



County Offices  
Newland  
Lincoln  
LN1 1YL

4 December 2023

**Public Protection and Communities Scrutiny Committee**

A meeting of the Public Protection and Communities Scrutiny Committee will be held on **Tuesday, 12 December 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 cursive script that reads 'DBarnes'.

Debbie Barnes OBE  
Chief Executive

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

Councillors N H Pepper (Chairman), P A Skinner (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, 12 DECEMBER 2023**

<b>Item</b>	<b>Title</b>	<b>Pages</b>
<b>1</b>	<b>Apologies for Absence/Replacement Members</b>	
<b>2</b>	<b>Declarations of Members' Interests</b>	
<b>3</b>	<b>Minutes of the Public Protection and Communities Scrutiny Committee meeting held on 31 October 2023</b>	5 - 14
<b>4</b>	<b>Announcements by the Chairman, Executive Councillors and Chief Officers</b>	
<b>5</b>	<b>LCC Coronial Toxicology Services</b> <i>(To receive a report from Emma Golds, Senior Commercial and Procurement Officer, and James Chapple, Head of Registration, Celebratory and Coroners Service, which invites the Committee to consider and comment on the re-procurement of LCC Coronial Toxicology Services, prior to a decision being taken by the Executive Councillor for NHS Liaison, Integrated Care System, Registration and Coroners. David Stocking, Coroners Services Manager and Stuart Partridge, Coroner's Officer Supervisor will also be in attendance for this item)</i>	15 - 24
<b>6</b>	<b>Multiply - Numeracy Programme Update</b> <i>(To receive a report from Thea Croxall, Adult Learning &amp; Skills Manager – Economic Development and Rebecca Clark, Senior Project Officer (Multiply), which provides the Committee with an update on the Multiply numeracy programme)</i>	25 - 36
<b>7</b>	<b>His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) Inspection of Lincolnshire Fire and Rescue 2023</b> <i>(To receive a report from Mark Baxter, Chief Fire Officer, which provides a summary of the outcomes from the recent inspection of Lincolnshire Fire and Rescue by His Majesty's Inspectorate for Constabulary and Fire and Rescue Services)</i>	37 - 92
<b>8</b>	<b>Community Risk Management Plan 2024-2028 - Consultation</b> <i>(To receive a report from Ryan Stacey, Assistant Chief Fire Officer, which provides the Committee with an overview of the public consultation on the Lincolnshire Fire and Rescue – Draft Community Risk Management Plan 2024-2028)</i>	93 - 100

- 9 Service Level Performance Reporting against the Success Framework 2023-2024 - Quarter 2** 101 - 126  
*(To receive a report from Martyn Parker Assistant Director - Public Protection Adult Care and Community Wellbeing, Mark Baxter, Chief Fire Officer, Nicole Hilton, Assistant Director – Communities, Steven Batchelor, Lincolnshire Road Safety Partnership Senior Manager and Lee Sirdifield, Assistant Director – Corporate, which summaries the Service Level Performance against the Success Framework 2023-2024 for Quarter 2)*
- 10 Public Protection and Communities Scrutiny Committee Work Programme** 127 - 134  
*(To receive a report from Tracy Johnson, Senior Scrutiny Officer, which provides the Committee with the opportunity to consider and comment on the content of its work programme to ensure that scrutiny activity is focussed where it can be of greatest benefit)*

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

- Business of the meeting
- Any special arrangements

Contact details set out above.

Please note: This meeting will be broadcast live on the internet and access can be sought by accessing [Agenda for Public Protection and Communities Scrutiny Committee on Tuesday, 12th December, 2023, 10.00 am \(moderngov.co.uk\)](#)

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



**PUBLIC PROTECTION AND COMMUNITIES  
SCRUTINY COMMITTEE  
31 OCTOBER 2023**

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

Councillors P A Skinner (Vice-Chairman), Mrs A M Austin, Mrs J Brockway, M R Clarke, Mrs N F Clarke, K E Lee and E J Sneath.

Councillors L A Cawrey, (Executive Councillor Fire and Rescue and Cultural Services), A P Maughan, (Executive Support Councillor Fire and Rescue and Cultural Services) attended the meeting as observers, remotely via Teams.

Councillors S P Roe (Executive Support Councillor Children's Services, Community Safety, Procurement and Migration) and Mrs S Woolley (Executive Councillor for NHS Liaison, Integrated Care System, Registration and Coroners) attended the meeting as observers.

Officers in attendance:-

Mark Baxter (Chief Fire Officer), Katrina Cope (Senior Democratic Services Officer), Fiona Fielding (Senior Commercial and Procurement Officer), Tracy Johnson (Senior Scrutiny Officer), Mark Keal (Head of Trading Standards), Emma Krasinska (Programme Manager - Public Health), Will Mason (Head of Culture), Clare Newborn (Head of Community Safety), Vicky Salmon (Community Safety Strategy Co-ordinator), Anne-Marie Scott (Assistant Director - Prevention and Early Intervention), Steve Topham (Assistant Chief Fire Officer) and Professor Derek Ward (Director of Public Health).

**33 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS**

Apologies for absence were received from Councillors W H Gray and A M Key.

*(It was noted that an apology had been received from Nicole Hilton, Assistant Director - Communities and that Will Mason, Head of Culture was in attendance remotely, on her behalf. Lee Sirdifield, Assistant Director Corporate had also given his apologies for the meeting).*

**34 DECLARATIONS OF MEMBERS' INTERESTS**

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

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**PUBLIC PROTECTION AND COMMUNITIES SCRUTINY COMMITTEE  
31 OCTOBER 2023**

35 MINUTES OF THE PUBLIC PROTECTION AND COMMUNITIES SCRUTINY COMMITTEE  
MEETING HELD ON 19 SEPTEMBER 2023

RESOLVED

That the minutes of the Public Protection and Communities Scrutiny Committee meeting held on 19 September 2023 be approved and signed by the Chairman as a correct record.

36 ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLORS AND CHIEF  
OFFICERS

The Chairman advised the meeting that Martyn Parker, Assistant Director for Public Protection had retired from Lincolnshire Police on the 24 October 2023, thus ending his secondment to Lincolnshire County Council. The Chairman on behalf of the Committee extended his thanks to Martyn for all the support and advice provided to the Committee during his secondment to the Council.

No Executive Councillor, or Chief Officer announcements were received.

37 SAFER LINCOLNSHIRE PARTNERSHIP - FRAUD UPDATE REPORT

SITTING AS THE CRIME AND DISORDER SCRUTINY COMMITTEE

The Committee considered a report from Vicky Salmon, Community Safety Strategy Co-ordinator, which provided an update on the collaborative work being undertaken by the Crime and Disorder Core Priority Group of the Safer Lincolnshire Partnership whose current priority was to focus on digitally enabled fraud and ID theft.

In a presentation to the Committee, the Community Safety Strategy Co-ordinator advised of the work currently being undertaken through collaboration with the Safer Lincolnshire Partnership Crime and Disorder Group, Lincolnshire County Council (LCC) and other committed partners. It was highlighted that digitally enabled fraud and ID theft was a growing threat for Lincolnshire, and as a result the Core Priority Group had identified five objectives to reduce victimisation and details of the activity being taken for each of the five objectives were presented to the Committee.

The Committee was also advised that there was a commitment between LCC and Lincolnshire Police to working more collaboratively, with an example of collaborative working being the appointment of Scams Intervention and Prevention Officer who provided support to victims of scams and fraud and those at risk of such crimes. It was highlighted that this role was hosted by the LCC Community Safety service, funded by the LCC Trading Standards service, embedded in the Lincolnshire Police Prevention and Partnerships team with close links to the LCC Adults Safeguarding Team.

It was noted that due to the agreed partnership specific officers from both partners had access to organisational databases to allow for ease of support to victims and intelligence gathering for enforcement purposes.

In conclusion, the Committee noted that prevention was at the heart of keeping those living and working in Lincolnshire safe from digitally enabled fraud.

Appendix A to the report provided a copy of the Safer Lincolnshire Partnership Structure Chart for the Committee to consider.

*(Note: As a result of a Fire Alarm sounding, the Committee had to evacuate the Council Chamber between 10.24am and 10:45am)*

During consideration of this item, some of the following comments were noted.

- Confirmation was provided that information relating to scams was provided in the following three languages: Portuguese, Polish and Romanian;
- The Committee noted that to access a call blocker through the LCC Scams Officer, there was no set criteria, but the person requiring the blocker needed to be vulnerable, or at risk of fraud and that each individual case would be assessed by the Scams Officer. It was noted further that a call blocker could also be obtained via the National Trading Standards system, or could be purchased from Truecall, who were the industry leaders in this area. Officers agreed to provide further information in this regard for circulation to members of the Committee after the meeting;
- One member highlighted that an option provided by BT which enabled landline users to filter their own calls was no longer provided, because of there now being multiple providers. It was however felt that the re-introduction of the service would aid in preventing scams, allowing it to be dealt with on a national basis; and
- One member highlighted that fellow Councillors could help combat scams in their own division by getting messages out via Twitter, through town and parish councils, and signposting residents to the Friends Against Scams website for further information.

The Chairman on behalf of the Committee extended his thanks to the Community Safety Strategy Co-ordinator for her presentation.

#### RESOLVED

That support be extended to the continued delivery of the work of the Safer Lincolnshire Partnership's Crime and Disorder Priority Group in the proposed format.

**PUBLIC PROTECTION AND COMMUNITIES SCRUTINY COMMITTEE**  
**31 OCTOBER 2023**

38 RE-PROCUREMENT OF LINCOLNSHIRE FIRE AND RESCUE FLEET MAINTENANCE SERVICES

PUBLIC PROTECTION AND COMMUNITIES SCRUTINY COMMITTEE

The Committee considered a report from Mark Baxter, Chief Fire Officer, which invited the Committee to consider and comment on the Re-Procurement of LFR Fleet Maintenance, a decision which was due to be considered by the Executive Councillor for Fire and Rescue and Cultural Services between 6 and 10 November 2023.

The Chairman invited Mark Baxter, Chief Fire Officer to present the report. Fiona Fielding, Senior Commercial and Procurement Officer and Steve Topham, Assistant Chief Fire Officer were also in attendance for this item.

Attached at Appendix A was a copy of the report to the Executive Councillor for Fire and Rescue and Cultural Services regarding the Re-Procurement of LFR Fleet Maintenance for the Committee to consider.

In guiding the Committee through the report, particular reference was made to: the proposed contract being a three year contract with options to extend by two further periods of three years each being procured through a competitive tender, to allow the Council to put in place a flexible, value for money contract; that the current contract was due to expire on 30 June 2024; the background to the current arrangements; the cost implications; and contract management details to ensure that Key Performance Indicators were met.

It was highlighted collaborative working with Lincolnshire Police or other Fleet contracts could be future options to be explored, but currently neither option was viable at this time.

The Committee noted that collaboration with Humberside Fire and Rescue Services was being explored whilst the tender process was ongoing.

In conclusion, it was noted that the desired outcome was to have a flexible contract to cover all planned maintenance, servicing, and MOT to all levels of Service vehicle, as well as reactive repairs and breakdown support, including Out of Hours cover with the provision to break the contract, or include other services dependent on the outcome of the review of operations. The Committee was advised that the benefits from awarding the contract would ensure that LFR fleet was kept and maintained in safe, operational condition, with the required service levels and all legal requirements of fire service vehicles being met.

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

**Service Specification and Tender Process**

- If there were no bids for the contract or the costs were too high, there were other procedures which could be undertaken to help get the contract in place. This could



include negotiating with other contractors, either the current contractor or other contractors in the market, while following the public contract regulations;

- With regards to the proposal to increase the no-fault break clause from 12 months in the existing contract to 18 months in the new contract, it was confirmed that this was to give maximum opportunity to explore other options should any come forward. A year was considered too short, and 18 months would be the halfway point for the initial contract period of three years and then for each extension period of three years;
- By splitting the tender into two lots, this would maximise opportunities to explore other options. There were more providers in the marketplace who could service the light vehicle fleet but not the heavy vehicle fleet. This would enable providers to provide quotes for doing both lots or just one of the lots which would give maximum flexibility to achieve the best possible service;
- With regards to the need for specialists for maintaining specialist vehicles, confirmation was provided that the service specification stated that all the staff who would work on the contract would have to hold specific certifications;
- The new contract would be assessed against a suite of key performance indicators (KPIs) that included timeliness of routine maintenance, turnaround times, recovery times, and getting vehicles back on the road. These KPIs currently perform very well under the current contract. A contract manager would continue to manage the contract on a day-to-day basis to oversee the performance;
- In relation to collaborating with other fire services or other partners such as the police and highways to negotiate a better contract for different types of vehicles, it was confirmed that the contract was structured to allow for greater flexibility to enable the Council to work with other partners if that became an option in the future. The longer break clause would provide this flexibility. Partnering and collaboration with other agencies was a key focus and the contract was centred around the ability to do that; and
- The Committee requested that it be kept informed of the outcomes of the discussions around collaborative arrangements with Humberside Fire and Rescue Service.

### **Contingency Plans for Vehicle Maintenance and Breakdowns**

- In order to continue to provide a service while vehicles were being serviced, it was confirmed that there were up to four vehicles that were kept as spares for planned maintenance and in case an unplanned issue takes a vehicle off the road;
- The contract would provide for a spare vehicle to be made available and driven out to a broken-down vehicle and for the broken-down vehicle to be recovered for repairs. This would ensure that the high level of availability was constantly maintained; and
- In response to a suggestion about using local breakdown services instead, it was highlighted that this could lead to issues in consistency in regard to the servicing and the specialist knowledge of the equipment. Having one supplier centrally located would help to maintain the timetabling of the regular maintenance programme as well as the reactionary maintenance when something goes wrong.

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

**RESOLVED**

That unanimous support be extended by the Public Protection and Community Scrutiny Committee to the recommendations to the Executive Councillor for Fire and Rescue and Cultural Services, as shown on page 31 of the report pack; and that the comments raised by the Committee be forwarded on to the Executive Councillor for Fire and Rescue and Cultural Services, prior to the decision being taken between 6 and 10 November 2023.

**39 FUTURE FUNDING FOR CITIZENS ADVICE**

Consideration was given to a report from Anne-Marie Scott, Assistant Director, Prevention & Early Intervention and Emma Krasinska, Programme Manager, Public Health and Professor Derek Ward, Director of Public Health, which invited the Committee to consider and comment on future funding for Citizens Advice Lincolnshire, prior to consideration by the Executive at its meeting on 7 November 2023.

Appendix A to the report provided a copy of the Executive report for the Committee to consider.

In presenting the Executive report to the Committee, reference was made to: details of the review of Citizen's Advice Service in Lincolnshire; options for future funding mechanisms; reasons for the proposed recommendations; the background to Citizens Advice in Lincolnshire; the Strategic outcomes, policy benefits and legal context; current arrangements and service model; the results of the equality impact assessment; details of the demand and need for the service in Lincolnshire; and service performance.

In conclusion, the Committee noted that it was felt that a multi-year grant agreement would provide a longer-term guarantee of financial certainty and stability at a time when the service was experiencing increases in demand. It was highlighted that the Lincolnshire County Council core grant funding supported employee costs and an annual uplift in line with the National Living Wage increases would help maintain the level of funding in real terms. The Committee noted further that working more closely with district councils and the Integrated Care Board could lead to future joint funding arrangements with some or all partners, which could encourage consistency in reporting across the three branches.

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

**Grant Funding Agreement**

- Support was given to the continuation of the funding and the recommendation to move to a three-year grant funding agreement with annual increases in line with the National Living Wage;
- Disappointment was expressed that the level of funding would only increase by £17,236 on 1 April 2024 from the current level of funding which had been in place since 2018/19, and that no additional award was being provided to Citizens Advice to recognise that there had been no funding increase since 2018/19 even though there had been cost of living increases, especially over the last two years. It was confirmed that the £17,236 increase from April 2024 reflected the current 6.2% increase in the National Living Wage. In addition, it was highlighted that Lincolnshire County Council was one of a number of funders of the Citizens Advice Service in Lincolnshire; and
- With regards to the payment of the funding to Citizens Advice, it was confirmed that payment would be on a quarterly basis.

#### **Lincolnshire Branches of Citizens Advice**

- In relation to the three branches of Citizens Advice in Lincolnshire, it was confirmed that one of the smaller branches had an arrangement with the national advice line to provide reciprocal support. This meant that their calls would roll to the national advice line when they were unable to answer them, and when they had capacity, they would reciprocate that back as part of the arrangement.

#### **Background Papers**

- It was recommended that the information links under the Background Papers should be explored by all Members, in particular the monthly Cost of Living Dashboard provided by the national Citizens Advice service, where useful information about level of need by Lincolnshire district areas could be found.

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

#### **RESOLVED**

That unanimous support be extended by the Public Protection and Community Scrutiny Committee to the recommendations to the Executive, as shown on page 42 of the report pack; and that the comments raised by the Committee be forwarded on to the Executive, prior to the decision being taken on 7 November 2023.

#### **40      POTENTIAL TOPICS FOR SCRUTINY REVIEW BY SCRUTINY PANEL A**

The Committee considered a report from Tracy Johnson, Senior Scrutiny Officer, which invited the Committee to consider whether it wished to make a suggestion for a potential scrutiny review topic to the Overview and Scrutiny Management Board.

The Committee was reminded that when selecting an item consideration needed to be made to the Scrutiny Prioritisation Toolkit document as detailed at Appendix A to the report.

The Senior Scrutiny Officer advised the Committee that the Assistant Director – Public Protection had suggested ‘Vapes’ as a potential topic for consideration. This would allow for the review of the Council’s response to the current vapes issues with non-compliant vapes usage and the use of vapes by children whilst supporting a public health message to reduce the numbers of cigarette smokers.

During consideration of this item, the following suggestions were put forward:

- The impact of recent Flooding. The Committee was advised that this topic would be a matter for the Environment and Economy Scrutiny Committee;
- Reference was also made for the need for all groups within the Council to put forward member representatives to Scrutiny Panels, to enable inclusive and meaningful scrutiny reviews to take place; and
- Members extended their support to the item of ‘Vapes’ being put forward for consideration by the Overview and Scrutiny Management Board on 21 December 2023.

#### RESOLVED

That the topic of ‘Vapes’ be put forward as a potential scrutiny review topic to the Overview and Scrutiny Management Board for consideration at its meeting on 21 December 2023.

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

Consideration was given to a report from Tracy Johnson, Senior Scrutiny Officer, which invited the Committee to review the work programme, as detailed on pages 84 to 88 of the report pack and to highlight any additional scrutiny activity which could be included for consideration in the work programme.

The Senior Scrutiny Officer briefed the Committee on the items scheduled to be considered at the 12 December 2023 meeting.

During consideration of this item, the following suggestions were put forward:

- An update on the Lincolnshire Fire and Rescue Fire Services training facilities at Waddington and future plans; and
- One member enquired whether for the 12 December 2023 meeting, the Committee could consider the Crime and Disorder item first, followed by the Numeracy item.

The Chairman advised that the order of the agenda would be considered further at the scheduled pre-meeting.

REESOLVED

That the work programme as detailed on pages 84 to 88 of the report pack be approved subject to the consideration of the suggestion made above.

42 CONSIDERATION OF EXEMPT INFORMATION

RESOLVED

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

43 LFR CONTROL PROGRAMME

Consideration was given to an exempt report concerning the LFR Control Programme, prior to a decision being taken by the Leader of the Council (Executive Councillor for Resources, Communications and Commissioning) and the Executive Councillor for Fire and Rescue and Cultural Services between 3 November and 1 December 2023.

The Chairman invited Mark Baxter, Chief Fire Officer and Steve Topham, Assistant Chief Fire Officer to present the exempt item to the Committee.

RESOLVED

That unanimous support be given by the Public Protection and Communities Scrutiny Committee to the recommendations as detailed within the exempt report and that the comments raised by the Committee be forwarded on to the Leader of the Council (Executive Councillor for Resources, Communications and Commissioning) and the Executive Councillor for Fire and Rescue and Cultural Services, prior to a decision being taken between 3 November and 1 December 2023.

The meeting closed at 12.00 pm.

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**Open Report on behalf of Martin Samuels,  
Executive Director – Adult Care and Community Wellbeing**

Report to:	<b>Public Protection and Communities Scrutiny Committee</b>
Date:	<b>12 December 2023</b>
Subject:	<b>LCC Coronial Toxicology Services</b>

**Summary:**

This item invites the Public Protection and Communities Scrutiny Committee to consider a report regarding the LCC Coronial Toxicology Services.

This decision is due to be considered by the Executive Councillor for NHS Liaison, Integrated Care System, Registration and Coroners between 15 and 22 December 2023. The views of the Committee will be reported to the Executive Councillor as part of their consideration of this item.

**Actions Required:**

The Public Protection and Communities Scrutiny Committee is invited to: -

- 1) consider the attached report and determine whether the Committee supports the recommendations to the Executive Councillor for NHS Liaison, Integrated Care System, Registration and Coroners as set out in the report.
- 2) agree any additional comments to be passed on to the Executive Councillor in relation to this item.

**1. Background**

The Executive Councillor for NHS Liaison, Integrated Care System, Registration and Coroners is due to consider the LCC Coronial Toxicology Services between 15 and 22 December 2023. The full report to the Executive Councillor is attached at Appendix A to this report.

## 2. Conclusion

Following consideration of the attached report, the Committee is requested to consider whether it supports the recommendations in the report and whether it wishes to make any additional comments to the Executive Councillor for NHS Liaison, Integrated Care System, Registration and Coroners. Comments from the Committee will be reported to the Executive Councillor.

## 3. Consultation

The Committee is being consulted on the proposed decision of the Executive Councillor for NHS Liaison, Integrated Care System, Registration and Coroners between 15 and 22 December 2023.

## 4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Report to the Executive Councillor for NHS Liaison, Integrated Care System, Registration and Coroners on LCC Coronial Toxicology Services

## 5. Background Papers

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

This report was written by Emma Golds, Senior Commercial and Procurement Officer who can be contacted on [Emma.Golds@lincolnshire.gov.uk](mailto:Emma.Golds@lincolnshire.gov.uk).





**Open Report on behalf of Martin Samuels, Executive Director – Adult Care and Community Wellbeing**

Report to:	<b>Councillor Mrs S Woolley, Executive Councillor for NHS Liaison, Integrated Care System, Registration and Coroners</b>
Date:	<b>15 – 22 December 2023</b>
Subject:	<b>LCC Coronial Toxicology Services</b>
Decision Reference:	<b>I030209</b>
Key decision?	<b>Yes</b>

**Summary**

The report seeks approval from the Executive Councillor to re-procure the 'LCC Coronial Toxicology Services' contract.

This is to ensure the Council is able to meet its ongoing statutory duty under the Coroners and Justice Act (2009) to arrange toxicology services for the Lincolnshire Coroner. The Coroner has a duty to certify and register deaths, via investigation of the cause of death, for any cases referred. The Coroner utilises the results of Toxicological screening in ascertaining the cause of death which can be used in court proceedings at inquest.

**Recommendation(s):**

That the Executive Councillor for NHS Liaison, Integrated Care System, Registration and Coroners:-

1. approves the re-procurement of the Toxicology contract by way of an Open tender with the intention of awarding a single contract.
2. delegates to the Executive Director – Adult Care and Community Wellbeing in consultation with the Executive Councillor for NHS Liaison, Integrated Care System, Registration and Coroners authority to determine the final form of the new contract and to approve the entering into of the contract.

**Alternatives Considered:**

1) To further extend the current agreement:  
Whilst this would ensure that the Council is able to fulfil its legal obligations under the Coroners and Justice Act 2009, there are no further extension periods available within

the current contract. Therefore this option was rejected as it would not be compliant with the Public Contract Regulations 2015.

2) To tender via an established Framework in accordance with the Council's CPPR's:

This contract has historically been tendered via an ESPO Framework however, on expiry of the framework ESPO made the decision to not reprocure the framework. The Commercial Team have conducted research and no suitable frameworks have been found which the Council is able to access.

In the absence of an available Framework the Open procedure is the most compliant route to market and will offer the Council the best commercial outcome within a very limited market.

**Reasons for Recommendation:**

The current agreement is due to end on 31st July 2024 with no further options to extend. Therefore, the Council intends to publish the 'Coronial Toxicology Services' re-procurement in February 2023.

Following consultation and advice from the commercial team, an open tender/procedure has been chosen as the most appropriate route by the service area to ensure maximum engagement with the market. A re-tender is compliant with the Public Contract Regulations 2015, will allow for specification improvements for security of supply, costs and will ensure the flexibility to adapt to changing coronial areas, therefore enabling the Council to meet its statutory duty.

**1. Background:**

**Context:**

There is a legal obligation for the Council to provide toxicology analysis under The Coroners and Justice Act (2009) to enable the Coroner to fulfil their statutory role to provide coroners services in Lincolnshire.

The toxicology contract, whilst an independent contract, works alongside our current post-mortem and mortuary services contract assisting in providing a cause of death to the Coroner and bereaved families in Lincolnshire, thus meeting the Council's legal obligation.

At a national level the total number of registered deaths in England and Wales fell in 2022 compared to 2021 but the number of deaths reported to coroners rose by 7% in that same period. Of those deaths reported to coroners 43% resulted in post-mortem examination and 17% proceeded to an inquest; of the conclusions recorded, natural causes, accident/misadventure and unclassified conclusions were the most prevalent, up 40%, 14% and 7% on 2021 respectively. From the 43% of deaths referred to coroners that resulted in post-mortem examination, 24% of these required toxicology analysis to assist in determining a cause of death. This is an increase of 4% compared to 2021.

These national trends are reflected in Lincolnshire’s statistics and although it is uncertain at this time if this trend of increasing toxicology volumes will continue, population and demographic factors within Lincolnshire suggest it is likely and thus it is prudent to plan for further increases.

<b>Lincolnshire volumes</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Referrals</b>	3272	2951	3228
<b>Post-mortems</b>	1279	1374	1488
<b>Toxicology</b>	336	343	470
<b>% of Post-mortems Requiring Toxicology</b>	26.3%	25%	31.6%

To meet its current requirement of approximately 400 cases for toxicology analysis per year the Council currently has 1 contract operating with a toxicology provider, being University Hospitals of Leicester NHS Trust. The current contract value is £140,000 per annum.

Volumes will not be committed to in the tender process therefore, allowing the required flexibility.

**Procurement Process:**

A new contract is expected to run for a period of three years commencing 1st August 2024, ending 31<sup>st</sup> July 2027. There will be an option for the Council to extend by one additional period of two years. The ultimate date of conclusion will be no later than the 31st July 2029 if the extension period is taken.

The award criteria will focus on quality to ensure; the toxicology reports are written in a clear accessible format to enable use in court proceedings, to ensure timescales are met preventing delays to the Coroner and to encourage the sharing of sector knowledge/trend information. The award criteria will also focus on cost to ensure best commercial outcome is achieved. As a result of market engagement a change in the market regarding pricing as ‘price per case’ rather than ‘price per test’ was identified. This will allow for a single toxicology price rather than a schedule of rates which has historically made it hard to predict annual spend. Due to current market conditions there is an expectation of a price increase for toxicology services therefore, competing the requirement through an open tender process using price and quality will help to mitigate any increase. Pricing will be fixed for the initial contract term of three years thereby allowing for surety of budgets and greater control of forecasting and planning.

The Council’s current contract has performed well in meeting increasing demand with only occasional, minor operational issues experienced. Lotting will not be utilised in the re-tender as there are only very few specific tests that most suppliers cannot do, which isn’t attractive to award separately. It is envisaged that these will be sub-contracted by the successful Supplier. This approach was confirmed as market standard during pre-market engagement sessions with suppliers. KPI’s will be utilised to focus on collection schedule

adherence, report standards, report turnaround times and Management Information reporting which will ensure potential operational issues are minimised.

A decision by HM Chief Coroner has been pending since late 2020 that relates to the merger of the North and North East Lincolnshire coronial area with either the Lincolnshire or East Riding and Hull coronial areas. The decision has been repeatedly delayed and is now expected in the January of 2024. It is hoped that this will result in a merger of the Lincolnshire coronial area with the North and North East Lincolnshire coronial area. The new contract will allow for an increase in scope and volume reflective of the additional requirement expected.

In January 2013, the Public Services (Social Value) Act 2012 came into force. Under the Act the Council must before starting the process of procuring a contract for services consider two things. Firstly, how what is proposed to be procured might improve the economic social and environmental wellbeing of its area. Secondly, how in conducting the process of procurement it might act with a view to securing that improvement. The Council must only consider matters that are relevant to the services being procured and must consider the extent to which it is proportionate in all the circumstances to take those matters into account. In considering this issue the Council must be aware that it remains bound by the PCR 2015 which itself through its requirement for transparency, fairness and non-discrimination places limits on what can be done to achieve these outcomes through a procurement.

The toxicology service does not directly contribute to the economic social or environmental wellbeing of the area.

Under section 1(7) of the Public Services (Social Value) Act 2013 the Council must consider whether to undertake any consultation as to the matters referred to above. The service and the value it delivers is well understood. Best practice recently adopted elsewhere has been reviewed. This and the market consultation carried out is considered to be sufficient to inform the procurement. It is unlikely that any wider consultation would be proportionate to the scope of the procurement.

## **2. Legal Issues:**

### Equality Act 2010

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

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

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

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

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

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

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

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

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

*A separate Equality Impact Assessment has not been undertaken. There are not considered to be any direct impacts of the chosen procurement route on people with a protected characteristic.*

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

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

*There are not considered to be any direct implications of the choice of procurement route on the JSNA or the JHWS.*

## Crime and Disorder

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

*The decision is not considered to have any implications for the section 17 matters.*

### **3. Conclusion**

The Council is required to undertake a procurement exercise to identify an appropriate supplier of Coronial Toxicology Services to enable the Council to fulfil its obligation to meet its ongoing statutory duty under the Coroners and Justice Act 2009.

Following consultation and advice from the commercial team, an open tender/procedure has been chosen as the most appropriate route by the service area to ensure maximum engagement with the market. The contract will be awarded to the supplier whose tender scored the highest, and which provides the Most Economically Advantageous Tender (MEAT) against the Council's chosen award criteria.

The Executive Councillor is invited to approve the publishing of an Open tender to achieve this.

### **4. Legal Comments:**

This project is within the Council's powers and is in accordance with a compliant procurement process and within the remit of the Executive Councillor to determine.

### **5. Resource Comments:**

Based on the variability seen through engagement undertaken, there is a potential risk that the £140,000 existing budget is not sufficient to cover the future cost of this statutory service. The scale of the increase will only be known once the procurement exercise has been concluded however with a maximum exposure of up to £70,000, wider Public Protection budgets can support.

### **6. Consultation**

#### **a) Has Local Member Been Consulted?**

n/a

**b) Has Executive Councillor Been Consulted?**

Yes

**c) Scrutiny Comments**

The decision will be considered by the Public Protection and Communities Scrutiny Committee at its meeting on 12th December 2023 and the comments of the Committee will be reported to the Executive Councillor.

**d) Risks and Impact Analysis**

The Risks and Impact Analysis is outlined in the body of the report.

**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 Emma Golds, who can be contacted on [emma.golds@lincolnshire.gov.uk](mailto:emma.golds@lincolnshire.gov.uk).

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

Report to:	<b>Public Protection and Communities Scrutiny Committee</b>
Date:	<b>12 December 2023</b>
Subject:	<b>Multiply - Numeracy Programme Update</b>

**Summary:**

We know maths is really important in life. Having good maths skills means better employment chances, higher wages, and better well-being.

Good maths skills can make everyday life better, whether it is helping children with their homework, budgeting and money management, or understanding facts and information.

For employers, the programme helps to tackle problems of low productivity and support entry into employment.

Through outreach activities and classroom learning provision, the Multiply programme has engaged over 1,800 residents in Year 2. However, as a result of the cost of living crisis, many residents who would best benefit from Multiply interventions are in work and therefore unable to access the community based provision in place. We have therefore focused significant effort in trying to engage employers, both directly through our Provider network and also through the Champion programme, to mitigate for this. Unfortunately, our efforts at employer engagement have been met with mixed results.

This report provides an overview of the Multiply activities being delivered in Year 2 of this Department for Education funded programme, and identifies areas for additional focus to widen participation.

**Actions Required:**

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

- (1) Acknowledge the work taking place to deliver the Year 2 Multiply programme.
- (2) Discuss how they can help to overcome the negative connotations associated with previous experiences of learning maths to engage more residents into the Multiply programme.

(3) Consider employers in their local areas whose workforce would benefit from Multiply numeracy provision to support increased productivity.

## **1. Background**

### **Multiply and Levelling Up**

- 1.1 A key component of the Government's Levelling Up agenda is to ensure that by 2030 the number of people successfully completing high-quality skills training will have significantly increased in every area of England.
- 1.2 Accordingly, the UK Shared Prosperity Fund (UK SPF) has allocated £270m to be spent in England on local numeracy provision.
- 1.3 The programme has provided a needs-based allocation to Lincolnshire of £4,021,671 between 2022 and 2025 to deliver adult (19/+) numeracy provision.

### **The Multiply Programme in Lincolnshire – Year 2**

- 1.4 Contractual arrangements are in place with 17 organisations, as outlined in Appendix A, to deliver the Year 2 Multiply programme.
- 1.5 A key aspect of the Multiply funding is to be innovative and try out new ways to recruit learners and deliver maths provision to widen participation and reach those learners that are not being reached through more traditional methods. An overview of the programme in place is provided below:
  - An expanded and innovative curriculum, delivered in community and employer venues across the county, at a time to suit the learner/employer, providing free refreshments and incentives linked to attainment, etc.
  - Engagement workshops with employers that provide a unique approach to learner recruitment in terms of promoting new opportunities as the primary goal rather than straight to a qualification aim.
  - Fun, low risk, engagement sessions providing practical scenario-based learning.
  - Prizes and pathways for the learners to increase the fun and engagement element of the programme through light-hearted competition and rewards.
  - Innovatively delivered series of sessions in school on lunchbox challenges and the cost of Christmas alongside maths bingo and supermarket comparisons.
  - Supporting entrepreneurship through crafting. Learners will be supported to learn a craft and sell their products in host cafes. While learning a craft, learners will also benefit from learning vital self-employment skills, e.g. forecasting, budgeting, taking payments, exploring different ways to sell their goods online, e.g. Etsy.

- Careers-centred approach providing masterclasses based on specific numeracy skills required for:
    - Agri-Food and Manufacturing/Production
    - Health and Care
    - Warehousing and Logistics
    - Business Administration
- 1.6 Providers are encouraged to work in partnership to increase the reach of the programme. Partners involved in the recruitment and delivery of the programme include employers, community organisations, District Councils, Housing Associations, churches, local social services, children’s centres, citizen’s advice bureau, food banks, YMCA, DWP, local libraries, Lincolnshire traveller initiative, Everyone Active (EA), Magna Vitae, Bishop Grosseteste University (BGU), University of Lincoln, International Institute for Rural Health, and Shaw Trust.
- 1.7 A range of employers are benefitting from Multiply provision in Year 2. These include Gousto, Bourne Salads, Bakkavor Spalding, South Kesteven District Council, Grantham Hospital, Bluebird Care (across Lincolnshire), and Lincolnshire NHS Trust (incorporating Lincolnshire wide GP practices and health clinics, Social Care (Domiciliary and Residential), Lincoln and Boston Hospitals, Mental Health NHS Trust and Community NHS Trust).
- 1.8 The Multiply Interventions approved for delivery across Lincolnshire are listed below, and mapped against delivery organisations and geographical areas in Appendix A:
- 1) Courses designed to **increase confidence** with numbers for those needing the first steps towards formal numeracy qualifications.
  - 2) Courses designed to help people use numeracy to **manage their money**.
  - 3) Innovative numeracy programmes delivered together **with employers** – including courses designed to cover specific numeracy skills required in the workplace.
  - 4) Courses aimed at people who cannot apply for certain jobs because of lack of numeracy skills and/or to encourage people to upskill in numeracy in order to access a certain job/career (**supporting job skills**).
  - 5) New intensive and flexible numeracy courses targeted at people without Level 2 maths, leading to a Functional Skills Qualification.
  - 6) **Courses for parents** wanting to increase their numeracy skills in order to help their children, and help with their own progression.
  - 7) Numeracy courses **aimed at prisoners**, those recently released from prison or on temporary licence.
  - 9) Numeracy activities, courses or provision developed in partnership with community organisations and other partners aimed at engaging the **hardest to reach** learners – for example, those not in the labour market or other groups identified locally as in need.
  - 10) Additional relevant maths modules embedded into other vocational courses (**modules for Vocational Courses**).

## 1.9 Year 2 Multiply Performance data

The Department for Education has commended Lincolnshire County Council on its strong Year 2 Multiply learner recruitment, to date. Since the beginning of April, we have engaged with over 1,000 residents to deliver Multiply programmes to improve adult numeracy skills, as outlined below:

Aspect	Data *
Number on programme	1,018
<b>Target groups</b>	
Males	35.7%
Unemployed	61.1%
Ethnic Minorities	20.4%
Learning with learning difficulties and/or disabilities	36.3%
Learners with low qualifications **	49.6%
Learners living in areas of deprivation	24.6%
<b>Location of learners</b>	
Boston	12.4%
East Lindsey	17.5%
Lincoln	21.1%
North Kesteven	9.8%
South Holland	20.4%
South Kesteven	11.3%
West Lindsey	5.9%
Out of County	1.6%

\* Data extracted 21.11.23

\*\* Definition of low qualifications is Level 2 or under

## Impact of Multiply

1.10 We are proud of the impact the Multiply programme is having on those involved. This includes:

- Melanie who attended a *Multiply Employability, Money Management and Budgeting* course run by Lagat, under contract to LCC, in partnership with Sure Trust. Melanie was living with no heat, little light and struggling to pay her bills. Her confidence was low, and she was suffering from depression. With skilful tutor support, Melanie's confidence developed over the time she was enrolled on the programme and subsequently, with support from Lagat and Sure Trust, she was successful in securing a part-time position with Lincolnshire Co-Op.

- Ethan who has completed a number of Multiply courses, including *Maths Zumba* and *Maths Fantastic* with Riverside training in Gainsborough to build his confidence with maths in interesting, engaging and practical ways. After much hard work by Ethan, he was able to secure an interview with golf manufacturer, Ping. Ethan attended his interview and was offered a role with Ping earlier in the year.
- Learners on the Lincolnshire Community Health Services NHS Trust programme who, having successfully completed their Level 2 Functional Skills qualifications through our Multiply funding, are now undertaking their Nursing Apprenticeships. A great way to develop the next generation of NHS workers.
- Krystal who attended Multiply engagement workshops in the school kitchen at Monks Abbey Primary School delivered by Abbey Access Training in Lincoln. Krystal's previous experience of learning, particularly in maths, had not been particularly positive and she was therefore hesitant about engaging. With encouragement, she agreed to try the first workshop and enjoyed it so much that she engaged in a further workshop before progressing onto a 10-hour course. Her confidence has grown astronomically and she is now considering enrolling on a qualification course. The impact has in turn extended to her children and the family's engagement with the school. Krystal also recently made an appearance on *Songs of Praise* talking about how much her confidence has grown over the past year, which is incredible progress.

## **Multiply Champions**

1.11 In addition to the provision outlined above, the funding has been utilised to develop **Multiply Champions**. Grants have been awarded to 56 organisations including YMCA, Tonic Health, Community Maintenance Service CIC, Lincolnshire Action Trust, North Sea Camp, the Lincolnshire Travellers' Initiative, Lincolnshire Co-Op, ACTS Trust and Magna Vitae. This activity complements the work of our community training providers:

- Lincolnshire Travellers' Initiative has been running small classes with women to understand credit and navigate debt more effectively. Learner incentives are used to reward travellers for their involvement and achievements.
- ACTS Trust is overcoming people's reluctance to talk about money and maths by putting conversation prompts around the building to encourage casual conversations. The ACTS Trust Multiply Champion is helping people to understand bills and income versus expenditure with powerful results and is boosting his colleagues' confidence.
- Magna Vitae is supporting colleagues to link in with their child's school to get support from the teachers so that they can understand and help with what is being taught to their children – the Multiply champion gave them the confidence to engage with the school.

- The Multiply Champions at North Sea Camp include two prisoners who will be promoting the Multiply training opportunities via peer to peer support and encouragement which includes not just training around budgeting, but support with parental homework duties etc to support both face to face on home visits or via video link. This all helps to build skills and reduce re-offending.

1.12 A strong programme is in place to support our network of Multiply Champions. The first LinknLearn event was held on 14 November to connect our Champions, share what is working well and develop an informal Lincolnshire 'peer network'. A small sample of the issues shared across the diverse group includes:

- The conviction that 'I can't do maths ...' is a major barrier and can involve building self-confidence and 'unlearning' negative school experiences.
- Numeracy learning is often most effective in the context of 'real-life' skills, for example, understanding payslips, or improving budgeting skills, where people face significant financial / deb-management worries.
- The importance of a 'safe space' to learn numeracy skills at people's own pace.

### **Multiply Year 2 Resident Survey**

1.13 A Multiply Resident's Survey has been undertaken to support our programme delivery. We asked the public about:

- their views on maths.
- the best ways for them to access available learning opportunities.

In total there were 315 responses, following a wide-ranging public campaign. The largest group of respondents were retired or in full-time employment. The most chosen ways to take part in learning were short sessions online, once a week. When asked what '*maths means to you*' the most common responses were:

- Numbers
- Difficult
- Problem solving
- Budgeting Fear
- Everyday life

Nearly 50% of respondents said they would like to '*have a better understanding of things like: interest rates, mortgages, loans, APR fees and debt management*'.

## **2. Conclusion**

There is a strong Multiply programme in place that, through innovative engagement and delivery methods, is performing well.

However, it is recognised that those members of the public particularly affected by the cost-of-living crisis, and who would best benefit from numeracy support, are not engaging.

Some of this, we know, is due to poor memories of previous experiences of learning maths. Access to Multiply provision is also challenging for those residents in work. Significant work has been undertaken to engage employers to provide Multiply provision for their employees. Unfortunately, the results from this activity have been disappointing and we are keen to explore different approaches to widen this aspect of the programme.

**3. Consultation**

**a) Risks and Impact Analysis**

N/A

**4. Appendices**

These are listed below and attached at the back of the report	
Appendix A	Multiply Programme 2023-24 - Location of provision by delivery organisation

**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 Thea Croxall, who can be contacted on 07789 982248 or [Thea.croxall@lincolnshire.gov.uk](mailto:Thea.croxall@lincolnshire.gov.uk).

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2023/24 MULTIPLY PROGRAMME - LOCATION OF PROVISION BY PROVIDER

Provider	Intervention	Boston Borough	East Lindsey	Lincoln City	North Kesteven	South Holland	South Kesteven	West Lindsey
3Counties Accounts training service Ltd	7. Prisoners or ex-offenders			X				
Abbey Access Training	4. Supporting Job Skills			X				
	8. Community based hard to reach			X				
	9. Modules for Vocational Courses			X				
Boston College Skirbeck Road, Boston, PE21 6JF	1. Increase confidence	X	X			X		
	3. Delivered with Employers	X	X			X		
	5. Leading to FS qualification	X	X			X		
	6. Courses for Parents	X	X			X		
	9. Modules for Vocational Courses	X	X			X		
Choose ICT Ltd trading as Skills 365	1. Increase confidence	X	X	X	X	X	X	X
	2. Manage money	X	X	X	X	X	X	X
	3. Delivered with Employers	X	X	X	X	X	X	X
	4. Supporting Job Skills	X	X	X	X	X	X	X
Community Learning in Partnership (CLIP) CIC	1. Increase confidence		X					X
	2. Manage money		X					X
	3. Delivered with Employers		X					X
	4. Supporting Job Skills		X					X
	5. Leading to FS qualification		X					X
	6. Courses for Parents		X					X
	8. Community based hard to reach		X					X
	9. Modules for Vocational Courses		X					X
	Curiosity Global Education Ltd	6. Courses for Parents		X	X			
East Lindsey Information Technology Centre (trading	2. Manage money		X					
	4. Supporting Job Skills		X				X	
Grantham College Stonebridge Road, Grantham, Lincs, NG31 9AP	1. Increase confidence						X	
	2. Manage money						X	
	5. Leading to FS qualification						X	
	6. Courses for Parents						X	
	8. Community based hard to reach						X	
	9. Modules for Vocational Courses						X	
Greenborough Management Limited Newland House, The Point, Weaver Road, Lincoln LN6 3QN	3. Delivered with Employers	X	X	X	X	X	X	X



**2023/24 MULTIPLY PROGRAMME - LOCATION OF PROVISION BY PROVIDER**

Provider	Intervention	Boston Borough	East Lindsey	Lincoln City	North Kesteven	South Holland	South Kesteven	West Lindsey
<b>Inspire Education Group</b> Park Crescent, Peterborough, PE1 4DZ	3. Delivered with Employers					X	X	
	5. Leading to FS qualification					X	X	
<b>LAGAT Limited</b> 3 Low Moor Road, Lincoln, LN6 3JY	1. Increase confidence			X				
	2. Manage money	X	X	X				
	6. Courses for Parents			X				
<b>Lincoln City Foundation</b> LNER Stadium, Sincil Bank, Lincoln, LN5 8LD	1. Increase confidence		X					
	6. Courses for Parents		X					
	7. Prisoners or ex-offenders		X					
	8. Community based hard to reach	X	X					X
<b>Lincoln College</b> Mansfield Road, Lincoln, LN2 5HQ	1. Increase confidence		X	X	X			X
	3. Delivered with Employers		X	X	X		X	X
	5. Leading to FS qualification			X				
	6. Courses for Parents		X	X	X			X
	9. Modules for Vocational Courses			X				
<b>Lincolnshire Community Health Services NHS Trust</b> Beech House, Witham Park, Waterside South, Lincoln, LN5 7JH	3. Delivered with Employers	X	X	X	X	X	X	X
	4. Supporting Job Skills	X	X	X	X	X	X	X
	5. Leading to FS qualification	X	X	X	X	X	X	X
	9. Modules for Vocational Courses	X	X	X	X	X	X	X
<b>Lincoln Pelican Trust Ltd</b> 20-22 Crofton Road, Allenby Industrial Estate, Lincoln, LN3 4NL	1. Increase confidence			X	X			X
	4. Supporting Job Skills			X				X
	8. Community based hard to reach			X	X		X	X
<b>Riverside Access and Training Centre Gainsborough Community Interest Company</b> 11 Market Street, Gainsborough, DN21 2BL	1. Increase confidence							X
	2. Manage money							X
	3. Delivered with Employers							X
	4. Supporting Job Skills							X
	5. Leading to FS qualification							X
	6. Courses for Parents							X
	8. Community based hard to reach							X
	9. Modules for Vocational Courses							X
<b>Steadfast Training Ltd</b> 5 Enterprise Way, Spalding, Lincolnshire, PE11 3YR	1. Increase confidence	X		X	X	X	X	
	2. Manage money	X		X	X	X	X	
	3. Delivered with Employers	X		X	X	X	X	
	6. Courses for Parents	X		X	X	X	X	
	8. Community based hard to reach	X		X	X	X	X	



**2023/24 MULTIPLY PROGRAMME - LOCATION OF PROVISION BY PROVIDER**

Provider	Intervention	Boston Borough	East Lindsey	Lincoln City	North Kesteven	South Holland	South Kesteven	West Lindsey
TEC Partnership (Grimsby Institute)	2. Manage Money		X					
	4. Supporting Job Skills		X					
	6. Courses for Parents		X					
Urban Challenge Ltd (trading as Voluntary Centre Services) City Hall, Beaumont Fee, Lincoln, LN1 1DF	1. Increase confidence			X	X			X
	2. Manage money	X	X			X		
	6. Courses for Parents		X					
	8. Community based hard to reach		X	X	X			X

For more information on courses available, please visit [www.2aspire.org.uk](http://www.2aspire.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>12 December 2023</b>
Subject:	<b>His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) Inspection of Lincolnshire Fire and Rescue 2023</b>

**Summary:**

This report provides a summary of the outcomes from the recent inspection of Lincolnshire Fire and Rescue (LFR) by His Majesty's Inspectorate for Constabulary and Fire and Rescue Services (HMICFRS). The final inspection report was published on the HMICFRS website on 29 November 2023 and is provided as an appendix to this report.

HMICFRS has recognised the positive direction of travel for LFR and has noted areas of promising practice.

Areas for further improvement have been identified, with clear recommendations for LFR to consider and address.

**Actions Required:**

Members of the Public Protection and Communities Scrutiny Committee are invited to review the findings from the inspection report and agree the next steps in respect of the areas for improvement contained within the inspection report.

## **1. Background**

His Majesty's Inspectorate for Constabulary and Fire and Rescue Services (HMICFRS) continues in its inspection regime of Fire and Rescue Services in England.

This is the third round of inspections by HMICFRS that follows the inspection we received in 2018 and 2021. The inspection lasted for eight weeks within May and June 2023.

HMICFRS has updated the way it reports findings in terms of judgements, as follows:

- Moved away from three pillars of Effectiveness, Efficiency and People and now reports on all 11 areas separately.
- Introduced a judgement grade of 'Adequate'. The grades are now – Inadequate, Requires Improvement, Adequate, Good, Outstanding.
- Introduced two areas of judgment for shared sector learning on positive practice:
  - Promising Practice - *Activities that we have found to be working well in a service where there are positive measurable outcomes which have been observed or monitored.*
  - Innovative Practice - *New ways of working in a service that may not have been formally evaluated but that have the potential to produce more positive outcomes but have not been subject to any testing or monitoring.*

We welcome the findings of the recent inspection and fully accept the outcomes of the report. It is assuring to see the inspectorate has recognised the positive work and direction of travel of Lincolnshire Fire and Rescue and also acknowledge there is still more work to do in some areas, which the service is fully committed to.

The summary of our judgements for this inspection compared with previous inspections are:

Question	Direction of travel	This Inspection - 2023	2021
<b>Effectiveness</b>			<b>Requires improvement</b>
Understanding fires and other risks	↑	Adequate	Requires improvement
Preventing fires and other risks	↑	Adequate	Requires improvement
Protecting the public through fire regulation	=	Requires Improvement	Requires improvement
Responding to fires and other emergencies	=	Good	Good
Responding to major and multi-agency incidents	=	Good	Good
<b>Efficiency</b>			<b>Requires improvement</b>
Making best use of resources	↑	Adequate	Requires improvement
Future affordability	↓	Adequate	Good
<b>People</b>			<b>Requires improvement</b>
Promoting the right values and culture	↓	Requires Improvement	Good
Getting the right people with the right skills	↑	Good	Requires improvement
Ensuring fairness and promoting diversity	=	Requires Improvement	Requires improvement
Managing performance and developing leaders	=	Requires Improvement	Requires improvement

## Areas of interest

HMI Lee Freeman summary – *‘Overall, the service has improved since our last inspection, but there is still more to do. We recognise the service is currently going through significant changes, which are affecting some areas of work. We will keep in close contact with the service to monitor the effect of these changes. We will also revisit the service to review its improvement plans.’*

The HMI inspectors have noted that there are two areas of promising practice within the report which are:

*Corresponding - The service’s co-responding work is highly successful and has been an important part of the service for many years. Fire service staff have been trained to provide life support until the ambulance service arrives. They are proud to be involved with this work. The public is made safer through the early intervention the co-responders provide. Recently, funding for this work was at risk, but the service has found new funding. The service runs the co-responding model without making a profit or loss.*

*Assured level of risk model - The service’s ‘assured level of risk’ process is a dynamic working practice that allows resources to be adjusted based on risk. If a station area has an increase in incidents or risk, the service can move resources from on-call stations to help with prevention and protection work. It does this by increasing available working hours and training. This work is monitored and when the service feels the risk has been reduced, it moves this resource to other locations in need.*

Both these areas will be posted on the National Fire Chiefs Council (NFCC) Positive Practice Portal that shares best practice for other services to view and learn from.

It should be noted that HMI has continued to recognise that the service provides a good operational response to fires and emergencies for single agency and multi-agency type incidents. This shows that the areas that the service has focused on in areas for improvement from the previous inspection has not been at the detriment of the operational response standard, which is a re-assuring message for the communities.

The inspectorate referenced in areas of the report the limitations of current IMT systems within the service that are making ways of working inefficient and sometimes ‘clunky’.

The report states – *‘The service IT provisions are hindering them from increasing productivity across the service, as they currently do not support an efficient way of working. The service is aware of this and are making improvements to IT, including upgrading infrastructure in conjunction with the county council priorities.’*

*‘This is impacting almost all areas of work and restricts the service from achieving as much as it would like. Many areas are still on paper based systems, which makes simple tasks, such as sharing of information, difficult or arduous from one department to another.’*



Within Protection, it was recognised the improvements in terms of resourcing the Protection function and delivering against the Risk Based Inspection Program (RBIP). It was highlighted that out of the 293 care homes that are registered, 103 of them were not on the service's RBIP. They were on a separate list and being worked through independently of the RBIP.

The inspectorate had commented that there was a low level of prosecution action to what they would expect to see in ratio of inspections and enforcement notices. Their indication is that the enforcement protocols may not be as effective as necessary and would expect to see more prosecutions.

A staff survey was conducted by HMI as part of the inspection and the outcomes fed into the People section of the report. Although it was recognised the staff clearly understood the values and Core Code of Ethics, there were examples of staff not adhering to those values and behaviours during interviews. There was also the view that staff did not have sufficient confidence in the process in dealing with complaints and issues relating to bullying, harassment and discrimination despite having clear policies in place.

The report states that there is more work to do to increase the diversity of the service as there has been little progress, despite some focused recruitment, in reflecting the diversity of local communities.

#### **A summary of statements within each area are:**

##### **Understanding fires and other risks**

- The service has an effective community risk management plan.
- The service gathers, maintains, and shares a range of risk information but improvements could be made.
- The service uses the outcomes of operational activity effectively to build an understanding of risk.

##### **Preventing fires and other risks**

- The service's prevention strategy is clearly linked to the risks it has identified in its integrated risk management plan (IRMP).
- Prevention activity targeting is improving.
- Staff have the skills and competence to complete home fire safety visits.
- Staff are competent in dealing with safeguarding concerns.
- The service works well with other organisations to prevent fires and other risks.
- The service has arrangements in place to tackle fire-setting behaviour.
- The service evaluates its prevention work effectively.
- Performance management for stations prevention work could be improved.

##### **Protecting the public through fire regulation**

- The service protection strategy is linked to its IRMP.
- Activity is not always aligned to the highest risk.
- Quality assurance of protection work takes place.

- Quality of audits are not consistent.
- The service enforcement activity is not effective.
- The service is working towards being fully resourced.
- The service is adapting to new legislation.
- The service is working well with other enforcement agencies.
- The service responds well to building consultations and licencing requests.
- The service should improve its engagement with businesses to promote fire safety.
- The service has been effective in reducing unwanted fire signals.

#### **Responding to fires and other emergencies**

- The service aligns its resources to the risks identified in its IRMP.
- The service consistently meets its response standard.
- Availability is managed well by the service.
- Staff have a good understanding of how to command incidents safely.
- Control room staff are involved in training, exercising, debriefing and assurance activity.
- The management of risk information is improving.
- The service makes efforts to capture learning from incidents locally and nationally.
- The service is effective at keeping the public informed.

#### **Responding to major and multi-agency incidents**

- The service is prepared for major and multi-agency incidents.
- The service is well prepared to respond to major and multi-agency incidents.
- The service is well prepared to work with other fire services.
- The service is attempting to increase the number of cross-border exercises.
- Staff have a good understanding of JESIP (Joint Emergency Service Interoperability Principles).
- The service is an integral part of the Lincolnshire Resilience Forum.

#### **Making best use of resources**

- The service needs to show a clear rationale for the resources allocated between prevention, protection, and response activities.
- The service is working on improving productivity and implementing new ways of working.
- The service IT provisions are hindering them from increasing productivity across the service, as they currently do not support an efficient way of working.
- The service collaborates well with others.
- The service has worked with Lincolnshire County Council (LCC) to improve its financial management.

#### **Making the fire and rescue service affordable now and in the future**

- There are clear arrangements for accessing reserves within LCC.
- The service has improved the link between the fleet strategy and the IRMP.
- The service needs to improve its technology to support change and improve efficiency.

### **Promoting the right values and culture**

- The service has well defined values, but work needs to be done to ensure all staff demonstrate them.
- The service provides good wellbeing support services for staff but need to improve accessibility and understanding.
- The service has a positive health and safety culture.
- Absence management processes are clear.

### **Getting the right people with the right skills**

- The service has improved their workforce planning.
- Workforce skills and capabilities are managed well.
- The service has a positive learning and improvement culture.

### **Ensuring fairness and promoting diversity**

Within this section the inspection team has confirmed that they have signed off two of the recommendations from the 2021 cause of concern relating to '*ensuring fairness and promoting diversity*'. They were:

- Give greater priority to how it increases awareness of Equality, Diversity and Inclusion (EDI) across the organisation.
- Make sure that all staff receive appropriate EDI training.

There are three remaining recommendations that require further work and evidence that the inspectorate has outlined. It will re-inspect the service in March-April 2024 to look at these three specific areas to evaluate if these can be discharged. The Service has 28 days from release of the report to submit an action plan to HMI that details how it intends to:

- Improve how it works with its staff and provides feedback in relation to EDI issues.
- Improve the understanding and use of equality impact assessments 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 to support its recruitment and progression.

Other notes in this area:

- The service should do more to seek and act on staff feedback and challenge.
- Staff do not have confidence in the service's approach to dealing with bullying, harassment, and discrimination.
- The service is having limited success in addressing disproportionality in recruitment and retention.
- The service still needs to improve their implementation of equality, diversity, and inclusion.

### **Managing performance and developing leaders**

- The service should ensure they are managing individual performance of all staff.
- The service should do more to ensure fairness in promotion and progression processes.
- The service should improve its plans to further diversify leadership in the future.
- The service should improve plans to develop leadership and high-potential staff at all levels.

### **Next steps**

In terms of the existing cause of concern, the service will provide the HMI inspection team with an action plan within 28 days with details on how the service will address the existing three recommendations. It is acknowledged in the report that there has been work in all of these areas, but the inspectorate is requiring more evidence from staff that this work is embedded and understood.

The service is already actively engaged with LCC IMT to review current systems and processes to ensure they are as efficient as possible, recognising that there are areas that require bespoke systems that requires further investigations to resolve. There is an ongoing review of the IMT support in terms of roles and how these can be better aligned to provide the specialist support for areas of the service.

The IMT systems approach is being developed alongside the systems optimisation project to rationalise processes and create efficiencies. The Business Support team are linked in to reduce the processes that currently exist within the service and move away from paper based systems and reporting.

There are ongoing discussions with HR support to collectively improve how complaints and allegations can be supported more consistently and timely that reflects the values and behaviours that are expected from all staff. This is a 'high profile' area that is being reflected across all services.

There are a total of 14 areas for improvement that are within the main body of the report, with the three existing recommendations relating to the 2021 cause of concern, that will form part of the service's continual improvement agenda and business as usual which will be reported on through the performance management board and the service management board that is attended by the Executive Councillor. These areas are already aligned to how we deliver against our Community Risk Management Plan (CRMP). Progress will also be reported during regular Executive Councillor meetings with the Chief Fire Officer as part of a standing item.

The service has also just undertaken a further thematic inspection by HMI that has focused on bullying, harassment and misconduct. This is an inspection that the Home Office has commissioned HMI to complete on behalf of the fire sector. Lincolnshire is part of a group

of 10 services that reflect all governance models and a mixture of urban and rural services. The outcome of the full report will be published in June 2024 and will be anonymised so no services will be directly named in the report against any findings.

The demand that the Inspectorate is putting on services during the increased inspections and the monitoring through reports throughout the year is becoming significant. This has been fed back to the HMI's, but it appears that this demand will continue as business as usual for future inspection regimes. It is likely that this will be last of the full inspections of all areas of the service and a move to a programme similar to the PEEL (police effectiveness, efficiency and legitimacy) programme, which is a continuous monitoring regime that Police are accustomed to, seems more likely.

We do welcome the Inspectorate's findings and continuous inspection programme as it helps drive improvement and supports our commitment to deliver the best services to our communities. It is also recognised that to support the inspection programme to realise the full value requires resource commitment within the service.

## **2. Conclusion**

LFR fully accepts the full findings of the latest inspection by HMICFRS. The inspection programme supports the continuous improvement program that LFR review and embed within its key planning documents. Scrutiny and oversight of areas that have been highlighted within this report will be delivered through LFR's internal management structure and the Public Protection and Communities Scrutiny Committee.

HMI has been consistently positive about how LFR respond to operational incidents and therefore giving confidence to the communities of Lincolnshire that when our fire appliances are needed for emergency response, then they receive well trained, competent, and confident fire fighters and officers with access to good equipment and information to do the best job they can.

It is positive to see that HMICFRS has recognised the promising practice of our long standing corresponding scheme along with the benefits to communities and LFR staff.

It is positive to see that HMICFRS has recognised the promising practice of LFR resourcing to risk that ensure we have our resources placed to reflect where our risks are within the County and are agile enough to be moved as and when those risks change.

It is disappointing to hear that some staff have experiences of bullying and harassment within LFR. The continued commitment to ensure everyone should have the confidence to raise concerns and they will be addressed in a timely and supportive manner is a continuing area within the culture that is a key focus.

Although it has been recognised that staff understand the expected culture and behaviours which has been a positive journey over the last two years, it is disappointing that some staff have not demonstrated these at all times.

The HMICFRS inspection in 2023 has evidenced that there is progress and improvements in all areas, but also recognises that continued focus in some areas is required.

**3. Consultation**

**a) Risks and Impact Analysis**

N/A

**4. Appendices**

These are listed below and attached at the back of the report	
Appendix A	HMICFRS Inspection report on Lincolnshire Fire and Rescue 2023

**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 Mark Baxter, Chief Fire Officer, who can be contacted on [Mark.Baxter@Lincolnshire.gov.uk](mailto:Mark.Baxter@Lincolnshire.gov.uk).



# Fire & Rescue Service 2023–25

## Effectiveness, efficiency and people

An inspection of Lincolnshire Fire and Rescue Service

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# Changes to this round of inspection

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We last inspected Lincolnshire Fire and Rescue Service in May 2021. And in December 2021, we published our inspection report with our findings on the service's effectiveness and efficiency and how well it looks after its people.

This inspection contains our third assessment of the service's effectiveness and efficiency, and how well it looks after its people. We have measured the service against the same 11 areas and given a grade for each.

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We haven't given separate grades for effectiveness, efficiency and people as we did previously. This is to encourage the service to consider our inspection findings as a whole and not focus on just one area.

We now assess services against the characteristics of good performance, and we more clearly link our judgments to [causes of concern](#) and [areas for improvement](#). We have also expanded our previous four-tier system of graded judgments to five. As a result, we can state more precisely where we consider improvement is needed and highlight good performance more effectively. However, these changes mean it isn't possible to make direct comparisons between grades awarded in this round of fire and rescue service inspections with those from previous years.

A reduction in grade, particularly from good to adequate, doesn't necessarily mean there has been a reduction in performance, unless we say so in the report.

This report sets out our inspection findings for Lincolnshire Fire and Rescue Service.

More information on [how we assess fire and rescue services](#) and [our graded judgments](#) is available on our website.

# Overall summary

## Our judgments

Our inspection assessed how well Lincolnshire Fire and Rescue Service has performed in 11 areas. We have made the following graded judgments:

Outstanding	Good	Adequate	Requires improvement	Inadequate
	Responding to fires and emergencies	Understanding fire and risk	Public safety through fire regulation	
	Responding to major incidents	Preventing fire and risk	Promoting values and culture	
	Right people, right skills	Best use of resources	Promoting fairness and diversity	
		Future affordability	Managing performance and developing leaders	

In the rest of the report, we set out our detailed findings about the areas in which the service has performed well and where it should improve.

## HMI summary

It was a pleasure to revisit Lincolnshire Fire and Rescue Service, and I am grateful for the positive and constructive way in which the service worked with our inspection staff.

I am relatively pleased with the performance of Lincolnshire Fire and Rescue Service in keeping people safe and secure from fire and other risks, but it needs to improve in some areas to provide a consistently good service. For example, the service could improve its IT systems to allow a more efficient and consistent way of working. It could also improve its ability to make sure all staff understand and demonstrate its values.

We were pleased to see that the service has made progress since our 2021 inspection. For example, it has improved how it engages with the local community to build up a comprehensive profile of risk in the service area.

My principal findings from our assessments of the service over the past year are as follows:

- The service is good at responding to fires and other emergencies. It has developed a response strategy that is based on assessment of risk to the community. I am pleased to highlight two areas of [promising practice](#) relating to its co-responding work as well as the innovative way it uses its 'assured level of risk' model. But it still needs to improve its protection work.
- The service has improved how it uses fire and rescue service resources to manage risk. I am pleased to see it has effectively monitored, reviewed and evaluated the benefits and outcomes of its collaborative activities.
- Although some progress is noted, I am disappointed the service still hasn't done enough to improve its equality, diversity and inclusion (EDI). It still needs to improve how it works with its staff and provides feedback in relation to EDI issues. It also needs to improve understanding and use of [equality impact assessments](#) and how it implements a programme of positive action to support staff recruitment and progression.

Overall, the service has improved since our last inspection, but there is still more to do. We recognise the service is currently going through significant changes, which are affecting some areas of work. We will keep in close contact with the service to monitor the effect of these changes. We will also revisit the service to review its improvement plans.



**Roy Wilsher**

HM Inspector of Fire & Rescue Services

# Service in numbers



## Profile

	Lincolnshire	England
Area Square miles	2,292	50,370
Population (thousands) 30 June 2021	768	56,536
Population density Thousands per square mile	0.3	1.1



## Cost

Funding Year ending 31 March 2022		£2.5bn
Expenditure per population Year ending 31 March 2022	£37.30	£41.88

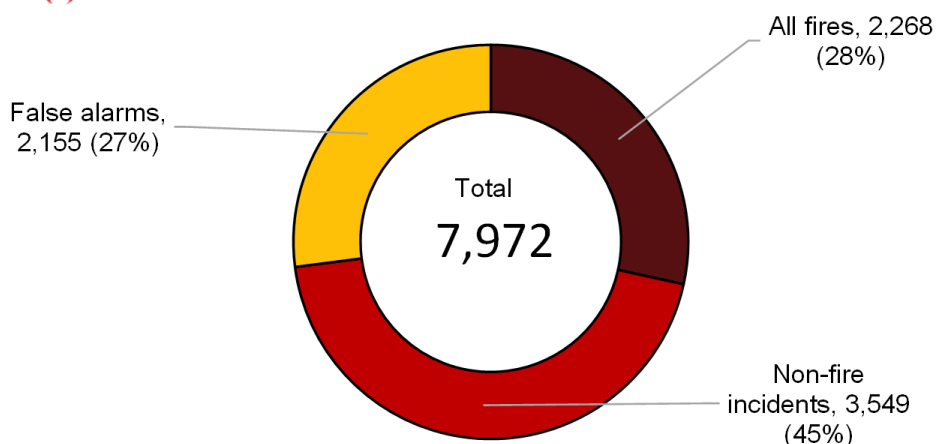


## Response

Incidents attended per 1,000 population Year ending 30 September 2022	10.4	11.0
Home fire safety checks carried out by fire and rescue service per 1,000 population Year ending 31 March 2022	9.1	7.7
Fire safety audits per 100 known premises Year ending 31 March 2022	14.0	2.0
Availability of wholetime pumps Year ending 31 March 2022	100.0%	
Availability of on-call pumps Year ending 31 March 2022	81.0%	



## Incidents attended in the year to 30 September 2022



## Workforce

	Lincolnshire	England
Five-year change in total workforce 2017 to 2022	0.6%	0.2%
Number of firefighters per 1,000 population Year ending 31 March 2022	0.81	0.62
Percentage of firefighters who are wholetime Year ending 31 March 2022	30.6%	65.2%

### Percentage of firefighters, workforce and population who are female as at 31 March 2022



### Percentage of firefighters, workforce and population who are from ethnic minority backgrounds as at 31 March 2022



References to ethnic minorities in this report include people from White minority backgrounds but exclude people from Irish minority backgrounds. This is due to current data collection practices for national data. For more information on data and analysis in this report, please view the [‘About the data’ section of our website](#).

# Understanding the risk of fire and other emergencies

## Adequate

Lincolnshire Fire and Rescue Service is adequate at understanding risk.

Each fire and rescue service should identify and assess all foreseeable fire and rescue-related risks that could affect its communities. It should use its protection and response capabilities to prevent or mitigate these risks for the public.

### Area for improvement

The service should make sure its firefighters have good access to relevant and up-to-date risk information.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

### Main findings

#### **The service is effective at identifying risk in the community**

The service has assessed a suitable range of risks and threats using a thorough community risk management planning process. In its assessment of risk, it uses information it has collected from a broad range of internal and external sources and datasets. This includes local authority, health and social care, climate and weather and historical incident data.

When appropriate, the service has consulted and held constructive dialogue with its communities and other relevant parties to understand risk and explain how it intends to mitigate it. For example, it has spoken with Age UK, the Lincolnshire County Council well-being service and Trading Standards.

#### **The service has an effective community risk management plan**

The service refers to its community risk management plan as its [integrated risk management plan \(IRMP\)](#).

Once it has assessed risks, the service records its findings in an easily understood IRMP. This plan describes how the service intends to use its prevention, protection and response activities to mitigate or reduce the risks and threats the community faces both now and in the future. For example, the service plans to:

- reduce fires and their consequences;
- reduce road traffic collisions and their consequences;
- improve health and well-being;
- protect the community and environment from the impact of major emergencies;
- manage its resources effectively;
- manage its people effectively; and
- govern the business effectively.

The service also provides context, evidence and background analysis of risk, which informs the IRMP. This is detailed in its community risk profile – [\*Understanding risk in Lincolnshire 2020–2024\*](#).

The existing IRMP is near the end of its term, and the service is developing its next plan, which will start in 2024.

### **The service gathers, maintains and shares a range of risk information, but improvements could be made**

The service collects and updates the information it has about the highest-risk people, places and threats it has identified. But some of the site-specific risk information we reviewed lacked detail, such as operational considerations and building construction. Time frames set by the service for gathering information and making it available to firefighters aren't being met.

We sampled a broad range of the risk information the service collects, including for high-rise residential buildings, hospitals and commercial premises.

Risk information, once processed, is available for the service's prevention and protection staff. This means these teams can identify, reduce and mitigate risk. The service is less efficient at sharing temporary risk information with operational crews because IT systems aren't integrated. Therefore, response teams receive this information through paper-based forms, emails or oral communication.

Where appropriate, the service shares risk information with other organisations, such as neighbouring fire and rescue services, to inform them of risk information for premises close to the service's geographical borders.

Staff at the locations we visited, including firefighters and emergency control room staff, showed us that they can access, use and share risk information to help them resolve incidents safely.



**The service uses the outcomes of operational activity effectively to build an understanding of risk**

The service records and communicates operational risk information effectively. It also routinely updates [risk assessments](#) and uses feedback from local and national operational activities to inform its planning assumptions. For example, the operational learning board helps to make information more widely available. It collects learning that results from incidents and shares this with relevant departments so they can put learning into action.

If the protection team is involved at an incident, the team can provide feedback at a response meeting on whether the request for a protection team member was correct. The quality of the initial fire investigation tasks carried out by operational crews is also reviewed by the protection team. This can lead to the identification of a training need.

# Preventing fires and other risks

## Adequate

Lincolnshire Fire and Rescue Service is adequate at preventing fires and other risks.

Fire and rescue services must promote fire safety, including giving fire safety advice. To identify people at greatest risk from fire, services should work closely with other organisations in the public and voluntary sectors, and with the police and ambulance services. They should share [intelligence](#) and risk information with these other organisations when they identify vulnerability or exploitation.

### Area for improvement

The service should manage the performance of station staff's prevention work in a more consistent manner.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

### Main findings

#### **The service has increased home fire safety checks but still has work to do**

The service's prevention strategy is clearly linked to the risks it has identified in its IRMP. The service set itself an annual target of 10,000 [home fire safety checks](#) for 2022/23 but it didn't meet this target. However, the leadership team feel that the target helped increase service output from 3,312 visits in 2021/22 to 5,207 visits in 2022/23, which is a clear improvement. But as the annual target of 10,000 isn't being met, it isn't clear how the 50,000 higher-risk properties that the service has identified will be visited within 5 years.

The service's teams work well together and with other relevant organisations on prevention, and they share relevant information when needed. The service uses information to adjust its planning assumptions and direct activity between its prevention, protection and response functions. For example, the service:

- has gained access to community groups that have diverse needs, such as through its partnership with Lincolnshire Traveller Initiative;
- has presented fire safety messages in different languages at events; and
- is working to improve how well people from eastern European communities understand fire risk and how to access support and the 999 service.

### **The targeting of prevention activity is improving**

The service uses a risk-based approach to clearly prioritise its prevention activity towards people most at risk from fire and other emergencies. It is currently changing how it targets its activity. Previously, it used data to create a geographical area of heightened risk. The service recognised that this wasn't an efficient approach. It now creates datasets that focus on at-risk households, which better targets resources to risk. This new approach is being introduced across the service so that all operational crews carry out their targeted home fire safety activity this way.

The service uses a broad range of information and data to target its prevention activity at [vulnerable individuals](#) and groups. The range of vulnerabilities is encompassed in the SHERMAN model:

- smoker;
- hoarder;
- elderly;
- reduced mobility;
- mental health;
- alcohol misuse; and
- needs care or support.

It carries out a range of interventions, which it adapts to the level of risk in its communities. Households identified during a visit as higher risk can be offered extra support. Referrals to partner agencies, such as Lincolnshire social services, East Midlands Ambulance Service (EMAS), Lincolnshire Police and Age UK, are also made where appropriate to further support the household and reduce risk.

### **Staff have the skills and competence to complete home fire safety checks**

Staff told us they have the right skills and confidence to make home fire safety checks. These visits cover an appropriate range of hazards that can put vulnerable people at greater risk from fire and other emergencies. [On-call](#) staff don't routinely take part in prevention work as part of the service strategy. The on-call staff we spoke with said they would like to receive training and be more involved in carrying out prevention work.

### **Staff are competent in dealing with safeguarding concerns**

Staff we interviewed told us about occasions when they had identified [safeguarding](#) problems. They told us that they feel confident and trained to act appropriately and promptly. Staff are trained in dealing with safeguarding issues for both adults and children. They have a safeguarding flowchart to help in their decision-making for safeguarding referrals.

### **The service works well with other organisations to prevent fires and other risks**

The service works with a wide range of other organisations to prevent fires and other emergencies. These include Lincolnshire Police, EMAS, Trading Standards and Tobacco Control.

We found good evidence that the service routinely refers people at greatest risk to organisations that may better meet their needs. These organisations include the Lincolnshire County Council well-being service and Age UK. The service also receives referrals from others, such as the Homes for Ukraine scheme. The service acts appropriately on the referrals it receives. For example, it visits properties and gives people advice in English, Ukrainian and Russian.

### **The service has arrangements in place to tackle fire-setting behaviour**

The service has a range of suitable and effective interventions to target and educate people with different needs who show signs of fire-setting behaviour. This includes the fire intervention scheme. It is also part of an arson task force with Lincolnshire Police.

When appropriate, it routinely shares information with relevant organisations to support the prosecution of arsonists.

Two members of staff who worked in this area retired recently. One has been replaced and at the time of our inspection, the other vacancy was in the process of being filled. This has affected the work the service is able to carry out. The service was confident that this will improve once both roles are filled.

### **The service evaluates its prevention work effectively**

The service has good evaluation tools to measure the effectiveness of its activity and make sure all sections of its communities can access the prevention services they need. For example, the provider Touchstone calls residents about three months after they receive a home fire safety check. It checks residents' understanding and asks if their behaviours have changed to assess if the visits help reduce risk.

Prevention activities take account of feedback from the public, other organisations and other parts of the service. A prevention manager oversees prevention work. The communications team monitors social media for feedback. The service also seeks feedback from partners about referrals. Community fire safety advocates complete prevention activity evaluation forms.

The service uses feedback to inform its planning assumptions and change future activity so that it focuses on what the community needs and what works.

### **Station-based staff are inconsistent in their understanding of station prevention targets**

We found that station-based staff had inconsistent knowledge and understanding of the service's prevention strategy. Staff gave a range of different answers when asked about a station plan or station targets for prevention activity. This is an area for improvement.

# Protecting the public through fire regulation

## Requires improvement

Lincolnshire Fire and Rescue Service requires improvement at protecting the public through fire regulation.

All fire and rescue services should assess fire risks in certain buildings and, when necessary, require building owners to comply with fire safety legislation. Each service decides how many assessments it does each year. But it must have a locally determined, risk-based inspection programme for enforcing the legislation.

### Areas for improvement

The service should assure itself it has a single, robust risk-based inspection programme that prioritises the highest risks and includes proportionate activity to reduce risk.

The service should assure itself that its use of enforcement powers prioritises the highest risks and includes proportionate activity to reduce risk.

The service should make sure it works with local businesses and large organisations to share information and expectations on compliance with fire safety regulations.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

## **Main findings**

### **The service's protection strategy is linked to its IRMP**

The service's protection strategy is clearly linked to the risks it has identified in its IRMP.

Staff across the service are involved in this activity, effectively exchanging information as needed. For example, operational crews are trained to hazard-spot, which helps them to identify any fire safety legislation compliance problems in business premises. They then pass on this information to the protection team for further action. The service uses information to adjust planning assumptions and direct activity between its protection, prevention and response functions. This means resources are better aligned with risk.

### **Activity isn't always aligned with the highest risk**

The service has a risk-based inspection programme, but it is limited in scope and doesn't identify all the highest-risk premises in the service's area. The service has a second list, called the themed list. This is a list of premises that haven't been inspected yet but are known to the service as a potential risk because of their type of use. For example, we found that out of 293 care homes in Lincolnshire, 103 weren't covered by the risk-based inspection programme. The service has a plan to audit all these premises through campaigns.

Risk-based inspection programme audits we reviewed had been completed in the time frames the service has set itself. The service is making good progress in this programme and was ahead of schedule at the time of our inspection.

### **Quality assurance of protection work takes place**

The service carries out quality assurance of its protection activity. Twice a year, all inspectors who carry out fire risk assessment visits are accompanied by a peer assessor (lead inspector). Once a year, a quality assurance review of audits is completed for all inspectors, and dip sampling records of these audits are kept. Twice a year, watch manager divisional inspectors carry out quality assurance of home fire safety checks made by operational crews.

### **Audit quality isn't consistent**

We reviewed a range of audits that the service had carried out at different buildings across its area. This included audits carried out:

- as part of the service's risk-based inspection programme;
- after fires at premises where fire safety legislation applies;
- after enforcement action had been taken; or
- at high-rise, high-risk buildings.

Not all the audits we reviewed were completed in a consistent, systematic way or in line with the service's policies. We found examples of poor quality when reviewing files, such as:

- a premises being marked as the wrong level of risk – medium instead of high;
- some files that were difficult to find due to the system in place;
- some files that weren't well structured;
- the drop-down lists in the system not working as they should; and
- a follow-up audit being missed, which the service said was due to a new inspector.

The service makes relevant information from its audits available to operational teams and control room operators.

### **The service's enforcement activity isn't effective**

The service often uses its enforcement powers, although many of these enforcements are informal notifications. It hasn't undertaken any prosecutions for at least six years, from 2016/17 to the time of our inspection.

In the year ending 31 March 2022, the service issued 1 alteration notice, 124 informal notifications, 7 enforcement notices and 11 prohibition notices.

Of the 143 enforcement actions taken in the year ending March 2022, there was only 1 satisfactory audit. This indicates that while enforcement action is taken, it isn't effective and audits aren't being completed after enforcement action.

### **The service is working towards being fully resourced**

The service has enough qualified protection staff to meet the requirements of its risk-based inspection programme. The service is currently two members of staff below its full establishment figure and is managing this shortfall while trying to fill the vacancies. Once these vacant posts are filled, the service should be able to provide the range of audit and enforcement activity needed, both now and in the future.

Staff get the right training and work to appropriate accreditation.

### **The service is adapting to new legislation**

Since our last inspection, the [Building Safety Act 2022](#) and the [Fire Safety Regulations 2022](#) have been introduced to bring about better regulation and management of tall buildings.

The service is supporting the introduction of the [Building Safety Regulator](#). It has completed the building risk review work on 19 premises within set time frames. Two of these premises had unsafe cladding and remediation work is in progress.



The Fire Safety Regulations 2022 introduced a range of duties for the managers of tall buildings. These include a requirement to give the fire and rescue service floor plans and inform them of any substantial faults to essential firefighting equipment, such as firefighting lifts.

We found that the service had arrangements in place to receive this information.

But provision of training on this new legislation has been inconsistent. Not all staff we spoke with were confident about the effect of the changes.

### **The service works well with others**

The service works closely with other enforcement agencies to regulate fire safety and routinely exchanges risk information with them. Following protection inspections, it has regular discussions and meetings with licensing departments, housing officers and building control.

### **The service responds well to building consultations and licensing requests**

The service responds to building consultations on time. This means it consistently meets its statutory responsibility to comment on fire safety arrangements at new and altered buildings. The service has a 15-day deadline to deal with building or licensing consultations and is currently meeting its service level agreement 98 percent of the time.

### **The service should improve its work with businesses to promote fire safety**

The service could do more to work with local businesses and other organisations to promote compliance with fire safety legislation. It plans to increase this work after the two vacancies in the service are filled.

### **The service is effective at reducing unwanted fire signals**

An effective risk-based approach is in place to manage the number of unwanted fire signals. The service has a call-challenge process in place to limit unnecessary fire engine deployments. It has a clear procedure to deal with repeat calls to the same premises, which includes action that can result in a fire safety audit being carried out.

The service gets fewer calls because of this work. Fewer unwanted calls mean fire engines are available to respond to a genuine incident rather than responding to a false one. It also reduces the risk to the public if fewer fire engines travel at high speed on the roads.

# Responding to fires and other emergencies

Good

Lincolnshire Fire and Rescue Service is good at responding to fires and other emergencies.

Fire and rescue services must be able to respond to a range of incidents such as fires, road traffic collisions and other emergencies in their areas.

## Promising practice

### **The service has an effective co-responding model**

The service's co-responding work is highly successful and has been an important part of the service for many years. Fire service staff have been trained to provide life support until the ambulance service arrives. They are proud to be involved with this work. The public is made safer through the early intervention the co-responders provide.

Recently, funding for this work was at risk, but the service has found new funding. The service runs the co-responding model without making a profit or loss.

### **The service can adjust resources using its assured level of risk process**

The service's 'assured level of risk' process is a dynamic working practice that allows resources to be adjusted based on risk.

If a station area has an increase in incidents or risk, the service can move resources from [on-call](#) stations to help with prevention and protection work. It does this by increasing available working hours and training. This work is monitored and when the service feels the risk has been reduced, it moves this resource to other locations in need.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

## Main findings

### **The service aligns its resources with the risks identified in its IRMP**

The service's response strategy is linked to the risks it has identified in its IRMP. Its fire engines and response staff, as well as its working patterns, are designed and located to help the service respond flexibly to fires and other emergencies with the appropriate resources. For example, the service operates a range of duty systems to maximise the efficiency and effectiveness of its workforce. The service has a process called 'assured level of risk', which helps it increase on-call activity in certain station areas in response to an increase in risk.

### **The service consistently meets its response standard**

There are no national response standards of performance for the public. But the service has set out its own response standards in its IRMP. The service aims to respond to [dwelling fires](#) within an average of 11 minutes for the first fire engine and other incidents within an average of 15 minutes for the first fire engine.

The service consistently meets its standards. Home Office data shows that in the year ending 31 March 2022, the service's response time to dwelling fires was 9 minutes and 42 seconds. This is in line with the average for predominantly rural services.

### **Availability is managed well by the service**

In the year ending 31 March 2022, [wholetime](#) availability was 100 percent and on-call availability was 81 percent. Overall annual availability was 84.5 percent. This is a good availability rate when considering that the service is mainly on-call.

### **Staff have a good understanding of how to command incidents safely**

The service has trained incident commanders who are assessed regularly and properly. Commanders we spoke with feel confident to respond to a wide range of incidents. This helps the service safely, assertively and effectively manage the whole range of incidents it could face, from small and routine ones to complex multi-agency incidents.

As part of our inspection, we interviewed incident commanders from across the service. They were familiar with risk-assessing, decision-making and recording information at incidents in line with national best practice as well as the [Joint Emergency Services Interoperability Principles \(JESIP\)](#).

### **Control room staff are involved in training, exercise, debrief and assurance activity**

We were pleased to see the service's control room staff integrated into its command, training, exercise, debrief and assurance activity. We were told about an example of a high-rise exercise the service had organised that involved control room staff throughout. After incidents or exercises, staff complete debrief forms to identify learning. The assurance team reviews this information and decides what action is needed. This may involve procuring equipment, changing procedures, additional training or sharing information across the service. Feedback from control room staff has led to changes being made to [fire control](#)'s evacuation boards. These are used for collating important information that is shared during an evacuation of a premises.

### **The service's management of risk information is improving**

We sampled a range of risk information from the central database and at several fire stations. This included the information in place for firefighters who respond to incidents at high-risk, high-rise buildings and the information held by fire control.

The information we reviewed was up to date and detailed. Staff could easily access and understand it. The service aims to have risk information on the system within 30 days of carrying out a visit. This allows ten days for crews to upload paperwork, ten days for quality assurance work and ten days for the information to be placed on the system. The service wants to reduce the total time for this process to 15 days in future. But we found some risk files that were delayed and didn't meet the service's current time frames.

### **The service makes efforts to record learning from incidents locally and nationally**

As part of this inspection, we reviewed a range of emergency incidents and training events. These included a high-rise exercise and several operational incidents.

We were pleased to see that the service routinely follows its policies to make sure that staff command incidents in line with operational guidance. It updates internal risk information with the information it receives. And it exchanges this information with appropriate organisations, such as neighbouring fire and rescue services, and other stakeholders, such as Lincolnshire Police, EMAS and the local council.

The service has recognised that individuals often don't complete debrief forms to provide feedback for learning. These are paper forms, and the lack of a digital system hinders the process. When the forms are completed and returned, the service records and shares the learning well.

The service has responded to learning from incidents to improve its service for the public. For example, at a house fire, crews were delayed in taking smoke hoods from the fire engine into the property because they weren't easy to access. This problem was raised via the debrief form. As a result, the service has changed where smoke hoods are stored on fire engines to make sure they can be accessed quickly. This change has been shared with and adopted by all stations.

We were encouraged to see that the service is contributing towards and acting on learning from other fire and rescue services or operational learning gathered from emergency service partners. This includes the monitoring of [national operational learning](#) and [joint organisational learning](#) for updates, which is carried out by the single point of contact for the service.

### **The service is effective at keeping the public informed**

The service has good systems in place to inform the public about ongoing incidents and help keep them safe during and after incidents. This includes sharing information on the internet, social media, local radio broadcasts and warning and informing through the [local resilience forum \(LRF\)](#). The service often sends out joint messages to the public with the police. The joint location for police and fire control helps this process.

# Responding to major and multi-agency incidents

Good

Lincolnshire Fire and Rescue Service is good at responding to major and multi-agency incidents.

All fire and rescue services must be able to respond effectively to multi-agency and cross-border incidents. This means working with other fire and rescue services (known as intraoperability) and emergency services (known as interoperability).

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

## Main findings

### The service is prepared for major and multi-agency incidents

The service has effectively anticipated and considered the reasonably foreseeable risks and threats it may face. These risks are listed in both local and national risk registers as part of its community risk management planning. Some of the identified risks are dwelling fires, road traffic collisions, flooding, severe flooding, malicious attacks and water risks.

It is also familiar with the significant risks neighbouring fire and rescue services may face and which it might be asked to respond to in an emergency. Firefighters have access to risk information from neighbouring services. Most neighbouring services share risks within five miles of their service area border. Lincolnshire Fire and Rescue Service shares risks within ten miles of its borders with other services. This information is available through [mobile data terminals](#) and [Resilience Direct](#), the UK's secure online network for emergency responders.

## **The service is well prepared to respond to major and multi-agency incidents**

In our last inspection, we focused on how the service had collected risk information and responded to the Government's building risk review programme for tall buildings.

In this inspection, we have focused on how well prepared the service is to respond to a major incident at a tall building, such as the tragedy at [Grenfell Tower](#).

We found that the service had well-developed policies and procedures in place for safely managing this type of incident. Most staff understand them. The service has an electronic system to record fire survival guidance call information in the control room and display it simultaneously at the bridgehead (the position where firefighters are carrying out firefighting operations) and in command units. This system has been tested and used successfully on exercises.

The service has provided firefighters with practical high-rise training, but a small number of firefighters haven't received this training due to a recording error. The service can't identify who has missed this training.

At this type of incident, a fire and rescue service would receive a high volume of simultaneous fire calls. We found that the service had systems in place that were robust enough to receive and manage this volume of calls. Staff in the emergency control room, at the incident and in assisting control rooms can share, view and update the actions and results from individual fire calls.

## **The service is well prepared to work with other fire and rescue services**

The service supports other fire and rescue services responding to emergency incidents. For example, in responding to floods. It works well with other fire and rescue services and as part of a multi-agency response.

The service uses [national resilience assets](#), such as a high-volume pump. This is used to deliver or remove large volumes of water at an incident. It regularly uses this equipment both inside and outside its service area.

## **The service is attempting to increase the number of cross-border exercises**

The service has a cross-border exercise plan with neighbouring fire and rescue services to help them work together effectively to keep the public safe. The plan includes the risks of major events at which the service could foreseeably give support or ask for help from neighbouring services. We were encouraged to see the service uses feedback from these exercises to inform risk information and service plans.

Although the exercise plan is in place, the service hasn't carried out as many cross-border exercises as it would like because of the availability of neighbouring services. Senior leaders have discussed this issue at the regional operations co-ordinating committee meeting, and the service has been assured that the number of exercises will increase.

## **Staff have a good understanding of JESIP**

The incident commanders we interviewed had been trained in and were familiar with JESIP.

The service could give us strong evidence that it consistently follows these principles. Supervisory managers show a good understanding of tactical modes (a way to communicate decisions made by incident commanders) and can explain how JESIP are applied. Senior officers also show a good understanding of the principles and have confidence in working with other agencies in an emergency. We spoke with another emergency service in Lincolnshire, which told us that the fire and rescue service always acts professionally and is effective at operational incidents.

We sampled a range of debriefs the service had carried out after multi-agency incidents and exercises. We were encouraged to find that the service was identifying any problems it had with applying JESIP. It takes appropriate, prompt action with other emergency services to rectify any issues identified during multi-agency debriefs following an incident or exercise.

## **The service is an integral part of the Lincolnshire LRF**

The service has good arrangements in place to respond to emergencies with partners, including [Category 1 responders](#), Lincolnshire Police, EMAS and local authorities, that make up the Lincolnshire LRF. These arrangements include multi-agency exercises to make sure they are prepared for major incidents.

The service is a valued partner of the LRF and contributes to the tactical and strategic co-ordinating groups. The chief fire officer is the chair of the LRF, and other members of the service also chair several subgroups within the LRF. The service takes part in regular training events with other members of the LRF and uses the learning to develop planning assumptions about responding to major and multi-agency incidents. This has included a flooding exercise that required the strategic co-ordinating group to be active for seven days, with officers attending on a rota basis. Other events have included multi-agency gold incident command courses and training with the Royal Air Force.

## **The service shares and contributes to national learning**

The service makes sure it knows about national operational updates from other fire and rescue services and joint organisational learning from other organisations, such as the police service and ambulance trusts. It uses this learning to inform planning assumptions that it makes with partner organisations.

The service receives information from and contributes to both national operational learning and joint organisational learning. It passes identified learning to its operational learning board to act on. This may involve changes being made to training, procedures or guidance.



# Making best use of resources

## Adequate

Lincolnshire Fire and Rescue Service is adequate at making best use of its resources.

Fire and rescue services should manage their resources properly and appropriately, aligning them with their risks and statutory responsibilities. Services should make best possible use of resources to achieve the best results for the public.

The service's revenue budget for 2023/24 is £23.6m. This is an 8.75 percent increase from the previous financial year.

### Area for improvement

The service needs to show a clear rationale for the resources allocated between prevention, protection and response activities. This should reflect, and be consistent with, the risks and priorities set out in its integrated risk management plan.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

### Main findings

#### **The service needs to show a clear rationale for the resources allocated between prevention, protection and response activities**

The service uses its resources well to manage risk, but there remain weaknesses that need addressing. The allocation of resources for prevention, protection and response isn't clearly linked to the service's plans. For example, the service has identified that it needs to carry out 50,000 home fire safety checks at higher-risk properties over a 5-year period. But it isn't clear how the service will resource this activity. And resources within protection aren't clearly aligned with the service's highest-risk premises. The service's risk-based inspection programme doesn't include all its highest-risk premises. Some of these premises are included on a themed list and haven't been inspected yet.

The service has already made some changes after evaluating its mix of crewing and duty systems. It has analysed its response cover and can show it deploys its fire engines and response staff to manage risk efficiently. This evaluation work has informed the service to better understand its needs. As a result, the service has made duty system changes at certain locations, such as the planned change at Sleaford fire station, which it expects will improve productivity and efficiency. It has also identified where specialist rescue units and equipment need to be located and the skills required to meet current and emerging risks. This has resulted in the increase of technical rescue assets at risk-based locations.

The service is currently undergoing a large resourcing project as part of developing its IRMP. The aim of this project is to consider how and why the service resources certain areas of work. We look forward to seeing the outcomes of this project.

The service builds its financial plans on sound scenarios. These plans help make sure the service is sustainable and are underpinned by financial controls that reduce the risk of misusing public money. Financial performance indicators support these plans, which are monitored throughout the year by Lincolnshire County Council's corporate leadership team.

### **The service is working on improving productivity and implementing new ways of working**

Since the last inspection, the service has been ambitious with some productivity targets, such as the increased target for home fire safety checks for operational staff and the prevention team. This has led to a marked improvement in output within this area.

But the service recognises the inconsistency of how performance is managed at a more local level, which is clearly affecting staff productivity.

Plans are in place to improve this with change programmes such as the ongoing resourcing project. It is too early to see the effects of these changes, but we look forward to reviewing the outcomes of this work.

The service has completed a detailed study of activity on fire stations, which has given the service a basis for discussions with staff about workloads and productivity. The service intends to develop this further by getting feedback from staff.

The service's IT provisions currently don't support an efficient way of working and are preventing it from increasing productivity. The service is aware of this and is making improvements to IT, which include upgrading infrastructure in conjunction with the county council's priorities. This is expected to take some time.

## **The service collaborates well with others**

We were pleased to see that the service meets its statutory duty to collaborate. It routinely considers opportunities to collaborate with other emergency responders. It has a range of collaborative arrangements, which include:

- a joint control room and headquarters with Lincolnshire Police;
- joint fire and ambulance stations shared with EMAS;
- co-responding from 25 locations in partnership with EMAS and [LIVES \(Lincolnshire Integrated Voluntary Emergency Service\)](#) in response to cardiac and respiratory arrest and similar life-threatening emergencies; and
- a purpose-built 'blue light' campus, shared with Lincolnshire Police and EMAS, which has reduced operating costs for all three organisations.

Collaborative work is aligned with the priorities in the service's IRMP. For example, the service has a member of staff in the road safety partnership who carries out work to meet joint road safety objectives across Lincolnshire.

The service comprehensively monitors, reviews and evaluates the benefits and results of its collaborations. Records of this work are kept. It asks for feedback from the organisations it works with to make sure they also see the benefits of any given collaboration. For example, after a review of its co-responding work with EMAS and LIVES, the service identified a more efficient way of working that better matched EMAS's risk areas. The service has also identified a more sustainable funding source from the integrated care board. This was an area for improvement in our previous report that has now been discharged.

## **Continuity arrangements are in place and tested regularly**

The service has good continuity arrangements in place for areas where it considers threats and risks are high. It regularly reviews and tests these threats and risks so that staff know the arrangements and their associated responsibilities.

The service has appropriate business continuity plans in case industrial action takes place. It has made sure and can show that it has enough resources available for future periods of industrial action. Arrangements include access to a pool of recently retired staff if extra resources are needed. Training is in place for these staff. The plans have been tested and are reviewed afterwards.

The service has also carried out a national power outage exercise with fire control. The results assured the service that staff are well trained and plans are suitable.

## **The service has worked with Lincolnshire County Council to improve its financial management**

The service is part of Lincolnshire County Council, which provides support and training for staff responsible for managing budgets.

There are regular joint reviews with Lincolnshire County Council to consider all the service's expenditure, including its non-pay costs. This scrutiny makes sure the service gets value for money.

Actual revenue expenditure compared with forecast revenue expenditure is reviewed monthly. A project board monitors how projects are progressing and the service's capital expenditure. An end-of-project evaluation is now also carried out.

The service is taking steps to make sure it achieves efficiency gains through sound financial management and best working practices. It is doing this in important areas such as procurement. The service uses national procurement frameworks to get the best possible purchasing power. Purchases through procurement frameworks include mobile data terminals, leased cars, emergency vehicles, uniforms and personal protective equipment. An innovation and evaluation group reviews equipment purchased.

# Making the fire and rescue service affordable now and in the future

## Adequate

Lincolnshire Fire and Rescue Service is adequate at making the service affordable now and in the future.

Fire and rescue services should continuously look for ways to improve their effectiveness and efficiency. This includes transforming how they work and improving their value for money. Services should have robust spending plans that reflect future financial challenges and efficiency opportunities, and they should invest in better services for the public.

### Area for improvement

The service needs to assure itself that it is making the most of opportunities to improve workforce productivity and develop future capacity through the use of innovation, including technology.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

### Main findings

#### **The service has an understanding of future financial challenges**

The service understands its future financial challenges. Lincolnshire County Council has supported the service with increased funding to mitigate its main financial risks. For example, the 2023/24 revenue budget includes extra funding to cover price and pay inflation pressures, including the firefighter pay award agreed for 2022/23 and 2023/24.

The underpinning assumptions are robust, realistic and prudent. They take account of the wider external environment and some scenario planning for future spending reductions.

The service is contributing towards Lincolnshire County Council's objective of making a 1 percent efficiency saving across its revenue budget between 2023/24 and 2025/26. Following the purchase of the Waddington training centre, the service estimates it has reduced its lease costs by £70,000.

The service is also planning for the end of the East Coast and Hertfordshire Control Consortium in 2025. It anticipates that alternative arrangements will be able to provide the same level of resilience at a reduced cost.

The service is planning to review potential savings options and to carry out an impact assessment. This will support future scenario planning work with Lincolnshire County Council.

### **There are clear arrangements for accessing reserves**

Reserves are held by Lincolnshire County Council. There is a robust process with proper scrutiny for the service to access reserves if they are needed.

### **The service has improved the link between its fleet strategy and its IRMP**

The service's fleet strategy has clear links to its IRMP. The fleet strategy outlines how the service intends to make sure vehicles are procured, renewed and replaced to meet current and future operational needs as well as user requirements and the needs of its communities. It also outlines how the service intends to make sure that its capability and effectiveness are aligned with the service's risk reduction activities, which are encompassed in its IRMP. This was an area for improvement in our previous report that has now been discharged.

The service's capital programme is planned until 2025 and includes a budget for investing in and replacing some of its existing vehicles.

The service reviews this strategy so that it can assess the effect any change in fleet provision or future innovation may have on risk.

The service's estates strategy is included in Lincolnshire County Council's corporate property strategy. A new fire and rescue service estates strategy was being drafted at the time of our inspection.

### **The service needs to improve its technology to support change and improve efficiency**

The service has recognised that its IT systems don't support efficient working. Many members of staff, at all levels of the service, described them as "clunky".

This affects most areas of work and means the service can't achieve as much as it would like. Many areas are still on paper-based systems, which makes simple tasks, such as sharing information between departments, more difficult.

Work has started to improve this. Microsoft 365 was recently introduced successfully. The service and its staff are now in the early stages of improving their knowledge and understanding of what this IT platform can do.

As part of the service's resourcing project, it is considering the people, skills and amount and type of equipment it needs to bring about sustainable future change. This work is taking place alongside the development of its next IRMP.

### **Income generation isn't a priority for the service**

The service stopped operating an external trading arm several years ago. It gains cost recovery in some areas, such as the training school and some of the collaborative work that takes place.

Other services, both nationally and internationally, pay to use the service's training centre for their own training. There are ongoing discussions with external bodies to use the site further.

# Promoting the right values and culture

## Requires improvement

Lincolnshire Fire and Rescue Service requires improvement at promoting the right values and culture.

Fire and rescue services should have positive and inclusive cultures, modelled by the behaviours of their senior leaders. Services should promote health and safety effectively, and staff should have access to a range of well-being support that can be tailored to their individual needs.

### Areas for improvement

The service should make sure all staff understand and demonstrate its values.

The service should assure itself that senior managers are visible and demonstrate service values through their behaviours.

The service should make sure well-being provision is accessible to all staff.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

### Main findings

#### **The service has well-defined values, but work needs to be done to make sure all staff demonstrate them**

The service has well-defined values under a model called [THRIVE](#) (based on the service's key behaviours of trust, help, respect, include, value and empower), which staff understand. Of those who responded to our staff survey, 96 percent (176 out of 183) stated that they are aware of the service's values.

The culture of the organisation doesn't always align with its values. Some behaviours we saw or were told about don't meet the standards expected, and there isn't a strong



culture of challenge. For example, during our inspection, we witnessed inappropriate language, and we were made aware of misogynistic comments being made about other members of staff. The service is aware of this and has assured us that it is taking appropriate action. The service should make sure all staff understand and demonstrate the service's values. This was an area for improvement from our previous inspection and will remain in place.

The service has implemented the [Core Code of Ethics](#) and staff understand it. This runs alongside the service's THRIVE values model.

We found some staff who felt that senior leaders don't always demonstrate service values or act as good role models. The senior leadership team was described as "still a bit of a boys' club". Some staff felt that communication and visibility of senior leaders are poor. We also heard that some staff have no confidence in challenging poor behaviour as they feel it would harm their promotion prospects.

### **The service provides good well-being support services for staff but needs to improve accessibility and understanding**

The service has some well-being provisions in place to support the mental and physical health of staff. This includes a peer-to-peer support network and access to mental health support through Lincolnshire County Council, which also offers counselling. But we spoke with several staff members who don't feel the services on offer are accessible, and some had sought support outside the service.

The service did have a well-established mental health support process in place, which it had to change at short notice. The replacement process offers the same or improved support products, but the service recognises that it is taking time for staff to understand and have confidence in accessing it.

There are good provisions in place to promote staff well-being. These include a weekly bulletin from the service and posters displayed at service premises. Of those who responded to our staff survey, 24 percent (44 out of 183) told us they discuss their personal well-being and/or work-related stress with their manager weekly, 32 percent (59 out of 183) discuss it monthly, 17 percent (31 out of 183) quarterly, 11 percent (21 out of 183) annually and 15 percent (28 out of 183) never. Most staff reported that they understand the well-being support processes available.

During our inspection, we heard many accounts of how the service's change programmes are negatively affecting staff members' mental health. We were told this has been made worse by the poor communication of these changes by senior leaders.

The service should make sure that well-being provision is accessible to all staff.

### **The service has a good health and safety culture**

The service has effective and well-understood health and safety policies and procedures in place.

These policies and procedures are readily available, and the service promotes them effectively to all staff. Oversight is provided by the service's management board and the bi-monthly health and safety committee meetings, which report on trends and statistics, such as vehicle accidents and [near misses](#). Of those who responded to our staff survey, 97 percent (177 out of 183) stated that they understand the policies and procedures in place to make sure they can work safely. Both staff and representative bodies have confidence in the health and safety approach the service takes.

The service monitors staff who have secondary employment or dual contracts to make sure they comply with the secondary employment policy and don't work excessive hours. The service's workforce planning manager makes sure the service is legally compliant. But monitoring of staff hours relies on some local management by line managers, and when visiting stations, we found varied levels of understanding of the policy.

### **Absence management processes are clear**

We found that there were clear processes in place to manage absences for all staff. There is clear guidance for managers, who are confident in using the process. The service manages absences well and in accordance with policy. Staff members told us that their absences were managed professionally and sensitively. These staff had regular contact with the service while they were absent. When they returned to work, they were informed of the support available to them and about any triggers that may affect them in the future.

# Getting the right people with the right skills

Good

Lincolnshire Fire and Rescue Service is good at getting the right people with the right skills.

Fire and rescue services should have a workforce plan in place that is linked to their [community risk management plans](#). It should set out their current and future skills requirements and address capability gaps. This should be supplemented by a culture of continuous improvement, including appropriate learning and development throughout the service.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

## Main findings

### The service has improved its workforce planning

The service has good workforce planning in place for its operational response. This makes sure that skills and capabilities align with what it needs to effectively carry out the response element of its IRMP. For example, the workforce planning strategic group and the internal resourcing board make sure that recruitment and promotion are effective and meet the needs of the service. The service told us that it is moving to an annual promotion process where roles are filled in a logical sequence. Eligibility for promotion is assessed once a year and remains valid for 12 months.

Workforce and succession planning is subject to scrutiny in the form of regular meetings to discuss requirements. This is done through the workforce planning strategic group.

The service has struggled to fill or maintain a full complement of protection staff and hasn't successfully planned for succession in this area.

## **Workforce skills and capabilities are managed well**

Most staff told us that they could access the training they need to be effective in their role. This wasn't just focused on operational skills. The service's training plans make sure they can maintain competence and capability effectively. For example, staff told us that they have an annual training planner on PDRPro – a system that provides access to all training content, assessments, sign-off and records of progress.

The service uses PDRPro to monitor staff competence. Managers have access so that they can see staff progress at any time. The service regularly updates its understanding of staff skills and risk-critical safety capabilities through fire control, which runs a report each day for the five core operational skills. If any operational staff aren't up to date on these skills, they are made unavailable immediately. This approach means the service can identify gaps in workforce capabilities.

## **The service has a good learning and improvement culture**

The service promotes a culture of continuous improvements throughout the organisation, and it encourages staff to learn and develop. For example, the service provides a wide range of e-learning modules, including management training. It is also currently piloting the [National Fire Chiefs Council's \(NFCC\)](#) supervisory manager development programme.

We were pleased to see that the service has a range of training resources in place. These include multi-agency gold incident command courses for group manager and above, national inter-agency liaison officer training for fire control station and [watch](#) managers and protection training for operational watch and crew managers.

Most staff told us they can access a range of learning and development resources. They can follow the annual training planner and keep track of progress on PDRPro. This allows them to do their jobs effectively.

# Ensuring fairness and promoting diversity

## Requires improvement

Lincolnshire Fire and Rescue Service requires improvement at ensuring fairness and promoting diversity.

Creating a more representative workforce gives fire and rescue services huge benefits. These include greater access to talent and different ways of thinking. It also helps them better understand and engage with local communities. Each service should make sure staff throughout the organisation firmly understand and show a commitment to EDI. This includes successfully taking steps to remove inequality and making progress to improve fairness, diversity and inclusion at all levels of the service. It should proactively seek and respond to feedback from staff and make sure any action it takes is meaningful.

### Cause of concern

Since our last inspection, the service has made enough improvement to address two of our previous recommendations. But it still needs to improve equality, diversity and inclusion. The following recommendations remain in place.

#### Recommendations

Within 28 days, the service should resubmit an action plan that details how it intends to:

- improve how it works with its staff and provides feedback in relation to equality, diversity and inclusion issues;
- improve the understanding and use of [equality impact assessments](#) in all aspects of its work and consider if its policies and procedures are inclusive and support those with [protected characteristics](#); and
- make sure that there is a programme of positive action to support its recruitment.

## Area for improvement

The service should make sure all locations have appropriate facilities for all staff.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

## Main findings

### **The service should do more to seek and act on staff feedback**

Staff have limited confidence in the service's feedback processes and don't think they are effective.

Although the service has some means of gathering staff feedback, they aren't consistent or wide ranging. For example, the service told us it has an 'ask SLT' (senior leadership team) mailbox, which allows staff to ask service leaders questions. Service leaders carry out station visits and 'ride-along days' when they spend the day at an operational station. But most staff we spoke with feel that this isn't happening regularly enough or producing the results the service expects.

Representative bodies reported that they have meaningful and regular communication with the service.

### **Staff don't have confidence in the service's approach to dealing with bullying, harassment and discrimination**

The service should improve staff understanding of bullying, [harassment](#) and discrimination, including their duty to eliminate them. In our staff survey, 17 percent (32 out of 183) told us that they have been subject to bullying or harassment and 19 percent (35 out of 183) to discrimination over the past 12 months.

Although the service has clear policies and procedures in place, staff have limited confidence in how effectively it can deal with cases of bullying, harassment and discrimination, as well as grievances and discipline. Some staff don't have confidence in the processes due to a perceived lack of confidentiality and a fear that raising issues may negatively affect their career progression chances. Some staff felt that raising grievances would make things worse.

## **The service is having limited success in addressing disproportionality in recruitment and retention**

There is an open, fair and honest recruitment process for staff or those wishing to work for the fire and rescue service. The service has an effective system to understand and remove the risk of disproportionality in recruitment processes. For example, in the past 18 months, there has been a significant change to how the service recruits. It now carries out positive action days with the aim of recruiting from underrepresented groups. The service has provided education to staff to inform them of the difference between positive action and positive discrimination. It is using analytics to understand who is attending its 'have a go days' and at what point people are dropping out of its recruitment processes. This helps to show what needs to be changed to help people develop the right skills to complete the selection and recruitment process.

The service needs to do more to increase staff diversity. There has been no progress in improving ethnic and gender diversity. In the year ending 31 March 2022 no new joiners self-declared as being from an ethnic minority background. The proportion of firefighters who are from an ethnic minority background has decreased from 4.3 percent (27 people) in 2020/21 to 3.1 percent (19 people) in 2021/22. The proportion of female firefighters has decreased from 8.6 percent (55 people) to 8 percent (50 people) over the same period.

In the year ending March 2022, 3.1 percent of the workforce was from an ethnic minority background compared with 10.3 percent of the local population and 8 percent throughout all fire and rescue services. Out of the whole workforce, 13.7 percent were women compared with an average of 18.6 percent throughout all fire and rescue services. Most women work in support staff roles.

## **The service still needs to improve its implementation of EDI**

The service has improved its approach to EDI. But more still needs to be done to remove our cause of concern from the last inspection.

It has introduced a new face-to-face training programme that has received mostly positive feedback. But during our inspection, some staff shared negative comments regarding the training and stated that it is operationally focused and makes no mention of misogyny in the workplace.

The service has an EDI steering group. This group supports the service in its decision-making and provides feedback and input into discussion points. All senior leaders we spoke with stated that they support this process and feel the service is now better focused on making sustainable improvements to EDI.

All staff we interviewed had an awareness of EDI. Most felt that there has been a noticeable increase in EDI discussions, products and training. But some felt that these aren't genuine and that they lack depth. There is still some reluctance to challenge senior leaders on EDI issues as some staff fear it may harm their career progression chances.

The service has staff networks, which give staff a sense of belonging and underrepresented groups a chance to be heard and make changes. But some staff networks have struggled to maintain membership or make progress. To support this, some staff use Lincolnshire County Council staff networks. The service has stated that it wants fire and rescue service staff networks to be the priority as this is where issues specific to fire would be best placed. The service should keep working on supporting fire service staff networks and consider what, if any, barriers are limiting their uptake.

The service should improve how it works with its staff and provide feedback in relation to EDI issues. This is a recommendation from the cause of concern in our last inspection and will remain in place.

The service takes some positive action for recruitment. But positive action for progression is limited or non-existent. The service should focus on improving this, which will support its attempts to further diversify leadership at all levels. This is a recommendation from the cause of concern in our last inspection and will remain in place.

Although the service has a policy and processes in place to assess equality impact, it is yet to implement these across the service. As a result, any policies and decisions are made without an [equality impact assessment](#) being carried out. The service should increase knowledge and understanding of the equality impact assessment process and make sure enough supervision is in place so that the policy is adhered to consistently. This is a recommendation from the cause of concern from our last inspection and will remain in place.

Feedback from staff highlighted that some facilities aren't appropriate for female staff. This was acknowledged by several senior leaders we spoke with, who agreed that the standard of facilities at some locations isn't what it should be. This is an area for improvement.



# Managing performance and developing leaders

## Requires improvement

Lincolnshire Fire and Rescue Service requires improvement at managing performance and developing leaders.

Fire and rescue services should have robust and meaningful performance management arrangements in place for their staff. All staff should be supported to meet their potential and there should be a focus on developing staff and improving diversity into leadership roles.

### Areas for improvement

The service should improve all staff understanding and application of the performance development review process and ensure they are completed for all staff.

The service should assure itself it has an effective mechanism in place for succession planning including senior leadership roles.

The service should put in place a specific process to identify, develop and support high-potential staff and aspiring leaders.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

## **Main findings**

### **The service should make sure it is managing individual performance of all staff**

The service has a performance management system in place. In the year ending 31 March 2022, the performance development review completion rates for staff groups were:

- 96 percent for on-call staff;
- 62 percent for wholetime staff;
- 50 percent for support staff; and
- 39 percent for fire control staff.

The service should increase performance development review completion rates so that it can effectively develop and assess the individual performance of all staff.

Of those who responded to our staff survey, 85 percent (156 out of 183) reported that they had a performance development review with their manager in the past 12 months. And 68 of staff said that they find them useful. Staff members who complete development reviews have individual goals and objectives and regular performance assessments. But the service should improve all-staff understanding and application of the performance development review process. It should also make sure reviews are completed for all staff. This was an area for improvement from our last inspection and will remain in place.

### **The service should do more to ensure fairness in promotion and progression processes**

The service needs to do more to make sure staff feel its promotion and progression processes are fair. Of those who responded to our staff survey, 52 percent (96 out of 183) didn't feel that the promotion process was fair. We heard many accounts of this when speaking with staff. There were also several staff members who didn't have confidence in the process because they felt changes were made with little or no communication from one promotion process to the next.

The service told us that it now follows the NFCC's framework and that processes have improved over the past two years. It has produced guidance notes to support the promotion process and make sure it is open and fair.

The service has made some improvements. But it still doesn't have strong succession-planning processes to effectively manage the career pathways of its staff, including roles needing specialist skills. This was an area for improvement from our last inspection and will remain in place.

The service uses temporary promotions appropriately to fill short-term resourcing gaps.

### **The service should improve its plans to further diversify leadership in the future**

The service needs to do more to encourage applicants from diverse backgrounds into middle and senior-level positions. When the service advertises externally, it doesn't make enough use of diversity networks to promote posts. We were told that the service doesn't advertise vacancies through the [Asian Fire Service Association](#) and has only posted a vacancy with [Women in the Fire Service UK](#) once, which was for a group manager role. This means it isn't making the most of opportunities to make its workforce more representative.

The service has recently hired a new member to the senior leadership team that has increased its diversity. But more could be done to attract external talent and to develop the diverse talent that is currently within the service.

### **The service should improve plans to develop leadership and high-potential staff at all levels**

The service needs to improve the way it actively manages the career pathways of staff, including those with specialist skills and those with potential for leadership roles.

It has some schemes in place to develop leaders and high-potential staff. We were told about the service's talent management programme and the pilot of the NFCC's supervisory leadership programme, but this was still in its early stages. The service also told us that it has provided support for some group managers to complete the Warwick Business School and NFCC's executive leadership programme.

The service should consider putting in place more formal arrangements to identify and support members of staff to become senior leaders. This was an area for improvement from our last inspection and will remain in place.

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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>12 December 2023</b>
Subject:	<b>Community Risk Management Plan 2024-2028 – Consultation</b>

**Summary:**

The purpose of this report is to provide the Committee with an overview of the public consultation on the Lincolnshire Fire and Rescue (LFR) Draft Community Risk Management Plan (CRMP) 2024-28.

The CRMP consultation meets best practice and statutory requirements laid out by the National Fire Chiefs Council and The Cabinet Office.

**Actions Required:**

The Public Protection and Communities Scrutiny Committee is asked to:

1. review and comment on the information contained in the Community Risk Management Plan 2024-28 public consultation.
2. note the steps taken during the stage one and two public consultations.

## **1. Background**

The community risk management plan (CRMP) is a requirement of all Fire Services and acts to prioritise the work of the service.

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

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

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

## **2. Community Risk Management Plan Consultation Lifecycle**

### **2.1 Consultation Overview**

In developing our engagement approach, we had due regard for the National Fire Chiefs Council's best practice approach to CRMP development and engagement. We have continually worked to involve the public more in the development of our CRMP and the risk mitigation activities we will undertake. Improvement in this area was recommended by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services in their 2021 report. In 2019, following public consultation for our 2020-24 Integrated Risk Management Plan (now called the Community Risk Management Plan) we received 172 total responses. This engagement captured only broad agreement or disagreement with our assessment of risk and plans.

In developing the 2024-28 CRMP, there has been a three-stage process of engagement, promoted through various media and supplemented by a targeted campaign to reach seldom heard groups. We worked with the Council's engagement team to develop an engagement plan. This considered the best ways to engage each audience to ensure good representation.

The key objectives are to:

- ascertain public knowledge and risk levels.
- increase overall response rate versus previous LFR engagement/consultation on Integrated Risk Management Plan 2020-24.
- target 'harder to reach communities', representative of the new census data.
- have translatable content (to highly prevalent other languages in Lincolnshire).
- trial remote face to face input using tablets or other technology.
- incorporate 'Let's Talk Lincolnshire' as a platform.
- make responses quick and easy to complete.
- advertise using multiple internal/external platforms.

### **2.2 Stage one consultation**

The first stage commenced in summer 2022 and this pre-engagement was to 'test' knowledge, awareness and risk identification relating to the work of the fire service. We wanted to understand what the public's perception of risk was, and what they felt the greatest risks were to them.

Engagement through the 'Let's Talk Lincolnshire' site alone achieved 658 people who completed a survey. In addition, 961 people viewed more than one page of information, but did not complete a survey.

### 2.3 Stage two consultation

The purpose of the stage two consultation was to assess opinions of what our priorities should be once risk and data had been presented to the individual.

An online survey was the primary means of engagement during stage two, with the addition of a poll to make it easier for people to respond in one click. All elements were translatable into many languages and worked with read out technology. It was promoted widely on social media and a news release featured on the Lincolnshire County Council (LCC) home page. Previous respondents and those who had registered an interest in community safety received a direct email. It was consciously done in a more low-key manner than stage one or three, to avoid CRMP or survey fatigue.

It was available on request in different formats for those without digital access and those for whom English was not a first language for example. The single equalities council was targeted as part of equality impact assessment action planning, but the organisation was in the process of migration at the time. They will be engaged further for the final stage consultation. More information was sent directly to colleges, universities and local religious organisations in the hope of extending reach and interest.

There were 169 responses to the survey from 164 contributors at the end of April 2023. This is fewer than the first stage (as expected), but almost equal to the number the previous IRMP received at any stage. The quality of the analysis of information gathered from the surveys has increased.

- More than half of all respondents ranked road traffic collisions (RTCs) as their most important risk (86, 51%). Over nine in ten had this risk in their top three (154, 91%).
- Four in ten respondents ranked dwelling fires as their second most important risk (68, 40%). Almost eight in ten had this risk in their top three (130, 77%).
- Three in ten respondents ranked flooding as their third most important risk (51, 30%). More than four in ten had this risk in their top three (72, 43%).
- Flooding remained the most frequently voted fourth most important risk (27) and wildfires were the most frequently voted for fifth most important risk (30).
- A terrorist attack was the most voted for lowest priority risk (46, 27%).
- The overall order is slightly different to the number of votes received in stage one.

There was little difference between the general population's view of risk, and those with protected or SHERMAN characteristics:

- People describing themselves as having reduced mobility or physical/sensory impairment mirrored the general responding population entirely.
- Those with a drug or alcohol dependency ranked domestic fires slightly higher than RTCs.
- Smokers had the same top three perceived risks as the general population, but with very little between domestic fires and RTCs, and a much larger gap between them and flooding.

- Respondents with mental health issues ranked domestic fires and RTCs in the same way as the general population, but water risks were ranked much more highly than other cohorts.
- People from non-White British backgrounds had the same top two risks as the general population, but deliberate fires/arson, which was a slightly different list to that in phase one. This is a limitation of looking at small numbers and a further reason to ensure engagement with minority ethnic groups continues to be a focus.
- There was little geographic difference in risk priority. North Kesteven (31 respondents) was the only district that ranked dwelling fires above RTCs (one point margin).
- The top three issues of the 33 respondents living in Lincoln matched the broader population, but seven people also included high rise fires in their top three. This is likely a result of the concentration of this type of building in the city, compared to other parts of the county.

## 2.4 Stage three consultation

The final stage is formal statutory public consultation. We have worked with staff, staff representatives and other stakeholders to develop risk mitigation measures, and plan for the next four years. Throughout the life of the plan, we will undertake separate formal consultation should we propose a material change to the way we deliver our service.

The key objectives of *this* formal consultation are to:

- ascertain public views on the content of the proposed plan.
- continue the trend of improved response versus previous IRMP engagement.
- further target ‘seldom heard communities’, reached and missing from stage one and two.
- have translatable content (to highly prevalent other languages in Lincolnshire).
- incorporate ‘Let’s Talk Lincolnshire’ as a platform.
- make responses quick and easy to complete.
- advertise using multiple internal and external platforms, but primarily target previous respondents and underrepresented groups from stage one and two.

## 3. Proposed Community Risks

Through a combination of data led assessment of risk (incorporating the national security risk assessment), public perception and professional judgement, we have determined the following as our priority community risk areas:

### Dwelling (house) fire

According to the UK Census 2021, there are 298,100 households in Lincolnshire. Of these, 104,400 are rented, which is around 35% of the total number of households. 36% of all dwelling fires occur in premises where there is just one person living there. Over the last five years we have seen a steady reduction in the number of dwelling fires we attend, with 314 incidents attended in 2022/23. An ageing population that may have more complex



health and care needs present a particular risk that we will need to address through our prevention activities.

### Road Traffic Collision

There are approximately 5,500 miles of road in Lincolnshire. There were 439 people killed or seriously injured on Lincolnshire's roads in 2022. This is a decrease from the 453 people killed or seriously injured in 2021 but still too high a number. We have seen an increase in the number of RTCs we attend over the last five years, with 702 incidents attended in 2022/23.

### Flooding

The number of flooding incidents we attend can vary a lot from year to year with the average being 160 a year. In 2022/23, we attended 192 flooding incidents. We have dealt with a number of large flooding incidents in the last few years, with the breach at Wainfleet in 2019, heavy rain in August 2022 flooding an estimated 100 properties in Spalding, Pinchbeck and Market Rasen, and Storm Babet in October 2023 where more than a month's worth of rain fell in 24 hours causing flooding across the county.

### Non-domestic fires

The greatest proportion of non-domestic fires were caused by an electrical fault (37%) followed by deliberate ignition and cooking appliances. We attended an average of 140 fires at non-domestic premises over the last five years.

### Wildfires

Although there is a specific definition of a wildfire, it can be taken to include most large fires in woodland, farmland, or other open space. The weather has a significant influence on how many incidents we attend, but there has been an overall increase over the last five years.

### Deliberate fires (arson)

The highest number of deliberate fires involve refuse or grassland, with vehicle fires consisting of over a third of the fires that involve damage to property. The overall number of these incidents we attend is rising, but the hot, dry summer of 2022 and the significant increase in grassland and field fires accounts for most of this increase.

### Malicious attacks

The Government constantly assesses the threat to the UK from terrorism and communicates this through a threat level. This level has not dropped below substantial in the last five years, which means that an attack is likely. There have been two periods of three months where the level was raised to severe, meaning an attack is highly likely. Fortunately, no attacks have taken place in Lincolnshire, however, there are several

locations and venues that may be considered targets due to their historical importance, or, by the number of people who might gather there. LFR has taken part in operations with other agencies to assist in the investigation of activity suspected of being connected with a malicious attack.

#### **4. Proposed Organisational Risks**

We define organisational risks as those which have the potential to affect our service internally, for example, mobilising fire appliances to incidents. These prevent us from conducting our business effectively.

We assess and review these risks on a continuous basis. This is informed by several factors, both national and local, and is linked to our corporate risk register.

Our organisational risks are recorded on our corporate risk register. We have identified the following significant risks for the period 2024 to 2028:

##### Loss of a considerable proportion of staff through illness, industrial action or severe weather

The availability of our appliances and our ability to supply other services may be affected should a large number of our staff be unavailable for work. This risk was highlighted during the Covid pandemic and has arisen again through the threat of industrial action, both within the fire sector and in other organisations. Severe weather that closes roads or creates excess demand can also affect service delivery. To mitigate this, we keep business continuity plans and conduct tabletop exercises covering various scenarios. We have also reviewed our plans to support delivery through industrial action, working with others in the sector on a peer review basis.

##### Change in the legislative or financial landscape

Over the last two decades, there have been periods of financial shocks and instability that have had a direct effect on the funding of Fire and Rescue Services. These continue to happen (e.g., Covid and the war in Ukraine), and we must be prepared to manage the impact of such events. There are a number of potential legislative changes coming in the next four years, with further reform of fire safety and building regulations, as well as more responsibilities coming from an updated Civil Contingencies Act and implantation of proposals in the May 2022 Fire and Rescue Service white paper.

##### Failure to recruit and retain skilled staff

Our staff are at the centre of all we do, and we want to ensure they have the right conditions to flourish and deliver the best service possible to the communities in Lincolnshire. This requires us to refine our recruitment processes to attract the best people, offering opportunities across our communities to work for us in operational and non-operational roles. There are problems we face in keeping staff too, with demand from other services and the private sector for the skills that our staff have. The Service relies on

On-Call firefighters to provide fire cover across the county and this duty system has its own barriers to recruitment and retention. We recognise the dedication of these On-Call firefighters needs to be recognised and we are constantly working to increase the attractiveness of the role through improving our offer to On-Call firefighters, their families and primary employers.

#### Adverse effects on the Service due to climate change

In recent years, we have seen an increase in demand caused by spate conditions including increased calls for service for incidents involving flooding as well as wildfires and fires in the open. It is predicted that these spells of heavy rains and prolonged elevated temperatures will become more frequent, and we must plan to meet these peaks in demand. We are already seeing Government policies aimed at slowing the rate of change such as demands for energy efficiency, generation of renewable energy and the phasing out of vehicles that use fossil fuels. We are addressing this through our estate and fleet strategies.

### **5. Proposed Strategic Priority Areas**

We have developed the following priority areas for continued development over the lifespan of the community risk management plan. The activity required to deliver against these areas will be captured in annual delivery plans.

#### Safer Communities

- We will have sustainable and scalable interventions in place to mitigate the impact of changing communities.
- We will make better use of data to prioritise and target people who may be at greater risk of fire and other emergencies.
- We will ensure we have skilled professionals in place to monitor (and enforce non-compliance) relevant fire safety legislation in the built environment.

#### Service Delivery

- We will provide sustainable mobilising and command and control infrastructure.
- We will take steps to streamline the way in which we manage data and the technology we use to access it.
- We will ensure we have a sustainable response model.
- We will ensure the Health and Safety of staff remains a priority.

#### Value for Money

- We will provide training and development facilities that are fit for the future.
- We will invest in our ability to deliver service wide improvements.
- We will further develop our performance measurement and management capability.
- We will develop our plans to invest in the future of the service as a force multiplier.

## People

- Develop leadership and management capability at all levels in the service.
- Develop and utilise innovative practices to attract, select and retain people from diverse backgrounds.
- Develop the diverse skillsets of our people to build an agile, professional, and competent workforce.
- Continue to develop a happy, healthy and resilient workforce.

## **6. Conclusion**

The Committee is requested to review and comment on the content of this report.

## **7. Consultation**

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

See body of the report. All members are being consulted as part of the public consultation process.

## **8. 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
Draft CRMP 2024-28	<a href="#">Proposed Community Risk Management Plan 2024-28 – Introduction - Lincolnshire County Council</a>
Draft CRMP 2024-28 Consultation	<a href="#">Let's Talk Lincolnshire</a>
IRMP 2020-2024	<a href="#">Our community plan - integrated risk management plan – Foreword - Lincolnshire County Council</a>
Fire & Rescue National Framework for England (2018)	<a href="https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/705060/National_Framework_-_final_for_web.pdf">https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/705060/National Framework - final for web.pdf</a>

This report was written by Ryan Stacey, who can be contacted on 07926 182934 or [ryan.stacey@lincolnshire.gov.uk](mailto:ryan.stacey@lincolnshire.gov.uk).



**Open Report on behalf of Martin Samuels,  
Executive Director - Adult Care and Community Wellbeing**

Report to:	<b>Public Protection and Communities Scrutiny Committee</b>
Date:	<b>12 December 2023</b>
Subject:	<b>Service Level Performance Reporting against the Success Framework 2023-24 Quarter 2</b>

**Summary:**

This report summarises the Service Level Performance against the Success Framework 2023-24 for Quarter 2. All performance that can be reported in Quarter 2 is included in this report.




Full service level reporting to all scrutiny committees can be found here: [Corporate plan – Performance data - Lincolnshire County Council](#)

**Actions Required:**

The Committee is invited to review and comment on the Public Protection and Communities Service Level Performance for 2023-24 Quarter 2.

## 1. Background

This report details the Service Level Performance measures for the Public Protection and Communities Scrutiny Committee that can be reported in Quarter 2.

- 7 measures exceeded their target 
- 2 measures achieved their target 
- 4 measures did not meet their target 
- 13 measures do not have a target (contextual)

## 1.1 Community Safety

### 1.1.1 Measures that exceeded their target

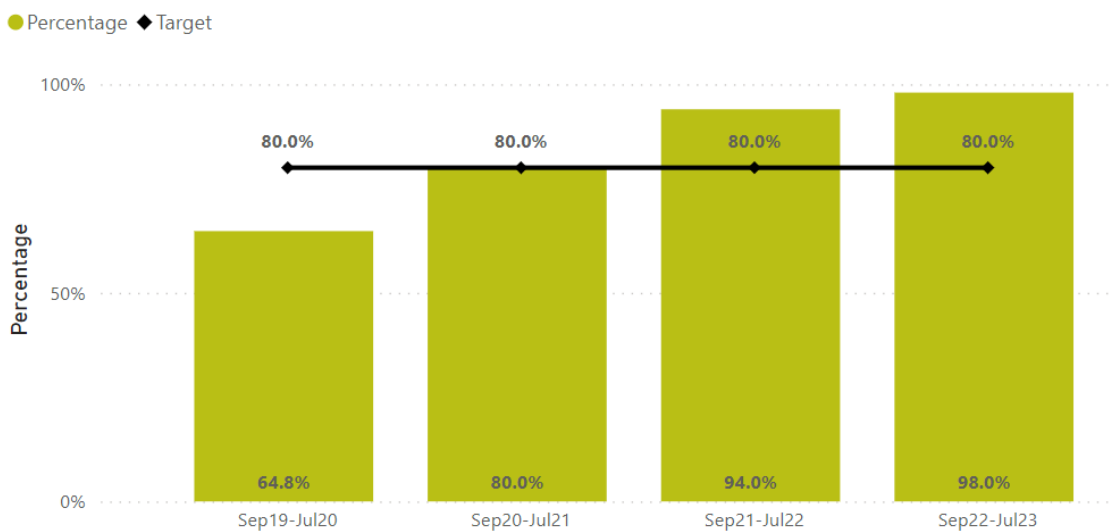
#### PI 153 Secondary schools in receipt of a stay safe day ☆

September 2022 - July 2023

**Actual 98**

**Target 80**

The target of delivering Stay Safe Days to 80% of mainstream secondary schools has been exceeded, attending 52 out of the 53 mainstream schools in the academic year. Therefore, there was only one mainstream secondary school that did not receive a Stay Safe Day. The Stay Safe Partnership also delivered Stay Safe Days during 2022-23 academic year to an additional 28 non-mainstream secondary schools including Pupil Referral Units, Special Educational Needs and Disabilities (SEND) provisions and independent schools. They also delivered to seven Colleges or Further Education Provisions.



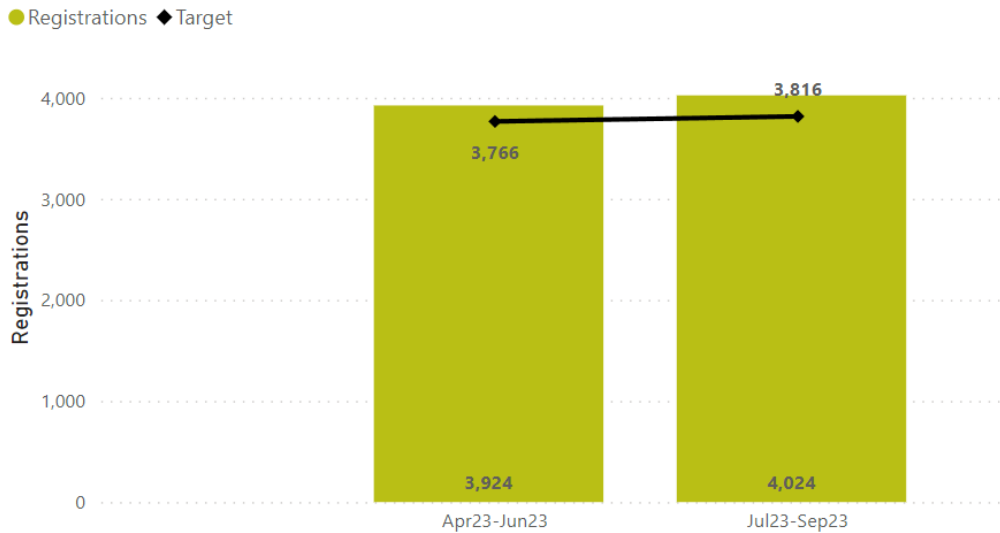
#### PI 177 Number of registration events within births, deaths and marriages ☆

July 2023 – September 2023

**Actual 4,024**

**Target 3,816**

Overall registrations events are up against target. All events are in line with expected demand.



### 1.1.2 Measures that achieved their target

None in Quarter 2.

### 1.1.3 Measures that did not meet their target

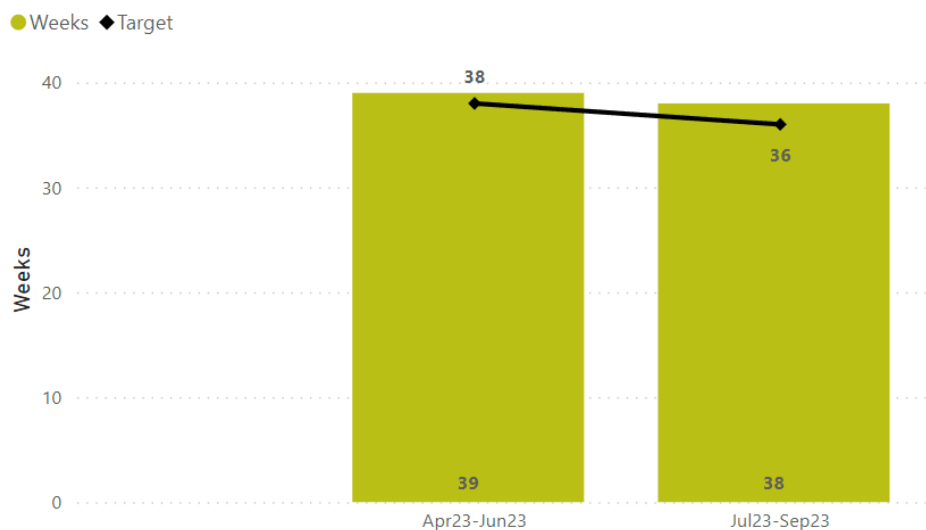
#### PI 176 Time to inquest taking place ✖

July 2023 – September 2023

**Actual 38**

**Target 36**

The service continues to focus on driving down the time to inquest and the number of cases over 12 months. The number of older cases is now at its lowest level since the start of 2020. The time to inquest is an average of all cases heard during this period. Once these over 12-month cases have been heard, we expect the time to inquest to fall.



### 1.1.4 Contextual Measures (do not have a target)

#### PI 154 - Year 6 primary school children in receipt of an E-safety workshop

September 2022 - July 2023

**Actual 6,447**

6,447 Year 6 students in Lincolnshire received an E-Safety workshop during the academic year. Due to additional investment in staffing, 17,762 primary students received an E-Safety or Year 2 Emotions workshop in 2022/2023 academic year. Additional E-Safety workshops for Year 2 and Year 3 students were added this academic year. From 2023/2024 E-safety sessions will be available to all pupils from Year 2 to College age. Additional staff resource has enabled the delivery of at least one Online Safety workshop to 203 (of 266) primary schools or 76% of the county's primary provision. This is an increase of 253 additional workshops delivered to an additional 6,189 students, compared with the previous academic year. 4,699 Year 2 students received the Emotions Workshop provided by Lincolnshire Domestic Abuse Partnership and 13,063 Year 2, Year 3 and Year 6 students received an E-Safety workshop in Lincolnshire.



#### PI 156 - Number of domestic abuse victims supported through MARAC

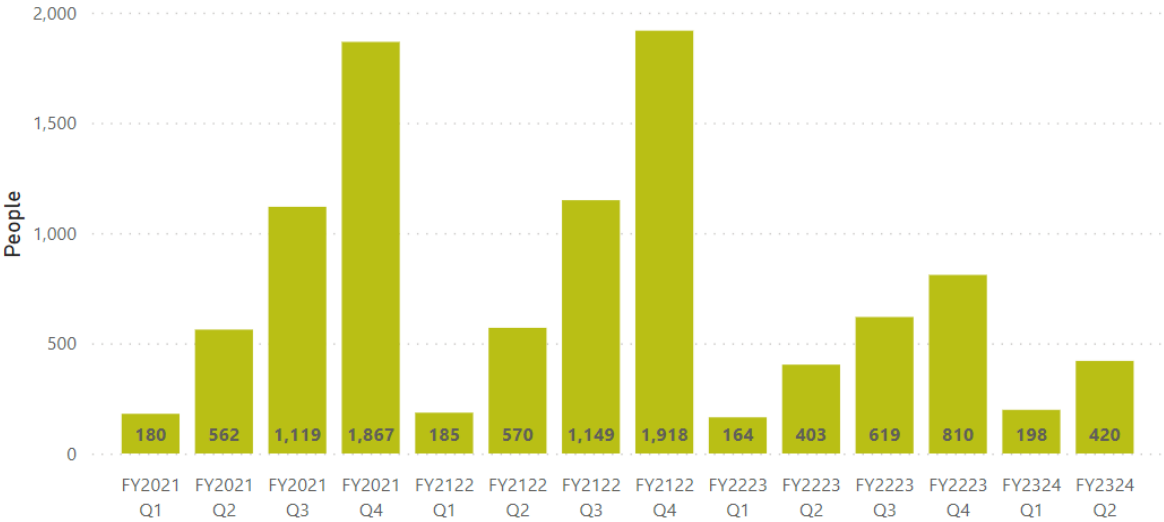
April 2023 - September 2023

**Actual 420**

The Multi-Agency Risk Assessment Conference (MARAC) continues to operate on a weekly basis with all partners engaged in the process. The MARAC is currently operating virtually, and regular monitoring of data and the process is in place. The number of clients reported here are new in the period and do not include repeats. The total number of repeat clients to MARAC in Quarter 2 2023/24 is 69, meaning that an additional 69 clients were supported through MARAC. Face to Face MARAC took place in September and a survey was completed by partners who attended that week. A report was completed by the



Domestic Abuse (DA) Operational Lead, making recommendations on moving forward with MARAC. This will be discussed at Steering Group/Ops/Strategic meetings where necessary. Complex and repeat MARAC runs once a month. There has been the odd month with no complex and repeat MARAC being held. Most meetings have 2/3 cases on the agenda and attendance is good by senior partners.

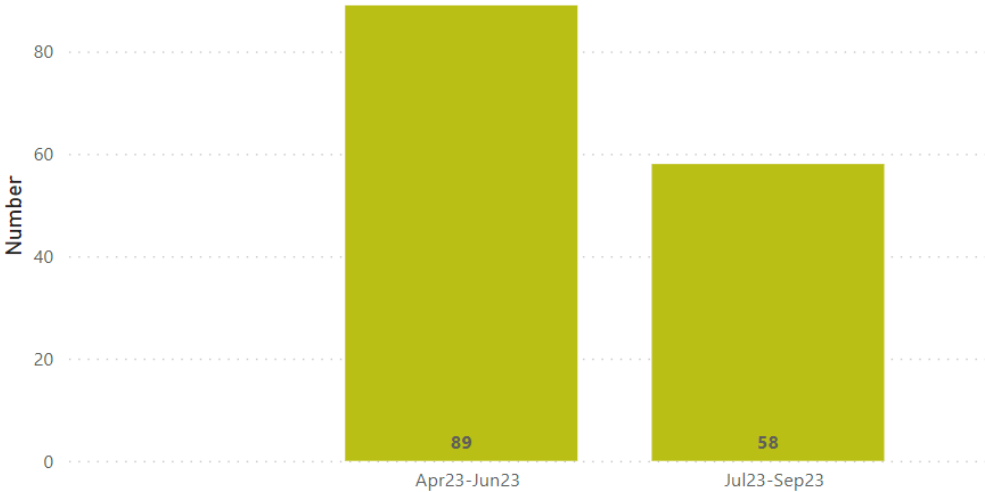


**PI 175 - Volume of Fraud interventions**

July 2023 - September 2023

**Actual 58**

The total number of fraud interventions in Quarter 2 2023/24 is 58. Within Quarter 2, eight new call blockers have been installed into residential properties in Lincolnshire. The total number of call blockers deployed in the county is 78 which blocked 2,980 potential fraudulent phone calls in Quarter 2. 18 community/professional fraud prevention and protection presentations have been delivered to 314 residents in Lincolnshire.



## 1.2 Trading Standards

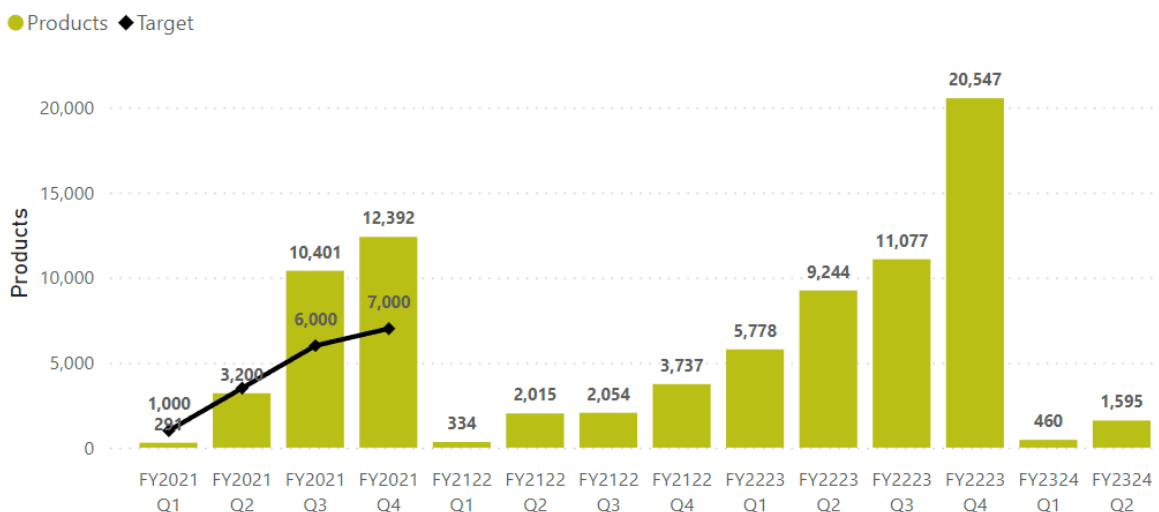
### 1.2.1 All PIs within Trading Standards are reported as contextual (do not have targets)

#### PI 1 Illicit alcohol and tobacco products seized

April 2023 - September 2023

#### Actual 1,595

To date, 1,595 illicit tobacco products have been removed from the market. This is made up of 1,418 packs of 20 cigarettes and 177 packs of 50g tobacco. Seizures were made from nine visits to eight premises. One investigation has commenced as a result of these seizures. 17 closure orders were issued including three premises that have been ordered to close for a third time and two that have been ordered to close for a second time after they continued to offend when they reopened. We continue to work with landlords of premises where we know illicit tobacco and cigarettes are being sold.



#### PI 2 Unsafe products removed from the market

April 2023 - September 2023

#### Actual 4,518

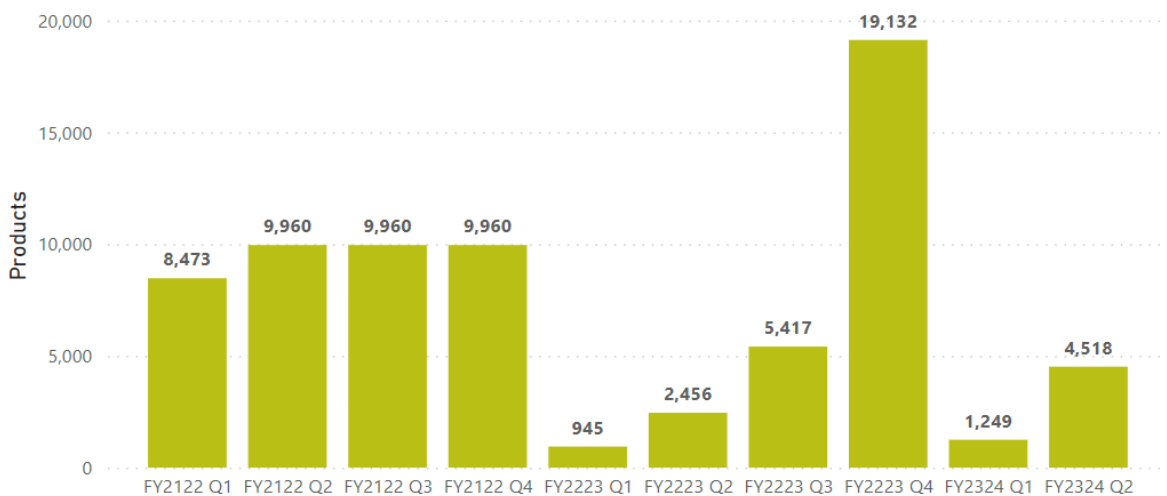
To date, 4,518 unsafe products were removed from the market. This includes 4,274 non-compliant vapes. The sale of vapes is a national issue for all Trading Standards authorities in terms of non-compliance with Tobacco and Related Products Regulations and the sale of vapes to children. At the beginning of October, the government launched an eight week public consultation on future policy for smoking and vaping. Proposals being consulted on include:

- Making it an offence for anyone born on or after 1 January 2009 to be sold tobacco products.

- Restricting the flavours and descriptions of vapes so that vape flavours are no longer targeted at children, and regulating point of sale displays in retail outlets so that vapes are kept out of sight from children and away from products that appeal to them, such as sweets.
- Regulating vape packaging and product presentation, ensuring that neither the device nor its packaging is targeted to children.
- Considering restricting the sale of disposable vapes, linked to the rise in vaping in children and also incredibly harmful to the environment.
- Exploring further restrictions for non-nicotine vapes and other nicotine consumer products such as nicotine pouches.
- Exploring whether increasing the price of vapes will reduce the number of young people using them.
- Introducing new powers for local authorities to issue on-the-spot fines (fixed penalty notices) to enforce age of sale legislation of tobacco products and vapes.

We await the results of this and the implications for the work of the service.

74 pairs of counterfeit sunglasses have been seized. Counterfeit sunglasses may not provide any protection at all from ultra-violet rays. 170 non-compliant pipes were also seized.



### **1.3 Fire Safety**

#### **1.3.1 Measures that exceeded their target**

**PI 171 Average response to dwelling fires** ★

April 2023 - September 2023

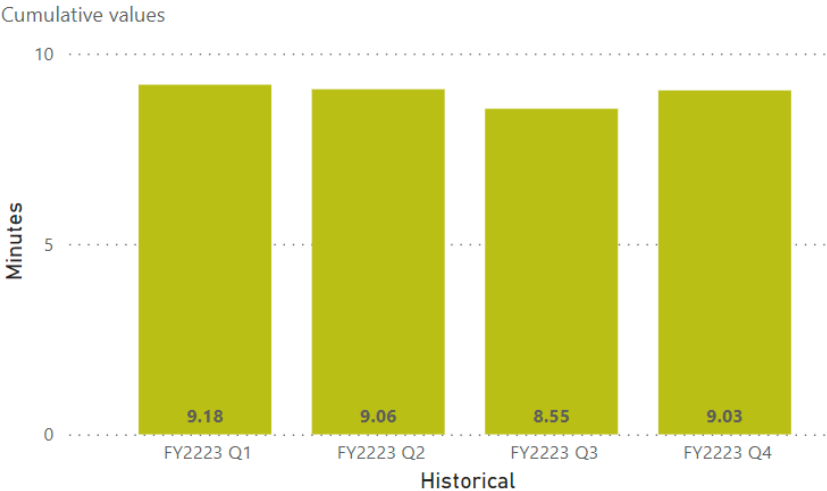
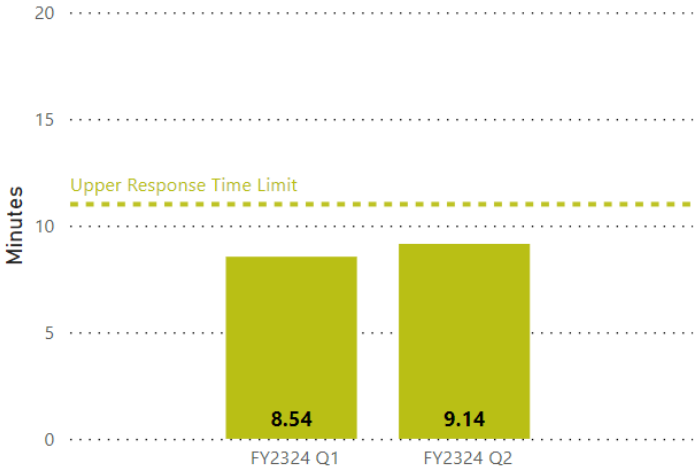
**Actual 9.14**

**Target 11.00**

At 9m14s we continue to be better than target for our average response time to dwelling fires. Although we have seen a small increase compared with Quarter 2 2022/23 (9m06s), this is only an additional eight seconds on average, and we are still better than our Quarter 2 2021/22 time (9m27s).

If we look at the three components of our response time, we can see that the average time to handle calls and alert resources has increased slightly, as has the average time crews have taken to mobilise, but the average journey time to dwelling fires has reduced slightly. At the end of the Quarter 1, we reported an increase in call handling time, which we had anticipated due to the Service recruiting and training three new Control Operators, and although the overall call handling time for the six-month period continues to show a small increase, the most recent three individual months show this is reducing as expected.

We will continue to monitor the data going forward and identify any specific issues, but we expect to see a continued reduction in the call handling times on a monthly basis as recruits complete their training.



## PI 172 Average response to all other incidents

April 2023 - September 2023

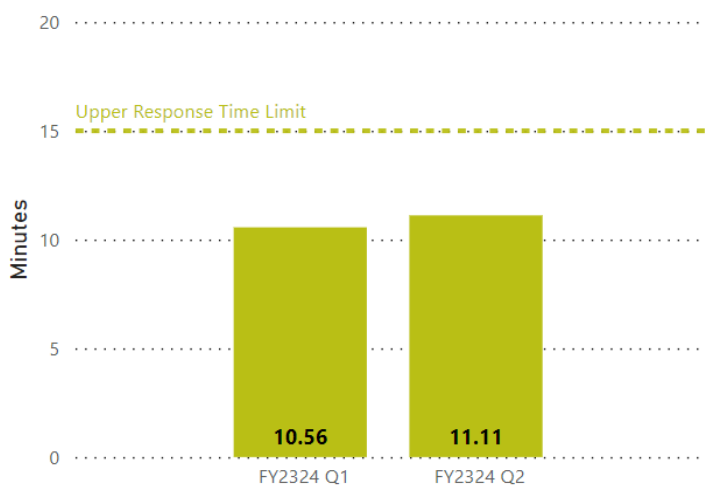
**Actual 11.11**

**Target 15.00**

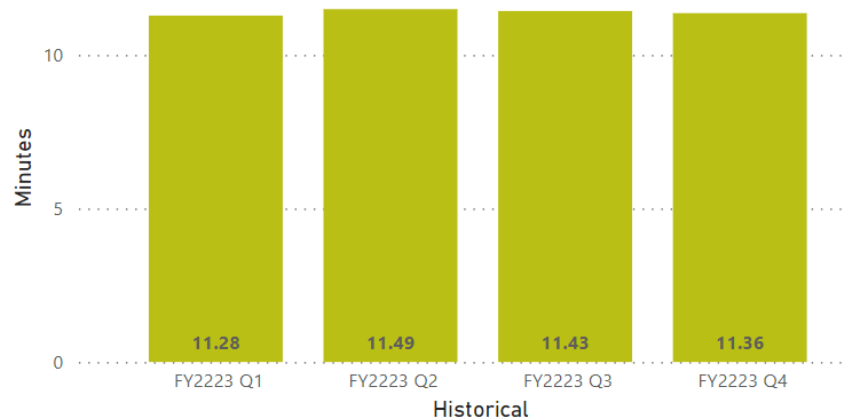
We continue to be better than target for our average response time to all other incidents (excluding co-responder incidents). We have also seen a reduction of 38 seconds compared with the same period last year.

Conversely to our average response to dwelling fires, we have seen a reduction in all three components of the data (time taken to handle the calls, time taken for crews to mobilise, and the journey time). The difference between the two datasets could, in part, be due to the number of incidents involved – dwelling fires are much smaller in number than ‘all other incidents’ so any outliers in the data could skew the averages.

Going forward into the third quarter, we may see an increase in the response time to ‘all other incidents’ due to the spate of flooding experienced during October but we will continue to monitor the data and report any trends accordingly.



Cumulative values



### 1.3.2 Measures that achieved their target

#### PI 169 Risk based inspection programme (RBIP) progress ✓

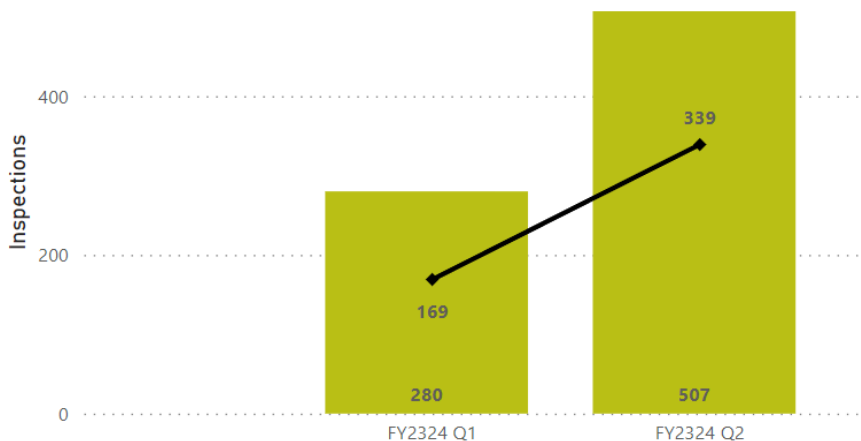
April 2023 - September 2023

**Actual 507**

**Target 339**

In the first six months of the year we have completed audits on 507 premises in our Risk Based Inspection Programme (RBIP) and are well on the way to achieving our annual targets. 70 of the audits have been in high-risk premises, and 437 in medium-risk premises as the team continue to prioritise those premises that are furthest out of inspection date. Partner datasets have now been blended within the Risk Based Inspection Programme which allows local risk to drive activity.

● Inspections ◆ Target



#### Inspections and annual targets

Premises	Type	Actual Inspections	Annual Target	Inspection Frequency
High Risk	Sleeping	52	122	12 months
High Risk	Non Sleeping	18	50	24 months
Medium Risk	Sleeping	100	219	36 months
Medium Risk	Non Sleeping	337	288	48 months
Total		507	679	

### 1.3.3 Measures that did not meet their target

#### PI 167 Home Fire Safety Visits carried out ✗

April 2023 - September 2023

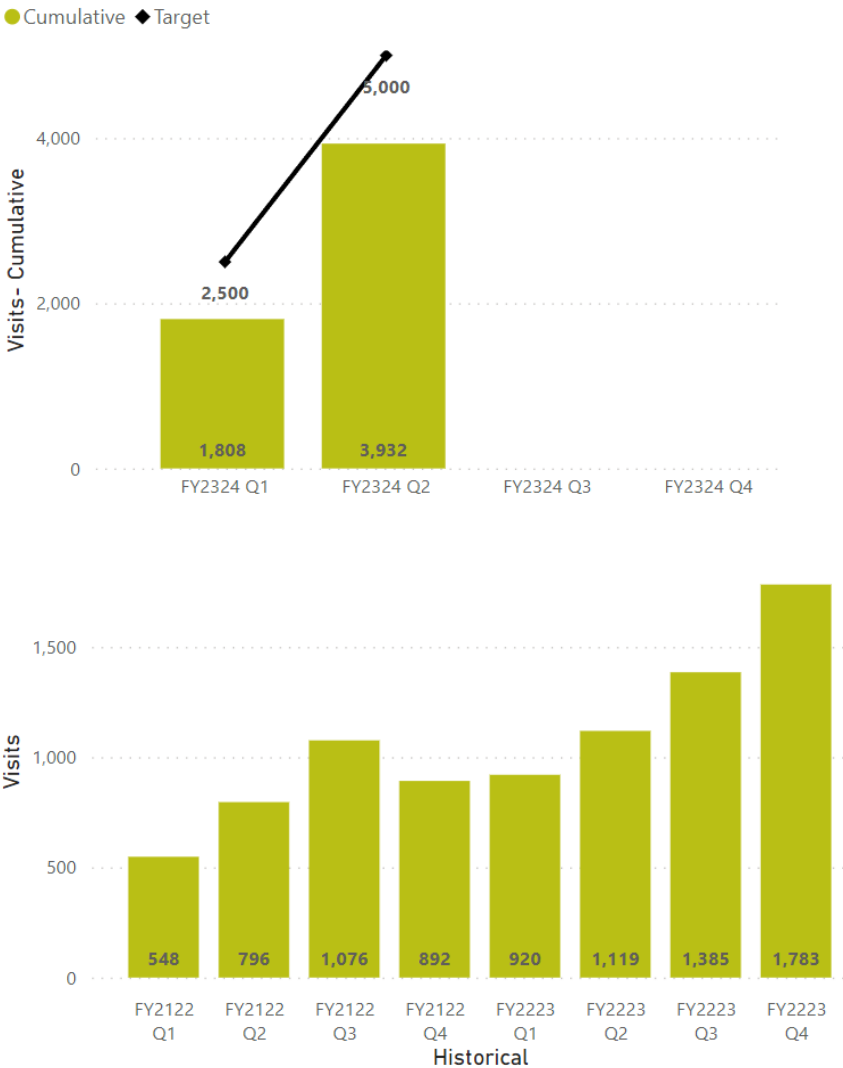
**Actual 3,932**

**Target 5,000**

We are currently behind target but have almost doubled the number of Home Fire Safety Visits compared with last year. We have a 10% tolerance either side of our 10,000 annual target but we are currently outside of that tolerance range.

A recent recruitment campaign has allowed us to fill vacancies within the Prevention Team, with a view to increasing the numbers going forward. We have developed our risk modelling and identification methodology, which will allow us to be more effective and efficient with delivering home fire safety visits.

The number of visits carried out is monitored on a monthly basis. Continued improvements will allow us to work towards our annual target.



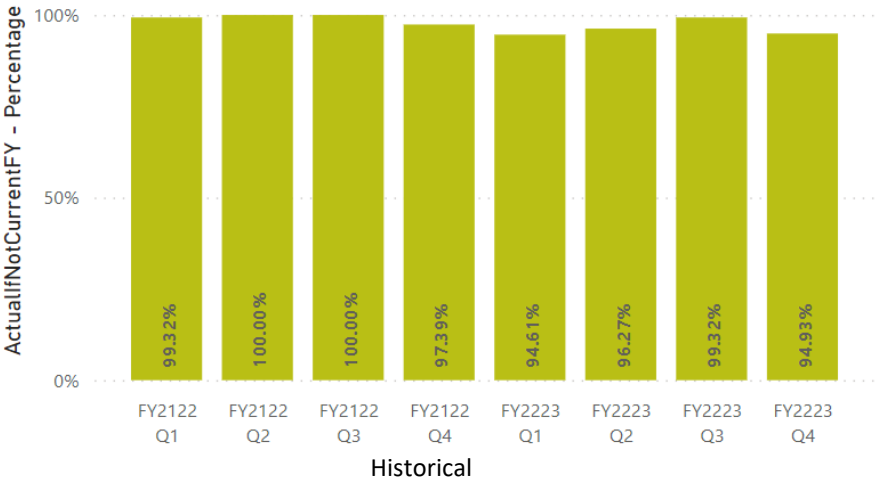
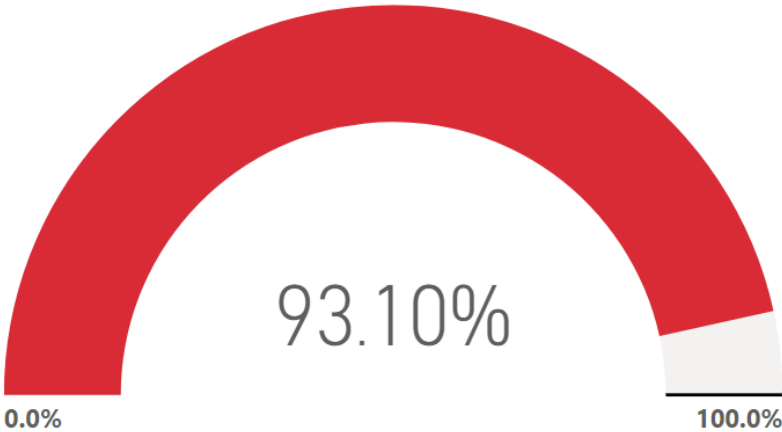
**PI 168 Percentage of building regulation applications responded to within 15 working days ✘**

April 2023 - September 2023

**Actual 93.1**  
**Target 100**

We are behind target and have seen a slight reduction in the percentage of building regulation applications responded to within 15 working days. In the first half of the year, we have received 290 applications and we have responded within the deadline on 270 occasions. Of the 20 occasions where we missed the deadline, 10 occurred during June, with the most recent three months seeing only five miss the deadline.

The team has seen a number of qualified inspectors leave and as a result we have recruited into vacant posts. A programme of development is allowing us to build capacity and capability into the team and we are confident that consultations will be carried out within required timescales.





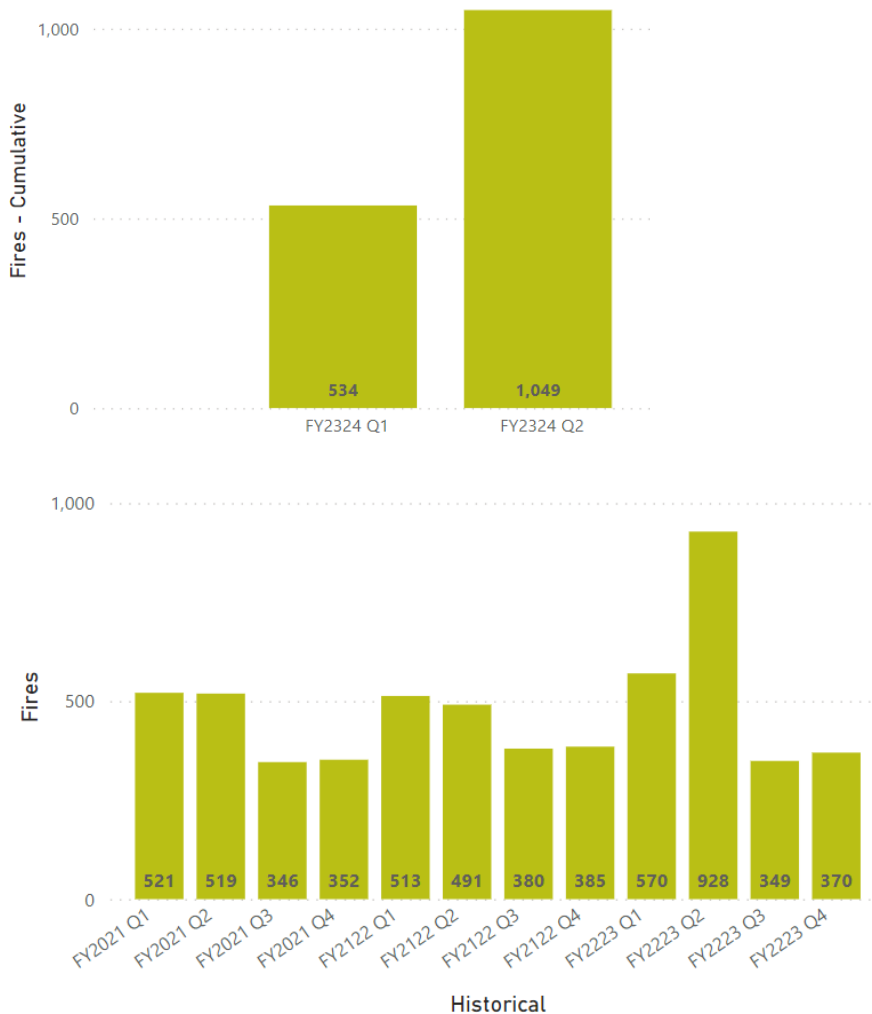
### 1.3.4 Contextual Measure (does not have a target)

#### PI 164 Total Fires

April 2023 - September 2023

**Actual 1,049**

Compared to the same period last year, we have seen a 30% reduction in the number of reportable fires in the County. Last year saw a prolonged period of hot and dry weather resulting in an increase in fires and although we are still slightly higher than Quarter 2 2021/22, we are now very close to levels seen in previous years. All types of fire have seen a reduction this year, but the biggest has been in secondary fires (down from 943 last year to 547 this year). The most significant decrease has been in fires that involved grassland (down from 410 last year to 156). This is where the biggest impact from the hot and dry weather of last summer was seen, although we are still a little higher than Quarter 2 the year before last. Analysis of incident data allows us to identify trends relating to causes, properties, and locations of fires, which allows us to target prevention work. We will continue with our partnership approach to prevention to ensure that key safety messages and activities are embedded to support further reductions.

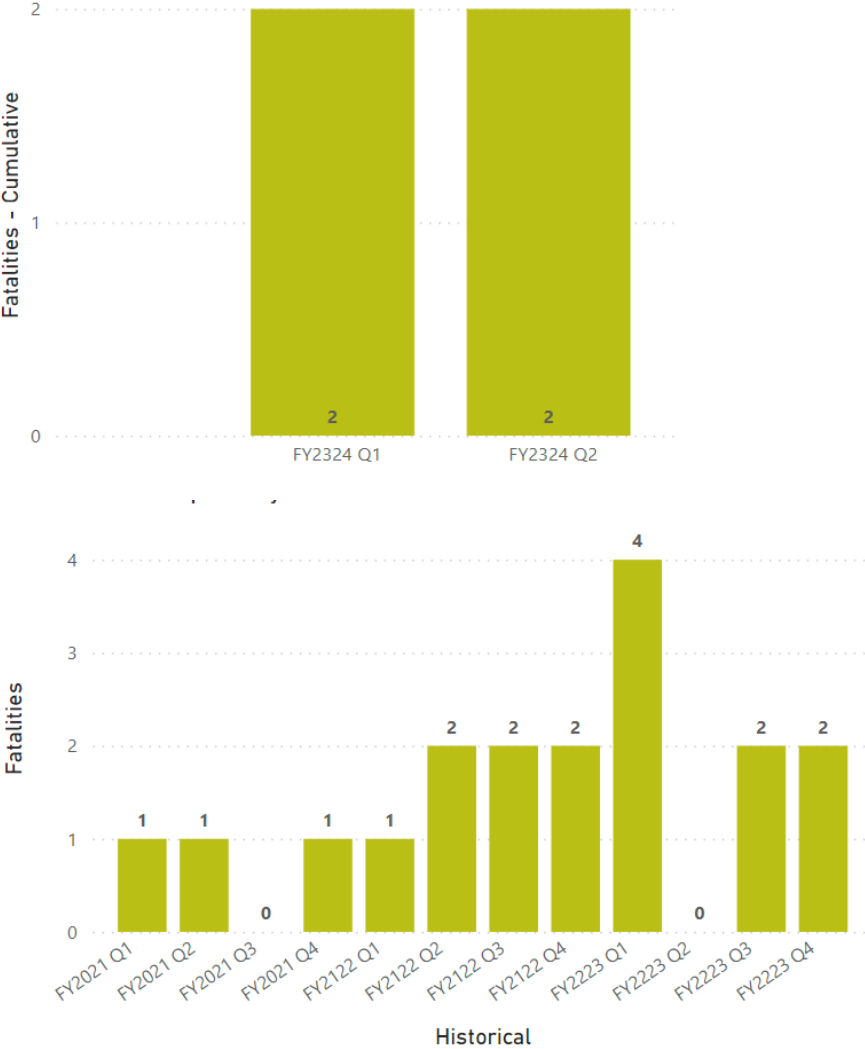


**PI 165 Fire fatalities in primary fires**

April 2023 - September 2023

**Actual 2**

There have been two fire related fatalities so far this year, which is a decrease on the same period last year, both of which occurred during the first Quarter so have been previously reported. Both fatalities occurred in accidental dwelling fires caused by smoking materials and whilst the two properties had working smoke alarms that raised the alarm, sadly the people involved had contributing factors that impeded their ability to/means of escape or from being aware of the fire. All incidents involving fire fatalities and serious injuries are subject to a formal partnership review. This process highlights any common themes or learning to inform future working practices.



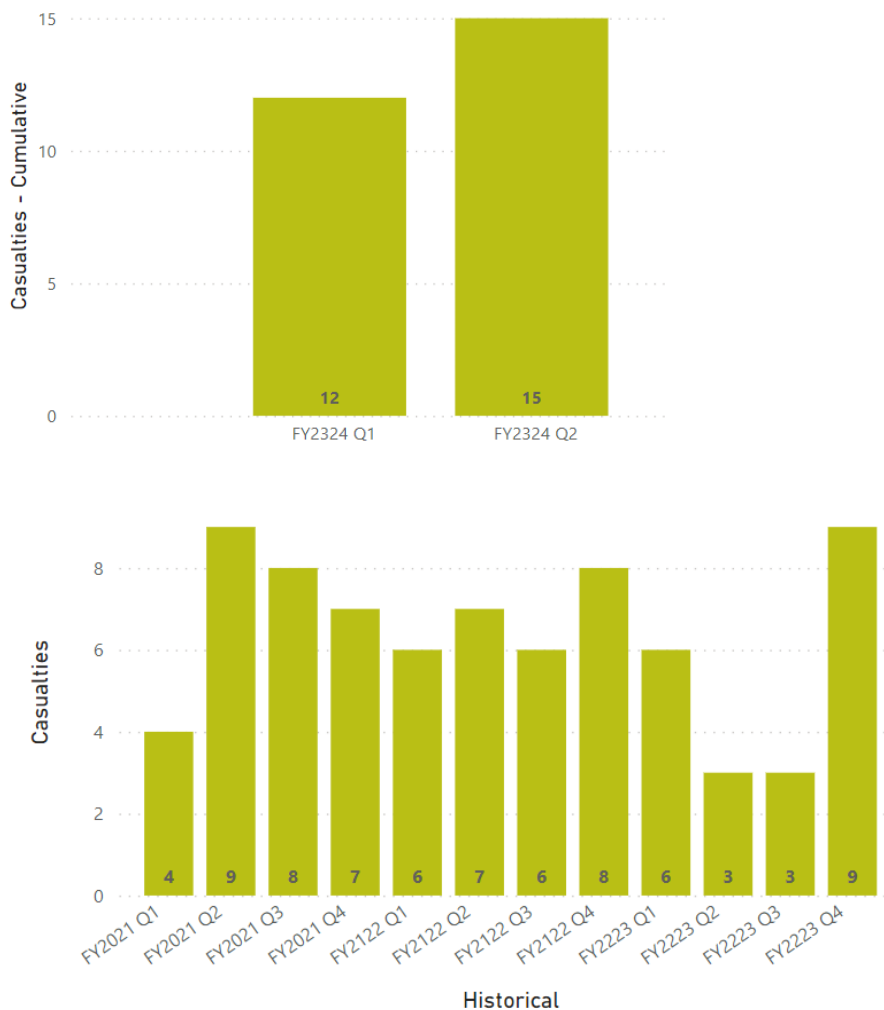
## PI 166 Fire casualties in primary fires

April 2023 - September 2023

### Actual 15

As previously reported, we have seen an increase in the number of people injured in fires (requiring more treatment than could be given at the fire ground) compared with last year. This increase occurred during April alone (eight of the 15 casualties) and subsequent months have returned to levels comparable with previous years. The 15 injuries resulted from 13 incidents, the majority of which were dwelling fires (12 of the 15 injuries, 10 of the 13 incidents).

Of the 10 dwelling fires, five were accidentally caused by smoking materials and seven had working smoke alarms that raised the alarm. It is important to note that the number of dwelling fires caused by smoking materials remains at a low level, but with this proportion of the injuries (as well as both fatalities) resulting from such fires, it is clear this needs to remain a priority area for our community safety work. Our Tobacco Control Advocate continues to contribute to this important element of our prevention work.



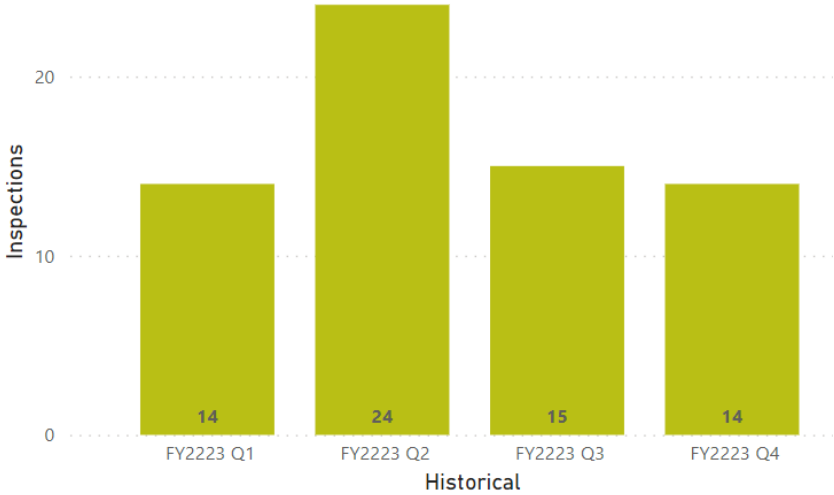
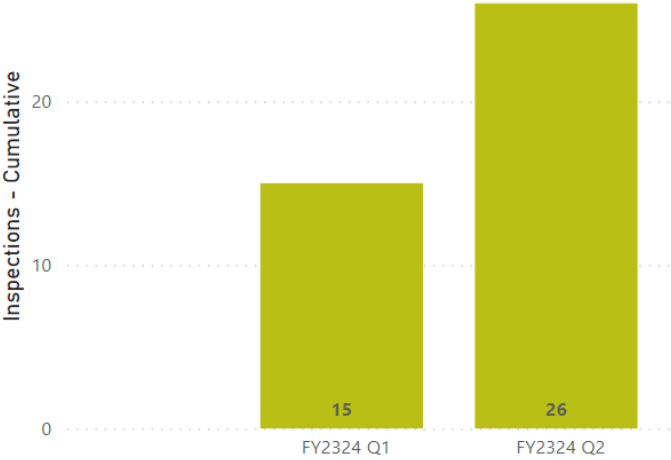
**PI 170 Petroleum licensing inspections**

April 2023 - September 2023

**Actual 26**

**Annual target 74**

In the first six months, we have completed 26 petroleum audits. This is a reduction compared with Quarter 2 last year as a result of having to re-prioritise work within the team. Capacity and capability are being developed within the team to allow us to complete audits in line with the annual target.



## 1.4 Libraries and Heritage

### 1.4.1 Measures that exceeded their target

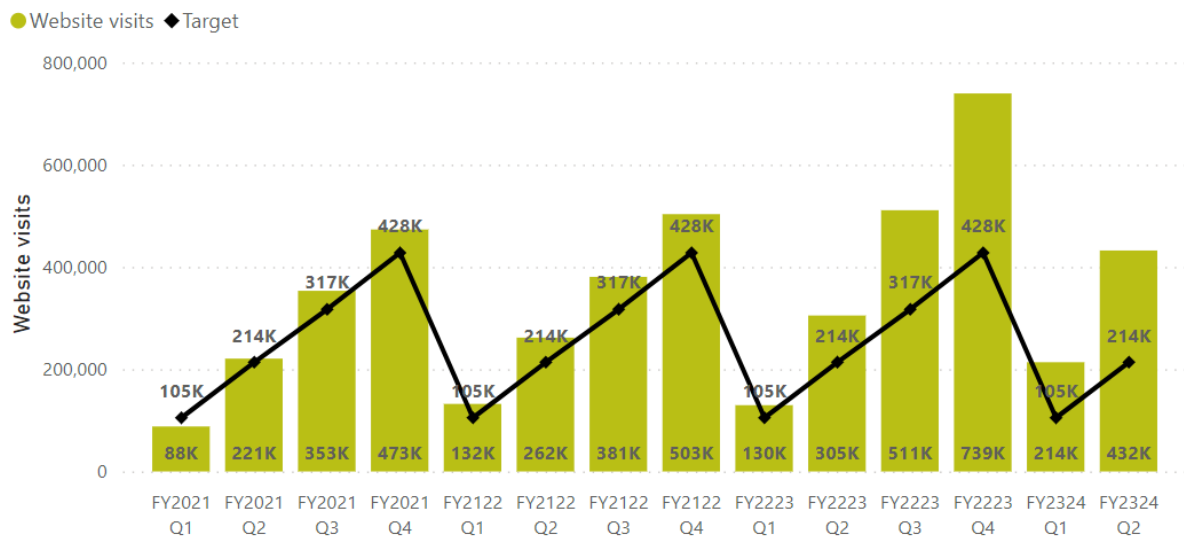
#### PI 37 Visits to library website ★

April 2023 - September 2023

**Actual 432,170**

**Target 213,731**

218,521 visits have been recorded to both the Greenwich Leisure Limited (GLL) website and Lincolnshire County Council (LCC) web pages between July and September 2023, exceeding the target to date by 102%. As online engagement continues to increase, the service is keen to ensure that online presence maintains this level of engagement throughout Quarter 3.



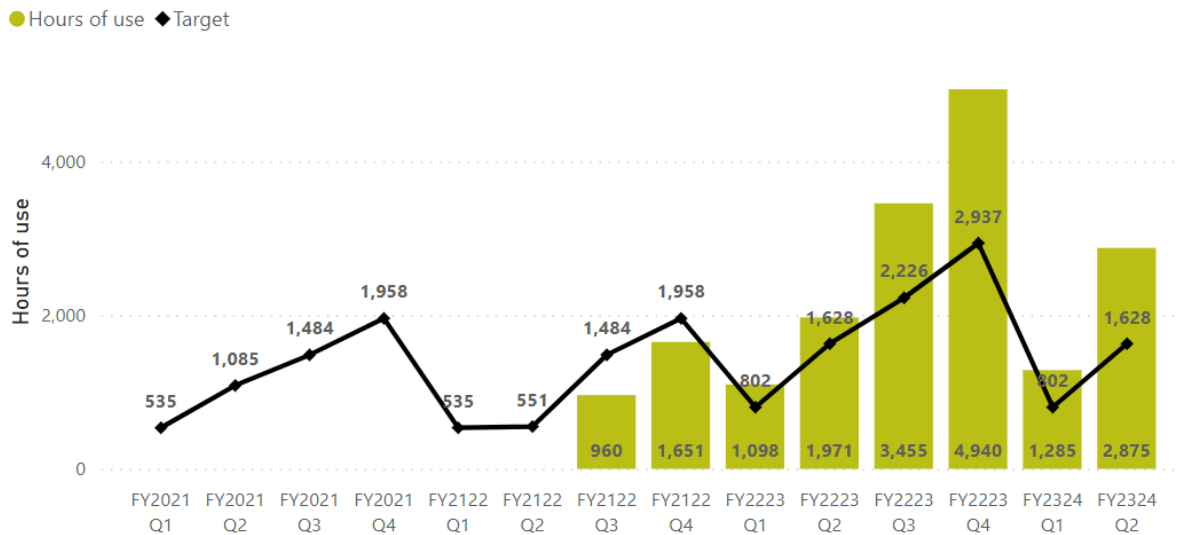
#### PI 38 Community use of libraries ★

April 2023 - September 2023

**Actual 2,875**

**Target 1,628.35**

Libraries continue to be a vital community asset across Lincolnshire, with a total of 1,590 hours between July and September 2023. This success is largely down to the wide variety of community events and groups offered across the libraries, including the new Advice in the Community sessions by Citizens Advice at Lincoln Central Library, various book events, and outreach sessions with the National Health Service (NHS) Digital Inclusion team. Community use across the libraries continues to include the independent readers and writers' group and local/family history societies, all of which continue to be popular.

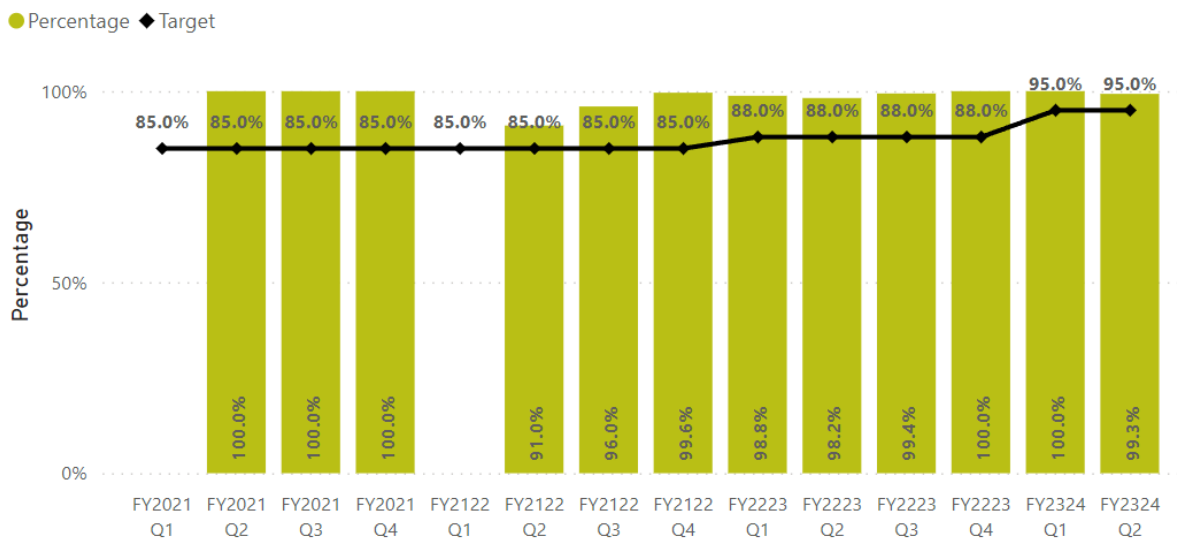


**PI 129 Overall enjoyment of the services as measured by visitor feedback forms** ★  
 July 2023 - September 2023

**Actual 99.3**  
**Target 95**

Our summer events programme attracted almost 90,000 visitors to our heritage sites during Quarter 2, with 99.3% of visitors to our cultural venues rating their overall experience as Good or Very Good, exceeding our increased target of 95%, and once again highlighting the consistently high-quality visitor experience across our cultural offer.

Whilst we use our onsite feedback forms to collate and report visitor experience, it is important to ensure that visitor experience is captured across comparable feedback platforms. As such, we can report that on average, visitors rated their experience across our heritage sites as 4.6 out of 5 across both Trip Advisor and Google Reviews. We are sure that the various events planned across Autumn will continue to provide a high-quality visitor experience for all who engage with our heritage sites.



### 1.4.2 Measures that achieved their target

#### PI 36 Visit to core libraries and mobile library services ✓

April 2023 - September 2023

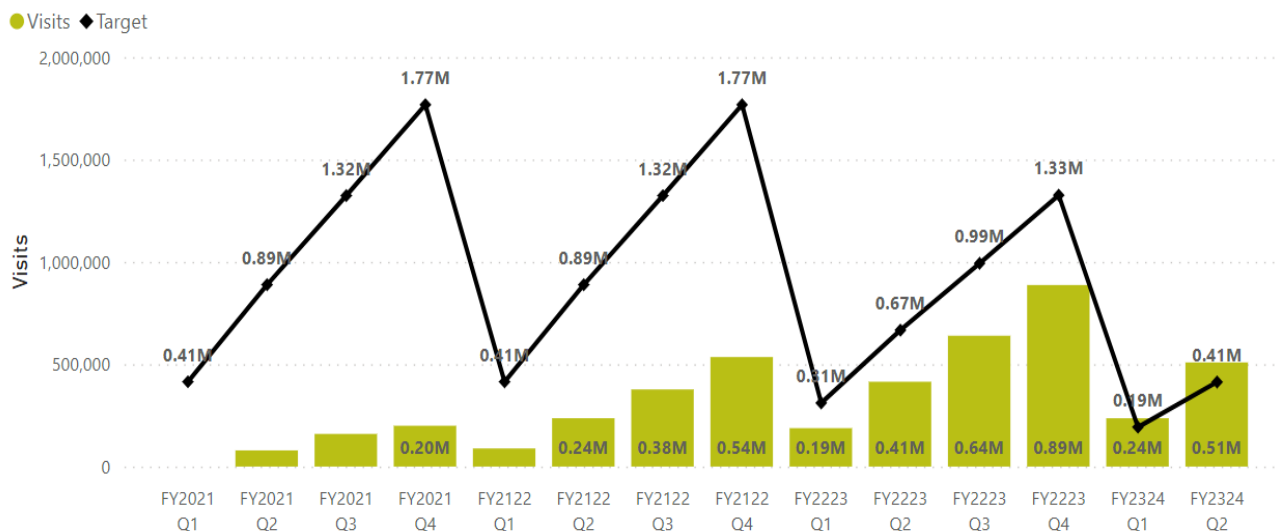
**Actual 508,714**

**Target 413,187**

The library service has continued to thrive throughout Quarter 2, reporting an overall 23% increase in visits when compared to last year’s figures. We are pleased to report that for August in particular, visits saw a 20% increase on last year, partly due to the success of this year’s Summer Reading Challenge, in which participation reached record levels when compared to previous years, resulting in both extra visits and borrowing across sites.

Our issues continue to increase, reporting a year-on-year increase of 12%, with Quarter 2 in particular exceeding pre-covid levels by 10%. Whilst digital issues continue to represent approximately 25% of all issues, visitors are continuing to make the most of their local library, with approximately 75% of all issues comprising of physical issues. Our new App launched in April and has seen a total of 54,843 app launches across the quarter, increasing month on month.

In summary, our customers continue to engage with the library service, whether this be through the physical library or through a digital offer, evidenced by a positive increase in issues per visit, and increased usage of our digital platforms.



### 1.4.3 Measures that did not meet their target

#### PI 35 Contact with the heritage service either in person, on the phone, by email or via the website ✗

April 2023 - September 2023

**Actual 1,277,975**

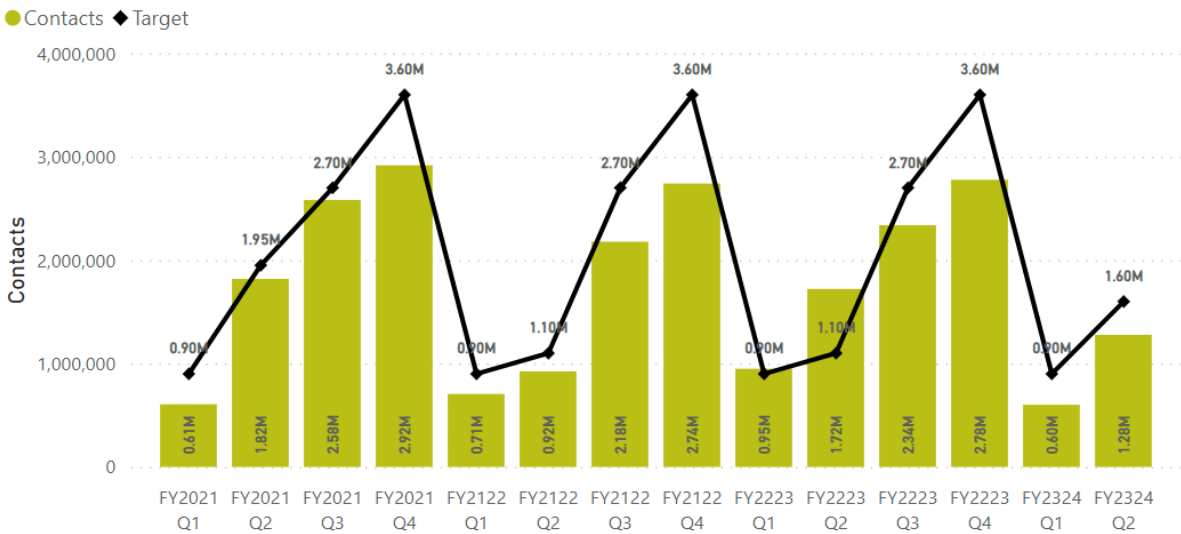
**Target 1,600,000**

Quarter 2 has had a steady level of interactions across the heritage service, with a cumulative total of 1,277,975 interactions, including in person, via phone, email or via the website and social media. When compared with the 2022/23 Quarter 2 target, the 2023/24 target has increased by approximately 45%. This is due to the realistic expectation of increased interactions post Covid.

The decommissioning of our Lincs to the Past website continues to impact on our level of interactions, and whilst the new Lincolnshire Archives Online Catalogue replaces this service, more work is required to develop the same level of services that were available with Lincs to the Past, which is why we are currently seeing reduced engagements. We continue to work hard to enhance the online catalogue which should increase engagement and appeal in the future.

Our social media presence continues to provide a connection between the community and our heritage sites, for which the public respond with huge positivity across our different social media platforms. However, the absence of our TikTok profile, due to a decision made by the local authority to cease using the app on the network, has heavily impacted on our interactions figures, with previous engagements with TikTok reaching over 300,000 across a three-month period. All our heritage sites consistently demonstrate a regular online presence, and recent work has been undertaken to establish the best platforms for each site as we look to strengthen the content created, increasing online visibility, enhancing collaboration across our sites, and attracting more visitors to our sites.

As expected, our visits increased during the summer months compared to the same period last year, which could be attributed to the Women’s World Cup Final and the glorious weather during Steampunk.





## 1.5 Road Safety

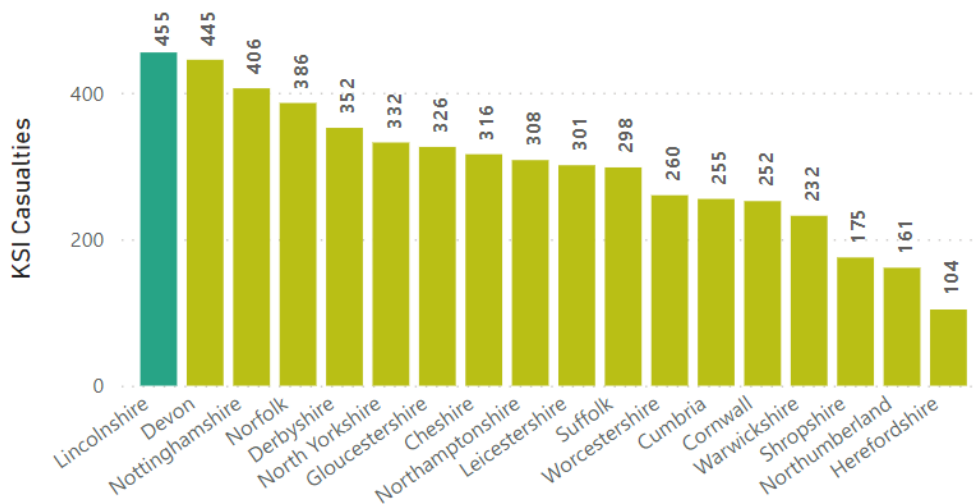
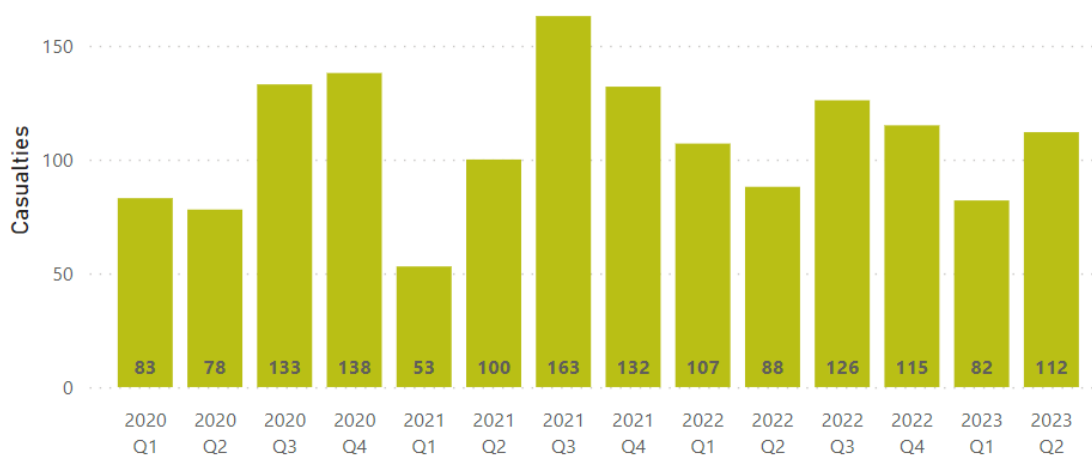
### 1.5.1 All PIs within Road Safety are reported as contextual (do not have targets)

#### PI 11 People killed or seriously injured in road traffic collisions

April 2023 - June 2023

#### Actual 112

This figure is higher than the Quarter 2 figure for 2022 of 88. Analysis of the collision and casualty data does not indicate any clear commonality or pattern. The overall Killed or Seriously Injured (KSIs) are mirrored across all user groups such as car drivers, motorcyclists, pedestrians etc.



Statistical Neighbours

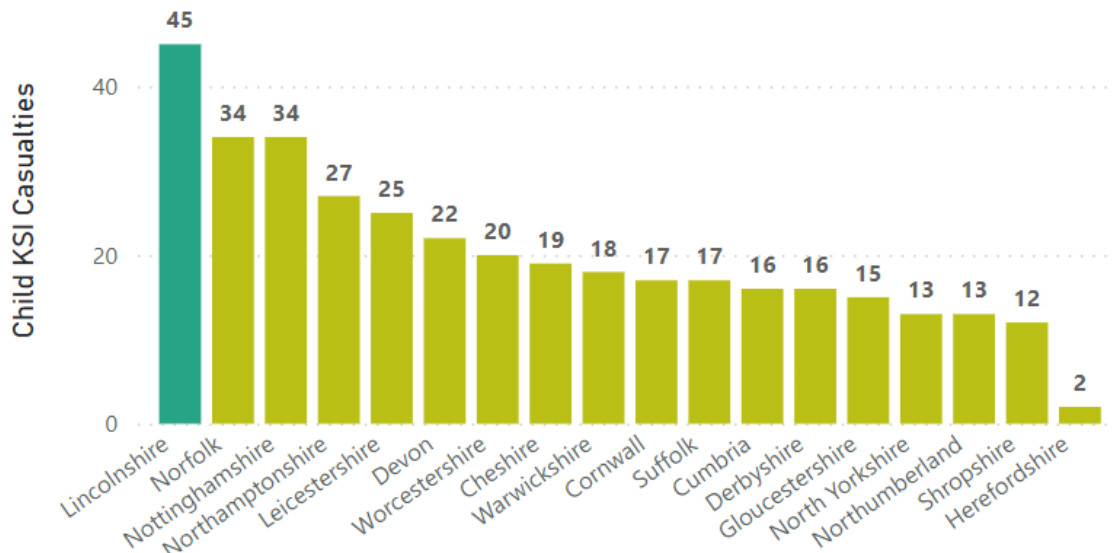
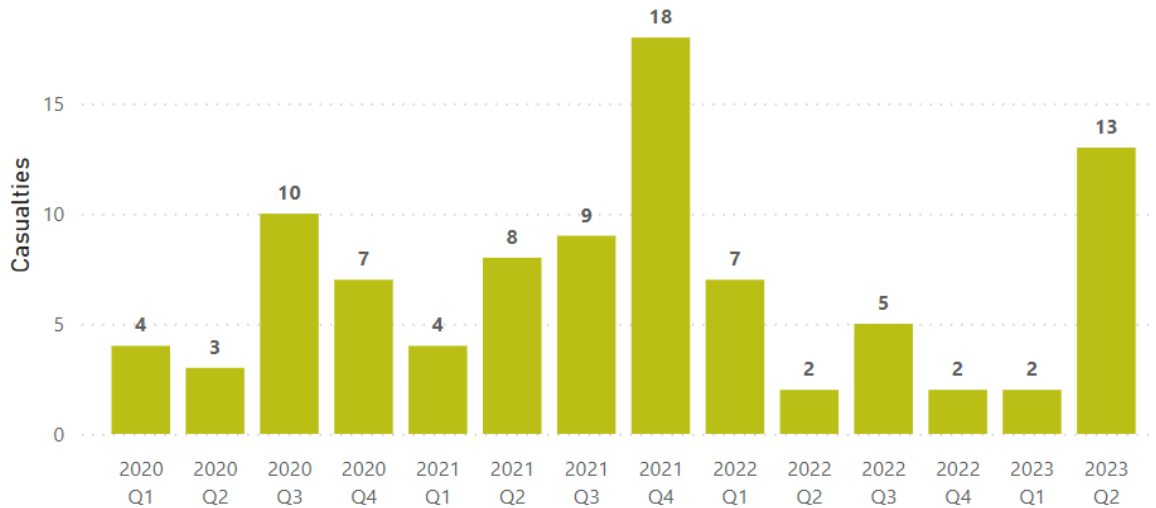
Actual as at December 2021

## PI 12 Children killed or seriously injured in road traffic collisions

April 2023 - June 2023

### Actual 13

This figure is higher than the Quarter 2 figure for 2022 of two and the Lincolnshire Road Safety Partnership (LRSP) is monitoring this data to look for any commonality.



Statistical Neighbours

Actual as at December 2021

## 1.6 Volunteering

### 1.6.1 All PIs within Volunteering are reported as contextual (do not have targets)

#### PI 39 Voluntary and community groups actively supported in Lincolnshire

April 2023 - September 2023

#### Actual 457

The volunteer centres continue to support local groups and organisations with advice, information and resources to help in delivering their vital services and providing support to their volunteers. During the quarter, they have supported 328 organisations across Lincolnshire with:

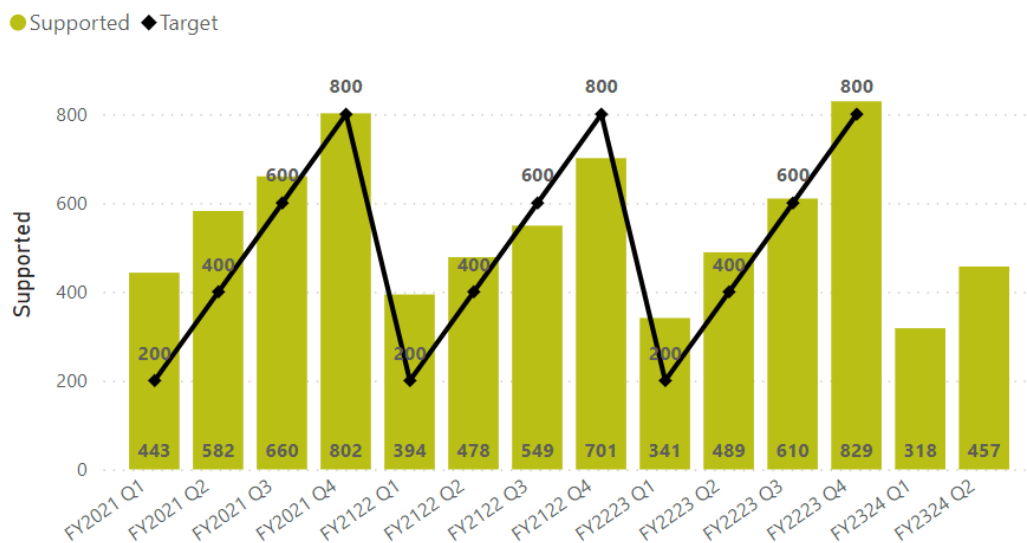
- practical advice and resources
- online forums and regular networking opportunities
- funding advice
- funding readiness online training and support
- support to develop new roles and recruit volunteers
- advice and support with Disclosure and Barring Service (DBS) checks
- online training platform for their volunteers

Funding advice and support continues to be most popular, and the Funding Ready training programme supported 39 organisations through workshops and one-to-one support.

The Lincolnshire Funding Portal remains popular and is being continuously improved and developed: <https://lincolnshirevolunteering.org.uk/find-funding/>

The Find a Funder page had an average of 157 visits per month and the portal currently has 100 grants open to applications and 62 closed grants.

Six newsletters were sent out in the last quarter to 432 subscribers.

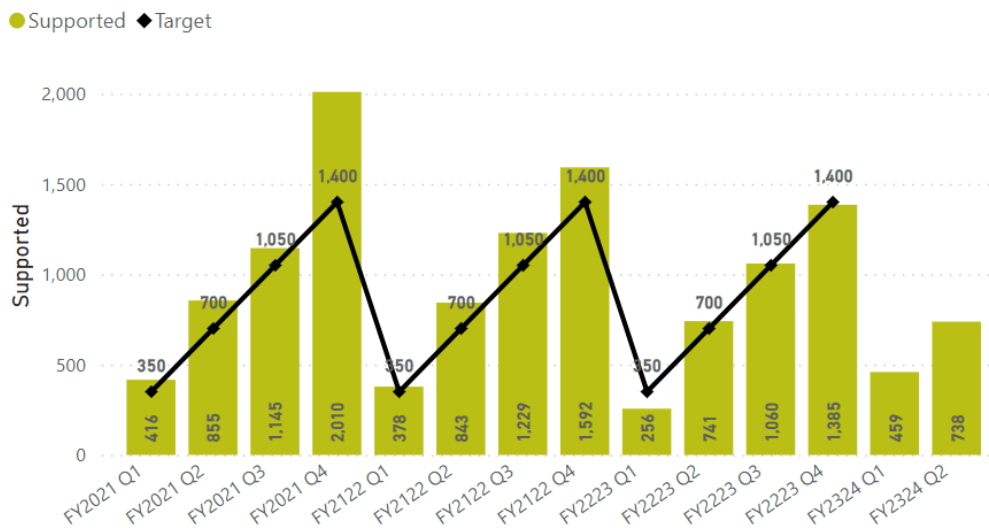


## PI 105 People supported who have accessed volunteer opportunities

April 2023 - September 2023

### Actual 738

During this quarter, the volunteer centres supported 279 volunteers to access a broad range of volunteering opportunities in Lincolnshire. The volunteer centres have been successful at being re-accredited as Volunteer Centres through the National Association for Voluntary and Community Action (NAVCA). The nationally accredited Volunteer Centre Quality Award (VCQA) demonstrates commitment to continuous improvement and the assessment considers how services are delivered against the five core functions of a volunteer centre as well as working collaboratively with local partners. There has been a reduction in the volume of new volunteers accessing opportunities during the quarter which was to be expected following the 'Big Help Out' and other promotion and outreach during the last quarter including the Lincolnshire Show. There has been increased engagement with volunteer host organisations to understand their longer-term volunteering needs as well as delivering a programme of volunteer management training during the quarter which has received very positive feedback. Moving forward, we will continue to work with partners to launch a new platform which will provide an online searchable volunteering database and will increase visibility of opportunities and ultimately increase the volume of volunteers in Lincolnshire.



## 2. Conclusion

The Public Protection and Communities Scrutiny Committee is requested to review and comment on the report.

### 3. Consultation

#### a) Risks and Impact Analysis

N/A

### 4. Background Papers

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

This report was written by

- Martyn Parker, Assistant Director, Public Protection, who can be contacted on [Martyn.Parker@lincolnshire.gov.uk](mailto:Martyn.Parker@lincolnshire.gov.uk)
- Mark Baxter, Chief Fire Officer, who can be contacted on [Mark.Baxter@lincolnshire.gov.uk](mailto:Mark.Baxter@lincolnshire.gov.uk) or 07799 110463
- Nicole Hilton, Assistant Director, Communities, who can be contacted on [Nicole.Hilton@lincolnshire.gov.uk](mailto:Nicole.Hilton@lincolnshire.gov.uk)
- Steven Batchelor, Senior Manager, Lincolnshire Road Safety Partnership, who can be contacted on [Steven.Batchelor@lincolnshire.gov.uk](mailto:Steven.Batchelor@lincolnshire.gov.uk)
- Lee Sirdifield, Assistant Director, Corporate, who can be contacted on [Lee.Sirdifield@lincolnshire.gov.uk](mailto:Lee.Sirdifield@lincolnshire.gov.uk) or 07500 813650

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

Report to:	<b>Public Protection and Communities Scrutiny Committee</b>
Date:	<b>12 December 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

12 DECEMBER 2023		
	Item	Contributor
1	LCC Coronial Toxicology Services <i>(Pre-Decision Scrutiny – Executive Councillor decision between 15 – 22 December)</i>	Emma Golds, Senior Commercial and Procurement Officer James Chapple, Head of Registration, Celebratory and Coroners Services David Stocking, Coroners Services Manager Stuart Partridge, Coroner's Officer Supervisor
2	Multiply - Numeracy Programme Update	Thea Croxall, Adult Learning & Skills Manager – Economic Development Rebecca Clark, Senior Project Officer (Multiply)
3	His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) Inspection of Lincolnshire Fire and Rescue 2023	Mark Baxter, Chief Fire Officer
4	Community Risk Management Plan (CRMP) 2024-28 - Consultation	Ryan Stacey, Assistant Chief Fire Officer
5	Service Level Performance Reporting against the Success Framework 2023-2024 – Quarter 2	Martyn Parker, Assistant Director - Public Protection Nicole Hilton, Assistant Director - Communities Lee Sirdifield, Assistant Director - Corporate Mark Baxter, Chief Fire Officer Steven Batchelor, Lincolnshire Road Safety Partnership Senior Manager

30 JANUARY 2024		
	Item	Contributor
1	Revenue and Capital Budget Proposals 2024/25 <i>(Pre-Decision/Budget Scrutiny – Executive decision on 6 February 2024)</i>	Keith Noyland, Strategic Finance Lead - Place, Fire & Rescue
2	Lincolnshire Fire and Rescue Attendance at Flooding Incidents - Annual Report on Performance	Mark Baxter, Chief Fire Officer



<b>30 JANUARY 2024</b>	
<b>Item</b>	<b>Contributor</b>
<b>3</b>	Local Resilience Forum (LRF) Business Plan 2023-2026 Mark Baxter, Chief Fire Officer
<b>4</b>	Trading Standards Food Standards Enforcement Mark Keal, Head of Trading Standards
<b>SITTING AS THE CRIME AND DISORDER SCRUTINY COMMITTEE</b>	
<b>5</b>	Safer Lincolnshire Partnership - Annual Report Update Zoe Walters, Business Manager, Safer Lincolnshire Partnership

<b>19 MARCH 2024</b>	
<b>Item</b>	<b>Contributor</b>
<b>1</b>	Lincolnshire Road Safety Partnership Annual Report Steven Batchelor, Lincolnshire Road Safety Partnership Senior Manager
<b>2</b>	Service Level Performance Reporting against the Success Framework 2023-2024 – Quarter 3 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>	
<b>3</b>	Drug and Alcohol Core Priority Group Report Jemma Clarke, Community Safety Strategy Coordinator
<b>4</b>	Domestic Abuse Strategy – Update Report 2023 Jade Thursby, Domestic Abuse Business Manager
<b>5</b>	Serious Violence in Lincolnshire - A Partnership Response – Position Report Clare Newborn, Head of Community Safety Zoe Walters, Business Manager, Safer Lincolnshire Partnership Angela Nauth, Serious Violence Coordinator, Safer Lincolnshire Partnership

<b>14 MAY 2024</b>	
<b>Item</b>	<b>Contributor</b>
<b>1</b>	Lincolnshire Fire and Rescue New Crewing Arrangements – Post Implementation Review Mark Baxter, Chief Fire Officer
<b>2</b>	Citizens Advice Annual Report Monica Stark, Chair CA Lincs
<b>SITTING AS THE CRIME AND DISORDER SCRUTINY COMMITTEE</b>	
<b>3</b>	Safer Together Partnership – Update Report Clare Newborn, Head of Community Safety

<b>25 JUNE 2024</b>	
<b>Item</b>	<b>Contributor</b>
<b>1</b>	Lincolnshire Fire and Rescue Statement of Assurance Mark Baxter, Chief Fire Officer
<b>2</b>	Update on Lincolnshire Fire and Rescue’s Waddington Training Facility Mark Baxter, Chief Fire Officer
<b>3</b>	Volunteering in Lincolnshire Lee Sirdifield, Assistant Director - Corporate Ben Rollett, CEX, Voluntary Centre Services
<b>SITTING AS THE CRIME AND DISORDER SCRUTINY COMMITTEE</b>	
<b>4</b>	Prevent - Annual Report Richard Clare, Strategic Prevent Lead, Safer Communities

<b>30 JULY 2024</b>	
<b>Item</b>	<b>Contributor</b>
<b>1</b>	Coroners Service Annual Update Report Paul Smith, HM Senior Coroner for Lincolnshire
<b>2</b>	Lincolnshire Fire and Rescue Integrated Risk Management Plan 2020-2024 – Yearly Update Mark Baxter, Chief Fire Officer

<b>30 JULY 2024</b>	
<b>Item</b>	<b>Contributor</b>
<b>3</b>	Service Level Performance Reporting against the Success Framework 2023-2024 – Quarter 4  Martyn Parker, Assistant Director - Public Protection Nicole Hilton, Assistant Director - Communities Lee Sirdifield, Assistant Director - Corporate Mark Baxter, Chief Fire Officer Steven Batchelor, Lincolnshire Road Safety Partnership Senior Manager
<b>SITTING AS THE CRIME AND DISORDER SCRUTINY COMMITTEE</b>	
<b>4</b>	Stay Safe Partnership Annual Update Report  Clare Newborn, Head of Community Safety
<b>5</b>	Safer Lincolnshire Partnership - Anti Social Behaviour (Community Trigger)  Zoe Walters, Business Manager, Safer Lincolnshire Partnership

<b>24 SEPTEMBER 2024</b>	
<b>Item</b>	<b>Contributor</b>
<b>1</b>	Registration and Celebratory Services Annual Report  James Chapple, Head of Registration, Celebratory and Coroners Services
<b>2</b>	Trading Standards Impacts and Outcomes Framework – Annual Report  Mark Keal, Head of Trading Standards
<b>3</b>	Service Level Performance Reporting against the Success Framework 2024-2025 – Quarter 1  Martyn Parker, Assistant Director - Public Protection Nicole Hilton, Assistant Director - Communities Lee Sirdifield, Assistant Director - Corporate Mark Baxter, Chief Fire Officer Steven Batchelor, Lincolnshire Road Safety Partnership Senior Manager
<b>SITTING AS THE CRIME AND DISORDER SCRUTINY COMMITTEE</b>	
<b>4</b>	Safer Lincolnshire Partnership – Fraud Update Report  Vicky Salmon, Community Safety Strategy Co-ordinator

12 NOVEMBER 2024		
Item		Contributor
1	Lincolnshire Fire and Rescue Attendance at Flooding Incidents - Annual Report on Performance	Mark Baxter, Chief Fire Officer
2	Service Level Performance Reporting against the Success Framework 2024-2025 – Quarter 2	Martyn Parker, Assistant Director - Public Protection Nicole Hilton, Assistant Director - Communities Lee Sirdifield, Assistant Director - Corporate Mark Baxter, Chief Fire Officer Steven Batchelor, Lincolnshire Road Safety Partnership Senior Manager
SITTING AS THE CRIME AND DISORDER SCRUTINY COMMITTEE		
3	Safer Together Partnership – Update Report	Clare Newborn, Head of Community Safety
4	Serious Violence in Lincolnshire - A Partnership Response – Position Report	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 (Winter 2023/24)
- Lincolnshire Fire and Rescue Progress Against the Recommendations on Culture by His Majesty’s Inspectorate for Fire and Rescue Services (Winter 2023/24)
- Leverton Lincolnshire Fire and Rescue Project (Summer 2024)

### 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. Consultation

### a) Risks and Impact Analysis

N/A

## 6. Appendices

These are listed below and attached at the back of the report	
Appendix A	Forward Plan of Decisions relating to the Public Protection and Communities Scrutiny Committee

## 7. Background Papers

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

This report was written by Tracy Johnson, Senior Scrutiny Officer, who can be contacted on 07552 253814 or by e-mail at [tracy.johnson@lincolnshire.gov.uk](mailto:tracy.johnson@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
LCC Coronial Toxicology Services	Between 15 - 22 Dec 2023	Executive Councillor: NHS Liaison, Integrated Care System, Registration and Coroners	Public Protection and Communities Scrutiny Committee	Senior Commercial & Procurement Officer E-mail: <a href="mailto:emma.golds@lincolnshire.gov.uk">emma.golds@lincolnshire.gov.uk</a>	Yes	All