

PUBLIC PROTECTION STRATEGY

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1 Executive Summary

This document sets out the commissioning strategy for a number of key areas within the Public Protection Directorate for Lincolnshire between 2019 and 2022. These areas include the business areas of **Community Safety, Trading Standards** and **Registration and Celebratory Services**. It also references the ongoing work of the **Lincolnshire Road Safety Partnership** and **Lincolnshire Fire and Rescue**.

Our main responsibilities are:

- ❖ Preventing and intervening on crime and disorder issues
- ❖ The county partnership approach to dealing with crime and disorder¹ through the **Safer Lincolnshire Partnership**
- ❖ Work to keep consumers safe and provide quality advice and guidance through **Lincolnshire Trading Standards**
- ❖ Our work to produce high quality **Registration and Celebratory Services**
- ❖ Ensuring that Lincolnshire has a highly performing **Coroner's Service**
- ❖ Making Lincolnshire's roads safer for all with the **Lincolnshire Road Safety Partnership**

The Public Protection Commissioning Strategy is one of a number of strategies that outline the County Council's purpose and role.

1.1 Our Purpose

The purpose of the Public Protection directorate is to ensure that Lincolnshire is a safe place to live, work and visit, and that it feels like a safe place to live, work and visit.

We will prioritise prevention of crime and disorder, and maximise the efficiency of our efforts to intervene to protect the most vulnerable.

We will provide our services efficiently, effectively, and provide good quality service in doing so. We will meet with high customer satisfaction.

Our services will be sustainable and viable. We will explore and deliver commercial opportunities where they fit with our core purpose.

How we work

The underpinning themes of how these matters will be dealt with are those of working **in partnership** where it makes sense to do so, **prevention** of threat, risk and harm where this is possible, and **earliest possible interventions**. In the event that individuals within Lincolnshire with complex needs cause concern to the community, then we will work in a **multi-agency** way, **integrating** our efforts to maximise benefit.

¹ Community Safety Partnerships were formed in response to the Crime and Disorder Act 1998. Changes to this legislation were brought in by the Police and Justice Act 2006 and subsequent regulations came in to force in 2007. The regulations set out the minimum requirements for partnership working to ensure effective practise and that all partnerships deliver to a common standard.

Our services will be **sustainable, efficient** and delivered in an **ethical way**.

Whether we provide services to individuals, communities, businesses or other agencies, we will be **professional, resourceful, respectful** and **reflective**, in line with the values of Lincolnshire County Council.²

1.2 The Public Protection Directorate

The Public Protection Directorate contains the departments of **Community Safety, Trading Standards, Registration & Celebratory Service and Coroners Service** and **Lincolnshire Fire and Rescue**.

Public Protection has the commissioning lead for:-

- ❖ Enabling partnerships for the purpose of Preventing and Reducing Crime
- ❖ Supporting victims of Domestic Abuse and reducing instances of Domestic Abuse
- ❖ Protecting the Public through Trading Standards
- ❖ Ensuring compliance with relevant legislation for Registration, Celebratory and Coroner's Services.
- ❖ Lincolnshire Fire and Rescue³

These are statutory responsibilities of the local authority. This document will outline the key needs identified by our Joint Needs Analysis process, and then detail how we organise our staff, our partnerships and our processes to meet that demand.

1.3 Departmental Objectives in support of the Public Protection Strategy

In support of the four pillars of the Public Protection Strategy, each department has some objectives to meet this strategy. These are:

Community Safety:

- ❖ Prevention and intervention of Crime and Disorder
- ❖ The Commissioning of Effective Services
- ❖ To facilitate effective partnerships

Trading Standards:

- ❖ Tackle detriment and reduce harm to the public, businesses and communities
- ❖ Support the economy
- ❖ Promote health and wellbeing of the public, businesses and communities

Registration & Celebratory Service and Coroners:

- ❖ Improve the digital offering to our customers

² <https://www.lincolnshire.gov.uk/jobs/manuals/employment-manual/employee-appraisal-and-development/core-values-and-behaviours/113085.article>

³ Lincolnshire Fire and Rescue strategy is contained within the Integrated Risk Management Plan baseline document (2016-2020) which can be found at <https://www.lincolnshire.gov.uk/lincolnshire-fire-and-rescue/about-us/service-planning/irmp-baseline-document/130350.article>

- ❖ Manage the people, finances and effective processes in support of our service to the public
- ❖ Ensure that we work effectively with suppliers and partners

2 Lincolnshire's Public Protection Needs

The Public Protection Directorate has a varied and wide remit, from ensuring that crime and disorder is prevented and detected (Community Safety), to ensuring that consumers and businesses are kept safe (Trading Standards), through to ensuring that the most significant moments in our citizens lives are recorded in line with statutory requirements (Registration, Celebratory and Coronial Services).

In these areas, there are a number of mechanisms that allow us to understand the needs of the county, though these are often defined by the legislative requirements placed upon the local authority – such as, in the case of Community Safety, the requirement to deal with Crime and Anti-social behaviour under Section 17 of the Crime and Disorder Act 1998⁴. In other cases, such as with Trading Standards, we use the existing national and regional Trading Standards structures to help inform our local information, gathered in conjunction with local businesses and our feedback systems. Registration and Celebratory services are, again, tightly configured to ensure compliance with national legislation, but we use the host of customer feedback to understand the needs of Lincolnshire and ensure that the future design of our services meets those needs.

2.1 Community Safety

Lincolnshire remains one of the safest places to live in the country. Lincolnshire recorded 50.6 crimes per 1,000.⁵ This represents the fourth lowest rate of crime per head in the country; indeed, one of the districts (North Kesteven), has been the safest place to live in the United Kingdom for four consecutive years. Never the less, Lincolnshire saw 40,597 offences committed for year ending December 2017⁶, representing a 10% rise in overall crime, which although lower than the national average of a 15% rise in overall crime, is still a change in the recent trend for falling crime rates over recent years.

This document has analysed a range of data sources on agency demand, issue prevalence and community perceptions of crime and disorder, as well as having considered a number of local documents and strategies from across Lincolnshire and national agencies

These data sources include:

- ❖ Lincolnshire Police crime and incident records
- ❖ The Office of Police and Crime Commissioner⁷ (Marc Jones) work on community safety perceptions in Lincolnshire

⁴ <https://www.legislation.gov.uk/ukpga/1998/37/section/17>

⁵ <https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/crimeinenglandandwales/yearendingdecember2017>

⁶ <https://www.ons.gov.uk/file?uri=/peoplepopulationandcommunity/crimeandjustice/datasets/policeforceareadatatables/yearendingdecember2017/policeforceareatablesyearendingdec2017.xls>

⁷ <https://lincolnshire-pcc.gov.uk/your-pcc/about-the-role-of-pcc/>

- ❖ Office for National Statistics (ONS) Crime Survey for England and Wales (CSEW)
- ❖ LCSP survey of Lincolnshire residents' views of community safety
- ❖ Assault patient presentations to ULHT and LCHS A&E departments (based on the Cardiff Model)
- ❖ Sentinel ASB cases
- ❖ MARAC meeting records
- ❖ East Midland Ambulance Service pickups
- ❖ Ministry of Justice offending and court statistics
- ❖ Lincolnshire County Council commissioned support service contract monitoring figures for domestic abuse and substance misuse treatment services
- ❖ Children's social care statistics
- ❖ ONS adult drinking habit statistics
- ❖ Hospital Episode Statistics
- ❖ Lincolnshire Research Observatory
- ❖ Community Safety experimental statistics Q1 2018
- ❖ Safer Lincolnshire Partnership Strategic Board consultation events

More detail in all of the following areas can be found at Appendix A, the Lincolnshire Community Safety Partnership Strategic Assessment 2017⁸.

What does this tell us?

We understand that the nature of crime is changing, as is the complexity and relative harm that those crimes are causing. We understand that **Domestic Abuse** continues to be a significant concern within the county, with what has been a fragmented approach to the issue across the county.

We know that **Anti-Social Behaviour** continues to be a concern throughout the county, and this can be evidenced by the widespread local concern regarding aggressive begging and those under the influence of New Psychoactive Substances on Lincolnshire's streets.

The threat of **Serious and Organised Crime** exists within Lincolnshire. We have had one of the largest and most complex cases of **Modern Day Slavery** taken to trial in the UK, and we need to do more to prevent other cases taking place in the county. While Modern Day Slavery is a relatively new term, we use it to mean the exploitation of the vulnerable, which can include things like forced servitude, sexual exploitation and so-called "county lines" drug gangs. We understand that the issue of **Fraud** is of huge concern to the people of Lincolnshire, with the especially vulnerable being increasingly targeted by sophisticated criminals, causing huge amounts of personal harm.

While re-offending rates of offenders in Lincolnshire have reduced, we know that there is still more to do in ensuring that we further **Reduce Offending**, in particular concentrating on the twin strands of prevention and education about crime and disorder, and at the other end of the spectrum, working intensively with the most criminally active offenders in Lincolnshire to prevent further harm.

⁸ Laughton P & Framp S, (2017), *Lincolnshire Community Safety Partnership Strategic Assessment 2017*, Lincoln, Lincolnshire County Council

Two health-related matters are also of considerable influence to matters of Crime and Disorder in Lincolnshire, as with elsewhere in the country. The prevalence of **Mental Ill Health** is a matter of concern, as is the issue of **Substance Misuse**, whether by drink or drugs, in the county. Our analysis tells us that we need to ensure that both of these issues are dealt with in partnership with our colleagues in health.

2.3 Trading Standards

Trading Standards assessments are partially derived from examining the themes set by National Trading Standards⁹, Trading Standards East Midlands (TSEM) and the Strategic Needs Assessment carried out by Community Safety and the Trading Standards local Intel Team. This is then distilled via locally contextualised priority setting into our key objectives. These are contained within our Trading Standards Service Plan, which is contained at Appendix B of this document.

What does this tell us?

We know that the sophistication of the crime committed in the Trading Standards arena has increased in complexity. We know that we will need to **increase the amount and value of the intelligence** we gather in order to more effectively tackle this offending. We will develop our use of intelligence to scan and test the market place and tackle those organised criminal networks and unscrupulous businesses who deliberately, repeatedly or recklessly engage in fraudulent trading practices that harm the interests of consumers and legitimate businesses.

Whilst rogue trading can occur in any trade sector we have identified the following that specifically threaten our local communities:

- ❖ Doorstep Crime and Scams which cause misery to some of the most vulnerable residents in Lincolnshire
- ❖ Cybercrime, which is increasingly used as a means to commit other offences such as Fraud
- ❖ Illicit Tobacco sales, which endanger consumers, pose fire and health risks and defraud the exchequer from legitimate tax revenues
- ❖ Product Safety, ensuring that we keep our consumers safe from dangerous and harmful products
- ❖ Second-hand Car Sales continue to be an area of concern for our consumers from our research and available data
- ❖ Intellectual Property and the issue of counterfeit and misleading labelling or branding of products, harming both consumers and business

We will **support economic growth** by helping businesses to comply with their legal responsibilities and enhancing public protection through delivery of our chargeable business advice services and through increasing the number of our business partnerships.

We will engage the public, communities and businesses to **increase resilience** and safeguard the vulnerable against scams, rogue trading and unfair business practices. We will **develop** our Officers to maximise resilience and flexibility in delivering our services. We will effectively manage our income and expenditure to **achieve a balanced budget** for the Trading Standards Service.

⁹ <http://www.nationaltradingstandards.uk/uploads/nts%20business%20plan%202018-19.pdf>

2.4 Registration, Celebratory and Coroner's Services

The Directorate keeps a number of key metrics from customer use, which is all contained within the Directorate Service Plan (Appendix C). These include both the quantitative details of numbers of customers using our features, the number of births, deaths and marriages being recorded, numbers of deaths dealt with by Coroners and so forth. Importantly, we also have details of the overall satisfaction rates of our services from the perspective of our clients. We actively seek consultation and feedback from customers, partners and staff. A copy of our engagement program can be found at Appendix D¹⁰ We use this information to help shape our services, along with the statutory and best-practice guidance issued by the General Register Office (GRO), part of Her Majesty's Passport Office within the Home Office, and other key stakeholders.

Our services are and may be affected by the following:

- ❖ Good Practice Guidance for the delivery of Registration Services to National Standards updated and revised in August 2015 with the new Key Performance Targets updated 1 April 2016
- ❖ Compliance with the Code of Practice and New Governance Scheme for Registration Services
- ❖ Tell Us Once programme and proposals for Tell Us About a Death¹¹
- ❖ Customer Service Excellence assessments
- ❖ Coroners and Justice Act (2009) – supporting the modernisation of the Coroners Service
- ❖ Coroners and Justice Act (2009) – improving the process of death registration as well as supporting the proposed introduction of Medical Examiners
- ❖ Introduction of guidelines from the Chief Coroner and Ministry of Justice in relation to the Coroners Service
- ❖ Potential changes to Marriage legislation following a series of national consultation documents
- ❖ Potential national changes to Data Sharing agreements (Digital Economy Act) and the General Data Protection Regulation (GDPR)
- ❖ To support the Home Office's key commitments to Public Protection and Counter Fraud and new commitments to security assurance
- ❖ Changing legislation for Registration Services, e.g. Immigration Act (Fees and Burdens), Deregulation Act and Marriage Registration Bill

Much more detailed information can be found in the area Service plan, which is produced here at Appendix E of this document.

What does this tell us?

Our services overwhelmingly meet the needs of our customers, and we exceed our standards of service consistently and in almost every area, having reviewed these measures in April 2018. We have ensured that our configuration, processes and service meet the needs of our customers by being proactive in obtaining their views, and in so doing retain our flexibility in how we provide that service. We need to ensure we continue providing **excellent service**. Our service strives to provide our customers with professional and excellent services every time. There is however a real challenge to meet the requirement to register the majority of deaths within five days in line with statutory requirements. Activities to improve this target include detailed analysis of the process,

¹¹ <https://www.gov.uk/after-a-death/organisations-you-need-to-contact-and-tell-us-once>

dynamic appointment management and partnership working.

We know, though, that we need to concentrate on **improving our digital offering to customers**. Though we have made some significant gains in this area, for instance in digitising some records for family historians, we need to make more progress in allowing online and e-payments. We know that we need to continue to build on our success on **managing our people** to ensure they are trained, fit and available to service our customer's needs. Our financial position continues to be a challenge, and so we will ensure that we **manage our finances** and maximise commercial opportunities. We know that there is much we can do with modernising aspects of our Coroner's work, continuing the existing considerable work that has been completed in this area. We will work together with the new Senior Coroner for our county to ensure that our **processes** are efficient and fit for purpose in the modern age. We also know that we need to continue to improve in our work with our **suppliers and partners**, to ensure that we get the very best from our joint working arrangements.

3 How we will go about our work

3.1 Quality of Service

Our services will be delivered with high quality. Where charging for services is appropriate, these will be fair, providing a balance with value for money and be affordable for our clients. Our services will be responsive, customer-focussed and accessible.

We will ensure that our services are delivered in a modern and efficient way, utilising digital services where possible, but ensuring that access is maintained for those customers who do not have digital access. Our day to day continuing work is detailed within our departmental business and service plans.

3.2 Our People

The public protection department will embrace Lincolnshire County Council's Organisational Development Strategy, recognising with fewer staff that our move to being a commissioning authority will demand different skill sets; not just doing things differently but being different.

In our innovative and creative approach to a new strategy and transformational change we will require our leaders to be more dynamic, decisive and entrepreneurial; this will require investment from senior leaders to ensure we have the right calibre of staff to deliver our future plans.

Senior managers will be accountable for driving their own professional skills and competencies, commissioning support as appropriate. Senior leaders will promote a leadership style that encourages professional development, ensures continuous review, evaluation and a needs analysis of directly and commissioned staff.

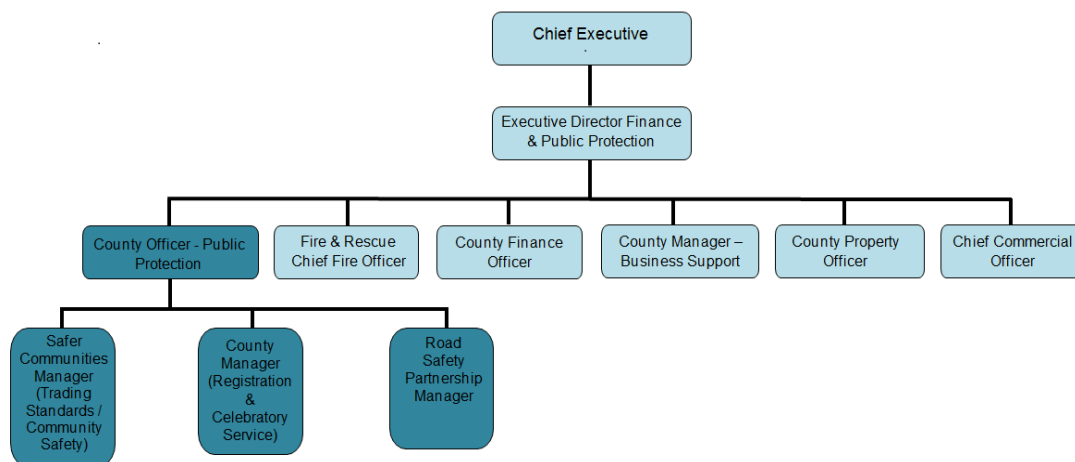
Public Protection will adopt a style of supportive leadership based on the notions of fairness to staff, providing help and guidance where required to get the very best from our talented people, and removing blockers where this is within our power.

4 How we organise ourselves to meet the needs of Lincolnshire

The Public Protection Department is organised into three separate but interlinked departments, **Community Safety**, **Trading Standards** and **Celebratory and Registration Services and Coroner's Service**, as well as being the umbrella department for **Lincolnshire Fire and Rescue**.

Lincolnshire Fire and Rescue produce their own strategies and plans, and for ease of reading, these are not reproduced here. Key documents for LFR can be found online.¹²

Public Protection works under executive councillors Barry Young (Community Safety and People Management) and Nick Worth (Culture and Emergency Services, and under the command of the Executive Director for Finance and Public Protection, Pete Moore.



5 Community Safety

Who we are

The Community Safety department comprises of a number of teams who are responsible for the running of the Safer Lincolnshire Partnership, the Stay Safe program, Assisting Rehabilitation through Collaboration (ARC), Community Safety Analysis and other functions which discharge our commitments to the Crime and Disorder Act.

Where are we now?

The current performance monitoring for Community Safety often does not reflect the work of department, but rather performance of other agencies, most often Lincolnshire Police. Based on the end of the last performance year (2018), the following progress was made:

Measure	Target	Performance
ASB reported to Police	N/A	21,019
Alcohol related ASB reported to Police	2710	2785
Alcohol Related Violent Crime	1397	2007
Reported Incidents of Domestic Abuse	9525	9824
Domestic Homicides	N/A	2
Repeat MARAC referrals	N/A	23.7%
Repeat Offenders	28%	28.4%

¹² <https://www.lincolnshire.gov.uk/lincolnshire-fire-and-rescue/>

What are we doing?

Spending has become more constrained across partner agencies during the period of austerity. During such times, it is perhaps a natural inclination for agencies to retreat into their "core business"; however, it is unlikely that such approaches will be sufficient to deal with the rising complexity, threat and volume of risks which are facing our communities now and in the foreseeable future. Partnership working, therefore, remains a key priority for the Public Protection work area; one which has a long history of working in effective partnership to reduce both the impact and severity of crime and disorder in the county. We will endeavour to work more smartly, and effectively together, rather than to "shrink apart".

In order to enhance our capacity to work in partnership, we will do several things in different ways. We have already begun to reshape our Community Safety Partnership into the **Safer Lincolnshire Partnership**. This is more than a mere name change; we will concentrate on fewer priorities (anti-social behaviour, domestic abuse, serious and organised crime through fraud and modern day slavery, and reducing offending), with development plans prioritised to produce greater impact through the resulting outcomes.¹³

Safeguarding is a key element of the role of public protection. Safeguarding extends beyond on the requirements of S.11 through to adults and a wider definition. We will continue to work with Youth Offending, Police, the wider Children's services, to work with and protect young people from becoming involved with crime and disorder. We will work with colleagues from Public Health and Adult's Services to understand and mitigate the risks posed to vulnerable adults.

We recognise our relationship with other partnership arrangements, such as the Lincolnshire Safeguarding Adults Board¹⁴, the Lincolnshire Safeguarding Children Board¹⁵, the county Health and Wellbeing Board¹⁶ and the county Victim's Commissioning Board¹⁷. We will continue to work under the county Public Protection Board, ensuring that our efforts are joined up, avoiding duplication and maximising our efforts.

Through our core priority group in "Reducing Offending" via the Safer Lincolnshire Partnership, we will continue to support the work undertaken by the Joint Diversionary Panels, and will look to expand and evolve this and other approaches to ensure that we reduce the unnecessary criminalisation of children.

The Safer Lincolnshire Partnership has a key role in supporting the Safeguarding Boards in ensuring all partners recognise their statutory responsibility, and consider safeguarding of both young people and adults within any joint priorities. This is particularly relevant in respect of learning from Domestic Homicide Reviews.

Safeguarding is a responsibility of public protection and, as such, is built into every plan and strategy across our service areas.

¹³ Further details of the Safer Lincolnshire Partnership can be found at Appendix:: Safer Lincolnshire Partnership Handbook

¹⁴ <https://www.lincolnshire.gov.uk/lsab>

¹⁵ <https://www.lincolnshire.gov.uk/LSCB>

¹⁶ <https://www.lincolnshire.gov.uk/health-and-wellbeing-board/115337.article>

¹⁷ <https://lincolnshire-pcc.gov.uk/victim-services-and-information/>

5.1 Legislative Background

Community safety is an aspect of the quality of life of people, individually and collectively, describing that they are protected as far as possible from hazards or threats from the criminal or anti-social behaviour of others, and are equipped or helped to cope with those they do experience. Community Safety Partnerships were formed in response to the Crime and Disorder Act 1998. Changes to this legislation were brought in by the Police and Justice Act 2006 and subsequent regulations came in to force in 2007. The regulations set out the minimum requirements for partnership working to ensure effective practise and that all partnerships deliver to a common standard. As a two-tier area, Lincolnshire is required to form a 'county strategy group'. In Lincolnshire this group is known as the Safer Lincolnshire Partnership.

5.2 The Purpose of the Safer Lincolnshire Partnership

The Safer Lincolnshire Partnership, as the informally-merged community safety partnership for Lincolnshire, has the following statutory duties:

- ❖ To prepare and implement a partnership plan that sets out a strategy for the reduction of reoffending, crime and disorder, combating substance misuse, community engagement and addressing the priorities identified in the strategic assessment
- ❖ To set up protocols and systems for information sharing
- ❖ To regularly engage and consult with the public about their community safety priorities and issues
- ❖ To hold one or more public meetings during each year
- ❖ To commission Domestic Homicide Reviews following notification from the Police of a domestic homicide

Aims

The Safer Lincolnshire Partnership is the single multi-agency forum for addressing community safety issues across Lincolnshire. The SLP aims to:

- ❖ Reduce crime and disorder and increase the safety of individuals and communities across Lincolnshire
- ❖ Ensure those living, working or visiting Lincolnshire feel safe and are equipped to cope with any hazards or threats they may encounter
- ❖ Improve communication, coordination and cooperation between agencies allowing them to work together more efficiently and effectively

The SLP consists of:

- ❖ The SLP-Overview and Scrutiny Board (OSB) – represents the views of the public within the SLP and oversees partnership activity and decisions
- ❖ The SLP-Strategy Board (SB) – is responsible for devising and implementing a strategic plan to address SLP priorities
- ❖ 4 Core Priority Groups (CPGs) – each brings together experts and critical agencies to plan and carry out the partnership work on each priority

Emerging and Cross-Cutting Issues

The partnership also identifies emerging and cross-cutting issues that are affecting either the SLP as

a whole, or multiple partners or CPGs. The Strategy Board will consider current workload and available resources when deciding how and when to address these issues.

2018-2021 Priorities

The SLP has identified the following core priorities for 2018-2021:

- ❖ Anti-Social Behaviour
- ❖ Domestic Abuse
- ❖ Reducing Offending
- ❖ Serious and Organised Crime (incorporating Modern Day Slavery and Fraud)

In order to support the work of the Safer Lincolnshire Partnership, we will create the Safer Together Team. This will be a multi-agency team charged with helping to deliver the plans of the Safer Lincolnshire Partnership, working to a single crime prevention strategy for the county, and working together to provide a more resilient and effective response to specialist enforcement to the shared priorities of Trading Standards and the Police. This team will be comprised of officers from Community Safety, Trading Standards, Police Crime Prevention Team and the Police Liquor Licensing Department. An LCC project ("Safer Together") will help deliver this team by September 2019. Where we have de-prioritised some former priorities (hate crime, sexual violence, substance misuse), we will continue to help co-ordinate some of these efforts on a more limited partnership basis through the use of our existing co-ordinators.

5.3 Prevention and Early Intervention

The work of the Public Protection Department must represent efforts to prevent crime and disorder wherever possible, and to maximise efforts with those available resources where prevention has not been possible. In order to do so, co-ordinated efforts will be required in order to bring to harness all the available resources across the county in order to do so.

In order to best power our efforts to prevent and intervene earlier on crime and disorder, we will continue to develop our **analytical capability** via developing new ways of looking at existing data sets, and where possible, joining data sets from partners to give us the widest possible view of the picture in Lincolnshire.

We co-ordinate the efforts of the **"Stay Safe" Partnership**, which sees partners entering schools in order to provide preventative lessons to years 7-10 within the classroom. Last year, this saw almost 10,000 pupils given these inputs, with over 98% of staff and children reporting that these messages were useful and helped to keep them safe.

We will produce a **county crime prevention strategy** in order to direct our work in this area. We will ensure that our strategy complements the production of a "tri-board safeguarding harm prevention strategy" currently in production by the Adult Safeguarding board. This will be a co-produced strategy, created in consultation with the office of Police and Crime Commissioner for Lincolnshire. We continue to be active partners within youth justice, recognising the importance of early intervention for young people, and enabling co-work on work streams such as the **Joint Decision Panels**, which have seen criminalisation of young people in Lincolnshire reduce markedly since their use. We will seek to ensure that our crime prevention efforts, when delivered through our collaborated "safer together" project is able to best tackle issues which are a real concern for the county, including Fraud and Scams, through the establishment of an anti-fraud hub to pinpoint

activity in the best possible way to prevent further victims.

We aim to improve and broaden our intervention work. Assisting Rehabilitation through Collaboration (ARC) is the county response to prolific offending; it works with the top 2% of offenders within Lincolnshire (those that have committed 8 or more offences of any type within a 12 month period). This is already a partnership arrangement, but more can be done. We will create an **"Integrated Management of Complex Needs"** arrangement, which will seek to better co-ordinate efforts between existing and soon-to-exist cohorts that work with those in Lincolnshire with complex needs. We have already begun planning this work, (known as "IMCN"), and will continue to explore how ARC could work more closely with teams such as Bluelight (treatment resistant drinkers), ACTION Lincs (outreach work to tackle entrenched homelessness), High Intensity Network (Partnership response to high-frequency callers with mental health issues) and other person-centred approaches to improving outcomes and reducing crime and disorder.

5.4 Commissioning and partnership enablers

We have overseen the **commissioning of county-wide Domestic Abuse services** for Victims in Lincolnshire through a single supplier, Ending Domestic Abuse Now in Lincolnshire (EDAN Lincs) formally known as WLDAS (WLDAS). This will ensure that the level of service and access to help for domestic abuse victims are simplified and as far as possible standardised, ensuring that we have services that are as accessible as possible for victims from across the county. We will deliver this service in consultation with the wider partnership, including internal partners from Children's Services and Adult's Services. For the first time, these services provide help and support to families and children affected by domestic abuse. The annual cost for these services is £840,000. We continue to ensure that we bid for any extra central government grants to support this and other initiatives.

The following is a brief summary of the support services commissioned through EDAN Lincs across the county:

Independent Domestic Violence Advisor (IDVA) Service:

The IDVA Service is commissioned to support victims (men, women and young people aged 16 and over) who reside within the geographical boundaries of Lincolnshire, and who have been assessed as at 'high risk' of serious harm or death, and have been referred to a Lincolnshire Multi-Agency Risk Assessment Conference (MARAC). An IDVA provides a confidential information, advocacy and advice service; assisting individuals and their families to access criminal and civil justice remedies, housing, counselling, advice, health and other support services.

Hospital based IDVA service:

The service aims to reduce the immediate risk of harm and homicide, and improve the physical and mental health outcomes of those affected by domestic abuse and receiving treatment. The Hospital IDVA will provide immediate support and advice on options to improve safety and advocacy, as well as link individuals and families to longer-term specialist community-based support services and serve as a link between community-based domestic violence services and local health services.

Present data suggests hospital-based IDVA services reach a different demographic of victim; including those who would otherwise be 'hidden' from services (such as the elderly), those with particular vulnerabilities (such as those who are pregnant or suicidal) and those with complex issues

and higher needs (such as those with mental health and drug and alcohol dependency issues).

Outreach Domestic Abuse Support Service - Support for Adults (Women and Men):

All referrals are triaged on access into the service to ensure clients are prioritised and managed in an appropriate and timely manner. The type of support offered will vary and will be determined by the level of risk and need identified. A comprehensive service user led safety & support plan is formulated, bespoke to the service user and their family. The nature of the support available for adults ranges from telephone support and signposting to online resources, to evidenced-based group and intensive 1:1 therapeutic interventions specifically targeting domestic abuse.

Outreach Domestic Abuse Support Service – Support for Children/ Families:

Once adults engage in the Outreach Service, families will have the opportunity to access the Family Focus programme where it is safe and appropriate to do so. The Family Focus programme consists of family group sessions with the non-abusive parent/caregiver and their child/children together. The purpose of the support is to help the family to stay safe, assist in the rebuilding of relationships which may have been damaged or undermined by the impact of domestic abuse, and ultimately empower the non-abusive parent to meet the needs of their child/children.

Targeted Children's Support Service:

The new service for children and young people is available to those aged 5 to 16 years, whose non abusive parent is already accessing Outreach support, as well as Looked After Children, those under a Special Guardianship Order (SGO) and adopted children. Young people who have been identified as having SEND and/or are a care leaver, can access the service up to the age of 25. The support is suitable for those assessed as having higher levels of need or experiencing the more serious effects of domestic abuse. Those children will be provided specialist 1:1 therapeutic support and intervention that focus on the needs of the child, taking into account factors such as age and vulnerability.

The new arrangements only went live on the 1st August 2018 so it is early days in terms of clients accessing the new interventions on offer, but some children have started the Children and Young People programme and some existing clients and their children have commenced the Family Focus support programme.

E-Cins:

In order to better support the work of the partnership in collaborating and directing resources on concentrating on Anti-Social Behaviour, we have jointly commissioned the procurement of the "E-Cins" computer software. This data sharing allows agencies to share key data, in a controlled way, in order to provide better outcomes for communities. We intend to begin our use of this system on Anti-Social Behaviour, but it can be easily configured in the future to help co-ordinate our partnership

response to a host of other crime and disorder related issues. The annual cost for this service is £50,000, which is shared between LCC, district councils and the office of Police and Crime Commissioner.

Assisting Rehabilitation Through Collaboration (ARC):

We host our joint partnership team that works to reduce the offending of the top 2% of offenders in Lincolnshire – those offenders that cause 8 or more offences in a 12 month period. The team, which is comprised of Police Officers and Staff, Analysis and Performance and business administration from LCC, members of the Community Rehabilitation Company and other partners, work intensively around the cohort of offenders. This approach has seen an almost 60% reduction in offending from this cohort.

We have moved to help manage high-volume Youth Offending Service cohort offenders alongside staff from that service, and we will seek to manage more at earlier points in their offending behaviour in order to intervene more quickly. This comes at no direct costs from Safer Communities (with exception of £150 personal expenses for clients).

Bluelight Workers:

Working alongside ARC are our "Bluelight Workers". These key workers work alongside treatment resistant drinkers, helping them deal with the causes of their drinking, and ensuring that their other needs are being addressed. This reduces demand on services for these individuals, and also improves outcomes for the cohort.

This service consists of two "Blue Light Workers" which collectively cost £60,000, one Business Support officer at £12,500, with a £37,500 contribution from the Police and Crime Commissioner.

MARAC:

The MARAC process ensures a timely risk assessment of the circumstances affecting a victim of domestic abuse, ensures that those individuals believed to be at high risk of serious harm or death are linked directly with appropriate services, providing a coordinated multi-agency response to high risk domestic abuse cases, in a single meeting. LCC have produced the MARAC Operating Protocol that a number of partner agencies have signed up to, this document is revised every 2 years. LCC are responsible for all aspects of the MARAC administration from processing the referrals within 24 hours, facilitating meetings to the recording of all actions agreed at the meeting. In addition LCC provide face to face domestic abuse training for all frontline staff across all agencies.

Domestic Homicide Reviews:

A Domestic Homicide Review refers to a review of the circumstances in which the death of a person

aged 16 or over has or appears to have resulted from violence, abuse or neglect by:

- ❖ a person whom he/she was related or had been in an intimate personal relationship, or
- ❖ a member of the same household

Domestic Homicide Reviews are multi-agency reviews and are carried out to make sure lessons are learned regarding the way in which local professionals and organisations work individually and together to safeguard victims. Their purpose is not to reinvestigate the death or apportion blame.

The decision to undertake a Domestic Homicide Review is the responsibility of the Safer Lincolnshire Partnership following notification of a domestic homicide by the police.

The Safer Lincolnshire Partnership is determined to make sure that the lessons we learn are shared as widely and thoroughly as possible so that professionals can understand what happened in each homicide, and most importantly, to identify what needs to change in order to reduce the risk of such tragedies happening to someone else. By making these changes we aim to improve service responses for all domestic abuse victims and their children through improved intra and inter-agency working.

Cross Cutting Themes:

Our Strategic Assessment highlighted two cross-cutting areas of concern for Crime and Disorder in Lincolnshire. These are the issues of **Substance Misuse** and **Mental Ill Health**. Both are well known to be significant factors in crime and disorder. In conjunction with colleagues from Public Health, these topics are dealt with primarily from a health-perspective, with representatives from Health present within the Safer Lincolnshire Partnership, ensuring that our development plans consider how these issues may be contributory factors in crime and disorder and subsequent actions taken to mitigate these risks.

We also support work to address other serious offending, most notably Sexual Violence, through our prevention work on "Stay Safe" in schools, and our communication campaigns, such as #askforangela¹⁸ and the "drink detectives" scheme, that allows patrons to test whether or not their drinks may have been spiked.¹⁹

Emerging Themes:

The nature of crime and disorder in the 21st century are that long-held patterns of crime and disorder are subject to flux and relatively quick change. Within a generation, for instance, cyber-enabled crime has gone from being a relative rarity to an increasingly present risk to our citizens. For the first time, there are more female victims of crime than male²⁰. Property based crimes (theft, burglary) are in relative decline, while offences against the person (violence, harassment, sexual offences) are increasing in prevalence. The Safer Lincolnshire Partnership is in the process of developing new information management practices that will bring these emerging themes into sharper focus, and allow the partnership to consider priorities in a much more flexible and reactive manner.

Our Performance framework:

As mentioned in the "Where are we now" section, our traditional performance management

¹⁸ <https://www.bbc.co.uk/news/uk-37855009>

¹⁹ <https://lincolnshirereporter.co.uk/2018/10/lincolnshire-bars-drinks-testing-spalding-drugs-testing/>

²⁰ Laughton, P (2018), Q1 *Experimental Performance Statistics*

measures have been related in large part to the activity of other organisations. While Community Safety does have a key role to play in enabling partnership work that might support the work of other partners, our desire is to show those activities that Lincolnshire County Council has a direct impact on.

Our new performance measures, therefore, are designed to show the effectiveness of our commissioned services, and our contribution to being the heart and co-ordination of our work to analyse, understand, plan and co-ordinate work to reduce and detect crime and disorder.

Our Need	What are we doing?	Who is doing it?	How will we know if it's working?
Prevent crime and disorder	<ul style="list-style-type: none"> Delivering preventative messages to young people about key crime and disorder issues 	<ul style="list-style-type: none"> Stay Safe Partnership 	The proportion of primary and secondary schools in Lincolnshire which received at least one session delivered by the Stay Safe Partnership
Commission effective support services	<ul style="list-style-type: none"> Supporting victims of domestic abuse (including children and families) 	<ul style="list-style-type: none"> Ending Domestic Abuse Now in Lincolnshire (EDAN Lincs) 	The number of victims of domestic abuse who received support (including IDVA, Outreach, and Targeted Support)
Facilitate effective partnership working	<ul style="list-style-type: none"> Coordinating and supporting the Safer Lincolnshire Partnership to ensure that agencies work together to identify and tackle crime and disorder issues in Lincolnshire through analysis of agency demand, prevalence data, and community engagement 	<ul style="list-style-type: none"> Safer Lincolnshire Partnership 	<p>The number of people living or working in Lincolnshire who have been consulted for their views on crime and disorder in the county</p> <p>The number of actions completed on the SLP Delivery Plan</p>
	<ul style="list-style-type: none"> Developing a wider multi-disciplinary collaborative approach to the management of complex needs cohorts 	<ul style="list-style-type: none"> Integrated Management of Complex Needs (IMCN) 	The number of clients supported by IMCN

<ul style="list-style-type: none"> Facilitating a partnership approach to the identification and support of domestic abuse victims (especially those at highest risk of harm) via training and MARAC 	<ul style="list-style-type: none"> Multi Agency Risk Assessment Conference (MARAC) Multi Agency Domestic Abuse Training 	<p>The number of clients supported by MARAC</p> <p>The number of staff from all agencies to undertake multi-agency domestic abuse training (including e-learning and face to face courses)</p>
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6 Trading Standards

Who we are

The Trading Standards Service has a key role to play in enhancing the economy for legitimate businesses and safeguarding the financial interests of the residents of Lincolnshire, particularly the vulnerable, at greatest risk from unfair trading methods employed by organised criminals and unscrupulous businesses. Through effective use of our resources to meet our statutory obligations we endeavour to ensure that businesses based and operating in the County are legally compliant and deliver quality goods and services. In doing so we seek to achieve a level playing field for our businesses based on fair competition and customer confidence both of which are crucial to promoting economic growth within our local economy.

The Trading Standards Service exists to fulfil the Authority's statutory responsibilities to deliver public and consumer protection for the residents of Lincolnshire.

We protect Lincolnshire's vulnerable consumers and communities and support the County's economic growth by ensuring a safe, fair, responsible and competitive trading environment. We will be responsive to the needs of those consumers, communities and businesses we serve. We will be innovative, provide outstanding service and be recognised as an excellent place to work by our officers.

In order to deliver its functions effectively the Trading Standards Service is organised into operational teams. A brief description of the duties of each is set out below:

Our **Intelligence Team** are the gateway to the Trading Standards Service. They are responsible for the initial assessment of all complaints, enquiries and information received and ensuring that any requests for business advice or those raising serious safety concerns, identifying potential for large scale fraud or significant economic detriment, animal disease or safeguarding concerns are allocated to the relevant operational team for a response. Whenever necessary the Team will issue warnings and advice to inform the public through our social media accounts and other media avenues as appropriate.

Our **Business Compliance Team** is responsible for delivering our plan to inspect premises identified as high risk. The plan is intelligence based with businesses identified through a combination of national risk schemes, national, regional and local priorities, Lincolnshire Trading Standards strategic assessment and intelligence we hold including previous history.

The **Business Development Team** coordinate the delivery the chargeable services including Primary Authority and Pay as You Go business advice, licensing and calibration services as well as seeking to develop other sources of funding for the delivery of Trading Standards function in partnership with other public and private sector organisations.

Our **Reactive Teams** use a range of enforcement tools to investigate those operating within the black economy and tackle fraudulent trading, protect the public from unsafe products and safeguard the vulnerable from rogue traders and scams.

6.1 The Changing nature of our work

As with other elements of crime and disorder, the 21st century landscape of Trading Standards work is one of increasing complexity and sophistication of criminal networks plying their wares through the internet, or using techniques more commonly used with high-end criminal networks for offences such as the supply of illegal tobacco. As the tactics used by these organised criminals change, so must the approach taken by Lincolnshire Trading Standards. We will continue to evaluate our tactical approach. We know, for instance, that visits to premises may not be as productive as in the past, as offenders have become more devious in housing their illicit products off site. We will work with partners to develop new ways of combatting these trends.

We will support economic growth by helping businesses to comply with their legal responsibilities and enhancing public protection through delivery of our chargeable business advice services and through increasing the number of our business partnerships.

We will engage with the public, communities, businesses and partners to increase resilience and safeguard the vulnerable against scams, rogue trading and unfair business practices.

We will develop our Officers to maximise resilience and flexibility in delivering our services.

We will effectively manage our income and expenditure to achieve a balanced budget for the Trading Standards Service.

Where are we now?

From the last full performance year (to March 2018), the following progress was made by Lincolnshire Trading Standards.

Measure	Target	Performance
Illicit alcohol and tobacco seized by Trading Standards	5000	7326
Unsafe and Counterfeit goods removed from market by Trading Standards	30000	40620
High Risk Premises visited by Trading Standards	266	263

What are we doing?

Trading Standards works to **obtain intelligence** through a number of accredited means, providing the best possible information in order to best prioritise our activity to prevent and detect offences and maximise safety of consumers and businesses. Our enforcement activity has been effective in tackling a number of our locally identified risks. We have enforced on a number of organised criminals who have been supplying illicit tobacco, drink or in contravention of intellectual property rights throughout the county.

As a lean service, we often do these operations in partnership with other agencies, such as Lincolnshire Police, the district council teams and HMRC. We work effectively in partnership, but we feel that we could do more in collaboration rather than in ad-hoc arrangements. In particular, closer working with the Police could prove to be revolutionary in terms of the sharing of powers and resilience between the two teams in tackling an increasingly complex set of issues for Lincolnshire, and improving our joint understanding and response to the threats that the county faces. We will therefore submit plans to **form a joint team**, improving outcomes for vulnerable victims of crime by forming a joint service encompassing officers from Trading Standards and Specialist Police teams.

We are working in partnership to identify and safeguard those most at risk from frauds, scams and doorstep crime. **Operation Repeat** is a long-established partnership response between Trading Standards, Police and other partners to tackle doorstep crime, scams and frauds perpetrated against some of the most vulnerable in Lincolnshire.

Our Performance Framework

Our Need	What are we doing?	Who is doing it?	How will we know it is working?
Tackle Detriment and reduce Harm	<p>Stop fraudulent, illegal and unfair trading</p> <p>Redress obtained for consumers and detriment activities have prevented</p> <p>Support scam victims</p>	<p>Trading Standards Officers working with partner agencies where appropriate with resources allocated on the basis of intelligence.</p> <p>Trading Standards Scams Project Worker under the Safer Together partnership with Lincolnshire Police</p>	Performance will be measured against the Association of Chief Trading Standards Officers Inputs and Outcomes framework
Support the Local Economy	<p>Helping Business get the help and support they need to thrive and grow.</p> <p>Creating and maintaining a level playing field/safe and fair competition</p>	<p>Trading Standards Officers responding to requests from Business.</p> <p>Trading Standards Officers undertaking intelligence led market surveillance work including inspection and sampling</p>	Performance will be measured against the Association of Chief Trading Standards Officers Inputs and Outcomes framework
Promoting Health and Wellbeing	Ensuring the safety of consumer products	Trading Standards Officers undertaking local, regional and	Performance will be measured against the Association of

Protecting the food chain	national inspection and sampling Trading Standards Officers undertaking market surveillance including premise inspection and sampling	Chief Trading Standards Officers Inputs and Outcomes framework
Reducing the risk of children accessing age restricted products	Trading Standards working with volunteers, Fire and Rescue and Lincolnshire Police to carry out intelligence led test purchasing.	
Reducing the availability of illicit products	Trading Standards Officers working with partner agencies including Lincolnshire Police and HMRC.	

7 Celebratory and Registration Services and Coroner's Service

Who we are

Our services provide front line services for the registration of births, deaths, stillbirths, marriages, and civil partnerships. The Service also conducts a range of ceremonies including marriage, civil partnership, civil partnership conversion, citizenship, naming, renewal of vows, funeral and memorial services. These are periods of immense change for families, and the care and customer service that is delivered plays an important part in these transition periods. In 2016 we began to deliver a European Passport Return Service (EPRS) to be delivered alongside the Nationality Checking Service (NCS), and in 2018 this was further extended to a Nationality Document Return Service (NDRS) and Joint Citizenship and Passport Application Service (JCAP). Whilst these services will now be decommissioned alongside changes at UK Visas and Immigration, Lincolnshire will support a pilot to provide a European Settlement Scheme Service.

The local authority has a responsibility to provide support to the Coroners Service in their administrative area. Historically, in Lincolnshire there have been two part-time Coroners covering the two jurisdictions, South Lincolnshire and Central Lincolnshire. These were formally merged in 2017 to form the 'Lincolnshire' jurisdiction.

Registration, Celebratory and Coroners Services are currently provided at various locations throughout the County of Lincolnshire. Staff are based within Registration Offices, Coroners Offices and a Central Repository. These services are provided based on the needs and demands of customers. The Registration Service has close links with the Customer Service Centre and works to ensure that customers are offered an appointment to be seen within an agreed number of days following initial contact as detailed in the Good Practice Guide for Registration Services.

Within Lincolnshire there are three key agencies that form the Coroners Service:

- ❖ **Senior and Area Coroner** who are independent judicial officers appointed to investigate sudden or unexplained deaths, supported by Assistant Coroners;
- ❖ **Lincolnshire County Council** who fund the Coroners and the Service as a whole;
- ❖ **Lincolnshire Police Force** who recruited and funded the Coroners Officers (until April 2017) and who may take a lead on the initial investigation of a sudden/unexplained/unusual death.

The close working arrangements of Registration and Celebratory Services with the Coroners Service brings together two services that have close ties and relationships. The opportunity to continue to develop these services in line with government changes in legislation and proposals outlined in the Coroners and Justice Act, as well as guidance from the Chief Coroner, will provide better services. The Chief Coroner's document – A Model Coroner Area provides a good roadmap for service delivery.

All services aim to be provided in the most cost-effective and efficient way while supporting the needs of customers, statutory responsibilities and the Directorate.

7.1 What are we doing?

We have continued to provide excellent service to our customers through our services. On our last full year's results, 97% of our customers rated our services as "very good" or "excellent".

We have recruited a new Senior Coroner for Lincolnshire through a nationally advertised selection procedure, assisted by a representative from HM Chief Coroner and the Leader of the County Council. He will take up his post in November 2018. His appointment will come close after the procurement of our new case management system, which will see improvements to the efficiency of our Coroner's service. We have supported the Coroner's service, TUPE'ing across Coroner's Officers from Lincolnshire Police to Lincolnshire County Council, seeing improved management and support to that service.

We continue to work towards electronic payments being available for our customers. This has been a long standing aspiration recognising this meets the needs of families. It is anticipated this will be in place for April 2019. There are longer term ambitions to improve the website and enhance existing publications available to families e.g. our Celebrate in Lincolnshire and Bereavement brochures..

There is a wide range of venues available to families to celebrate their marriage/civil partnership or celebratory event. These provide alternatives in terms of ambiance, facilities, geographical location and cost. The service continues to want to be the destination of choice for couples celebrating their special day.

Where are we now?

Registration timeliness (national target)	2016-2017 (CPU to populate)	2017-2018 (Please provide percentage attainment)	Comments (e.g. explanation of trend and remedial actions/ good practice undertaken and expected timescales for KPT attainment. If considered to be a long-term issue, record reasons and improvement planning approach).

		level)											
Births - 98% registered within 42 days	98%	98%	Target met and monitored monthly through the KPI spreadsheet and management meetings. Average over the year is 97.8%, some minor variation between 96% and 99%.										
Still births - 98% registered within 42 days	100%	100%	Target exceeded, and consistent with 2016-17. We monitor this monthly through the KPI spreadsheet and management meetings.										
Deaths with MCCDs (no coronial involvement) - 90% registered within 5 days	63%	58%	<table><tr><td>East Midlands</td><td>Lincolnshire</td><td>Shire County</td><td>46 28</td><td>19 36</td><td>5 8 %</td></tr></table> <p>This was a new national target area for 2016-17 so we have only comparable data for one previous year. This continues to be a challenging KPI both locally and nationally for the vast majority of local authorities as evidenced in the benchmarking data provided by GRO.</p> <p>In 2017-18 the percentage for all deaths (Non-Coroner and Coroner and without a post mortem) was 49%. Last year the attainment was 48%, yet with increased volumes over the last years across the whole range of death registrations.</p> <p>It continues to be recognised that providing customer choice in a large geographical area has an impact on this result. We have improved more direct signposting of the earliest death appointment; however we still experience a large number of people who wish to register at their local office.</p> <p>We continue to develop a new appointment booking system which should facilitate first appointment availability more easily. As we move to more on-line customer-booked appointments, this will automatically offer the earliest appointments first. Unfortunately this project has been delayed due to corporate issues.</p> <p>We sent a GP and various Funeral Director newsletters in 2017-18 and contact continues to be made with our local hospitals and Medical Practices. We remain committed to improve the standard of Medical Certificates received for example by direct contact, training and also through these newsletters. Regular annual audits of these certificates have been and will be made to gauge improvement. We are concentrating particularly on the MCCDs for January 2018, when we had a significant low level of deaths registered within 5 days.</p> <p>A new hospital Bereavement Centre opened at Lincoln County Hospital and this is the first time they experienced winter pressures. The impact was significant for them, coupled with significant staff illness certainly affected their capacity levels and timescales.</p>					East Midlands	Lincolnshire	Shire County	46 28	19 36	5 8 %
East Midlands	Lincolnshire	Shire County	46 28	19 36	5 8 %								

			<p>There has been a significant period of prolonged higher levels of death registrations, since November 2017 to date. Volumes in this section rose from 4432 to 4628, an increase of 196 or 4.4%.</p> <p>2016 – 17</p> <table><tr><td>4432</td><td>1632</td><td>63%</td></tr></table> <p><u>Total deaths reported:</u></p> <p>Deaths registered in 2017-18 = 7,843 Deaths registered in 2016-17 = 7,646</p> <p>Lincolnshire also suffered two periods of extreme weather, and in February 2018, an emergency/limited service only had to be provided due to county wide road closures and deep snow.</p>	4432	1632	63%			
4432	1632	63%							
Deaths with Part As (MCCDs with coronial involvement) - registered within 5 days	15%	20%	<p>2017 – 18</p> <table><tr><td>1765</td><td>1413</td><td>20%</td></tr></table> <p>2016 – 17</p> <table><tr><td>1894</td><td>1612</td><td>15%</td></tr></table> <p>A 5% improvement in % of deaths with a Part A registered in 5 days. This reflects significant partnership working with the Coroner's Office and the TUPE transfer of Coroners Officers in April 2017.</p>	1765	1413	20%	1894	1612	15%
1765	1413	20%							
1894	1612	15%							
Deaths excluding Part B's and inquests - registered within 5 days	49%	48%	<p>2017-18 =</p> <table><tr><td>6393</td><td>3349</td><td>48%</td></tr></table> <p>2016-17 =</p> <table><tr><td>6326</td><td>3244</td><td>49%</td></tr></table> <p>1% variation with a higher volume of deaths for 2017-18 for the same period.</p>	6393	3349	48%	6326	3244	49%
6393	3349	48%							
6326	3244	49%							
Deaths with Part B's (Post Mortems excluding inquests - registered within 7 days	3%	3%	<p>2017 – 18</p> <table><tr><td>1078</td><td>1048</td><td>3%</td></tr></table> <p>2016 – 17</p> <table><tr><td>958</td><td>930</td><td>3%</td></tr></table> <p>Performance remains constant; however there were an additional 120 cases with post mortems in 2017-18.</p> <p>This continues to be a challenging KPI both locally and nationally for the vast majority of local authorities as evidenced in the benchmarking data provided by GRO.</p>	1078	1048	3%	958	930	3%
1078	1048	3%							
958	930	3%							

Significant impact for mortuary services with increased volumes of post mortems has affected this.

Our Performance Framework

Our Need	What are we doing?	Who is doing it?	How will we know it is working?
Achieving Excellent customer service	<p>Validating the experiences of customers via comment cards, annual surveys as well as Touchstone Surveys.</p> <p>Monitoring customer feedback on negative experiences and complaints and improving where possible. Evidenced by our commitment to You Commented, We Listened, The Result.</p>	All management and staff support the customer service ethos.	<p>External validation of service by attainment of the government's Customer Service Excellence Accreditation for Registration Services.</p> <p>Annual customer satisfaction survey results.</p> <p>Annual report to the General Register Office.</p> <p>Improved customer satisfaction for the Coroners Service.</p>
Improving our digital offering to customers	<p>Improving the following:</p> <p>Appointment booking process;</p> <p>Website;</p> <p>Electronic payment mechanism.</p> <p>Move to improve e-referral to Coroners.</p>	Corporate IT/website project team are working with Registration Service colleagues supporting these initiatives.	<p>New website available.</p> <p>Electronic payment vehicle available for the full range of transactions.</p> <p>Changes made to e-referral system.</p>
Managing our people effectively	<p>All staff to have regular 1:1s, six month reviews and annual appraisals.</p> <p>Full and effective training programme and</p>	<p>Service training team and external experts as required.</p> <p>Attendance at external</p>	<p>Monitor exit questionnaires.</p> <p>Provide opportunities for progression, personal and professional staff</p>

	refresher training.	courses.	development. Reduction in errors.
Managing our finances effectively	Regular budget monitoring and accurate budget projections. Challenge to unreasonable expenditure. Evidence of savings generated.	Whole team ethos of impact of expenditure and implementing opportunities for income generation. Supported by finance technicians.	Budget projections accurately forecast. Income and savings made and evidenced.
Ensuring our processes support the needs of our customers	Review of office processes to effect digital solutions and streamline where possible.	Compliance with statutory requirements and guidance of the Chief Coroner.	Reduction in costs, and improvement to timescales. Few complaints on 'process' issues.
Ensuring we work effectively with suppliers and partners	Effective contract management holding contractors to account and celebrating successes. Working in partnership to overcome operational difficulties.	Contractors Partner agencies	Contract feedback at review meetings. Stakeholder feedback. Joint implementation to changes to policy where mutually beneficial.

There are a number of audit mechanisms that provide the Committee with an assurance of the standards of service. In April 2018, the Registration Service received a 'High' rating following a Stock and Security Audit by the General Register Office (GRO), part of the Her Majesty's Passport Office, under the umbrella of the Home Office. In addition, a 'High' rating was given following the submission of the Annual Performance Report to the GRO.

8 Lincolnshire Road Safety Partnership

Who we are

Lincolnshire Road Safety Partnership (LRSP) is a partnership between Lincolnshire Police and Crime Commissioner, Lincolnshire Police, and Lincolnshire County Council to deliver road safety services in Lincolnshire.

The Lincolnshire Road Safety Partnership (LRSP) was formed in June 2000 and now comprises the following organisations:

- ❖ Lincolnshire Police / Police and Crime Commissioner
- ❖ Lincolnshire County Council
- ❖ Highways England
- ❖ Lincolnshire Fire and Rescue
- ❖ East Midlands Ambulance Service

LRSP was the first of its kind in the Country and co locates forensic collision investigators and casualty reduction officers from Lincolnshire Police with LCC's Accident Investigation and Road Safety teams to form a multi-agency centralised road safety unit. Lincolnshire Fire and Rescue also have staff based with the LRSP who co-ordinate all fire and rescue road safety related activity. Additionally, the deployment and maintenance of safety cameras is managed within the LRSP. Consequently, the entire core functions of road safety, namely engineering, education and enforcement are coordinated from this centre.

The LRSP is managed by the LRSP Senior Manager, supported by a management team comprising of officers from Lincolnshire Police and LCC. The LRSP Senior Manager reports to a board of elected members and senior officers from the Partnership Organisations (LRSPSB) and the LRSPSB meet quarterly.

The LRSP is based within the Pelham Centre adjacent to Pelham Bridge in Lincoln. The cost of occupying and running these premises together with the cost of a manager were previously funded through contributions from the Partner agencies. These overheads are now funded through the Safety Camera Business Case.

Much progress has been made in reducing road traffic collisions since the formation of the LRSP in 2000. Nevertheless, there is still much more to do as in 2017 49 people lost their lives on the roads of Lincolnshire.

More detailed information

Lincolnshire Road Safety Partnership produces its own strategy, which can be found online.²¹

²¹ <https://www.lincolnshire.gov.uk/lincolnshire-road-safety-partnership>

LRSP Vision

To make significant year on year reductions in those killed or injured on Lincolnshire's roads through a sustainable, co-located road safety partnership delivering targeted interventions focussed on education, engineering, and enforcement.

Further, more detailed information on current objectives and measurement against those objectives can be found within the LRSP Business Plan (Appendix F).

9 Lincolnshire Fire and Rescue

Each Fire and Rescue Authority is required to produce and publish an Integrated Risk Management Plan (IRMP), covering at least a 3 year time span, in line with the [Fire and Rescue National Framework for England](#).

For Lincolnshire Fire and Rescue, we refer to this plan as our IRMP Baseline Document. This is a core document which identifies those risks to the community that we, as a fire and rescue service, can do something about.

It also outlines the key strategies we will adopt over the period to reduce those risks. Our baseline document forms part of our overall risk management planning process and provides the foundation on which to develop further detailed plans.

Our IRMP Baseline Document is available at
<https://www.lincolnshire.gov.uk/Download/112078>

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