lauren Grosvenor (Resettlement Programme Manager, Public Health), Alison Christie (Programme Manager, Strategy and Development) and Will Mason (Head of Culture).

69 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

Apologies for absence were received from Councillors N F Clarke, E J Sneath and J L King.

It was reported that, under Regulation 13 of the Local Government (Committee and Political Groups) Regulations 1990, Councillor Noi Sear had been appointed as the replacement member for Councillor Mrs N F Clarke, for this meeting only.

It was noted that Councillor E J Sneath would be observing the meeting remotely, via Teams.

70 DECLARATIONS OF MEMBERS' INTERESTS

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

71 MINUTES OF THE PREVIOUS MEETING HELD ON 21 MARCH 2023

RESOLVED

That the minutes of the Public Protection and Communities Scrutiny Committee meeting held on 21 March 2023 be agreed and signed by the Chairman as a correct record.

72 ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLORS AND CHIEF OFFICERS

There were no announcements by the Chairman, Executive Councillors or Chief Officers.

73 CITIZEN'S ADVICE LINCOLNSHIRE ANNUAL REPORT

Consideration was given to a report from Citizens Advice Lincolnshire (CAL), which provided the Committee with an update on the performance of Citizens Advice services across Lincolnshire during 2022/23.

The Chairman invited Monica Stark, Chair of Trustees, Citizens Advice South Lincolnshire and Jenny Barnett, Chief Executive Officer, Citizens Advice Lindsey to present the item to the Committee.

Detailed at Appendix A was a CAL Health Presentation; and Appendix B provided the Committee with details of CAL 2022/23 dashboard.

During the presentation, the Committee noted that 2022/23 had been the most challenging year in the history of Citizens Advice nationally, due to the impact of high inflation. It was highlighted that a total of 15,021 people living in Lincolnshire had turned to Citizens Advice for help, and that the service was able to resolve 76,934 issues. It was highlighted further that demand on the Lincolnshire Adviceline was projected to have risen to 43,246 calls, it was however noted that the service had only been able to answer 34% of the calls due to a lack of resources. Reference was also made to specialist services, partnership working, the value of the service to society and feedback received from clients who had used the CAL service.

Page 31 (Appendix B) of the report pack provided an overall breakdown of the number of people helped and the types of issues the service had assisted with.

The Committee was invited to review and comment on the contents of the annual report, and during consideration thereon, the following points were noted:

- Support was extended for the first class high quality service provided by Citizen's Advice Lincolnshire;
- The Committee noted that historically there had been more separate Citizen's Advice charities across Lincolnshire. Currently however, there were three separately constituted Citizens Advice charities across Lincolnshire working in partnership as one: Citizens Advice Lincolnshire. No guarantee could be given that in the future this presence might be reduced to a presence of two a North and a South charity, or even

one for the County. The Committee noted that the service needed to find a structure to support local communities across the County;

- It was reported that the number of missed calls were recorded, and that reporting was able to provide details of when clients had rung more than once. The Committee noted that when a call was unable to be answered locally it was routed to be answered in Gateshead at an overflow centre. It was however highlighted that some clients were not getting through. It was also reported that after one hour the call was ceased automatically. It was reported further that call data was available and that the service was working to address such issues;
- Confirmation was given that CAL were being charged rent and service charges;
- The effect high inflation was having, and the societal changes that were now impacting most people for example, the need for a mobile phone, an essential item for keeping individuals connected allowing them to access funds, pay bills, and claim benefits etc. The Committee was advised that the service would not be able to get involved in a re-use scheme, as this would result in resources being diverted, undermining the core purpose of the service;
- Some concern was raised regarding the impact the cost of living was having on the residents of Lincolnshire and the choices they were having to make because of it. One member felt that more funding should be made available from the County Council's underspend to CAL, to help families in real poverty. The Committee was advised that the funding from the County Council to the Citizens Advice groups was purely for back office services and to keep running costs going. It was highlighted that the Council gave as much money as it could, as it valued the service being provided. It was noted that a further report would be considered by the Committee at its October meeting concerning the Citizens Advice Lincolnshire Grant Funding Agreement;
- The Committee noted that savings had been made by CAL but unfortunately, these figures were not available to be shared with members at the meeting;
- It was reported that CAL were constantly advertising for staff as the service continued to grow, so recruitment was a continual process. It was highlighted that staff did leave; therefore, consideration was being given to the salaries being paid and that these were now being reviewed twice yearly. It was highlighted further that recruitment was a problem to meet the ongoing demand on the service;
- Whether there was any duplication of services being provided, an example given was benefits advice. The Committee noted that when a client approached CAL and they were in debt, part of the process would be to look at their overall income and expenditure, and making sure the client was claiming all benefits they were entitled to. There was recognition that some duplication happened with what a District Council did. It was reported that some of these services formed part of the District Council funded projects, to support clients that needed help and support. Some concern was expressed that the duplication might be taking the service away from its core role. It was reported that CAL had good working relationships with District Councils, and they worked with them to support clients. Some District Councils also provided core funding to CAL and also provided additional funding for specific projects such as benefits advice;

- There was recognition that more could be done to achieve a higher level of satisfaction (85%), but it was highlighted that 85% from a national Citizens Advice perspective was a good acceptable level of achievement;
- Confirmation was given that there was no known conflict arising between volunteers and paid staff. It was highlighted that people volunteered for a whole range of reasons. It was noted that some people who had volunteered did then chose to go into paid roles. It was noted that around 50% of paid staff started as volunteers. It was noted further that CAL was working with universities to encourage younger people to get involved. The Committee noted the process undertaken for someone to become a volunteer. Praise was extended to all volunteers and to the impact they had on society;
- It was reported that the East Lindsey area was very busy one, as it had a different population to other districts, having coastal deprivation, seasonal deprivation, rural deprivation, and lots of other challenges. It was noted that the service worked very closely with the District Council to support clients;
- Clarification was given that a client was never turned away, in the cases of a cross border client, they would be referred on to their local Citizens Advice;
- Confirmation was given that Adviceline was the main route into the service. It was noted that there was however 24/7 access through a self-referral application on the website; and
- Clarification was given that a 'unique' client was one individual who could come back to the service twice regarding two issues.

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

#### RESOLVED

1. That the Citizens Advice Lincolnshire Annual report and presentation be received.
2. That the comments and suggestions made in relation to the report be received and be taken into consideration by relevant officers and partners in Citizens Advice.

#### 74 RESETTLEMENT SCHEMES AND ASYLUM DISPERSAL IN LINCOLNSHIRE

The Committee considered a report from Samantha Neal, Assistant Director Prevention and Early Intervention and Lauren Grosvenor, Resettlement Programme Manager, which provided a further update on refugee resettlement schemes and asylum dispersal.

The Chairman invited Samantha Neal, Assistant Director Prevention and Early Intervention to present the item to the Committee.

Further to the report, the Committee was advised that the High Court would be hearing the West Lindsey District Council case with regard to RAF Scampton on Thursday 11 May 2023.



The Committee also noted that in respect of other asylum seekers schemes, whilst further information was indicated as being expected, no further information had been received regarding guidance or funding.

During consideration of this item, the following points were noted:

- Some concern was expressed to the lack of information relating to the Home Office proposal for RAF Scampton; the welfare and wellbeing of the asylum seekers, with particular reference being made to the proposed shipping container type of accommodation. The Committee noted that the understanding was that the proposed accommodation would be a type of portable unit, quite often used for temporary accommodation, which was believed would have its own fresh water and sewage attached to it. One member advised that such a container had arrived in Britain, and it was the type of accommodation used by oil rig workers;
- The infrastructure impact of the proposed asylum seekers on Lincoln and the village of Scampton itself. Reassurance was given that the three Chief Executives and Leaders of the City of Lincoln, West Lindsey District Council and the County Council were holding weekly meetings to discuss the impacts and risks of the proposal. It was highlighted that they were also meeting with Leaders and Chief Executives of other larger sites, as RAF Scampton was not the only large site being proposed. Meetings were also being held regularly with the Local Government Association. The Committee was also advised that a weekly call was continuing with the Home Office, with local organisations to express the local concerns and a request had been made for a clear assurance framework around the concerns raised. It was also highlighted that the three Lincolnshire Leaders had written to the Robert Jenrick MP expressing their concerns and requesting a meeting with him, but as yet, no response had been received;
- Some general comments were raised with regard to the country's asylum seekers situation, the time taken to process applications and the impact that was having on those waiting for their claims to be processed, and the complex issues that posed; and the extreme politics presenting themselves concerning RAF Scampton;
- Reassurance was given that local MPs had been involved concerning the proposals for RAF Scampton, and that West Lindsey District Council was fighting the case against the proposals. Councillor J Brockway agreed to forward officer contact details on to Councillor K E Lee to enable her to find out further information concerning RAF Scampton;
- Some support was extended to the success of the Homes for Ukraine Resettlement Scheme; and the need for more housing to help Ukrainian guests, as well as local people desperate for housing. The Committee noted that the government had identified some additional funding specifically to build accommodation for refugees likely to be here for a longer term in three District Council areas, which was anticipated to be extended to others, but to date no further funding announcement had been made;
- It was reported that with the Afghan resettlement, a request would be made to local housing authorities to identify appropriate housing stock. It was highlighted that there were very tight rules as to what could be provided. It was noted that there was

not an expectation that the house would come fully furnished, but it would have to be suitable for occupation; and

- The Committee was advised that unaccompanied asylum seekers would be assessed and dependent on their needs, there was contractual arrangement in place as well as foster care arrangements for young people. Reassurance was given that any provision was closely monitored to make sure that any agreed placement was safe for the longer term.

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

#### RESOLVED

1. That the Resettlement Schemes and Asylum Dispersal in Lincolnshire report presented be received and endorsed.
2. That the Committee's satisfaction with the developments in Lincolnshire be recorded, given that we are a County with less experience to resettlement in comparison to other areas nationally.
3. That assurance be received that robust governance and operational arrangements are in place to respond to national policy requirements as they emerge.
4. That the comments made during debate be taken into consideration by relevant officers and portfolio holders.

#### 75 PUBLIC PROTECTION AND COMMUNITIES SCRUTINY COMMITTEE WORK PROGRAMME

Consideration was given to a report from Kiara Chatziioannou, Scrutiny Officer, which invited the Committee to review the work programme, as detailed on pages 40 to 43 of the report pack and to highlight any additional scrutiny activity which could be included for consideration in the work programme.

The Scrutiny Officer briefed the Committee on the items scheduled to be considered at the 20 June 2023 meeting, these were shown on page 40 of the report pack.

During consideration of this item, one item was raised concerning the registering of Care Homes. As this matter was outside the remit of the Public Protection and Community Scrutiny Committee, the Executive Director for Adults and Committee Wellbeing agreed to respond to the individual Councillor outside of the meeting.

The Committee noted that since the agenda publication date, one further item had been added to the work programme for the Autumn of 2023, which was: an update on the Lincolnshire Fire and Rescue Service New Crewing arrangements.

**RESOLVED**

That the Public Protection and Communities Scrutiny Committee Work Programme report be received and that the work programme as detailed on pages 40 to 43 be approved with the addition of the update on the Lincolnshire Fire and Rescue Service New Crewing Arrangements.

The meeting closed at 11.55 am

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

Report to:	<b>Public Protection and Communities Scrutiny Committee</b>
Date:	<b>20 June 2023</b>
Subject:	<b>Culture, Equality, Diversity and Inclusion within Fire and Rescue</b>

**Summary:**

There is a national and local focus on culture within Fire and Rescue Services for some time. This has been heightened following recent reports that have come out of other Fire and Rescue Services of where behaviours have been displayed that are completely unacceptable.

There has also been a report released by His Majesty's Inspectorate of Constabulary and Fire and Rescue (HMICFRS) on 'values and culture in fire and rescue services' that summarises what has been identified across the Fire Sector during round two of inspection (2021-2022) with stated recommendations to be addressed.

This report outlines the work that Lincolnshire Fire and Rescue has done and is committed to ensuring there is continual improvement within Culture and EDI for staff.

**Actions Required:**

That the Public Protection and Communities Scrutiny Committee receives the findings within this report and endorses the submission of follow up reports on actions against recommendation within HMICFRS report on values and culture by March 2024.

## **1. Background**

Culture within Lincolnshire Fire and Rescue Service (LFR) has been a priority focus since the outcome of the first HMICFRS inspection in 2018 where it was stated that "Culture and values were not understood by staff within LFR". This prompted a review of what culture meant within LFR and more importantly gaining an understanding on how staff viewed working within LFR was for them.

The outcome of staff surveys and many staff engagement sessions re-affirmed what HMICFRS reported on, in that staff found it difficult to express what the culture and values of LFR where. This was in the main part due to the 'confusion' that staff displayed in relation

to Lincolnshire County Council (LCC) culture and values as they were the only reference points that existed at that time within LFR. However, what was clear from the staff surveys was that staff did feel that the culture within LFR was *good* but did not have a clearly understood identity in relation to the values of the organisation.

The work that was undertaken from this point was a Service wide engagement programme that involved all areas within LFR to reflect to the Senior Leadership Team at the time what staff believed should be the appropriate behaviours and culture that is expected of everyone to support LCC values. At the time there was also the roll out of LCC Unwritten Ground Rules (UGR) concept to help develop greater understanding of what expected behaviours and culture should look like.

It was recognised to develop a cultural and behavioural concept would require buy in from all staff and a connection that could be viewed as authentic and also owned by everyone. Therefore, LFR took the direction from staff that there was a 'gap' within LFR to bridge between what staff's expected behaviours were to be like to support the LCC core values of Professional, Respectful, Resourceful and Reflective.

The outcome of the service wide engagement and staff surveys was a core group of behaviours that LFR staff reflected that they expected everyone to adhere to support the core values of LCC. These were:

- Trust
- Help
- Respect
- Include
- Value
- Empower

This developed the initial concept of 'Our Culture' through mid-2020 to April 2021, where we formally launched 'Our Culture' within LFR, which is summarised in the booklet in Appendix A.

In May 2021, the National Fire Chief Council (NFCC), launched an important 'Fire Standard' called 'Core Code of Ethics' that outlined how Fire Service employees should act in the best way towards each other whilst serving our communities. This is based on five key ethical principles:

- Putting our communities first
- Integrity
- Dignity and respect
- Leadership
- Equality, Diversity and Inclusion

As LFR had recently launched and embedded 'Our Culture', it was important to not de-value the significance of this work and just solely adopt the Core Code of Ethics. Therefore, a gap analysis was undertaken to see if 'Our Culture' concept supported the Core Code of Ethics. The outcome was that 'Our Culture' did support the Core Code of Ethics. Therefore, the

Core Code of Ethics strengthened concept and identity of the behavioural model that was designed by LFR staff.

Since 2021 LFR Senior Leadership Team (SLT) committed to understanding what staff views were about culture whilst working in LFR through staff survey and two external engagement programmes from sector specialists (Faye Cooper and Miriam Heppell). The feedback from this shaped significant work to address areas that were highlighted and also recognise the positive feedback that was received.

The feedback was grouped into main five headings of:

- Leadership
- Development and Learning
- Communications and Engagement
- Vision and Values
- Equality, Diversity and Inclusion (EDI)

The summary of the findings and actions that have been taken since 2021 can be found in Appendix B.

During 2021 HMICFRS conducted round 2 of their inspections for LFR. In regard to culture, HMICFRS recognised the progress that had been made for how staff understood culture and values and judged LFR to have 'good' for culture and values within the report.

However, they did raise a 'Cause of Concern' for "The service hasn't done enough since the last inspection to improve EDI in the service" and in particular the following five areas:

- Give greater priority to how it increases awareness of EDI across the organisation.
- Make sure that all staff receive appropriate EDI training.
- The service needs to improve how it engages with its staff and provides feedback in relation to EDI issues.
- Improve the understanding and use of Equality Impact Assessments (EqIA's) in all aspects of its work and consider if its policies and procedures are inclusive and support those with protected characteristics.
- Make sure that there is a programme of positive action initiatives to support its recruitment programme

This has been previously reported on progress in this area for HMICFRS through PPCSC.

The subsequent action plan to address these issues has been managed through the newly created EDI Steering Group that is Chaired by Chief Fire Officer. Regular updates on progress have been fed back to HMICFRS, which resulted in a letter received in September 2022 to confirm they were satisfied we had a robust plan in place and that they would no longer require further updates. HMICFRS recognised that it takes time to embed improvements related to EDI and therefore will use the 2023 round 3 inspection to assess progress and impacts of the action plan. The EDI 3-year action plan is attached as Appendix C.

As summary of the main areas that have been delivered as part of the action plan to address the 'Cause of Concern' are:

- Face to face EDI awareness training programme developed and delivered to all staff. Year one completed and Year two currently being delivered.
- EDI Steering Group implemented with representation from all areas of the Service to develop EDI related issues.
- Representation on LCC Corporate Diversity Steering Group
- Staff networks set up in areas such as:
  - LGBT+
  - Women in Fire Service
  - Careers Network – LFR Chair the LCC Careers Network
  - Neurodiversity
  - Non-operational network
- Equality Impact Assessment Policy review and implementation in all relevant areas
- Reporting lines available and promoted to all staff to raise issues, concerns or good practice.
- Back to floor visits, staff engagement sessions and 'you said, we did' feedback.

### **Values and Culture in fire service report – HMICFRS**

In March 2023 HMICFRS released a report on values and culture in fire and rescue, more commonly known as 'spotlight report on values and culture'. This report is a consolidation of round two inspections of all fire and rescue services relating to values and culture. HMICFRS have not completed a separate review on this subject, but just brought together existing findings into a single report.

This report has been commissioned in response to previous reports from other services that brought to light unacceptable and abhorrent behaviours that existed in some services. This was subsequently followed up by other high profile media reports of disturbing behaviours in services that had brought a spotlight on what culture existed in our fire and rescue services.

Following the release of the report into London Fire Brigade, LFR engaged with all staff to highlight what the expected behaviours were for everyone. It was also re-enforced the need to support anyone to be able to report any issues of unacceptable behaviour with confidence it will be listened to and investigated and if needed to in confidence. In particular all women in LFR were engaged with, to raise issues and feedback on experiences working for LFR, as it was recognised the areas that had been raised nationally had a focus on how women in fire services were treated.

The spotlight report from HMICFRS has resulted in thirty-four recommendations that are aimed at Chief Fire Officers, NFCC, Home Office and Police Chief Constables to implement by specific deadlines. All recommendations need to be completed by April 2024. Nineteen of these recommendations are the responsibility of Chief Fire Officers to implement into their own Service.



Thread	No	Deadline	Owner	Action
Raising Concerns	1	01/10/2023	CFO	chief fire officers should make sure their services provide a confidential way for staff to raise concerns and that staff are aware of whistleblowing processes
	2	01/10/2023	NFCC/LGA	National Employers, the Local Government Association and the National Fire Chiefs Council should review any current independent arrangements whereby staff can raise concerns outside their FRS. They should then ensure that all FRS staff have access to an independent reporting line that can be used as a confidential way to raise concerns outside their own FRS
	3	01/06/2023	CFO	chief fire officers should review the support available for those who have raised concerns and take any action needed to make sure these provisions are suitable
	4	01/06/2023	CFO	chief fire officers should assure themselves that updates on how concerns are being handled are shared with those who have raised them. The updates should be given in an accessible way that encourages trust and confidence in the service response. Consideration should be given to creating a professional standards function to handle conduct concerns in service (or from an external service) to have oversight of cases, to make sure they are conducted in a fair and transparent way and to act as a point of contact for all staff involved
	5	01/06/2023	CFO	chief fire officers should make sure they provide accessible information for all staff and members of the public on how they can raise concerns and access confidential support (including through external agencies). Chief fire officers should also make sure accessible information is provided on how concerns and allegations will be investigated in a way that ensures confidentiality and is independent of the alleged perpetrator
Background Checks	6	01/01/2024	HO/MoJ	the Home Office, working with the Ministry of Justice, should make sure that the Government incorporates fire and rescue authority employees within the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 so that they are eligible for the appropriate DBS checks
	7	01/05/2024	HO/NFCC	the Home Office, working with the fire and rescue sector, should make sure that the Police Act 1997 (Criminal Records) Regulations 2002, or a similar appropriate legislatively enabled solution, makes detailed provisions for fire and rescue services
	8	01/12/2023	NFCC / FSB	the Fire Standards Board, in liaison with the National Fire Chiefs Council, should review the existing relevant standard(s) and underpinning guidance. It should: • clearly state the requirements for background checks undertaken by services; • clarify the minimum requirements (including levels of DBS checks) for all roles, particularly roles where staff have access to vulnerable members of the public; • define the standards required to embed a culture across fire and rescue services that empowers all members of staff and local communities to report concerns; and • be subject to review following any legislative change.
	9	01/01/2024	CFO	chief fire officers should: • immediately review their current background checks arrangements, and make sure that suitable and sufficient background checks are in place to safeguard their staff and communities they serve; and • make sure that appropriate DBS check requests have been submitted for all existing, new staff, and volunteers, according to their roles as identified by the Fire Standards Board.
	10	01/09/2023	Police CC	chief constables should make sure they are appropriately using their Common Law Police Disclosure powers in circumstances involving employees of fire and rescue services
Misconduct Handling	11	01/12/2023	NFCC / FSB	the Fire Standards Board, in liaison with the National Fire Chiefs Council, should review the existing relevant standard(s) and supporting guidance to clearly state how services should handle staff disclosures, complaints and grievances
	12	01/03/2024	CFO	chief fire officers should provide assurances to HMICFRS that they have implemented the standard on staff disclosure, complaint and grievance handling
	13	01/12/2023	NFCC / FSB	the Fire Standards Board, in liaison with the National Fire Chiefs Council, should review the existing relevant standard(s) and supporting guidance to clearly state how services should handle misconduct and safeguarding-related allegations and outcomes. These should include requirements to: • conduct and complete investigations, whether or not the staff member under investigation leaves; • consider whether the incident requires immediate dismissal; • provide training for staff who are carrying out investigations; and • ensure the diversity/neutrality of the investigation panel/person.
	14	01/03/2024	CFO	chief fire officers should provide assurances to HMICFRS that they have implemented the standard on misconduct allegations and outcomes handling
	15	01/10/2023	HO	the Home Office should work with the National Fire Chiefs Council and fire and rescue service employers to make sure there is a process to handle misconduct allegations against chief fire officers. The Home Office should immediately notify HMICFRS of any allegations and outcomes that it is aware of
	16	01/10/2023	NFCC	the National Fire Chiefs Council should develop and manage a national barred list that holds details of staff who have been dismissed for gross misconduct (including staff who have already left services). It should ensure that this list is referred to in all appointment processes to prevent those who are barred from rejoining another service. After the College of Fire and Rescue has been established (see recommendation 25), it should take responsibility for managing the list
	17	01/04/2023	CFO	chief fire officers should notify HMICFRS of any allegations that have the potential to constitute staff gross misconduct that: • involve allegations of a criminal nature that have the potential to affect public confidence in FRSs; • are of a serious nature; or • relate to assistant chief fire officers or those at equivalent or higher grades
	18	01/08/2023	CFO	chief fire officers should provide assurances to HMICFRS that all parties are supported in relation to ongoing investigations
	19	01/07/2023	HO	the Home Office should examine whether any appeal processes for fire and rescue misconduct cases are appropriate
Leadership	20	01/06/2023	CFO	chief fire officers should have plans in place to ensure they meet the Fire Standards Board's leading the service standard and its leading and developing people standard
	21	01/06/2023	CFO	chief fire officers should make sure there is a full, 360-degree feedback process in place for all senior leaders and managers (assistant chief fire officer equivalent and above) in service
	22	01/09/2023	CFO	chief fire officers should make sure there is a full, 360-degree feedback process in place for all other leaders and managers in service. The process should include gathering feedback from a wide range of sources including colleagues and direct reports
	23	01/06/2023	CFO	chief fire officers should seek regular feedback from staff about values, culture, fairness and diversity, with due regard to the leading and developing people standard. They should show how they act on this feedback
	24	01/10/2023	CFO	chief fire officers should put plans in place to monitor, including through the gathering and analysis of staff feedback, watch and team cultures and provide prompt remedial action for any issues they identify
Management and leadership training and development	25	01/01/2025	HO	the Government should establish a College of Fire and Rescue, as proposed by the <i>White Paper Reforming our Fire and Rescue Service</i> . There should be no further delay to its implementation
	26	01/10/2023	HO/NFCC/CFO	as a precursor to the development of the College of Fire and Rescue, chief fire officers and the National Fire Chiefs Council should work with the Home Office to consider how they can improve the training and support they offer to staff in management and leadership development. This should include authority members in respect of their assurance leadership roles and should ensure that opportunities are offered fairly across all staff groups
Diversity data	27	01/06/2023	CFO	chief fire officers should make sure their equality impact assessments are fit for purpose and, as a minimum, meet the requirements of the National Fire Chiefs Council equality impact assessment toolkit
	28	01/06/2023	CFO	chief fire officers should review how they gather and use equality and diversity data to improve their understanding of their staff demographics, including applying and meeting the requirements of the National Fire Chiefs Council equality, diversity and inclusion data toolkit
	29	01/12/2023	HO	the Home Office should publish greater detail on the protected characteristic data it collects about FRS staff, including joiners and leavers, by rank and role
	30	30/12/2024	HO	the Home Office should align the data it collects on protected characteristics with the Office for National Statistics harmonised standard and publish this data
	31	01/12/2024	HO	the Home Office should collect and publish experimental statistics on public complaints and conduct matters in relation to FRS staff, similar to that which it currently publishes on police forces in England and Wales
Improving diversity	32	01/06/2023	CFO	chief fire officers should, as a priority, specify in succession plans how they intend to improve diversity across all levels of the service. This should include offering increased direct-entry opportunities
	33	01/08/2023	CFO	chief fire officers should develop plans to promote progression paths for existing staff in non-operational roles and put plans in place to reduce any inequalities of opportunity
The Core Code of	34	01/04/2023	CFO	chief fire officers should review their implementation of the Core Code of Ethics and make sure it is being applied across their services

LFR has merged the recommendations into an action plan and assigned strategic leaders to address the nineteen recommendations that are direct responsibility of Chief Fire Officers. The recommendations that are assigned to NFFC will be supported by Chief Fire Officers to address but will be reported through NFCC process.

HMICFRS have released a letter in June 2023 to outline how they wish fire services to report on progress. LFR have implemented a Cultural Steering Group that is Chaired by Chief Fire Officer to quality assure the progress of these actions and to also support the development of culture in general within the service. The Cultural Steering Group has representation from all areas within the service and is currently evolving the terms of reference of the group.

A gap analyses and initial progress report on these actions show that LFR are working positively against the recommendations. Regular updates will be provided through to Executive Councillor and CLT, with recommendation that Public Protection and Communities Scrutiny Committee have six monthly updates. The following areas have already been addressed, but a full report is currently being developed to update HMICFRS by end of June.

- Item 1 – Complete
- Item 2 – Complete
- Item 17 – Complete
- Item 18 – Complete
- Item 21 – Complete
- Item 26 – Complete
- Item 27 – Complete
- Item 33 – Complete
- Item 34 - Complete

Since the release of national reports, there has been significant engagement across LFR in values and behaviours. Staff have been very open and honest in how they view the culture within LFR, which in itself is a good indicator that staff feel supported in raising issues. The overview is still that there does not appear to be institutionalised issues of poor behaviours such as misogyny, racism, or bullying. However, it is also clear that there is no room for complacency and that there are examples of where behaviours need to improve and addressed.

LFR Senior Leadership will continue to visibly promote expected behaviours and culture and always be open to challenge if these standards are not being demonstrated by themselves.

The improvement journey for culture and EDI will be continuous and will not be a ‘task and finish’ style workstream. The LFR Senior Leadership Team are fully commitment to ensure the culture of our fire and rescue service enables all staff to be the best versions of themselves at work, be able to express their views in a safe and secure environment and have the opportunities to reach their full potential. Only then can LFR be at its most effective to service the diverse communities that we represent within Lincolnshire.

### 3. Conclusion

LFR has placed culture and EDI as a high priority agenda for service improvement. The commitment over the last few years has shown a positive direction travel in these areas that has been reflected within staff engagement.

This will keep evolving and developing as we link in more with national feedback and NFCC standards to ensure the people of Lincolnshire receive the highest standards they expect from Lincolnshire Fire and Rescue.

LFR has just completed round 3 inspection by HMICFRS. At this time feedback hasn't been received as this is expected by end of June with the full report to be made available approx. 8 weeks following. The findings within this report will provide further evidence of how culture and EDI is developing within LFR.

### 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	Our Culture – What this means for us booklet
Appendix B	Leadership Stocktake 2023
Appendix C	EDI Action Plan

### 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 Mark Baxter, Chief Fire Officer, who can be contacted on 07799 110463 or via [mark.baxter@lincolnshire.gov.uk](mailto:mark.baxter@lincolnshire.gov.uk).

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# THRIVE



Lincolnshire  
COUNTY COUNCIL  
*Working for a better future*



## OUR CULTURE

WHAT THIS MEANS FOR US

# FOREWORD

By the Chief Fire Officer

Lincolnshire Fire and Rescue is proud of its reputation as the emergency service that people turn to when no one else can help. Traditionally, the Fire and Rescue Service has been the go-to service whenever people, in their hour of most need, require help to keep them safe. Whether it be attending fires and saving people from the dangers of smoke and flame, working relentlessly to prevent fires from happening, reaching out to those trapped in machinery or vehicles when accidents occur, working with our partners to improve the health, safety and wellbeing of our communities or providing life-saving interventions during medical emergencies, we have always been there. This reputation has been built by the people who help the communities of Lincolnshire through their work for Lincolnshire Fire and Rescue and is a reflection of the quality of those who serve and have served. Our culture guides the way we approach our work and ensures that, as individuals and as teams, we are all able to provide everything we can towards our purpose of “keeping the communities of Lincolnshire safe and well.”

Our behaviours are described through our THRIVE model which helps us apply the Lincolnshire County Council values and are underpinned by the NFCC Core Code of Ethics. We all need to understand and apply our culture as it is only through our committed, joint efforts that we can build on our strengths and continue to have an impact on lives; both our own and those in the communities we serve, now and into the future.

Remember the behaviour you ignore... is the behaviour you accept.



Mark Baxter - Chief Fire Officer

# What is THRIVE?

THRIVE is a word built from cultural themes which you believe are the key behaviours that are important to our organisation. People from across the service have helped build THRIVE and it is something we can use to explain to new starters what it means to be part of Lincolnshire Fire and Rescue. You have all been a part of capturing this and your help to produce a cultural direction that we can all share is very much appreciated.

Some things you have said:

Trust only comes from warmth and good relationships. More emphasis should be made on relationships/team building and shared goals.

Trust is incredibly powerful and so much more can be achieved together when we trust one another.

Having each other's backs.

To help in the community we need to ensure every station is available to attend any incident therefore we will help and support as much as needed to carry this out.

We all need help from time to time, whether that is the public, colleagues and managers, other agencies, suppliers or ourselves.

Fundamental role of the FRS is to help. Without this we have nothing.

The manner in which we conduct ourselves demonstrates how we want to be treated. Respect is mutual and is gained.

Respecting everyone's, thoughts, feelings, actions and differences without judgment.

"We are all so beautifully different" and how true that is and that is what enriches our lives.

To be included gives us more confidence and comfortable to give opinions and ideas and to challenge others.

Inclusivity brings better ability to solve problems.

Creating an environment where people feel safe and able to engage and contribute.

Appreciate each other's strengths and weaknesses.

Create achievable targets so that individuals can demonstrate their abilities.

Feeling valued gives us a sense of purpose and pride and we feel appreciated.

I believe empowerment motivates people far more than money.

Empowering others to be creative and innovative in how they deliver their work.

Staff are included in developing the policies and processes which shape our service.

## **T**rust

We trust the people we work with and they trust us

## **H**elp

We help our communities and our colleagues

## **R**espect

We show that we have respect for each other

## **I**nclude

Everyone is comfortable being themselves at work

## **V**alue

We listen and value the things each of us has to offer

## **E**mpower

Everyone can contribute to shape the future of our service



# Our Culture

Having introduced our 'THRIVE' behavioural model in April 2021 we are pleased with the way this has been embedded and by which it continues to drive our values and culture across the organisation. Feedback from staff through our annual audit programme gives us encouragement that we are going in the right direction and that our values are understood and modelled at all levels. The National Fire Chiefs Council (NFCC) launched a Core Code of Ethics for Fire and Rescue Services in late May 2021. Developed in consultation with the fire sector, the Core Code of Ethics is designed to help employees of the Fire and Rescue Service (FRS) act in the best way towards each other and whilst serving the public. The Core Code of Ethics underpins THRIVE with the schematic below demonstrating the close relationship between the two models;



**T**RUST – We trust the people we work with and they trust us. Our decisions and actions contribute to our communities trust in us during their time of need, be that during our safe and well visits or when we attend to help in times of adversity. To build a strong team we need to be able to trust in each other, firmly understand when we say we will do something, we do it. Service staff have confidence to be able to trust that their managers have their best

Trust is having assurance and confidence in self and others - doing the best job possible for the good of others and the organisation.

Exceed our expectations of what we do and how we do it – lead by example.

interests at heart and conversely, managers need to be able to trust people to carry out their job to the very best of their ability. Trust is earned, is fragile, but is of paramount importance for a happy, healthy and resilient work environment.

**H**ELP – We help our communities and our colleagues. Lincolnshire Fire and Rescue delivers a meaningful and resilient service, by always being on hand to help people in our communities whilst supporting and helping each other during our time at work. The primary purpose of any emergency service is to help people.

Fostering a learning environment, by sharing ideas, knowledge and experiences.

We all need help from time to time, whether that is the public, colleagues and managers, other agencies, suppliers or ourselves - when receiving help, it gives us reassurance that we are not alone.

We will endeavour to place ourselves in the best position to ensure we can support our colleagues in their development and continue their personal journey to be the best they can be and support when their wellbeing or that of others is challenged.

**R**ESPECT – We show that we have respect for each other. The way we treat each other defines us as people and we should constantly be examining our actions to make sure we show all members of society the respect they are due. Difference is what makes the world such an exciting place. But

Respecting everyone's, thoughts, feelings and actions and differences without judgement.

It is important that we reflect on our opinions as we get older (and hopefully wiser), review and listen to what is important to others.

difference means that we may not agree with others views. We should however always try and look at things from others point of view. Taking time to get to know people and understand what makes them who they are helps us to respect differing thoughts and actions and builds a more accepting culture.

**I** **NCLUDE** – Everyone is comfortable being themselves at work. Diversity is incredible! We come from many different races, religions and backgrounds. Our past and present define us as individuals. The way we think and the way we act, the strengths we show and those we don't, can

Creating an environment where people feel safe and able to engage and contribute.

To be included gives us more confidence and comfortable to give opinions and ideas and to challenge others.

all be used to build on our capability as a service to engage with the communities we are trying so hard to protect. Only by creating an environment which is truly inclusive to everyone who comes to work with us, can we ensure we can reach our most vulnerable groups.

**V** **ALUE** – We listen and value the things each of us has to offer. To achieve this we all have a part to play whether it is on the fire appliance, responding to critical incidents or raising awareness through our road shows. Providing the underpinning support services to ensure the cogs keep turning or providing key advice and

Finding time to invest in ourselves as individuals and as a team.

To me this means someone taking the time to listen to me and actually hearing what I am saying and taking comments on board.

support direct to our communities through our prevention and protection activities, everyone in Lincolnshire Fire and Rescue should feel valued. It is crucial that we want to be at work to add our individual weight to our collective goal. Each and every one of us will add value to the combined response to keeping Lincolnshire safe and well.

**E** **MPOWER** – Everyone can contribute to shape the future of our service. We have the best intentions at heart; we are all in a position where our contribution to society can have a huge impact. The service welcomes and actively encourages people to take positive steps to help develop new and innovative ways to engage our communities, pass on our safety messages and improve the health and wellbeing of our staff and our communities. Our

Staff members are included in developing the policies and processes which shape our service.

I believe empowerment motivates people far more than money.

people are the vital ingredient which makes the recipe so good. Without empowerment, the few lead the many and ideas will never be as varied and innovative as we could hope.

# How did we get to THRIVE

**THRIVE** is a culmination of a number of different pieces of work undertaken over a period of two years. In 2018 there were a number of station and divisional sessions which captured staff views on what values and statements were important to each particular team, we collated all that work. After the last HMICFRS inspection, we also visited other services to see how they were approaching the cultural area and learned from them, adding some structure to our approach. Finally, in 2021 we asked you all to provide the wider narrative that we have used to build and finalise all our supporting materials. The result is something we have all created, we can all use throughout our careers and we can utilise to help ensure Lincolnshire Fire and Rescue is the very best it can be for our own people and the communities we serve.

Your feedback has helped us expand on each behaviour



**THRIVE**

Staff sessions gave us the themes which are important to you

Our learning from services that do it well and whose people agree



## THRIVE 'hands' image

We wanted to create an image that is representative of our workforce, bringing together colleagues from a number of areas to represent the differing roles in the service and to celebrate inclusion within the workplace. The image was taken and edited by Daniel Cheetham at Louth Fire Station and in many ways it symbolises THRIVE; Trust, Help, Respect, Include, Value, Empower.



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[THRIVE@lincoln.fire-uk.org](mailto:THRIVE@lincoln.fire-uk.org)

# Themes

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Leadership

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Development & Learning

---

Communications & Engagement

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Vision & Values (THRIVE & CCOE)

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Equality, Diversity & Inclusion

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# Leadership



## *Qualitative Feedback (Independent reports, 2021)*

- **Providing purpose** - There is a view that this work is only being undertaken to please HMICFRS and that there isn't real buy in from the "top" (culture review).
- **Presence and visibility** - There is a view that the senior leadership team are not always approachable and that there is a lack of understanding of current frontline issues. Going forward, individuals want to see SLT lead by example get out and see other departments and understand their roles.
- **Building trust** - Staff want to see stability within SLT. There has been so much movement and much of it temporary which impacts what we are able to do and impacts the delivery of messages and priorities. Staff want to see transparency, delivery on the change proposed and publish minutes of key meetings.
- **Clear direction and accountability** – Staff want leaders to follow through and feedback when people submit ideas etc. People need to understand rationales for things if you want to take them on the journey. Need clear direction and feedback e.g., where want to focus enquiries, what is important to develop, how they want things done etc. Good to have autonomy but need clear direction so working the right way.
- **1:1's/ PDR's** – Majority of people find these useful and positive. People valued having these planning in with documented outcomes, focused on them, their roles, wellbeing and development. Some praised the use of MS Teams for 1:1's for teams not based together. Some teams are not staffed to enable regular 1:1's or located where these can be held privately. Feedback was to enable 6–8-week regular meetings that are scheduled privately.

### Positive Indicators

### Negative Indicators

+ Back to the front days

- Clear direction and feedback

+ Perception grown that leaders do care

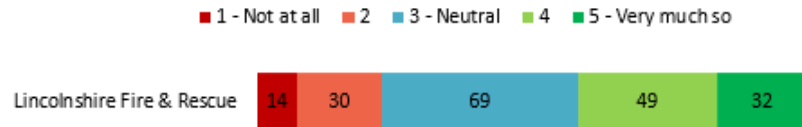
+1:1's with line manager



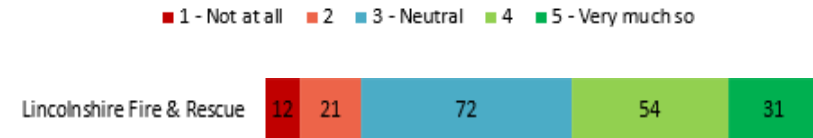
# Leadership

Staff Survey (2021)

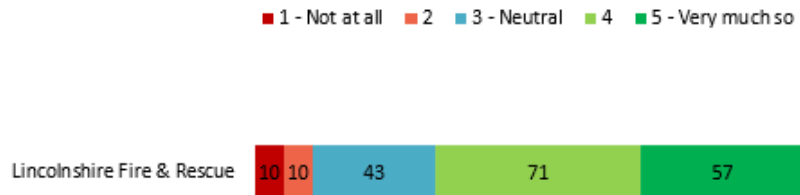
**Is your Director or Chief Fire Officer available and approachable?**



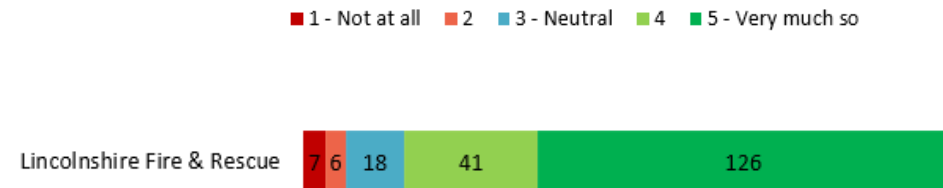
**Is your Assistant Director or Assistant Chief Fire Officer available and approachable?**



**Is your Head of Service or Fire Area Manager available and approachable?**




**Is your line manager available and approachable?**



# Leadership

## Action taken so far:

- Regular back to the front days
  - Leadership development days
  - Station visit review – focused on staff engagement
  - Staff engagement sessions
  - ‘Ask SLT’ platform on intranet
  - ‘You said, we did’ feedback product launched
  - Improvement to 1:1’s and PDR’s
  - Recruitment for full substantive Senior Leadership Team. Embedded.
- 



# Talent, Learning & Development



Positive Indicators	Negative Indicators
+operational training provision and promotion opportunity is strong	- Development and promotion opportunity limited for non-operational staff
+ Desire for more development for whole workforce	- Some specialist roles not attractive due to fear of being “stuck”

## Qualitative Feedback (Independent reports, 2021)

- **Project management skills development** - Interest for project management skills training or potential other project development opportunities such as secondments.
- **Social learning groups** – where people are going through online learning, prep for exams, learn new policies or tools etc., providing space for them to connect and learn together.
- **Career progression** – There is a feeling that there are some specialist areas and roles people do not want to go into as they won't get to move back out. People understand CPF process but need consistency in how people are supported to go through it. The general view is that operational training provision and promotion opportunity is strong, but outside of operational roles it is more limited. This has an impact on how valued people feel within their roles.
- **Talent Development**- People felt there is a need to recognise transferable skills and experience rather than just what your current T&Cs are or the current position you are in. Provision of feedback and support on development plans when people are not successful at interviews/promotion process. Similarly, development plans and discussions about how you reach your next role, what you need to be doing etc.
- **Mentoring**- Strong interest in mentoring but most feel the service is too lean to enable it.
- **Workforce and succession planning** - Feedback suggested a need for proper workforce planning and succession planning. For these to take account of time needed for development, supervision, handovers etc.
- **Role induction** - Many people fed back on a need for guidance on roles to set standards for when people move into them e.g. Role of a Crew Manager, Watch Manager etc. Similarly, this was raised for managing inductions in different areas of the service. People are starting to develop their own but could look at this more holistically.



# Talent, Learning & Development

Staff Survey (2021)

**Do you have a fair opportunity to progress and develop your career?**

■ 1 - Not at all ■ 2 ■ 3 - Neutral ■ 4 ■ 5 - Very much so




**Do you feel that your one-to-ones are effective in supporting you in your role and with any development needs?**

■ 1 - Not at all ■ 2 ■ 3 - Neutral ■ 4 ■ 5 - Very much so



# Talent, Learning & Development

## Action taken so far:

- Pilot talent management process
  - Pilot talent conversations
  - Refreshed promotion and selection process
  - Embedding IRB & SRB meetings
  - Improved PDR's for all staff and 1-2-1 process
  - Reviewed Progression process for staff
  - Delivered Program Management skills to relevant officers
  - Implemented mentoring process for supervisory and middle managers for operational response roles.
  - Implemented mentoring process and access to NFCC mentoring portal
  - Developed and adopted NFCC Supervisory Leadership Development Program.
- 

# Communications & Engagement



Positive Indicators	Negative Indicators
+ opportunity to join SLT forums	- People attending SLT forums in personal time
+ Improvement in proactivity about communicating issues and organisational learning	- Feeling of risk when challenging or 'speaking up'

## Qualitative Feedback (Independent reports, 2021)

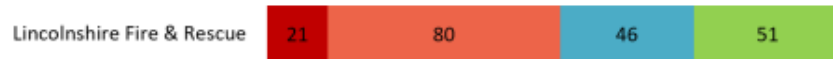
- **Training on feedback and organisational learning** - Potential additional actions may include training on providing and giving feedback for Managers at all levels.
- **Proactive and organisational learning** – Be more proactive in communicating issues and learnings. In addition, development work on being a learning culture when issues do arise and using a reflective model such as 'What, so What, What Next' (Rolfe,2001)
- **Providing challenge** - People shared that they find leadership forums good for communication and asking questions but less so for giving feedback and challenge. Some feel there is an element of risk in speaking up if you want to progress or feel not relevant to everyone there. Managers to support challenge more. need to listen to different viewpoints without becoming defensive so can learn from each other.
- **Transparency at all levels** - Get better at communicating timelines around activity and reviews. Where things are not possible need Senior Leaders to be able to explain their responses, sharing why things are or are not possible to help others understand and be able to share those messages and take people on the journey.
- **Alternative suggestions for employee voice** – having a drop box before/after an SLT session, FAQs, etc. Lots of suggestions for wider range of communications methods.
- **Communication with diverse employee groups** – Need to develop a comms and engagement plan/ strategy that is fit for purpose for on-call, whole time, non-ops, etc. Enabling 2-way dialogue with stations, letting them feedback to HQ and share examples of national standards, HMIC inspections etc.

# Communications & Engagement

Staff Survey (2021)

**How regularly do you have a one-to-one or supervision meeting with your manager?**

■ Not at all ■ Infrequently ■ Every two months ■ At least monthly



**Are your contributions recognised and valued by your Assistant Director or Assistant Chief Fire Officer?**

■ 1 - Not at all ■ 2 ■ 3 - Neutral ■ 4 ■ 5 - Very much so



**Do you feel that your one-to-ones are effective in supporting you in your role and with any development needs?**

■ 1 - Not at all ■ 2 ■ 3 - Neutral ■ 4 ■ 5 - Very much so



# Communications & Engagement

## Action taken so far:

- EDI inbox – confidential channels for raising issues or challenges, managed by LCC senior HR team
- Thrive Inbox – confidential channels for raising issues and suggestions
- SLT regular back to the front sessions
- ‘You said, we did’ feedback
- Development of LFR Intranet
- ‘Ask SLT’ platform on Intranet
- Increased in ‘face to face’ engagement sessions in all areas.



# Vision & Values

*Qualitative Feedback (Independent reports, 2021)*

Positive Indicators	Negative Indicators
+ Increase in communication and engagement from leaders	- Distrust in some service leaders

- **Role Model**- Staff need to see senior leaders consistently demonstrating values and EDI, showing openness and honesty.
- **Understanding change**- Comments were made by some that this work would take time and that there would be no “quick wins”, suggesting that one couldn’t “build a skyscraper when there are bungalows all around” and views that there first needs to be a developed understanding of why the Service needs to change.
- **THRIVE** - thrive just appeared, how does it fit with LCC values. Share stories of what people are doing in different areas that demonstrate THIRVE - bring it to life. Would want SLT to lead on this and how they are using THRIVE. Maybe also find a way for people being able to share what they have seen in others to demonstrate THRIVE.
- **Workforce Planning** – the need for long term horizon scanning and workforce planning was a re-occurring theme where staff reported a need to understand the services long term strategy for service delivery.
- **One Council** - Further work is required on understanding LFR’s scope within the operation of ‘One Council’

# Vision & Values

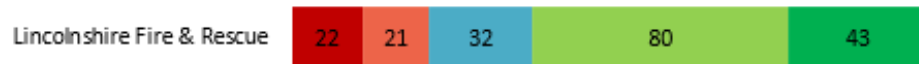
*Staff Survey (2021)*

**Do the Council’s values of “Professional, Respectful and Reflective” provide a clear framework within which you and your team operate – placing the public and integrity at the heart of the Council’s business?**



**Do you have the freedom and empowerment to organize your own work and try new ways of doing things?**

■ 1 - Not at all ■ 2 ■ 3 - Neutral ■ 4 ■ 5 - Very much so





# Vision & Values

## Action taken so far:

- Thrive and Core Code of Ethics roll out and embedded
- SLT visibility and engagement across the service through development days, back to the front days, etc.
- Focus on purpose of LFR – ‘to keep the people of Lincolnshire safe and well’. ‘Golden thread’ through Service and Dept. plans
- Created Strategic Resourcing Board to focus on workforce planning and future workforce needs



# Equality, Diversity and Inclusion



## Positive Indicators

## Negative Indicators

+ keenness to learn and generally positive attitude

- Lack of understanding of EDI challenges and benefits

interest in EDI training roll-out

- Staff feeling “less able” to call things out

- Perception of positive action

Page 42

## Qualitative Feedback (Independent reports, 2021)

- **Awareness and understanding** - On call staff generally have very little understanding of EDI issues, although there is a keenness to learn and a generally positive attitude towards the principles. There is an understanding in some areas that as the Service is made up of majority straight white men, it can be difficult for them to fully comprehend the perspective of those who are in a minority. It was also stated that “a lot of people don’t think it has anything to do with them or doesn’t apply to them anyway”.
- **Inclusion**- Surprisingly, a small number of staff who had worked in non-firefighting roles said that they felt more included in the FRS, than when they worked in equivalent roles in the County Council. There was an issue described about the perception of Millennials being “offended by everything” so that some staff of that age group felt less able to “call things out” for fear of being perceived as “challenging for challenge’s sake” and a worry of what might happen to them if they did challenge. There is a level of frustration around the size of the shower blocks and the lack of specific changing facilities at the new joint ambulance and fire station, with a strong perception that people are afraid to raise the issue in case the sleeping areas are taken away.
- **Training** - Interest in greater role-out of the EDI training. It was clear that those present were wanting appropriate tools for challenge and a sense that they were “out of their depth” when discussing EDI issues.
- **Independent reporting lines** - Limited interest in setting up an anonymous email address for challenge as many felt it was too complex or risky for misuse. Working on the culture was seen as more important.
- **Positive action**- Taster days for minority groups and positive action days were generally perceived as a negative with a number of people suggesting that these initiatives were “positive discrimination”. There was a strong perception that there is a need for more women to be role models for others, with a slight contradiction of some women in the group suggesting that they didn’t want to be treated as “tokens”.

# Equality, Diversity and Inclusion

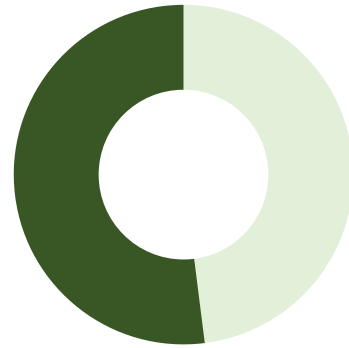
Staff Survey (2021)

## The best thing about working here is:



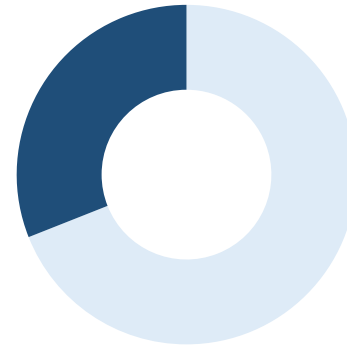
**60%**

Of LFR respondents listed serving the public as one of the best two things about working here



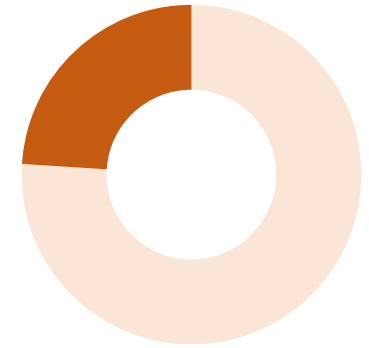
**52%**

Of LFR respondents listed the people I work with as one of the best two things about working here



**31%**

Of LFR respondents listed the variety of work as one of the best two things about working here



**24%**

Of LFR respondents listed flexible working as one of the best two things about working here

# Equality, Diversity & Inclusion

## Action taken so far:

- Creation of EDI Steering Group – Chaired by CFO
- Developed and delivered 3 year rolling EDI action plan
- Roll out of EDI training.
- Development of staff networks and employee- led steering groups.
- Delivered Positive Action Days
- Renewed Equality Impact Assessments for all polices, procurement and buildings/facilities.
- Attendance at LCC Corporate Diversity Steering Group
- Increased awareness and use of EDI data



ID Number	Year	Source	Action	Status	Progress %
1	2021/22	HMICFRS	Disolve the Wellbeing and Inclusion Board and create dedicated EDI Steering Group and Wellbeing Steering Group	Closed	100%
2	2021/22	HMICFRS	Bring existng EDI Action groups into EDI Steering group to support exiting initiatives and develop new intitatives	Closed	100%
3	2021/22	HMICFRS	Report on progress of embedding awarness of EDI within LFR at LCC Directorate Leadership Team.	Closed	100%
4	2021/22	HMICFRS	Review EDI Strategy to reflect current and future focus on EDI	Closed	100%
5	2021/22	HMICFRS	EDI Strategy and updated Ambitions to be included within People Framework	Closed	100%
6	2021/22	HMICFRS	Transfer and review previous EDI action plan into 'project management' report and secure dedicated Business Support to administer	closed	100%

7	2021/22	HMICFRS	Commission report with Mirriam Heppel (EDI consultant) to review LFR current position of culture of EDI and also suggested bespoke training to be delivered.	Closed	100%
8	2021/22	HMICFRS	Include specific Performance Indicators and EDI Data within Performance Board Quarterly reports	Closed	100%
9	2021/22	HMICFRS	Develop previous EDI action plan to include findings from other diagnostics such as - Faye Cooper report on Staff Survey / Mirriam Heppel report on EDI awareness within Service / SLT Engagement session feedback / GAP analysis of NFCC Code of Ethics / LGA Equality Framework	Closed	100%
10	2021/22	HMICFRS	Active membership of ENET to gain access to specialist support and resources for EDI.	Closed	100%
11	2021/22	HMICFRS	Plan internal events and provide learning materials to support the EDI calendar	Closed	100%

12	2021/22	HMICFRS	Review report recommendation from Mirriam Heppel relating to training requirements to agree delivery method.	closed	100%
13	2021/22	HMICFRS	Develop packages and deliver EDI Awareness training to all staff	Closed	100%
14	2021/22	HMICFRS	Consider options for EDI trainers either internally or externally to deliver training	Closed	100%
15	2021/22	Dave Lynch	Develop maintenance programme for EDI and agree frequencies.	Open	95%
16	2021/22	HMICFRS	Develop recording of training within PDRPro to enable oversight and scrutiny of who has received training to ensure training has been received.	Closed	100%

17	2021/22	HMICFRS	Provide unconscious bias training for all employees, prioritising those who are involved in any recruitment/interviews, etc	closed	100%
18	2021/22	HMICFRS	Ensure EDI training is received on all recruits course and new starters into the service at all levels.	Closed	100%
19	2021/22	HMICFRS	Commision report by external consultant on feedback from Staff Survey	Closed	100%
20	2021/22	HMICFRS	Review commisioned report findings relating to Staff Survey and manage through EDI Action Plan within Steering Group	Closed	100%
21	2021/22	HMICFRS	Set up dedicated email account for personnel to feed into issues relating to EDI	Closed	100%
	2021/22	HMICFRS	Produce EDI calendar to inform the workforce of key dates	Closed	100%



22	2021/22	HMICFRS	Develop Intranet to have dedicated EDI section for all staff	Closed	100%
23	2021/22	HMICFRS	Develop key employee networks that are represented at Steering Group	Closed	100%
24	2021/22	HMICFRS	Launch Allies and recruit personnel to support personnel within Service	Closed	100%
25	2021/22	HMICFRS	Include specific EDI questions relating to EDI within Staff Survey	Closed	100%
26	2021/22	HMICFRS	Develop and deliver 'You said, We did' update relating to SLT engagement sessions.	Closed	100%

27	2021/22	HMICFRS	Develop and deliver 'You said, We did' update from Steering Group to be circulated 6 monthly	Closed	100%
29	2021/22	HMICFRS	Confirm template and process for EqiA's	Closed	100%
30	2021/22	HMICFRS	Provide training to personnel on completion of EqiA's	Closed	100%
31	2021/22	HMICFRS	Develop register with clear review dates in an accessible platform	Closed	100%
32	2021/22	HMICFRS	Process for EqiAs to be included within Service Orders so is accessible to all	Closed	100%

33	2021/22	HMICFRS	Ensure EqIAs are completed for all LFR policies	Closed	100%
34	2021/22	HMICFRS	Ensure EqIAs are completed for all LFR projects, with process embedded within Programme Board.	Closed	100%
35	2021/22	HMICFRS	Ensure EqIAs are completed for all LFR premises	Closed	100%
36	2021/22	HMICFRS	Produce Positive Action Statement and Action Plan	closed	100%
37	2021/22	HMICFRS	Communicate externally positive action days and awarness days for W/T recruitment	Closed	100%

38	2021/22	HMICFRS	Facilitate positive action days for public to attend prior to W/T recruitment	Closed	100%
39	2021/22	HMICFRS	Ongoing plan to communicate externally positive action days and awareness days for On Call recruitment	Closed	100%
40	2021/22	HMICFRS	Ongoing facilitation of positive action days for public to attend prior for On Call recruitment	closed	100%
41	2021/22	HMICFRS	Link with other Services / organisations to gain support and advice on effective positive action initiatives	Closed	100%
42	2021/22	HMICFRS	Recruitment team to receive bespoke positive action training	Closed	25%

43	2021/22	HMICFRS	Collate data from positive actions sessions to evaluate impact and learning.	Closed	100%
48	2021/22	Matt King - Carers Laurel Ray - LGBTQ+ Sarah Turner - Women	Launch employee networks - Women in Fire Service Careers Network LGBT+	Closed	100%
49	2021/22	EDI Steering Group	Utilise NFCC maturity model to review EDI progress	Closed	10%

ID Number	Year 2	Source	Action	Status	Progress
50	2022/23	Amy Meagher	Develop Process for receiving, analysing and utilisation of equality data to influence Service delivery	Open	75%
51	2022/23	Dan Moss	Undertake a gap analysis to understand if LCC's community engagement groups meets the needs of LFR (Supported by CFS Engagement Advocate)	Closed	100%
52	2022/23	Sarah Turner	Ensure results of all staff surveys capture experiences of staff from under-represented groups and can be analysed accordingly	Open	90%
53	2022/23	Ryan Stacey	Ensure that all internal development programmes explicitly refer to inclusion and address barriers which may face under-represented groups. Utilise EqiA's	Closed	
54	2022/23	Dan Moss	Engage with cadets to generate action plan	Open	40%
55	2022/23	Rich Blee	Develop a process to ensure public consultations are promoted to and accessible by all under-represented community groups (SO 25 / 58 – Comms and Engagement). Link to CRMP Planning	Closed	

56	2022/23	Dan Moss	Provide a mechanism for EDI and network groups to review major policies and procedures, building works, EIAs, etc as an integral part of the usual consultation system.	Closed	100%
57	2022/23	Rich Blee	Develop and maintain a central list of community groups for engagement and consultation purposes	Closed	100%
58	2022/23	Mark Baxter	Develop robust and measurable corporate equality performance indicators. Link into PMB	Closed	100%
59	2022/23	Dan Moss	formalise mentoring programmes specifically for under-represented groups. These can be both formal or informal, dependent on the needs of the individual or group NFCC Leadership development framework <del>WFS mentoring programme for recruits</del>	Open	10%
60	2022/23	Dan Moss	SO 10 (consider review)	Closed	100%

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**Open Report on behalf of Glen Garrod, Executive Director – Adult Care & Community Wellbeing**

Report to:	<b>Public Protection and Communities Scrutiny Committee</b>
Date:	<b>20 June 2023</b>
Subject:	<b>Voluntary Sector – Annual Position Report</b>

**Summary:**

The report provides an update from Voluntary Centre Services and Lincolnshire Community Voluntary Services about the work that they complete to support the voluntary sector. It provides insight from across a number of initiatives and expands on the performance information previously considered by the committee.

**Actions Required:**

That members of the Public Protection and Communities Scrutiny Committee review and comment on the information contained within the report and highlight any further actions for consideration.

## **1. Background**

- 1.1 Voluntary Centre Services and Lincolnshire CVS are the County's two generic infrastructure organisations, providing a range of support to community and voluntary sector organisations including the co-ordination and development of volunteering through district based and nationally accredited Volunteer Centres.
- 1.2 The Volunteering Support Service provides a range of support to volunteers and volunteer involving organisations across Lincolnshire to ensure that volunteers and the VCSE sector can thrive.

## **2. Supporting Volunteering**

- 2.1 During the year (2022-23), we supported **1,385** volunteers (down 12% since 2021-22) to access a broad range of volunteering opportunities in Lincolnshire, including:
  - 763 people accessing support from a Volunteer Advisor to access volunteering opportunities that align with their skills, interests and aspirations.

- 434 volunteers undertaking online training through our volunteer training portal.
- 34 people volunteering through Employer Supported Volunteering (ESV).
- 154 people undertaking micro volunteering activities.

2.2 The value of volunteering in Lincolnshire through Volunteer Centres is calculated to be £1,906,091. This is an increase of 22% compared to 2021-22 which is due to increased support provided to volunteer host organisations.

2.3 This calculation is based on a selection of financial metrics within the nationally recognised Social Value Engine (SVE) which creates value and a ratio that states how much social value in monetary terms is created for every £1 of funding. Metrics used within this calculation include the value of people volunteering regularly, the value of improved volunteer support structures and efficiencies, and the value of increased volunteering and community participation.

### Volunteer demographics

2.4 A breakdown of the volunteering demographics demonstrates a relatively broad split of volunteers across Lincolnshire with peaks in Lincoln, West Lindsey and South Holland.

2.5 A very broad split of ages with a large proportion of volunteers between the ages of 19 and 25 can be seen.

2.6 People continue to volunteer for a wide range of reasons. This quarter there has been a slight increase in people volunteering to improve skills and knowledge and improve chances of paid work.

2.7 The employment status of volunteers is diverse with the largest proportion of volunteers being either unemployed or unable to work through ill health.

2.8 Additional data captured during the last quarter showed that almost 50% of volunteers classified themselves as having a disability.

<b>Geographical Area</b>	
Boston Borough	12%
East Lindsey	13%
Lincoln	19%
North Kesteven	13%
South Holland	15%
South Kesteven	11%
West Lindsey	17%

<b>Employment Status</b>	
Unemployed	41%
Unable to work through ill health	16%
Retired	13%
Employed full time	7%
In education	7%
Employed part time	5%
Looking after family/home	3%
Self-employed full time	3%
Other	3%
In training	2%

Age Range	
15-18	4%
19-25	18%
26-29	7%
30-34	7%
35-39	11%
40-44	8%
45-49	7%
50-54	8%
55-59	9%
60-64	11%
Over 65	10%

Reasons for Volunteering	
Give something back to the local community	20%
Build self confidence	18%
Improve my chances of paid employment	18%
Improve my skills and knowledge	17%
Meet new people	17%
Gain references	8%
Improve my language skills	2%

### Volunteers - online training

- 2.9 The online training platform continues to be popular with 434 volunteers utilising the platform during the year.
- 2.10 The platform has over 85 courses available which are free to volunteers including courses that are required as a core part of their volunteering such as GCPR, Safeguarding, and Equality and Diversity as well as a range of topic based courses such as Autism Awareness, Food Hygiene, Dementia Awareness, Unconscious Bias and Substance Misuse.
- 2.11 There are a mix of accredited and non-accredited courses which are all certified through the CPD Certification Service.
- 2.12 The most popular courses undertaken by volunteers were:

Course name	Completed
Autism Awareness	17
Data Protection	14
Disability Awareness	11
Equality and Diversity	27
Fire Safety Awareness	13
First Aid	13
Food Safety and Hygiene Level 2	34
GDPR	26
Health and Safety in the Workplace	34
Information Governance	12
Safeguarding (Awareness)	26
Safeguarding Adults - Levels 1 and 2 v2	16
Workplace Wellbeing	14

## Employer Supported Volunteering (ESV) & Micro Volunteering

- 2.13 Support is provided to employers across Lincolnshire to develop their policies and practices to enable their staff to volunteer within their employment, known as Employer Supported Volunteering (ESV).
- 2.14 Enabling staff to volunteer forms part of an employer's corporate social responsibility (CSR) commitment and has significant benefits for staff including building confidence and developing new skills and experiences.
- 2.15 During the year, VCS/LCVS have supported employers including Anglian Water, Serco, Arriva Road Transport Services and the University of Lincoln to enable staff to volunteer at a range of local organisations and events.

ESV case study - A team of 5 members of staff from Secro successfully completed an ESV activity at Whisby Nature Reserve's Education Centre with the following feedback:

*Our Serco Volunteers volunteered with the Lincolnshire Wildlife Trust, to clear one of the children's educational centre areas of overgrowth.*

*This work will allow schools all around Lincolnshire to use the pond dipping facility, helping children learn about local wildlife and the natural world.*

*While hard work it was a very welcome change from the office environment and was rewarding for all our volunteers.*

*The Lincolnshire Wildlife Trust Team, Sam and Vicky were fantastic hosts, and very appreciative of all our hard work.*

*Staff feedback:*

*"It was a privilege to work in such a beautiful landscape, on a glorious day, it was great to see the efforts of our work, and for a fantastic cause."*

*"I learned a lot from Sam and Vicky, who taught me about the local wildlife and different plant species, it was tranquil, a rewarding experience and I will be certainly doing it again next year."*

*"I can't thank you all enough for the opportunity."*

- 2.16 VCS/LCVS also promoted a range of micro volunteering activities during the year which were undertaken by 154 volunteers. Examples include the Lincoln 10k Road Race, River Litter Pick at the Haven in Boston and various flower knitting activities as part of the Spalding Flower Parade.
- 2.17 Employer Supported Volunteering (ESV) and Micro-volunteering are priority areas for us during 2023 as we explore new opportunities for recruiting volunteers. This

includes wider promotion of volunteering to support corporate social responsibility and exploring online systems to support digital ESV and micro volunteering such as Zellar.

### Volunteering Pathways

2.18 VCS/LVCS are working collaboratively with partner agencies involved in the Lincolnshire Community Strategy to develop a range of volunteering pathways for people that want to utilise volunteering as a route to employment and other support as well as creating alternative routes into volunteering, including:

- University of Lincoln – We have a programme in place with the Medical School to engage medical students in local volunteering opportunities across the County alongside their studies.
- DWP – Creating pathways for DWP to refer people into the Volunteer Centre to develop new skills and experiences that help to increase employability.
- Health – Creating pathways for people to utilise volunteering as a route into employment within the health and care sector.
- Social Prescribing – Supporting people to undertake volunteering to increase confidence, self-esteem and improve health and wellbeing.

### Volunteering trends & emerging needs

2.19 There has been a 30% increase in volunteers accessing face to face volunteer brokerage service and the online training platform as volunteering starts to return to settle following the Covid-19 pandemic. VCS/LCVS aim this year to develop a 'one stop shop' centralised online volunteering access point to advertise volunteering opportunities.

2.20 VCS/LCVS continue to see huge demand for volunteers with over 450 live opportunities advertised across Lincolnshire. Volunteer befrienders and community transport volunteers remain sought after, alongside the need for volunteers to support with warm spaces and night light cafes. Recruiting Trustees also remains a challenge for many local charities, and we are working with local organisations to identify ESV opportunities as well as developing a campaign to dispel some of the myths about being a Charity Trustee.

2.21 In addition to supporting local groups who are helping Ukrainian refugees, VCS/LCVS are delivering volunteering workshops for Ukrainian refugees on the 5<sup>th</sup> June and 12<sup>th</sup> June 2023.

2.22 VCS/LCVS continue to see an increase in referrals for volunteers with additional support needs such as language, disability and transport issues along with broader issues affecting volunteers such as the cost-of-living crisis. These referrals are often

hard to place so we are exploring different types of volunteering (e.g., micro volunteering and volunteering from home).

- 2.23 VCS/LCVS are in the early stages of developing a 'Step into Volunteering' course to provide the tools needed to become 'volunteer ready' (e.g., increasing confidence, self-esteem and developing communication skills).
- 2.24 A monthly themed volunteering bulletins has recently been introduced which highlights and raises awareness of volunteering opportunities as follows:
- January 2023 - Befriending theme
  - February 2023 - Community transport theme
  - March 2023 - Gardening theme
- 2.25 VCS/LCVS are keen to understand the ongoing needs of volunteer involving organisations across Lincolnshire and have therefore distributed an annual survey to explore this further. Initial planning has also commenced for a Lincolnshire Volunteering conference in 2024.
- 2.26 As part of the commitment to continuous improvement, VCS and LCVS are currently undertaking the renewal of the Volunteer Centre Quality Award (VCQA) through NAVCA. This process assesses how VCS/LCVS deliver against the five core functions of a volunteer centre as well as working collaboratively with local partners. Initial evidence has been submitted and final assessment visits are planned for June 2023.

#### Volunteer management training

- 2.27 This year, VCS/LCVS introduced a suite of volunteer management training workshops that cover the volunteer journey from preparing your group for volunteers, to recruiting and supporting your volunteers to saying goodbye. Groups can attend any of the five sessions depending on what stage they are in the volunteer management process.
- 2.28 Workshop sessions:
- Getting Your Organisation Prepared for Volunteers
  - Recruiting and Welcoming Volunteers
  - Making Volunteering Accessible to All
  - Supporting and Supervising Volunteers
  - Developing and Valuing Volunteers
- 2.29 20 workshops were delivered during the year which were attended by 174 people (58 organisations) who work with or support volunteers within their organisations. The next programme of workshops are scheduled for July 2023 and are already attracting interest.

2.30 Overall feedback has been positive and VCS/LCVS are in the process of developing a Volunteer Co-ordinators network across Lincolnshire as a result of feedback from workshop participants.

### **3. Support for community and voluntary sector groups and organisations**

3.1 Support is provided to local groups and organisations with advice, information and resources to help in delivering their vital services during these challenging times and providing support to their volunteers. During the year, we supported **829** individual organisations (18% increase from 2021-22) across Lincolnshire with:

- Practical advice and resources
- Forums and regular networking opportunities
- Funding advice
- Funding readiness online training and support
- Support to develop new roles and recruit volunteers
- Advice and support with DBS checks
- Online training platform for their volunteers
- Volunteering management training
- Governance resources and advice

3.2 VCS/LCVS websites, social media presence and weekly newsletters remain key mechanisms for current awareness and information sharing. There has been an increase in social media posts and interactions, with over 2,000 subscribers to e-bulletins across Lincolnshire.

3.3 On average, almost three quarters of the organisations supported during the year accessed at least two different types of support from our organisation. An example of support provided to the Trinity Centre Louth during the year:

#### Trinity Centre Louth

- Support given to understand their DBS requirements and undertake DBS checks for both staff and volunteers.

- Volunteer recruitment - Support with writing new volunteering roles, advertising for volunteers which has resulted in 6 new volunteers being recruited through the Volunteer Centre who are now volunteering with the organisation.

- Volunteer induction – Attendance at volunteer management training workshops and additional support to develop a volunteer induction pack.

- Regular attendance at the East Lindsey Food Bank Network.

- Funding advice and support to identify and bid for new project funding. Currently awaiting decisions and feedback on funding applications.

## Voluntary sector forums

- 3.4 VCS/LCVS facilitate Voluntary Sector Forums which are very popular with a mix of area-based forums and topic-based forums. During the year, they developed the range of forums to include:
- Generic area based voluntary sector forums - operating on a quarterly basis bringing together a range of local organisations to share information and knowledge about projects and services.
  - Lincolnshire Funding Advice Network - network of 35 funders and strategic partners working collectively to share information and address the funding challenges affecting Lincolnshire organisations.
  - East Lindsey Food Network – network of 30 partners across East Lindsey who provide food and related support to vulnerable residents.
  - Full Cost Recovery & Legacy Fundraising – an open forum for anyone interested in learning more about full cost recovery and legacy fundraising.
  - Green spaces forum – local forum in West Lindsey bringing together organisations working to increase and develop green spaces.
  - Cost of living forum – An open forum to find out more about how local authorities and voluntary sector partners are working together to address the cost of living issues at a local level.
- 3.5 VCS/LCVS continue to liaise with groups and organisations to understand their needs and priority topics for future forums.

## Online Funding Portal

- 3.6 The new Lincolnshire funding portal launched in May 2022 (<https://lincolnshirevolunteering.org.uk/find-funding>). The portal has four main sections:
- **Funding Support** – This outlines the group and funding support CVs can offer community groups and charities.
  - **Latest Funding News** – gives details on any latest grants that have been released or grants that are nearing their deadline. This section feeds into the VCS/LCVS Newsletter.
  - **Funding Ready Workshops** – gives details of the Funding Ready Workshops delivered via VCS and LCVS.
  - **Find a Funder** – This is the main page groups will use. This outlines details of some Funding Portals that groups can access and the funding table.
- 3.7 The Find a Funder pages have increased in reach throughout the year and are now averaging almost 200 visits per month alongside the Funding News page which is averaging around 100 visits per month.



- 3.8 The Funding Table currently (March 2023) has details of 89 grants which are currently accepting applications and are searchable.
- 3.9 VCS/LCVS have seen a significant increase in subscribers to the Funding Newsletter during the year with 371 organisations currently subscribed. The funding newsletters are also opened on average by 31% of subscribers which is above the average open rate for all e-newsletters which is 21%. We continue to promote the newsletter via our training courses, forums, social media and 1-2-1 support with local organisations.

#### Funding ready training, funding advice & support

- 3.10 Funding advice and support continues to be most popular, and the Funding Ready training programme supported 95 organisations through workshops and one-to-one support during the year. Organisations have also been offered follow-up support to assist them in applying for grants, develop project plans etc.
- 3.11 During the year, supported local groups and organisations were supported to secure **£581,820** external funding to deliver a range of services across Lincolnshire. This is over three times the value secured during 2021-22. Examples of organisations supported include:

<b>Name of group/organisation</b>	<b>Fund</b>	<b>Value</b>
Disability Network CIC	TNLCF & Mutual Gain	10,926
The Centre for Reconciliation	TNLCF	158,824
Heckington in Bloom	Heckington Living	500
Long Sutton and District Civic Society	Co-op Community Quarter	1,055
Crowland Cares	Evan Grassroots	3,675
AbilityNet	TNLCF	10,000
Long Sutton Men's Shed	Charles Hayward Foundation	7,000
Recovery Coach Community CIC	Boston Borough Council	6,132
Old Wood Organic CIC	Lincoln Lottery Community Fund	2,500

- 3.12 VCS/LCVS are looking to review and refresh the content of Funding Ready for next year and are also developing the wider training programme to include Treasurer taster sessions and workshops and around different aspects of fundraising.
- 3.13 Work continues to provide the secretariat for the Lincolnshire Funding Advice Network (LFAN) which is a forum to highlight funding opportunities whilst sharing information about the funding challenges and issues affecting organisations in Lincolnshire. Funding Fairs have been scheduled for the 28<sup>th</sup> June 2023 in Spalding and 19<sup>th</sup> September 2023 in Spilsby.
- 3.14 A recent highlight has been supporting the Ukrainian Cultural Centre Lincolnshire with developing their policies and developing their application to the Ukrainian Integration Support Fund – the result of which will be known shortly.

## **Added Value**

3.15 VCS/LCVS have been successful with securing additional funding and resources during the year to expand our core services and provide a range of additional projects and services to meet the needs of our local communities as follows:

### **Local Authority Match funding**

Funding secured from local authorities to match fund the LCC core grant and expand the support we can offer locally to community groups and volunteers.

### **Social Prescribing Link Worker Service**

We have Link Workers embedded within primary care and mental health teams which support vulnerable individuals to overcome barriers and challenges within their lives and access a range of support within their communities alongside their clinical needs.

### **The Greater Lincs MOVE Project**

The MOVE project works in partnership with a range of local organisations to provide support to people furthest from the labour market to overcome barriers and challenges to progress towards volunteering, learning, training and employment.

### **Multiply Project**

The Multiply project provides a range of numeracy courses and support where residents of Lincolnshire can build their confidence in using numeracy skills at work or in everyday life.

### **Together Project (Gainsborough)**

The Together project brings together a range of local organisations and residents within the South West ward of Gainsborough to work collectively and develop ideas and address issues of concern for local residents.

### **YES Project (West Lindsey)**

Partnership project with ACIS providing support to young people to progress into work, education and training alongside engagement with local employers to increase opportunities for young people across West Lindsey.

### **Lincoln Neighbourhoods Together Network (LNTN)**

The LNTN provides a network of support to local neighbourhood boards and community forums across the City of Lincoln to work collectively, develop ideas and address issues of concern for local residents.

### **Gainsborough Local Access Programme (GLAP)**

GLAP is a part of a national pilot which is working to support the development of stronger, more resilient, and sustainable social economies in disadvantaged places through increasing access to social investment and developmental support.

### **Boston Big Local (BBL)**

Project to train and support Environment volunteers who are residents in the BBL area to be involved in their community by taking part in activities such as litter picking, river cleans, planting in community gardens, naturehood activities within green spaces.

### **Friendly Bench**

Funding to support installation of The Friendly Bench in Boston provides a space where residents, in particular those isolated and the elderly, can chat to like-minded people and take part in free activities. We are involved with many groups we work with providing activities at the bench and bringing residents and communities together. The local school are also actively involved.

### **Boston Youth Ambassadors**

The Youth Ambassadors programme in Boston works alongside with Boston College to support young people aged 16-25 in education, young professionals, young people to become involved in the planning and management of various events and activities across Boston, linking in with various organisations to support the Boston Borough area.

### **Young People into Leadership**

A proof of concept/pilot project funded by Boston PCN to put young people at the heart decision making by supporting them through, mentoring, training, volunteering and development as aspiring young leaders on leadership boards. Recruited first young person in country to sit on the PCN partnership board.

## **4. Consultation**

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

N/A

## **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 Lee Sirdifield, Assistant Director Corporate – Lincolnshire County Council, who can be contacted on 07500 813650 or by email at [lee.sirdifield@lincolnshire.gov.uk](mailto:lee.sirdifield@lincolnshire.gov.uk); and Ben Rollett, Chief Executive – Voluntary Centre Services, who can be contacted on 01522 551683 or by email at [ben@voluntarycentreservices.org.uk](mailto:ben@voluntarycentreservices.org.uk).

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

Report to:	<b>Public Protection and Communities Scrutiny Committee</b>
Date:	<b>20 June 2023</b>
Subject:	<b>Fire and Rescue Statement of Assurance 2022-23</b>

**Summary:**

The Fire and Rescue National Framework for England sets out the requirement for fire and rescue authorities to provide an annual Statement of Assurance on financial, governance and operational matters. The Lincolnshire Fire and Rescue (LFR) Statement of Assurance for 2022-23 is attached. The Statement will be used as a source of information on which to base the Secretary of State's biennial report under section 25 of the Fire and Rescue Service Act 2004.

**Actions Required:**

Members of the Public Protection and Communities Scrutiny Committee are invited to review and comment on the contents of Lincolnshire Fire and Rescue Authority's Statement of Assurance 2022-23.

## **1. Background**

The Fire and Rescue National Framework for England<sup>1</sup> sets out the requirement for fire and rescue authorities to provide an annual Statement of Assurance on financial, governance and operational matters and to show how they have had due regard to the expectations set out in their integrated risk management plan and the requirements included in the Framework. The attached report is intended to meet that obligation.

The Department for Communities and Local Government provided 'light touch' guidance on the content of the Statement leaving it to individual fire and rescue authorities to decide how to best present the information. As Lincolnshire Fire and Rescue is part of the County Council, much of the financial information has already been published in the Council's Statement of Accounts. Other information is readily available in the existing published documents. To avoid duplication these have been referenced in the Statement of Assurance where appropriate.

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<sup>1</sup> Fire and Rescue National Framework for England dated May 18

## 2. Conclusion

Lincolnshire Fire and Rescue Authority is satisfied that the systems and measures it had in place with respect of financial, governance and operational matters for the period 1 April 2022 to 31 March 2023 were fit for purpose and effective. It is satisfied that its business was conducted in accordance with the law and proper standards and that public money was properly accounted for and used economically, efficiently, and effectively. It is also satisfied that, where appropriate, the National Framework requirements have been met.

Following the Scrutiny Committee meeting, the Statement of Assurance will be made available on Lincolnshire Fire and Rescue's website.

## 3. Consultation

### a) Risks and Impact Analysis

None.

## 4. Appendices

These are listed below and attached at the back of the report	
Appendix A	LFR Statement of Assurance 2022 - 23

## 5. 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
DCLG – Guidance on Statement of Assurance for fire and rescue authorities in England	Gov.UK website - <a href="#">Guidance on Statement of Assurance for fire and rescue authorities in England</a>
Fire and Rescue National Framework for England	Gov.UK website – <a href="#">Fire and Rescue National Framework for England 2018</a>

This report was written by Mark Baxter, Chief Fire Officer who can be contacted on 07799 110463 or by e-mail at [Mark.Baxter@lincoln.fire-uk.org](mailto:Mark.Baxter@lincoln.fire-uk.org)

# STATEMENT OF ASSURANCE

## 2022-2023



# LINCOLNSHIRE FIRE AND RESCUE



**Lincolnshire**  
COUNTY COUNCIL  
*Working for a better future*





## INTRODUCTION

The Fire and Rescue National Framework for England<sup>1</sup> sets out the requirements for the fire and rescue authorities to provide an annual Statement of Assurance on financial, governance and operational matters and to show how they have had due regard to the expectations set out in their integrated risk management plan and the requirements included in the Framework. This document is intended to meet that obligation through reference to existing plans, reports and public web pages.

## BACKGROUND

### General

Lincolnshire Fire and Rescue (LFR) is a statutory fire and rescue service for the County of Lincolnshire. It is part of Lincolnshire County Council (LCC) which is also the Fire and Rescue Authority (FRA). The Fire and Rescue Services Act 2004<sup>2</sup> is the core legislation for fire and rescue services in England and Wales. It details the statutory responsibilities for all FRAs which includes making provision for the purpose of extinguishing fires, protecting life and property from fires, rescuing people from road traffic collisions, promoting fire safety and responding to other emergencies.

The Fire and Rescue National Framework document outlines the Government's priorities and objectives for FRAs in England. It describes the high-level expectations but does not prescribe operational matters. The priorities in the Framework are for FRAs to:

- Make appropriate provision for fire prevention and protection activities and response to fire and rescue related incidents
- Identify and assess the full range of foreseeable fire and rescue related risks their areas face
- Collaborate with emergency services and other local and national partners to increase the efficiency and effectiveness of the service they provide
- Be accountable to communities for the service they provide
- Develop and maintain a workforce that is professional, resilient, skilled, flexible and diverse.

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<sup>1</sup> [Fire and Rescue National Framework for England, May 2018](#)

<sup>2</sup> [Fire and Rescue Services Act 2004](#)

## The County

Lincolnshire is the fourth largest county in England covering 5,921 square kilometres. The County is classified as one of the most rural in England by the Department for Environment Food and Rural Affairs (DEFRA). Five of the seven Local Authority Districts in Lincolnshire<sup>3</sup> are classified as either 'mainly' or 'largely' rural with Boston being classified as 'urban with significant rural' and Lincoln as 'urban with city and town'. Further information on rural-urban classifications can be found on the [DEFRA](#) website.

Estimates for 2021 place the County population at 769,400<sup>4</sup>, an increase of 7.7% since 2011. Current projections suggest the population will increase by 10% by 2043. Notwithstanding this, population density remains low with 130 people per square kilometre compared with an average for England of 434 people per square kilometre.

Not only is the population increasing, it is also ageing with the proportion of people aged 65 and over projected to increase from 24% in 2021 to 30% in 2043. The proportion of people over 75 years of age is predicted to increase by 82% over the same period. Further information about the County can be found at [Lincolnshire Open Data](#).

## Lincolnshire Fire and Rescue

LFR operates 38 fire stations. One of these is staffed by fulltime firefighters around the clock, eight are staffed by fulltime firefighters during the day who then provide on-call cover at night, guaranteeing 24/7 fire cover from these locations. All stations (including those that have whole time staff) are staffed by on-call firefighters working the retained duty system. As of 31 March 2023, the Service establishment<sup>5</sup> was 675 staff comprising 597 operational, 18 control and 60 support staff. Key operational equipment includes:

- 48 station-based fire engines
- 2 aerial appliances
- 15 special appliances<sup>6</sup>
- 4 swift water rescue boats
- National Resilience capability<sup>7</sup>
- 26 Co-responder vehicles

The Service received 19,579 calls during 2022/23 and attended 7,655 operational incidents including 1,177 medical response calls.

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<sup>3</sup> East Lindsey, North Kesteven, South Kesteven, South Holland and West Lindsey

<sup>4</sup> [Office for National Statistics, mid-year population estimates, June 2020](#)

<sup>5</sup> Actual headcount may vary

<sup>6</sup> 2 rescue support units, 7 technical response vehicles, water carrier, command support vehicle and welfare unit

<sup>7</sup> Marauding terrorist firearms attack specialist response team (MTFA SRT), Urban search and rescue (USAR) and high volume pumping capability

## FINANCIAL

### General

LFR is included within all County Council financial procedures including budget setting, budget monitoring and the production of final accounts which ensures public money is properly accounted for. LFR conducts its activities, as part of the County Council, in accordance with its duty under section 3 of the Local Government Act 1999 in respect of ensuring it performs its functions economically, efficiently and effectively.

The Executive Director of Resources is responsible for the preparation of the Authority's Statement of Accounts in accordance with proper practices. The purpose of the accounts is to give electors, local taxpayers and service users, elected members, employees and other interested parties clear information about the Council's finances. The Draft Statement of Accounts for 2022/23 is due to be published on 31 May 2023 and the Audited Statement of Accounts by 30 September 2023. When published, these and the Accounts for earlier years can be found at [LCC Statement of Accounts](#).

The Authority's financial statements and value for money conclusions are independently audited. At the time of writing, the audit for 2021/22 is not yet complete, however no matters have been identified which would prevent the Auditors from giving an unqualified opinion on the financial statements or an unqualified Value for Money conclusion. The external auditors present regular planning updates and progress reports to the Audit Committee, these reports can be viewed at [Audit Committee Meetings](#). When published the audit opinion can be found within the [Annual Audit Letter](#).

### Value for money

LFR ended 2022/23 with a £28k overspend on a £23.6m revenue budget, this is a variance of just 0.1% and is well within LCC acceptable budget tolerances.

Delays in the delivery of some equipment resulted in an underspend on the 2022/23 capital budget of £0.9m. This underspend has been carried-forward into 2023/24 to continue to support improvements in operational capability in line with the Integrated Risk Management Plan.

## GOVERNANCE

LCC (as the FRA) is responsible for ensuring its business is conducted in accordance with the law and proper standards, that public money is safeguarded and properly accounted for and used economically, efficiently and effectively. One of the Executive Councillors (portfolio holder) has specific responsibility for the exercise of executive functions in relation to the Council's role as Fire Authority.

LCC has adopted a governance and assurance structure which is consistent with the principles of the Chartered Institute of Public Finance and Accountancy/Society of Local Authority Chief Executives Framework *Delivering Good Governance in Local Government*. The Council's Annual Governance Statement sets out its commitment to good governance describing the governance framework and processes. It provides details as to the measures taken by LCC to ensure appropriate business practice, high standards of conduct and sound governance and sets out the actions LCC has undertaken to review the effectiveness of its governance framework, including the system of internal control. LCC's Annual Governance Statement is included in its [Statement of Accounts](#) publication.

LCC's internal audit department publishes an Annual Internal Audit Report. This provides an independent opinion of the overall adequacy and effectiveness of the Council's governance framework, risk and internal control system. The opinion of the Head of Internal Audit in respect of the year ended 31 March 2023 is due to be considered by the [Audit Committee](#) on 19 June 2023. Their opinion for year ended 31 March 2022 was that arrangements for risk management were performing well and arrangements for governance, financial control and internal control were performing adequately.

The Portfolio Holder, Chief Executive and Chief Fire Officer provide routine oversight of the fire and rescue service. Key decisions are processed through the County's Informal Executive and Executive as necessary. LFR reports to the Public Protection and Communities Scrutiny Committee on a regular basis in accordance with the scrutiny work programme. Copies of committee reports can be found on the [LCC website](#).

## OPERATIONAL

### Planning

Lincolnshire FRA has carried out its functions in accordance with the defined statutory and policy framework in which it is required to operate. The key documents setting this out are:

- The Fire and Rescue Services Act 2004
- The Civil Contingencies Act 2004
- The Regulatory Reform (Fire Safety) Order 2005
- The Fire and Rescue Services (Emergencies) (England) Order 2007
- The Localism Act 2011
- The Fire and Rescue National Framework for England
- The Health and Safety at Work etc Act 1974

To ensure LFR is well positioned to meet the duties and responsibilities placed on it by the Government, LFR undertakes a process of Integrated Risk Management Planning (IRMP). The latest version of the IRMP, titled *Our Community Plan 2020-24* was published in 2020 and sets out plans for how risk will be managed in Lincolnshire. Our Community Plan sets out how resources will be allocated to mitigate the risks in our *Community Risk Profile 2020-24*. We review the Community Plan annually to ensure it remains current and agile. Minor changes and updates were made to the plan in 2022 to reflect the progress we have made against our priorities and to manage emerging risks. Our Community Plan is set out in five key frameworks which all complement each other and provide an integrated approach to Service delivery.

LFR conducted an extensive consultation on Our Community Plan 2020-24. This provided relevant stakeholders with the opportunity to comment on the risks identified and proposed frameworks for dealing with them. A copy of the consultation document, along with the results of the consultation, is available on request. Work has already begun on developing LFR's next Community Risk Management Plan (CRMP) which is due to go live in April 2024. Significant stakeholder and public engagement has already taken place to ensure our communities can have their say on the risks the community faces. There will be a further opportunity to engage with us on the whole plan towards the end of 2023.

Having robust business continuity (BC) plans is essential if the Service is to minimise the impact of a disruption on its ability to deliver an effective service to the community. LFR continues to maintain, develop and test plans to deal with major disruptions of service resulting from staff shortage, loss of premises, technology failure, loss of information or loss of a key supplier or partner. We regularly exercise our business continuity plans, and we debrief every BC incident and exercise to ensure we identify areas which went well and ways we can improve.

## **Collaboration**

A partnership approach has been an important part of our service delivery. Information sharing supported decisions and influenced the delivery of services to ensure we maximise the impact and reach of our activities. The introduction of an evaluation process for our key partnerships have allowed us to review the effectiveness of agreements and enhance where opportunities have been identified. Opportunities have been identified following the ways of working enforced on us as a result of covid restrictions.

Fire and Rescue Chair the Blue Light Collaboration Group and have active members on the Collaboration Delivery Group. These groups continually assess collaborative opportunities to support improved service delivery and realise efficiencies. This also supports the duty to collaborate under the Policing and Crime Act 2017

The National Fire Chiefs Council, (NFCC), continued to offer direction working in partnership to develop supporting tools, such as the on-line home safety assessment and business engagement tool kit.

A full review of partnerships was carried out in 2022/23 as we identify priorities for the year. We will be working with partners in LCC to further profile our risk and understand how we can work better to identify those most at risk and how we can support them.

## **Prevention & Protection**

### **Increase the number of targeted safe and well visits (Home Fire Safety Visits)**

Our ability to understand and target risk continued to be a priority. Whilst partnership referrals are a key part of our delivery strategy, we have further developed how we proactively identify vulnerabilities at a household level. Our Risk Scoring Index (RSI) has allowed us to blend a variety of datasets (internal and partners) to categorise risks. Our Integrated Risk team has used mapping software to show where our most vulnerable communities/households are.

Home Fire safety Visits (HFSV) were carried out by our community safety advocates and operational crews. A total of 5207 HFSVs were carried out, focusing on our most vulnerable communities.

To support and improve the efficiency and effectiveness of delivery, our administration processes have been reviewed. We have identified a number of areas relating to how we allocate work and record outcomes to support our targeting process. We will continue to embed these new processes throughout 2023/24.

### **Develop the capacity within the fire protection team**

With clear plans in place, we have continued to develop our Fire Safety Inspectors (FSI). Using local and national investment, we have recruited into vacant posts and placed individuals onto nationally aligned development pathways.

A good understanding of risk in the built environment has allowed us to develop rationale to outline the requirement of resources to manage and mitigate the potential impact. While we still have a small number of FSIs who are completing the required courses and development process, the capacity of the team has increased in-line with identified plans.

A consultation to introduce an on-call element to the FSI roles will allow us to further align to the national competence framework.

### **Continue to contribute to the Lincolnshire Road Safety Partnership**

A unique partnership has resulted in the national 'Biker Down, Scheme being introduced into the county. The course is aimed at motorcyclists and is designed to raise the awareness of associated hazards and risks. Our partnership with the Lincolnshire Integrated Voluntary Emergency Service (LIVES) and the Air Ambulance team has resulted in the standard course being enhanced. A bespoke element of the course allows emergency life saving techniques to be delivered to road users who may be first on the scene to a road traffic collision where motorcyclists are involved.

The scheme comprises of three modules, all of which were successfully delivered in 2022/23. The second course is planned for delivery in 2023/24. Our road safety advocate is an integral part of our delivery plan, with a link to our operational crews vital to maximising the impact of our activities.

## **Response**

### **Conduct a full review of the co-responder scheme**

#### **Ensure Fire Control staff have systems in place to deal with complex emergencies**

In our integrated risk management plan, we highlighted the enhanced risk of localised flooding in Lincolnshire. To reduce the impact of this risk we introduced two additional flood pumps. This reduces the need for large numbers of firefighters to be deployed, and these pumps have a greater pumping capability than our regular fire engines.

In terms of the Response strategy, LFR delivers a number of activities in partnership with other agencies. Key joint capabilities include:

- Co-responder scheme. This is a collaboration with East Midlands Ambulance Service (EMAS) and Lincolnshire Integrated Voluntary Emergency Service (LIVES) to provide emergency response to cardiac and respiratory arrest and similar life-threatening emergencies.
- British Red Cross Emergency Response. Volunteers provide post incident advice, support to members of the community and assist with protracted fire investigations.
- Bariatric response. In partnership with Adult Social Care and EMAS, LFR provides specialist advice and response in support of bariatric patients.
- Flood response pumps. In collaboration with the lead Local Flood Authority, LFR operates four trailer mounted flood pumps to provide additional capability of pumping high volumes of water in response to a flooding event.

LFR plays a lead role in the County's Resilience Forum. This multi-agency partnership established under the authority of the Civil Contingencies Act 2004 brings together the emergency services and other key organisations and agencies in order to plan for, and respond to, emergencies which may have a significant impact on the community. LFR provides the chair, is represented on the Forum's Programme Management Board and chairs the Community Risk Register Risk Assessment Working Group. LFR manages the emergency planning function on behalf of the Council.

Agreements are in place with fire and rescue services bordering Lincolnshire to augment the Service's operational resources where required<sup>8</sup>. LFR is signed up to the National Mutual

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<sup>8</sup> In accordance with sections 13 and 16 of the Fire and Rescue Services Act

Aid Protocol<sup>9</sup> which outlines the terms under which an authority may expect to request assistance from, or provide assistance to, another authority in the event of a major national emergency. Working with the Government and other partners, LFR maintains a national resilience capability through its flood rescue assets, high volume pumping capabilities, marauding terrorist firearms attacks specialist response and urban search and rescue.

LFR continues to support the work being undertaken as part of the Joint Emergency Services Interoperability Principles (JESIP). This is a nationally recognised multi-agency programme designed to ensure blue light services are trained and exercised to work together as effectively as possible. Further details are available at [www.JESIP.org.uk](http://www.JESIP.org.uk).

LFR continues to provide support for the UK International Search and Rescue (ISAR) team. The mechanism for provision of this capability is outlined in a *Memorandum of Understanding* between the Foreign Commonwealth and Development Office (FCDO), the Home Office and NFCC National Resilience.

## **Resources**

### **Review support for line of business applications**

The completion of this priority was delayed due to the roll out of the Microsoft Office 365 platform in LFR. With this new software now fully embedded across the organisation, we have been able to focus on the development of our in-house applications. Additional staff were recruited into the service support team to assist in the development of our flo-suite application. We have recently signed off a project to identify a new management information system which will integrate across multiple platforms, seeking to avoid duplication and double keying.

### **Develop the use of technology to improve efficiencies**

We have worked with LCC on their process optimisation and automation project, identifying areas within LFR recruitment and organisational development to streamline processes and to identify suitable systems to procure. The specification requirements for these systems have been developed and a tender process will now commence. This new software will service both LFR and LCC.

### **Develop the 2024-28 Community Risk Management Plan**

Work is well underway to produce our next Community Risk Management Plan (CRMP). Two rounds of engagement have taken place to identify what risks the community feel are the most important to them, and these will be matched with our assessments to produce the community risk profile. The next step is to put together our plan to manage these risks and keep the people of Lincolnshire safe and well. This plan will be presented to the community in a final round of engagement and consultation before going through scrutiny and sign off by elected councillors.

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<sup>9</sup> Fire Service Circular 42/2006 – National Mutual Aid Protocol for Serious Incidents



## **People**

### **Increase diversity across the organisation**

This year we have produced and delivered face to face foundation EDI training to all staff in LFR. We have established an EDI steering group that is chaired by the Chief Fire Officer, and we have task and finish groups in operation across a variety of strands. We have also developed a three year EDI training and communication plan.

From a recruitment perspective we have carried out a number of positive action days as part of our wholetime and on-call recruitment campaign and this work will continue through 2023/24.

### **Implement a talent management and succession framework**

Following the implementation of a pilot talent management framework throughout 2022/23, a recommendation for an extension to the pilot scheme to be rolled out across the entire organisation was granted. This will remain a focus for the organisation throughout 2023/24 to ensure the scheme is fully embedded.

### **Review business delivery models (resourcing project)**

The resourcing project is underway and phase one of the project is now at consultation stage. The project has involved a full review of the organisation and the structure of each department. Phase two of the project will commence in September 2023 and the proposed implementation will take place over a period of approximately three years.

## **Performance**

LFR uses a number of key performance indicators to assess progress against its Service objectives. During 2022/23 the main differences, compared to the previous year, in its operational priority areas were:

- **Reducing fires and their consequences**

In 2022/23 there were:

950 primary fires which represents a decrease of 2% on the previous year.

1,198 secondary fires, an increase of 58% on the previous year which was directly attributable to the prolonged hot and dry summer of 2022.

8 fire fatalities, an increase of one from the 2021/22 year.

21 primary fire casualties, a decrease of six compared to 2021/22 (which represents a 22% decrease).

- **Reducing road traffic collisions and their consequences**

There were 411 people killed or seriously injured on Lincolnshire's roads during 2022/23. This represents a 19% decrease on the previous year.

The numbers of people killed or seriously injured have fluctuated over recent years; the effects of the COVID-19 lockdown saw a remarkable decrease in numbers involved attributable to the lockdown during that time. The numbers of people involved in 2022/23 is in-line with the broad downward trend over the last six years.

**Our priorities for 2023/24 are:**

**Reduce Fire and their consequences**

***Priority 1 - Review the sources of risk information that are used to identify and target prevention, protection and response activities.***

This year we will continue to refine our data sets, in order that we can target those who are vulnerable within our communities. This will take us from targeting specific areas, to actually targeting specific households where vulnerability is identified. Furthermore, with the refinement of data sets, we can monitor our response activities more closely and ensure we continue to resource to risk.

***Priority 2 - Continue to increase the number of targeted Home Fire Safety visits***

We will promote the use of our on-line self-assessment tool and build on a strengths based approach for community safety.

We will continue to work towards our target of 10,000 home fire safety visits and enhance our recording and reporting mechanisms. Great progress has been made in our efforts to reach this stretch target and this work will continue throughout 2023/24.

**Reduce road traffic collisions and their consequences**

***Priority 3 - Continue to contribute to the Lincolnshire Road Safety Partnership***

Our wholtime stations will be tasked with completing 10 targeted road safety events per year. We will seek to profile road traffic collision risks in order that we can support targeted and informed prevention activity. We will continue to deliver the 'Biker Down' scheme in partnership with LCCRSP and Linc-Notts Air ambulance and evaluate the impact of this scheme.

**Improve health and well-being**

***Priority 4 - Implement the outcomes of the co-responder review***

Progress on the implementation of the outcomes will be monitored through our programme management board.

## **Protect the community and the environment from the impact of major emergencies**

### ***Priority 5 - Undertake a fire control infrastructure project***

This project will seek to provide a new mobilisation function into LFR. Progress against the project will be monitored through our programme management board.

### ***Priority 6 - Implement statutory requirements and agreed recommendations and learning from the Grenfell Tower and Manchester Arena incidents***

We will develop robust processes that allow identified issues within high rise residential buildings to be reported and dealt with by the Fire Protection team  
We will continue to update operational procedures that satisfy the recommendations and required outcomes of the Grenfell Tower and Manchester Arena reports.

## **Manage our resources effectively**

### ***Priority 7 - Consult and implement year 1 recommendations of the resourcing project***

Phase 2 of our consultation process will commence in September 2023. Following this period and our continued engagement with staff, we will complete an implementation document, to outline the phases of implementation and associated timelines.

### ***Priority 8 - Review support for line of business applications (Firewatch, Flosuite)***

We will review our line of business applications to identify opportunities to improve efficiencies and increase optimisation across the service. We are launching a project to identify a more suitable management information system and more specifically a software that will integrate with existing systems to avoid duplication or double keying.

## **Manage our people effectively**

### ***Priority 9 - Increase diversity across the organisation***

100% of our staff will have received the second round of EDI foundation training by December 2023. A training and communications strategy has also been developed to provide staff with a continual feed of information pertaining to EDI and its importance. From a recruitment perspective, work will continue to develop positive action days, targeted at underrepresented groups. The recruitment team will also utilise data sets to identify any noticeable trends throughout the recruitment process where individuals fail to meet the required standard and then offer support to assist in developing those individuals.

### **Priority 10 - Continue to develop our culture**

A full cultural review of LFR is being undertaken. An action plan will be developed, and progress will be monitored through the cultural steering group.

### **Govern the business effectively**

#### **Priority 11 – Develop the 2024-28 CRMP**

The CRMP project is underway, with phase two of our public engagement almost complete. This survey provides the public with an opportunity to share their opinions on our county risk and will help us to shape the CRMP from 2024. The feedback we have received so far has been encouraging.

#### **Priority 12 – Develop the use of technologies to provide efficiencies (Optimisation project in-house, Office 365, Microsoft forms)**

A three year ICT strategy has been created and this will assist LFR in prioritising those systems where development will lead to greater efficiencies and optimisation. A focus on the use of application programming interfaces (APIs) to link systems and enable interactions from one software application to another will also be a priority to avoid duplication and double keying.

## **SUMMARY**

Lincolnshire FRA is satisfied that the systems and measures it had in place with respect to financial, governance and operational matters for the period 1 April 2022 to 31 March 2023 were fit for purpose and effective. It is satisfied that its business was conducted in accordance with the law and proper standards and that public money was properly accounted for and used economically, efficiently and effectively. It is also satisfied that, where appropriate, the National Framework requirements have been met.

Signed:

Lindsey Cawrey  
Executive Councillor for Fire and Rescue

Mark Baxter  
Chief Fire Officer



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

Report to:	<b>Public Protection and Communities Scrutiny Committee</b>
Date:	<b>20 June 2023</b>
Subject:	<b>Public Protection and Communities Scrutiny Committee Work Programme</b>

**Summary:**

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

**Actions Required:**

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

## **1. Background**

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

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

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

## 2. Work Programme

<b>20 JUNE 2023</b>		
	<b>Item</b>	<b>Contributor</b>
<b>1</b>	<b>Lincolnshire Fire and Rescue Service-Equality Diversity and Inclusivity – Feedback &amp; Key Findings from Staff Survey</b>	Mark Baxter, Chief Fire Officer Ryan Stacey, Assistant Chief Fire Officer
<b>2</b>	<b>Voluntary Sector – Annual Position Report</b>	Lee Sirdifield, Assistant Director – Corporate Ben Rollett, Chief Executive, Voluntary Centre Services
<b>3</b>	<b>Fire and Rescue Statement of Assurance 2022-23</b>	Mark Baxter, Chief Fire Officer
<b>SITTING AS THE CRIME AND DISORDER SCRUTINY COMMITTEE</b>		
<b>4</b>	<b>The work of Safer Lincolnshire Partnership’s Lincolnshire Women’s Strategy: Supporting Women and Girls at Risk of Entering the Criminal Justice System</b>	Zoe Walters, Business Manager (Interim) Safer Lincolnshire Partnership
<b>5</b>	<b>Annual Review of Prevent</b>	Clare Newborn, Head of Community Safety Service Richard Clare, Strategic Prevent Lead, Safer Communities

<b>25 JULY 2023</b>		
	<b>Item</b>	<b>Contributor</b>
<b>1</b>	<b>Approval to procure contracts for Postmortem and Mortuary Facilities (Pre-decision Scrutiny - Executive Councillor 31<sup>st</sup> July – 4<sup>th</sup> August 2023)</b>	David Stocking Fiona Fielding Leanne Fotherby
<b>2</b>	<b>Integrated Risk Management Plan 2020-2024 – Yearly Update</b>	Mark Baxter, Chief Fire Officer

<b>25 JULY 2023</b>	
<b>Item</b>	<b>Contributor</b>
<b>3</b>	<b>Service Level Performance Reporting against the Success Framework 2022-2023 – Quarter 4</b>  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
<b>4</b>	<b>Performance of the Library Service Contract - 7 Year Review Report [Libraries Year 7 Update (2022-23)- Progress and Developments]</b>  Louise Egan, Library & Heritage Client Lead
<b>SITTING AS THE CRIME AND DISORDER SCRUTINY COMMITTEE</b>	
<b>5</b>	<b>Anti-Social Behaviour (including Community Trigger Strategy)</b>  Lisa Duckworth, Community Safety Strategy Co-ordinator (Anti-Social Behaviour)
<b>Briefing Reports / Information Only</b>	
<b>6</b>	<b>Refugee Resettlement and Asylum Dispersal Arrangements - 6 Monthly Update</b>  Sem Neal, Assistant Director, Prevention & Early Intervention Lauren Grosvenor, Programme Manager, Public Health

<b>19 SEPTEMBER 2023</b>	
<b>Item</b>	<b>Contributor</b>
<b>1</b>	<b>Service Level Performance Reporting against the Success Framework 2023-2024 – Quarter 1</b>  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
<b>2</b>	<b>Celebratory Services Annual Report</b>  James Chapple, Head of Registration and Coroners Services

<b>19 SEPTEMBER 2023</b>		
<b>Item</b>	<b>Contributor</b>	
<b>3</b>	<b>Coroners Service Annual Update Report</b>	Paul Smith, Senior Coroner for Lincolnshire
<b>4</b>	<b>Outcomes of His Majesty's Inspectorate of Constabulary and Fire &amp; Rescue Services Inspection of Lincolnshire Fire and Rescue Service</b>	Mark Baxter, Chief Fire Officer
<b>5</b>	<b>Community Risk Management Plan 2024-28 - Pre-consultation</b>	Mark Baxter, Chief Fire Officer
<b>6</b>	<b>Trading Standards, Impacts and Outcomes Framework – Annual Report</b>	Mark Keal, Head of Trading Standards
<b>SITTING AS THE CRIME AND DISORDER SCRUTINY COMMITTEE</b>		
<b>7</b>	<b>Stay Safe Partnership Annual Update Report</b>	Clare Newborn, Community Safety Manager Kathryn Smith, Community Safety Strategy Coordinator (Preventative Education)
<b>31 OCTOBER 2023</b>		
<b>Item</b>	<b>Contributor</b>	
<b>1</b>	<b>Citizens Advice Lincolnshire Grant Funding Agreement</b>	Semantha Neal Assistant Director, Prevention & Early Intervention
<b>2</b>	<b>Fire and Rescue Service Attendance at Flooding Incidents - Annual Report on Performance</b>	Mark Baxter, Chief Fire Officer
<b>SITTING AS THE CRIME AND DISORDER SCRUTINY COMMITTEE</b>		
<b>3</b>	<b>Safer Lincolnshire Partnership – Fraud Update Report</b>	Vicky Salmon, Community Safety Strategy Co-ordinator
<b>4</b>	<b>Safer Together Partnership – Update Report</b>	Clare Newborn, Community Safety Manager
<b>12 DECEMBER 2023</b>		
<b>Item</b>	<b>Contributor</b>	
<b>1</b>	<b>Multiply - Numeracy Programme Update – Year 2</b>	Thea Croxall, Adult Learning & Skills Manager – Economic Development



12 DECEMBER 2023	
Item	Contributor
2	<b>Service Level Performance Reporting against the Success Framework 2023-2024 – Quarter 2</b> 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
<b>SITTING AS THE CRIME AND DISORDER SCRUTINY COMMITTEE</b>	
3	<b>Domestic Abuse Strategy – Update Report 2023</b> Jade Thursby, Domestic Abuse Business Manager
4	<b>Serious Violence in Lincolnshire - A Partnership Response – Position Report</b> Jade Thursby, Domestic Abuse Business Manager Angela Nauth, Community Safety Strategy Coordinator (Serious Violence)

### 3. To be programmed

Future items to be programmed include:

- Community Safety and Public Trust in Police (Autumn/Winter 2023-24)
- Revenue and Capital Budget Proposals 2024-25 (January 2024, *Pre-Decision Scrutiny-Executive TBC*)
- Safeguarding Lincolnshire Partnership - Annual Report Update (January 2024)
- Fire and Rescue Service New Crewing Arrangements- Outcomes of Staff Consultation (April 2024)
- Fire and Rescue Service Progress Against the Recommendations on Culture by His Majesties Inspectorate for Fire and Rescue Services (Autumn 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. Members are encouraged to make suggestions and recommendations pertinent to specific topics and themes that should be included in the future workstreams of the Committee.

### 5. Background Papers

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

This report was written by Kiara Chatziioannou, Scrutiny Officer, who can be contacted on 07500 571868 or by e-mail at [kiara.chatziioannou@lincolnshire.gov.uk](mailto:kiara.chatziioannou@lincolnshire.gov.uk).

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

MATTERS FOR DECISION	DATE OF DECISION	DECISION MAKER	PEOPLE/GROUPS CONSULTED PRIOR TO DECISION	HOW AND WHEN TO COMMENT PRIOR TO THE DECISION BEING TAKEN	KEY DECISION YES/NO	DIVISIONS AFFECTED
<b>Approval to procure contracts for Post-Mortem and Mortuary Facilities [I029609]</b>	<b>Between 31 Jul 2023 and 4 Aug 2023</b>	Executive Councillor: NHS Liaison, Integrated Care System, Registration and Coroners	Public Protection and Communities Scrutiny Committee	Senior Commercial and Procurement Officer E-mail: <a href="mailto:fiona.fielding@lincolnshire.gov.uk">fiona.fielding@lincolnshire.gov.uk</a>	YES	All Divisions



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

Report to:	<b>Public Protection and Communities Scrutiny Committee</b>
Date:	<b>20 June 2023</b>
Subject:	<b>The work of Safer Lincolnshire Partnership’s Lincolnshire Women’s Strategy: Supporting Women and Girls at Risk of Entering the Criminal Justice System</b>

**Summary:**

This report provides an overview of the actions undertaken by the Safer Lincolnshire Partnership to support women and girls at risk of entering the criminal justice system.

**Actions Required:**

Members of the Committee are invited to:

1. consider and comment on the contents of this report and review the progress made by the Safer Lincolnshire Partnership to support women and girls at risk of entering the criminal justice system.
2. suggest how they may be able to assist with promoting and supporting this workstream in their constituencies.

## **1. Background**

The Safer Lincolnshire Partnership (SLP) and all its collective members are committed to working collaboratively with the objective of keeping people in Lincolnshire safe. Reducing Offending is one of the key priorities of the SLP, which is managed by the Reducing Reoffending Core Priority Group (RRO CPG). The RRO CPG’s work is directed by a Delivery Plan which is informed by a strategic needs assessment completed in 2021 by the Community Safety Analytical Team. The current Delivery Plan runs from April 2022 - March 2025. The delivery plan focuses on female offenders and those aged 18-25 and aims to provide alternatives to the criminal justice system that will lead to a reduction in repeat offending.

This report seeks to provide an overview of the planned work that will be undertaken via the Reducing Reoffending Core Priority Group (RRO CPG), in relation to the Lincolnshire Women’s Strategy: Supporting Women and Girls at Risk of Entering the Criminal Justice

System (CJS). This report builds upon an overview of the work of the RRO CPG which was presented to the Committee on 13 December 2022.

### **Relevant supporting statistics**

- Although women constitute less than 5% of people in prison, they account for over 19% of self-harm incidents, an indication of the traumatic impact of imprisonment on many.
- Over half the women in prison report having suffered domestic violence with 53% of women reporting having experienced emotional, physical or sexual abuse as a child.
- Many women in custody have histories indicative of brain injury and for most this is caused by domestic violence.
- Women in prison are more than twice as likely as men to say they have committed offences to support someone else's drug use as well as their own.
- Many of women in prison have dependent children – nationally, an estimated 17,000 children are separated from their mothers by imprisonment every year.
- Around 77% receive sentences of under 12 months. HMP Peterborough (where Lincolnshire women first go when remanded or sentenced to imprisonment) recently reported that the average length of stay for a woman was 21 days. Such sentences do not allow sufficient time for any rehabilitative work to be completed in custody.
- As of May 2023, there were 3362 women in prison. Of these, approximately one third are on remand and one third have received sentences of under six months. Of those on remand, 80% will not be sentenced. When on remand or on sentences under six months there is no rehabilitative activity undertaken with them. <https://www.gov.uk/government/publications/prison-population-figures-2023>
- In Lincolnshire, the peak age for females offending is 15 compared to men whose peak age is 23.

### **Lincolnshire Women's Strategy: Supporting Women and Girls at Risk of Entering the Criminal Justice System**

Through working with the University of Lincoln, lived experience of local women has been used to inform the strategic priorities for Lincolnshire. The strategy also makes reference to national research, Government policy and local data. In Lincolnshire we recognise the importance of language and labelling. As such, locally we do not refer to women at risk of entering the criminal system or women who have contact with the criminal justice system as "women offenders".

The strategic priorities are outlined as follows:

- It is for all women and girls
- Women Centred
- Supported by a sustainable women's centre service
- Focussed on early intervention
- Accepting of the complexity of women's needs
- Diversion from the Criminal Justice System should take place whenever possible

- A whole system approach
- Trauma informed practice
- Based on a Lincolnshire Concordat reflecting the national Concordat on women in or at risk of contact with the Criminal Justice System.

A full outline of the strategy can be found here; [Lincolnshire Women's Strategy: Supporting Women and Girls at Risk of Entering the Criminal Justice System.](#)

The Lincolnshire Strategy is aligned to the [Female Offender Strategy \(publishing.service.gov.uk\)](#), 2018. The national strategy envisages a limited role for government and promotes a framework for implementation that is:

- Locally led
- Partnership focused
- Evidence-based

### **Women and Girls Strategic Delivery Group**

A Strategic Delivery Group (SDG) was established in June 2022 in response to the Lincolnshire Women's Strategy: Supporting Women and Girls at Risk of Entering the Criminal Justice System. The SDG aims to drive improvements in the partnership response to women and girls within the CJS, with a view to increasing the use of appropriate diversion, ensuring their gender-specific needs within the CJS are recognised and addressed. The overarching aim of the SDG is to improve outcomes for women and girls in Lincolnshire through targeted and evidence-based approaches. Members of the group represent Chief Executive Officers (CEO), across 27 organisations, that have signed a [Concordat](#) confirming their commitment to work together and make it a priority to deliver the strategy.

Lincolnshire County Council's CEO has signed this concordat and representation is provided via the Children's Services (including Youth Offending/Future4Me) and the Adult Care and Community Wellbeing directorates.

The SDG oversees and manages the Supporting Women and Girls at Risk of Entering the Criminal Justice System delivery plan. Cross cutting workstreams and partnership priorities are also embedded, for example the Out of Court Disposals Working Group and the Violence Against Women and Girls Working Group, both of which are led by Lincolnshire Police. Representation is also provided from the Lincolnshire Domestic Abuse Partnership and the Stay Safe Partnership.

The SDG has invited input from areas with established women's centres and pathways to present at the SDG. For example, Norfolk presented information about their Wonder Plus project, which focuses on engaging with women in rural areas, and shared examples of return upon investment achieved through this approach. Greater Manchester presented an overview of their whole systems approach. The Nottinghamshire Women's Centre Services provided learning in relation to the provision of therapeutic services for women and girls who have experienced trauma and women's centre models.

See Appendix A for a visual of representation of governance arrangements.

### **Initial Delivery Plan**

An overview of the initial delivery plan has been highlighted below. It should be noted that the final version will be completed upon confirmation of funding successfully gained to date, commitments made by concordat signatories and ongoing engagement of women with lived experience.

- Voices of Women and Girls

As noted previously, the Lincolnshire Women's Strategy fully embeds the voices of women with lived experience. They will continue to be engaged on an ongoing and meaningful basis. This will be facilitated through the University of Lincoln and Lincolnshire Action Trust. Where not directly noted in the overview of the initial delivery plan, it should be noted that the voices of women and girls will continue to be gained and responded to.

Women with lived experience have told us that:

- they had only received positive support within the criminal justice system itself – they had simply been ignored by existing services with opportunities for diversion missed.
- Support helped women build positive identities. This was not only mental health support, but also peer support, coaching, mentoring and kindness; activities which should be integrated within mental health services.
- Services should be trauma informed from day one.
- The women's experiences told us that third sector interventions were preferred to mainstream service provision - reinforcing the lessons of much broader research.

- Women's Centre Approach

The Safer Lincolnshire Partnership is aware that women-specific services found in other areas (even those similar in geography and population) are absent in Lincolnshire, to the detriment of women and girls in the county. It has been decided to find a way forward by supporting community and other services to build capacity in working with women and girls. Lincolnshire currently does not have a Women's Centre despite this being a working and evidenced model in other areas.

Safe spaces, in the form of a Women's Centre Approach, must be offered to women in Lincolnshire. These must also be made accessible to those who do not live in Lincoln. The venues must be neutral and not have any association with the criminal justice system. Services, where possible, should be accessible at the women's centre. The strategy is to run with an approach and not a building due to rurality, the size of the county, lack of transport and the cost of transport. The approach is the provision of holistic services in various areas of the county where women's needs can be met in a trauma informed, gender informed way, for example, health, accommodation, victim support, employment advice, benefits advice etc. This will be led by Lincolnshire Action Trust who have invested considerable time and resource to the Women's Strategy to date.

The women's centre approach will be supported by a Navigator who will signpost women to services and support them to attend appointments. It should be noted that Future4Me offer support to girls at risk of entering the criminal justice system, if they are identified via the Joint Diversionary Panel, in a space that is safe for them.

- Online Services/signposting

The delivery plan recognises that we are working in the context of individuals increasingly making use of online services. The delivery plan seeks to ensure that the women's centre approach and services available to women and girls in Lincolnshire are clearly signposted. This includes considering making use of existing platforms to promote and signpost to additional services. This could include requested "space" on websites. For example, Connect to Support, How Are You Lincolnshire, Victim Lincs, Lincolnshire Domestic Abuse Partnership pages and the Council's Family Services Directory.

The SDG and providers of the Women's Centre Approach will explore if remote appointments can be offered to women who need support.

- Evaluation and research

- Strategy and Delivery Plan Evaluation - this will be undertaken by the University of Lincoln. It will seek to evaluate the benefits at an individual level, overarching data around improved outcomes for women and changes at a systems level via a return-on-investment analysis.
- PHD Research - this will seek to increase the evidence base of the needs of girls and how these could be targeted to prevent future entry into the criminal justice system. This will be undertaken by a University of Lincoln PhD student working with Children's Services and Future4Me. The proposal is in the final stages of development prior to ethical approval.
- Masters Research Project - this project was recently approved by the RRO CPG. This relates to evaluating the pathways for women who are released from custody. It will focus on releases into Lincolnshire and provide comparative data for those released to the Humberside region. This project is in the very early stages of development.

- Trauma Informed Approaches Training

At present it is not clear what consistent and evidence-based training staff receive to ensure that they work in a trauma informed manner. The delivery plan cites the importance of mapping what training is available, gap analysis and developing a training offer that meets the needs of staff working in all sectors. It is vital that at all points of contact, women and girls are supported in a trauma informed way.

- Communication and Engagement

As a result of the presentations from other areas it was noted that the deliverables would benefit from a communication and engagement plan. This plan must include elements that are public facing, targeted at women and girls who are at risk of entering the criminal justice system and professionals. Where the communication and engagement are

targeted, advice from women and girls with lived experience will be gained to inform the approaches used. It is anticipated that this plan will be managed by a System Coordinator. The communications and engagement plan will also include measures to determine the impact of such activities.

- Data/system mapping

It is anticipated that the System Coordinator will work with the University of Lincoln to fully map the current provision for women and girls in Lincolnshire. This will include noting gaps in service provision. Data will be gained to gain an indication of what the likely outcomes at present are for women and girls who are at risk of entering the criminal justice system or have already had contact with the criminal justice system. This will provide a benchmark to inform the overarching evaluation of the strategy.

At present, data is provided on a routine basis to the SDG in relation to girls known to Future4Me and women known to the Lincolnshire Probation Service. Through mapping their needs and unmet needs this can also give an indication of what service provision is required.

The Lincolnshire Delivery Plan is aligned to the [Female Offender Strategy Delivery Plan 2022-25](#) (Jan, 2023).

### **Funding and Sustainability**

In December 2022, funding bids were submitted to the Home Office and the Ministry of Justice to secure funding to support implementing the delivery plan.

Following central delays, it was announced, in March 2023, that the Home Office funding had not been secured. This funding would have been to fund the development of whole system approaches. The local bid included cases to develop staff training, fund a System Coordinator post and fund an overarching evaluation of the implementation of the strategy. The evaluation is essential to demonstrate the effectiveness of the local delivery of the strategy and in turn improve the likelihood of future funding bids being successful.

Since this date, members of the SDG have worked together to produce a business case in which two concordat signatories, one of which is the Police and Crime Commissioner (PCC), will fund the System Navigator post for a period of 18 months and provide funding towards the overarching evaluation. Further details of costs and names of partners cannot be released until the final formal documents are completed. Members of the SDG are also working with the University of Lincoln to explore further funding for the evaluation via the Economic and Social Research Council.

Members of the SDG are now working with the Lincolnshire Safeguarding Children Partnership and the Lincolnshire Safeguarding Adults Board to investigate if their training platform can be utilised to host and develop trauma informed training for staff.

In relation to the Ministry of Justice funding bid, for core costs and innovation the indications are presenting as very positive at the time of writing this report. However,



sharing further information about the outcome is embargoed by the Ministry of Justice at this time. Should the result be favourable, this funding will be utilised to initiate the women's centre approach and fund the Navigator post.

Due to the reasons noted above, this report is unable to give a full indication of the funding that is likely to be received soon.

Several organisations including the Lincolnshire Office of the Police and Crime Commissioner and Lincolnshire Action Trust, have demonstrated a significant commitment in terms of time, resources and, where applicable, finances to date. However, to further improve sustainability, it is imperative that concordat signatories demonstrate the commitments that they have made. This includes a commitment to:

“Apply the principles of the Lincolnshire Women's Strategy in the provision and commissioning of all services in Lincolnshire”.

To date, a number of organisations including the PCC, East Midlands Probation and Lincolnshire Action Trust have demonstrated a significant commitment in terms of time, resources and where applicable finances to progress delivery of the strategy.

On 23 May 2023, the “Support that changes women's lives” conference was held in the Council's Council Chamber. The purpose of this conference was to remind signatories of the importance and value of this work and gain a commitment from them regarding what resources and support they can offer, even if this is not a financial contribution. The organisers of this event extend their appreciation to the Councillors who attended.

### **Key deliverables to be achieved within the next 12 months**

- The PCC and the Chair of SLP will jointly write to signatories of the concordat who did not attend and share information at the “Support that Changes Women's Lives” Conference on 23 May. They will be asked to confirm their resource commitment.
- Finalise funding for the System Coordinator Role and the Evaluation.
- Recruit staff and launch the women's centre approach with key services, that are tailored to the needs of women, being delivered on site at women's centres.
- Confirm the process by which operational staff will be upskilled and trained to ensure that they are working with women and girls using trauma informed approaches.
- Via the initial stages of the overarching strategy evaluation, gain benchmarking data so that the evaluation can measure the success of the strategy.
- Concordat signatories identify what resources they will commit to progress the delivery plan.

## **2. Conclusion**

Members of the Committee are invited to consider and comment on the contents of this report and review the progress made by the Safer Lincolnshire Partnership to support women and girls at risk of entering the criminal justice system.

Members of the Committee are also invited to suggest how they may be able to assist with promoting and supporting this workstream within their networks. If Committee members are active on social media, they are invited to follow the following social media accounts and repost our key messages:

**Twitter:** [@SaferLincs](https://twitter.com/SaferLincs)

**Facebook:** [www.facebook.com/saferlincs](https://www.facebook.com/saferlincs)

Committee members are also invited to sign up to our quarterly [SLP Newsletter](#).

**3. Consultation**

**a) Risks and Impact Analysis**

Not applicable

**4. Appendices**

These are listed below and attached at the back of the report	
Appendix A	SDG Governance Arrangements

**5. Background Papers**

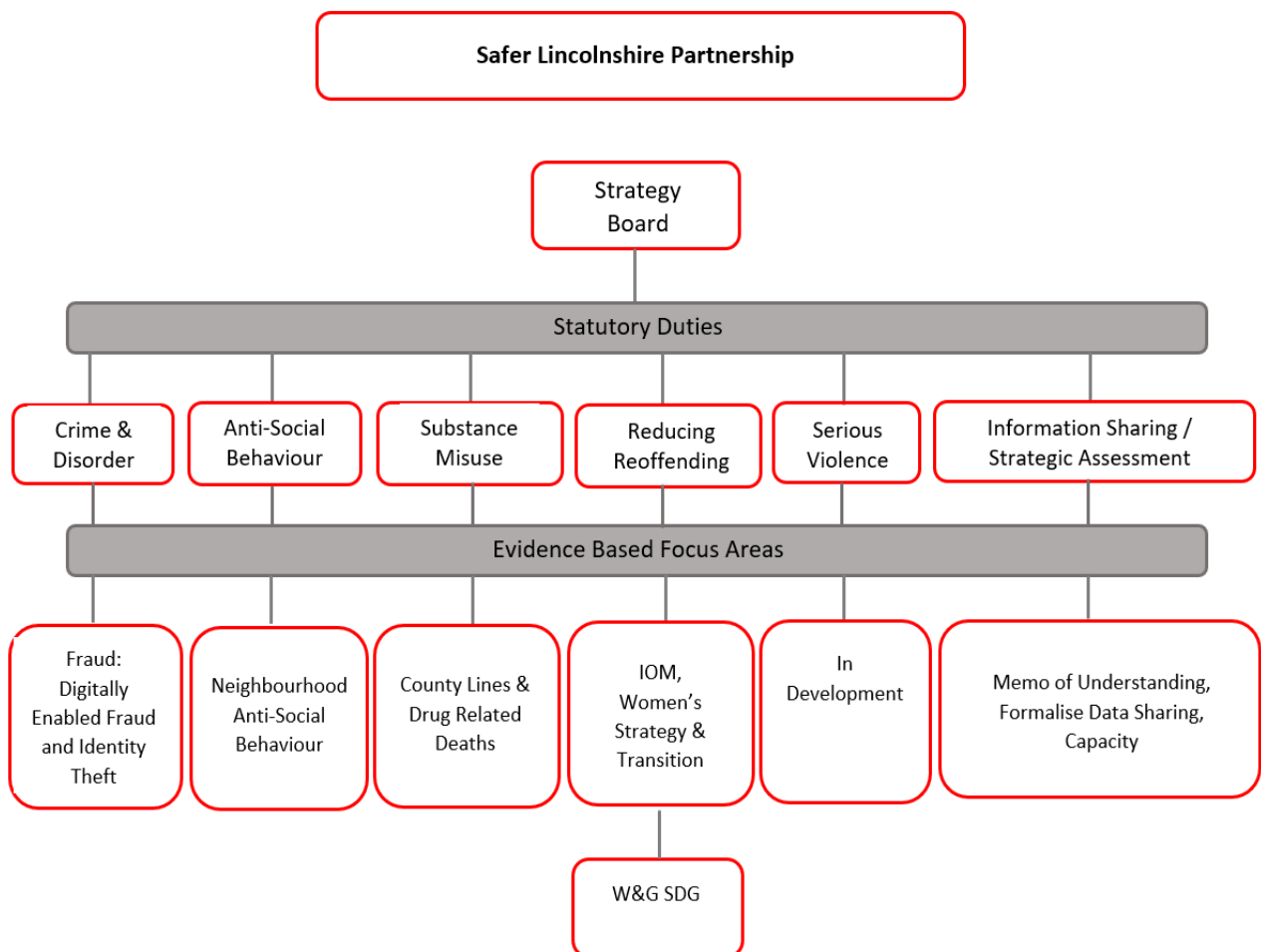
No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Zoe Walters, who can be contacted on 07342 034002 or [zoe.walters@lincolnshire.gov.uk](mailto:zoe.walters@lincolnshire.gov.uk).



## Appendix A SDG Governance

The Women and Girls Strategic Delivery Group (SDG) reports on a quarterly basis to the Reducing Reoffending Core Priority Group (RRO CPG) which falls within the remit of the Safer Lincolnshire Partnership (SLP). The RRO CPG, in turn, reports into the SLP's Strategy Board (SB) on a quarterly basis.



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**Open Report on behalf of Martyn Parker, Assistant Director, Public Protection**

Report to:	<b>Public Protection and Communities Scrutiny Committee</b>
Date:	<b>20 June 2023</b>
Subject:	<b>Annual Review of Prevent</b>

**Summary:**

To present to the Scrutiny Committee a summary of Prevent activity in Lincolnshire during the course of 2022/23 and the intentions for the coming year, to ensure Members are sighted on Prevent as a statutory duty.

**Actions Required:**

Members of the Committee are invited to consider the contents of this report, and comment on the Councils role in meeting its statutory responsibilities under the Counter-Terrorism and Security Act 2015.

## 1. Background

The UK faces a continuing threat from terrorism. The National Threat Level for the UK, assessed by the Joint Terrorism Analysis Centre, was reduced to *Substantial* in February 2022 (meaning an attack is likely). Following recent terrorist incidents the threat level in Northern Ireland was raised to *Severe* in March 2023.

The revised Counter Terrorism Local Profile (Nov 2022) identified 3 Priority Areas for Lincolnshire:

- Self-Initiated Terrorists (S-ITs)
- Extreme Right-Wing Terrorism (ERWT)
- Prison extremists and releases

This mirrors most of the National Threat Priorities, with the exception of Islamist Extremism, which does not feature as an identified risk in Lincolnshire. ERWT is the recurring dominant established ideology recorded within Lincolnshire Prevent casework, with most relating to individuals under the age of 25.

The CTLP also identifies, both locally and nationally, the inclusion of neurodiversity and on-line radicalisation as factors in a significant number of Prevent referrals.

Lincolnshire continues to be classed as a low risk, low priority area for Prevent, though that does not mean there is no risk at all. Convictions in the recent past of Lincoln residents Ben John (2021) and David Parnham (2019) show the continuing need for vigilance.

Action to tackle terrorism is covered by the Government's CONTEST strategy. Terrorism is defined by the Terrorism Act 2000; in brief it means action, or threat of action, involving violence to the public and/or damage to property. This action must be focused on influencing the Government or intimidating the public, with the purpose of advancing a particular political / ideological cause.

This report is primarily concerned with the Councils' role in delivering one element of the CONTEST strategy: '*Prevent*' – aimed at reducing the threat to the UK from terrorism by stopping people becoming terrorists or supporting terrorism. Prevent places a statutory duty on certain specified authorities, including councils, to "*have due regard to the need to prevent people from being drawn into terrorism*" as per the Counter-Terrorism and Security Act 2015.

Prevent has three objectives:

- tackle the causes of radicalisation and respond to the ideological challenge of terrorism.
- safeguard and support those most at risk of radicalisation through early intervention, identifying them and offering support.
- enable those who have already engaged in terrorism to disengage and rehabilitate.

## **2. Lincolnshire Prevent**

Overall governance of Prevent in Lincolnshire is undertaken by the Prevent Steering Group (PSG), which is Chaired and administrated by LCC. Membership includes a number of senior representatives from: Children's Service and Adult Service directorates, Counter Terrorism Policing East Midlands (Prevent), Lincolnshire Police, Lincolnshire Fire and Rescue, Probation and Prison Service, District Councils, Ministry of Defence, local health partners, Department of Education, Lincoln College, Bishop Grosseteste and Lincoln University, Lincolnshire Community and Voluntary Service and JUST Lincolnshire. The PSG meets quarterly with high attendance levels from all agencies.

Prevent activity is centred around risks identified in the CTLP and driven by the Prevent Delivery Plan. The delivery plan documents activities and progress broken down into 4 areas:

## **Effective Leadership and Governance**

This ensures that the PSG has good representation from a wide range of partners, who provide assurance that statutory responsibilities are being delivered against and ensure oversight of all Prevent activity across Lincolnshire. Lincolnshire is also represented at regional and national network meetings by the Prevent Lead.

Elected member oversight is provided by portfolio holder Cllr Bradwell and Cllr Roe. Both are briefed when required by the Community Safety Head of Service, with Cllr Roe representing Lincolnshire at the newly established East Midlands Prevent Champion Network meetings.

In June 2022 the new role of “Community Safety Strategy Coordinator, Leading on Prevent” was created within the Community Safety Service, in the Adult Care and Community Wellbeing (Public Protection) Directorate of LCC. This post leads on Prevent for LCC and co-ordinates Prevent activity across all partner agencies.

In March 2023 the Home Office undertook its annual Benchmark Assessment of Prevent Delivery in Lincolnshire. Overall Prevent delivery was assessed as *“excellent, especially when considered against the local threat and risk profile”*. The assessment included some recommendations around continuing to develop our risk assessment process and delivery plan, however it also highlighted the continued lack of a Venue Hire Policy as the only area we were not fully meeting the Duty.

## **On-Line Resilience**

As identified in the CTLP on-line radicalisation is a significant risk across the county, with extremist and terrorist material easily accessible. LCC's training offer has been adapted to incorporate the risks of radicalisation through social media, gaming and the internet.

Following a successful bid to the “Home Office Preventing Radicalisation Fund”, several workshops were held throughout February and March 2023. These were specifically aimed at carers and support workers for teenage males with neurodiverse conditions. This was identified as a core at-risk group within the CTLP, particularly around on-line radicalisation. These workshops were significantly over-subscribed, and it is hoped to secure additional funding to repeat these later on in 2023.

## **Community Engagement and Awareness Raising**

The Council's Prevent Officer and Lead have worked with third sector organisations across the county to support a wide range of projects, working with schools, families and in local communities to build their awareness of the risks of radicalisation, their resilience to terrorist narratives, and to help them know what to do if they have concerns about someone who may be susceptible to radicalisation.

Several partnership engagement events took place throughout 2022 including a Women's Engagement Event in Grantham, a Families Safeguarding Event at RAF Waddington, and a Heritage, Faith and Communities Event in Skegness.

Elected members play a key role as figureheads in the community, in raising awareness of Prevent and facilitating community cohesion. The Independent Review of Prevent identified a lack of community generated referrals, and this is true in Lincolnshire. This is an area that Elected Members could have an influence on; identifying concerns themselves about members of the public, but also supporting others in their local communities to do the same. Elected Members can also benefit from advice and guidance around Prevent and Protect (ACT) to help support their own safety and wellbeing.

### **Learning and Development**

Under the Counter-Terrorism and Security Act 2015, the Local Authority is required to ensure all staff are appropriately trained in order to be able to recognise radicalisation, extremism and vulnerability, and know how to refer those individuals who may be susceptible to being drawn into terrorism, into Channel. This is a core area of activity for LCC's Prevent Lead.

The retirement of LCC's previous Prevent Officer in 2022 impacted training delivery whilst recruitment took place for a replacement Prevent Lead Officer and Prevent Training Officer. In the interim training of LCC staff has been prioritised, but schools' training was suspended from 1<sup>st</sup> September 2022. This will recommence in June 2023, now that LCC has a Prevent Training Officer in post.

In January 2023 the Prevent Steering Group undertook a review of Prevent training arrangements and agreed to adopt a partnership-wide Prevent Training Strategy, providing a standard level of Prevent training across all partners. LCC complies with this strategy by providing mandatory e-learning training for all of its staff every 5 years, face to face training for all front line staff every 5 years, and training every 3 years for Children's Services staff.

E-learning is now directly linked to the revised Home Office packages, whilst face-to-face training remains predominantly via Teams, with some specific group training done in person.

LCC facilitate 3 types of Prevent training:

- Prevent E-learning package via Lincs2Learn for all LCC staff.
- Prevent Awareness sessions (face-to-face) via Microsoft Teams to front-line LCC staff through Lincs2Learn.
- Prevent Awareness sessions (face-to-face) to schools, academies, partners and community groups (prior to Sept 2022).

The below charts show the total numbers of people trained over the last 3 years through these 3 methods, from 1<sup>st</sup> April to 31<sup>st</sup> March each year.



*(Note – schools closed throughout most of 20/21 due to Covid, hence reduced face to face sessions during that time)*

<b>Prevent Course</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>
L2L e-learning (LCC staff)	873	1699	<b>851</b>
L2L Face to Face (LCC staff)	385	362	<b>262</b>
Face to face (schools etc)	660	1866	<b>1285</b>

### **Communications**

A subgroup of the PSG has been established and meets regularly, to ensure that messaging around Prevent is consistent across all partners. We are planning to create a quarterly partnership Prevent Newsletter later in the year.

The revised CTLP has been circulated across the partnership and to Cllrs Bradwell and Roe. We are planning to hold a Development Day for all Elected Members in due course, with the assistance of Counter Terrorism Policing, to provide a wider context to the threat and risk.

### **3. Channel**

A key element of Prevent delivery is Channel; a multi-agency approach to provide support at an early stage to those identified as being vulnerable to being drawn into terrorism or supporting terrorist organisations. This process is managed by a statutory 'Channel panel', a body chaired by the County Council with representation from relevant sectors including, health, safeguarding, education, housing, immigration and border control, prison and probation providers and others.

Prevent Referrals are initially assessed by the police, and if an ideology and potential national security risk is identified, put before a Channel Panel for consideration. The Panel then decides whether to adopt the individual onto Channel, or whether alternative interventions are more appropriate. If adopted to Channel, consent is then sought off the individual before a supportive action plan is put in place. Channel is a voluntary programme and individuals must provide consent.

Every case adopted into Channel is kept under review and routinely re-assessed for any changes to identified vulnerabilities and their risk to national security.

Channel training and development is ongoing, with Channel Panel members taking part in a Development Day in October 2022, Channel Chairs Conference 10<sup>th</sup> January 2023, and Channel Peer to Peer Review 13<sup>th</sup> January 2023.

## 4. National Developments

In 2019, the Government committed to carrying out an independent review of the Prevent strategy. This review, carried out by William Shawcross, was concluded in 2022 and published in February 2023. The Review made 34 recommendations underpinned by four guiding principles, all of which the Home Secretary has accepted. The 4 principles are:

1. Prevent should go back to first principles and reassert its overall objective of stopping people from becoming terrorists or supporting terrorism.
2. Prevent needs to develop expertise and instil better levels of understanding of extremist ideology and radicalisation across the system.
3. Prevent needs to enhance its approach to delivery (e.g. regionalisation).
4. Prevent should create processes for responding to disinformation being spread about the scheme. It should encourage public trust by improving transparency and establishing better oversight of how the strategy is implemented.

We will ensure that Prevent delivery in Lincolnshire complies with these recommendations. The full report can be found here: [Independent Review of Prevent's report and government response - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/114444/independent-review-of-prevent-report-and-government-response-2023.pdf)

The UK Home Office has pledged to introduce a new legal requirement for public places to ensure preparedness for and protection from terrorist attacks. This new 'Protect Duty' commitment comes after the 2017 Manchester Arena bombing, in which 22 people were killed. The Government is due to pass legislation during 2023 formalising the "Protect Duty", though the extent of this Duty is yet to be ascertained. Its progress is currently being monitored by the LCC Prevent Lead.

## 5. Conclusion

This report summarises the work being carried out by Lincolnshire County Council, and its partners, to deter people away from terrorism and extremism, and meet it Prevent Duty. National developments are likely to result from the Independent Review of Prevent throughout 2023, but our strong Prevent partnership arrangements locally and regionally will ensure we are in a strong position to respond.

## 6. Consultation

### a) Risks and Impact Analysis

N/A

## 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 Clare Newborn, Community Safety Head of Service, who can be contacted on 07825 696534 or via [clare.newborn@lincolnshire.gov.uk](mailto:clare.newborn@lincolnshire.gov.uk).