

If you would like any further information or have any special requirements in respect of this Meeting, please contact Ann Good, Democratic Services Manager on (01507) 613420

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Date: Tuesday, 24th October 2023

Dear Councillor,

Executive Board

You are invited to attend the **Executive Board** Meeting to be held at **The Hub, Mareham Road, Horncastle, Lincolnshire LN9 6PH** on **Wednesday, 1st November, 2023** at **6.00 pm**, for the transaction of the business set out in the attached Agenda.

The public and the press may access the meeting via the following link <https://bit.ly/ELDCYT> where a livestream and subsequent recording of the meeting will be available or by attending the Meeting.

Yours sincerely,



Robert Barlow
Chief Executive

Membership

Councillors Craig Leyland (Chairman), Graham Marsh, Tom Ashton, Sarah Devereux, Martin Foster, Richard Fry, William Gray, Adam Grist and Steve Kirk

EXECUTIVE BOARD AGENDA

Wednesday, 1 November 2023

Item	Subject	Page No.
1.	<u>APOLOGIES FOR ABSENCE:</u>	
2.	<u>DISCLOSURE OF INTERESTS (IF ANY):</u>	
3.	<u>EXEMPT INFORMATION:</u> To consider excluding the public and press for the following items and if appropriate the Chairman to move:- That under Section 100(a)(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following item on the grounds that, if they were present, there could be disclosed to them exempt information as defined in paragraph(s) 1, 2 & 3 of Part 1 of Schedule 12A of the Act (as amended).	
4.	<u>MINUTES:</u> To confirm the Open and Exempt Minutes of the Meeting held on Wednesday 20 September 2023.	1 - 10
5.	<u>ACTION SHEETS:</u> To confirm Actions following the Meeting held on 20 th September 2023.	11 - 12
KEY DECISIONS - ITEMS TO BE RESOLVED BY THE EXECUTIVE BOARD		
None.		
DECISIONS TO BE RECOMMENDED TO THE COUNCIL		
6.	<u>SUB-REGIONAL STRATEGY FOR THE SOUTH & EAST LINCOLNSHIRE COUNCILS PARTNERSHIP:</u> To consider recommending to Council the South & East Lincolnshire Councils Partnership Sub-regional Strategy.	13 - 46
NON KEY DECISIONS		
7.	<u>PROCUREMENT STRATEGY 2023 - 2026:</u> To adopt and implement a new Procurement Strategy for 2023-2026.	47 - 68
8.	<u>CRIME AND DISORDER REPORT:</u>	69 - 118

To provide Executive Board Members with an update on Community Safety Partnership work at a local and county level.

MATTERS/INFORMATION REFERRED FROM THE COUNCIL

None.

9. DATE OF NEXT MEETING:

The programmed date for the next Meeting of this Board will be Wednesday 29th November 2023.

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Minutes of a Meeting of the Executive Board held in The Hub, Mareham Road, Horncastle, Lincolnshire LN9 6PH on Wednesday, 20th September, 2023 at 6.00 pm.

PRESENT

Councillor Craig Leyland (Chairman)

Councillors Tom Ashton, Sarah Devereux, Martin Foster, Richard Fry, William Gray, Adam Grist and Steve Kirk.

Councillor Fiona M. Martin, M.B.E. attended the meeting as an observer.

Councillor Ros Jackson attended the meeting remotely as an observer.

OFFICERS IN ATTENDANCE:

Robert Barlow	- Joint Chief Executive
John Medler	- Assistant Director Governance & Monitoring Officer
Andy Fisher	- Assistant Director - General Fund Assets
James Gilbert	- Assistant Director - Corporate
Matthew Hogan	- Assistant Director, Strategic Growth and Development
Lydia Rusling	- Assistant Director - Economic Growth
Jonathan Burgess	- Economic Development Manager
Colleen Warren	- Head of Finance, Public Sector Partnership Services Ltd
Ann Good	- Democratic Services Manager
Elaine Speed	- Senior Democratic Services Officer and Civic Officer

18. APOLOGIES FOR ABSENCE:

An apology for absence was received from Councillor Marsh.

19. DISCLOSURE OF INTERESTS (IF ANY):

At this point in the meeting Members were invited to declare any interests, no such declarations were received.

20. MINUTES:

The Open and Exempt Minutes of the meeting held on Wednesday 5th July 2023 were confirmed and signed as a correct record.

21. ACTION SHEETS:

The actions were confirmed as complete.

22. INVESTMENT IN ACCOMMODATION TO MEET HOUSING NEEDS ACROSS EAST LINDSEY:

A report was provided to enable consideration of a suite of recommendations on investment in accommodation to meet housing needs across East Lindsey over the short, medium and long term. The report was welcomed by the Portfolio Holder for Communities and Better Ageing as an opportunity to invest in accommodation to meet the housing needs of vulnerable people. The report sought agreement for the Council to take part in the Local Authority Housing Fund (LAHF) Round 2 with a view to accepting £936,000 in national funding.

Additionally, the report recommended that the Council set aside a further commitment of £1.134m in order to match-fund the offer of LAHF from government, and to provide further funding of £1m to increase the council's temporary accommodation stock.

The Portfolio Holder summarised the background to the report and referenced the launch in 2022 of various schemes to support the safe resettlement of households impacted by the conflict in Afghanistan. It was noted that many of these families were currently residing in hostel-type accommodation. The scheme would support provision of more suitable and affordable accommodation to these Afghan families who had arrived in the UK legally and provide for them until expiration of their visas in approximately three to five years' time. Furthermore, it would support the local authority to meet its duty to accommodate such families, relieving pressure on the wider local housing challenges.

The Portfolio Holder highlighted that the scheme presented the opportunity to bring about investment in housing to support the long term need for temporary accommodation in the district. It was noted on expiry of visas the eight properties would be available as long term assets to meet its own housing need.

As with the LAHF properties, it was proposed when individual suitable properties were identified, a detailed business case and options appraisal would be brought back to Members for full consideration and decision.

In light of the proposal package of investment, it was therefore recommended that the authority registered with the regulator for social housing. Registration brought benefits detailed at paragraph 1.15 of the report.

The Assistant Director for Strategic Growth and Development added that the Council had through the South and East Lincolnshire Councils Partnership the appropriate expertise required for delivery.

During discussion Members fully supported the recommendations.

Following which, it was

RESOLVED

1. That agreement be given by Executive Board to formally take part in the Local Authority Housing Fund Round 2 programme, with a view to bringing nine properties into the council's ownership to meet short, medium and long-term housing needs within the district;
2. That in order to further support the Council's ability to support those experiencing homelessness, Council be recommended to amend the 2023/24 capital programme to set aside a further £1m in funding to provide additional council-owned temporary accommodation within the district;
3. That Council be recommended to amend the 2023/24 capital programme, as set out in Appendix A, to reflect the LAHF project and the additional temporary accommodation funding;
4. That in light of the proposed housing investments, coupled with the direction of government policy, agreement be given by Executive Board to formally agree to the local authority registering as a 'Registered Provider' of housing with the Regulator of Social Housing;
5. That delegation be granted to the Assistant Director – Strategic Growth and Development, in conjunction with the Portfolio Holder for Communities and Better Ageing, the authority to conclude contractual and grant agreement arrangements with Government in respect of the scheme.

Reasons:

To accept an offer of up to £936,000 in government funding to support in making nine properties available to meet short, medium and long term housing needs within the district. To recommend to Council the inclusion of match funds in the 2023/24 capital budget to deliver the Local Authority Housing Fund project, alongside a recommendation to set aside a further £1m in funds to support with wider temporary accommodation investment. To delegate authority to officers to conclude contractual agreements with government in respect of the LAHF scheme.

Other options:

Do nothing – Under this option, the Council will not accept the LAHF funds from government, nor to seek to create the financial capacity to invest in further temporary accommodation to meet the needs of those experiencing homelessness. Therefore, under the 'do nothing' option, the potential benefits referenced in this report will not be realised.

23. 2023-2024 QUARTER ONE FINANCE UPDATE:

A report was presented that summarised the current financial position for the Council at the end of the first quarter of 2023/24 forecasting to the year end for consideration.

Quarter one data provided a 3 month view on which the full year forecast was based. It was noted that due to a volatile and inflationary financial environment, the figures were susceptible to further change. The full year outturn based on current projections and assumptions was a forecast net service surplus of £1.525m.

During his introduction the Portfolio Holder for Finance referred to:

- Certain assumptions had to be made around inflation pressures particularly pay, fuel, power and support for IDB costs. As a result of this approach when the budgets were not required for example, as budgets became more accurate, these were being offset against the savings target and this information was detailed in Appendix A – Table 2 of the report;
- The financial pressure generated by the Internal Drainage Boards had been supported by government for 2023/24 in the sum of £927,000 for which the Council was grateful. However, the issue and challenge of a longer-term solution to this problem had been raised again with government officials at DLUC and BEIS in order to seek to come to a resolution that enabled the Council to make use of the Council Tax that it raised for the purpose that it was set. In addition, the Council was now working with others affected in the setting up of a Special Interest Group on this topic to take it forward. Further updates would be provided as this progressed.

Following which it was

RESOLVED

1. That the current forecast unbudgeted surplus of £1.525m and the detail set out in Appendix A to the report be noted;
2. That Full Council be recommended to amend the Capital Programme to take into account the changes set out in this report at Appendix A – Table 4 which included slippage, additions and changes to the previously reported programme.

Reasons:

To ensure the Council's forecast financial position for 2023/24 is considered and related decisions approved. It is important that the Executive are aware of the financial position of the General Fund to ensure that they can make informed decisions that are affordable and financially sustainable for the Council.

Other Options:

To not approve the financial movements outlined.

24. PERFORMANCE AND GOVERNANCE FRAMEWORK - QUARTER 1 MONITORING REPORT 2023/24:

A report was presented that brought together information relating to the Council's Performance and Governance Framework at the end of Quarter 1, 2023/24.

Following which, it was

RESOLVED

That the performance and risk information contained within the Quarter 1 Monitoring Report 2023/24 be noted.

Reasons:

To monitor delivery of performance and governance objectives and to support future planning and decision making within the Council.

Other options:

Alternative reporting arrangements.

25. LOCAL COUNCIL TAX SUPPORT SCHEME (CONSULTATION) 2024/25:

A report was presented to provide an update on the current Local Council Tax Support Scheme and sought Executive Board approval to consult on proposals for 2024/25.

Following which it was

RESOLVED

That consultation on continuation of the current Council Tax Support scheme, including uprating in line with DWP's annual update of allowances and premiums for 2024/25 be approved.

Reasons:

This will continue to align the CTS scheme and uprating for working age customers with DWP provisions for Housing Benefit and the CTS scheme for pensioners. This has been consistent each year since the introduction of the local scheme.

Additional analysis work as part of this year's review adds further emphasis to the need for a more fundamental scheme review, and work will begin in the next few months with any resulting new scheme being implemented 2025/26.

Other options:

The 'do nothing' option was considered, which would see the current scheme retained without uprating.

26. PARTNERSHIP COMMUNICATIONS STRATEGY:

A report was presented to enable consideration of the South and East Lincolnshire Council's Partnership Communications Strategy. The background to the report was listed at paragraph 1.1 – 1.4. The report sought support for a Partnership Communications Strategy as set out at Appendix A to the report presented. During his introduction of the report the Leader of the Council stressed the need for a united communications strategy across the partnership.

During discussion the Portfolio Holder for the Coastal Economy referred to page 90 of the Strategy and stressed that communications must be an early part of any decision making process.

The Leader of the Council agreed this would be picked up. The Portfolio Holder for Communities and Better Ageing concurred.

RESOLVED

1. That the Partnership Communications Strategy at Appendix A be approved;
2. That the feedback from scrutiny committees at 2.6 be noted.

Reasons:

To provide an aligned and consistent approach to Partnership communications with internal and external audiences.

Other options:

Do nothing – this is possible, but it wouldn't support the aspirations of the Partnership to align functions or support the Partnership in delivering a consistent and co-ordinated approach to communications.

27. DATE OF NEXT MEETING:

The date of the next scheduled meeting was noted as Wednesday 1st November 2023.

28. EXEMPT INFORMATION:

RESOLVED

That under Section 100(a)(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following item on the grounds that, if they were present, there could be disclosed to them exempt information as defined in paragraph(s) 1, 2 & 3 of Part 1 of Schedule 12A of the Act (as amended).

29. SKEGNESS FORESHORE - TOWNS FUND PROJECT UPDATE:

An Exempt Report was presented in respect of the Skegness Foreshore – Towns Fund Project Update.

Following which it was

RESOLVED

That the recommendations within the Exempt Report be approved.

Reasons:

As per the Exempt report.

Other options:

As per the Exempt report.

The meeting closed at 6.45 pm.

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By virtue of paragraph(s) 1, 2, 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Agenda Item 4

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1.	<u>APOLOGIES FOR ABSENCE:</u>	
	Apologies for absence were received from Councillor Marsh.	Noted
2.	<u>DISCLOSURES OF INTEREST:</u>	
	None.	Noted
3.	<u>MINUTES:</u>	
	The Open and Exempt Minutes of the meeting held on Wednesday 5th July 2023 were confirmed and signed as a correct record.	Noted
4.	<u>ACTIONS:</u>	
	The Actions were noted as complete.	Noted
5.	<u>INVESTMENT IN ACCOMODTION TO MEET HOUSING NEEDS ACROSS EAST LINDSEY:</u>	
✓	<p>RESOLVED</p> <p>1. That agreement be given by Executive Board to formally take part in the Local Authority Housing Fund Round 2 programme, with a view to bringing nine properties into the council's ownership to meet short, medium and long-term housing needs within the district;</p> <p>2. That in order to further support the Council's ability to support those experiencing homelessness, Council be recommended to amend the 2023/24 capital programme to set aside a further £1m in funding to provide additional council-owned temporary accommodation within the district;</p> <p>3. That Council be recommended to amend the 2023/24 capital programme, as set out in Appendix A, to reflect the LAHF project and the additional temporary accommodation funding;</p> <p>4. That in light of the proposed housing investments, coupled with the direction of government policy, agreement be given by Executive Board to formally agree to the local authority registering as a 'Registered Provider' of housing with the Regulator of Social Housing;</p> <p>5. That delegation be granted to the Assistant Director – Strategic Growth and Development, in conjunction with the Portfolio Holder for Communities and Better Ageing, the authority to conclude contractual and grant agreement arrangements with Government in respect of the scheme.</p>	WG/MH

6.	2023-24 QUARTER ONE FINANCE UPDATE:	
✓	RESOLVED 1. That the current forecast unbudgeted surplus of £1.525m and the detail set out in Appendix A to the report be noted; 2. That Full Council be recommended to amend the Capital Programme to take into account the changes set out in this report at Appendix A – Table 4 which included slippage, additions and changes to the previously reported programme.	RF/CM/ CW
7.	PERFORMANCE AND GOVERNANCE FRAMEWORK- QUARTER 1 MONITORING REPORT:	
✓	RESOLVED That the performance and risk information contained within the Quarter 1 Monitoring Report 2023/24 be noted.	CL/RF/JG/ RB
8.	LOCAL COUNCIL TAX SUPPORT SCHEME (CONSULTATION) 2024-25:	
✓	RESOLVED That consultation on continuation of the current Council Tax Support scheme, including uprating in line with DWP's annual update of allowances and premiums for 2024/25 be approved.	RF/CM/SH
9.	PARTNERSHIP COMMUNICATIONS STRATEGY:	
✓	RESOLVED 1. That the Partnership Communications Strategy at Appendix A be approved; 2. That the feedback from scrutiny committees at 2.6 be noted.	CL/JG/SG
10.	SKEGNESS FORESHORE – TOWNS FUND PROJECT:	
✓	RESOLVED That the recommendations within the Exempt Report be approved.	SK/CM/JB



REPORT TO:	Executive Board
DATE:	1 st November, 2023
SUBJECT:	Sub-regional Strategy for the South & East Lincolnshire Councils Partnership
PURPOSE:	To recommend to Council the South & East Lincolnshire Councils Partnership Sub-regional Strategy
KEY DECISION:	No
PORTFOLIO HOLDER:	Councillor Craig Leyland – Leader of the Council
REPORT OF:	James Gilbert, Assistant Director - Corporate
REPORT AUTHOR:	Suzanne Rolfe, Group Manager – Insights and Transformation
WARD(S) AFFECTED:	All
EXEMPT REPORT?	No

SUMMARY

When the South & East Lincolnshire Councils Partnership formed, the Business Case identified opportunities for greater alignment and closer working on a range of strategic issues that are common for each Council area within the sub-region.

Each of the Councils existing Corporate Strategies are reaching the end of their life, or are due for review, and Councillors previously approved (via the Annual Delivery Plan) the development of a Sub-regional Strategy to replace the existing Corporate Strategies.

As well as identifying the sub-regional strategic priorities going forward, the proposed Strategy (Appendix A) also identifies specific priorities where these are a matter of importance to one sovereign Council within the Partnership.

Moving to a single Sub-regional Strategy further cements the positive joint working between the three Councils and positions the Partnership well for the future.

The Strategy has been considered via each Councils' sovereign scrutiny processes and has been refined based on feedback received from Members and public consultation with residents and stakeholders.

RECOMMENDATIONS

- That the Executive Board recommends the Sub-regional Strategy at Appendix A to Council, subject to any final consultation feedback as agreed by the portfolio holder.
- That the Executive Board recommends to Council that the Sub-regional Strategy becomes a line of inquiry in the Partnership's Annual Scrutiny.

REASONS FOR RECOMMENDATIONS

The opportunity to align strategic priorities across the Councils through a single Sub-regional Strategy provides a Partnership platform to further realise the benefits of collaborative working.

Having the single Strategy would demonstrate to external partners our alignment in key areas and collective focus on addressing the issues of strategic importance to our sub-region. This will be particularly helpful when engaging with Government and funders.

OTHER OPTIONS CONSIDERED

Do nothing. It has already been agreed by Councillors, via the Annual Delivery Plan, that a Sub-regional Strategy for the Partnership should be developed. As such, this option was discounted.

1. REPORT

- 1.1 The Partnership Business Case identifies the issues of common importance and the opportunities that would be secured through the formation of the South & East Lincolnshire Councils Partnership.
- 1.2 Since the Partnership formed in 2021 the Councils have achieved a significant amount together – including external funding, financial efficiencies/savings, shared service opportunities and greater engagement with strategic partners. The collective voice of the Partnership has resulted in greater influence for our Councils with external partners at a regional and national level.
- 1.3 In the approved 23/24 Partnership Annual Delivery Plan, each Partnership Council supported the development of a Sub-regional Strategy. The Sub-regional Strategy would replace existing Corporate Strategies at each Council, which are either approaching the end of their life or are due for review.
- 1.4 The proposed Sub-regional Strategy – at Appendix A – builds on the Partnership business case and identifies the priorities for the Partnership going forward and the outcomes that should be expected for the sub-region. The strategy, if approved, would guide the activities that are brought forward in the Partnership Annual Delivery Plan in future years and shape the Partnership's Performance Monitoring Framework.

1.5 It is suggested that the Sub-regional Strategy and its delivery becomes a line of inquiry in the Annual Scrutiny Review of the Partnership. Progress reports would also be provided to the Partnership’s Joint Strategy Board and to Council via the six monthly Partnership update reports.

2. EVIDENCE BASE/CONSULTATION

2.1. Engagement sessions have been held with Councillors and Corporate Management Team in August and September to feed in to the early draft structure and content.

2.2. We have looked at the previous priorities and plans, the Indices of Deprivation, data from the Partnership business case, the latest census data, the Lincolnshire Digital Health Toolkit ranking digital exclusion, the Levelling Up White Paper data and Office of Local Government (OFLOG) data to form the evidence base.

2.3. A first draft of the structure and indicative content of the document is attached at Appendix A.

2.4. The proposed priorities are:



2.5. Public and stakeholder consultation is underway to test the proposed priorities and outcomes. This includes consultation with businesses and with town and parish councils and with the wider workforce. The findings of external consultation so far is attached at Appendix B, with delegation to the Leader as portfolio holder to agree any changes in response to consultation feedback received after Executive Board.

2.6. The feedback from the scrutiny process is set out here:

Committee	Feedback	Response to feedback
<p>South Holland District Council Joint Policy Development and Performance Monitoring Panel: 11th October 2023</p>	<p>South Holland District Council local priorities should cover all areas, not only Spalding</p>	<p>Wording amended to reflect this in Appendix A.</p>
	<p>Levelling Up mission statements are ambitious, particularly in relation to reaching the standards of London for local public transport connectivity</p>	<p>The wording is from the Government's white paper but this is noted.</p>
	<p>Add the number of parishes to the South Holland slide in line with Boston and East Lindsey</p>	<p>Added to Appendix A.</p>
	<p>Importance of transport, connectivity and the digital strategy</p>	<p>Noted.</p>
<p>Boston Borough Council Joint Corporate and Community & Environment and Performance Committee: 12th October 2023</p>	<p>Consider the wording of the vision – is it something that can be visualised?</p>	<p>For consideration by Cabinet.</p>
	<p>Town centre is broader than just the Market Place</p>	<p>Reflected in the draft Town Centre Strategy.</p>
	<p>PE21 project</p>	<p>For Cabinet to consider including specific reference to PE21 in the local priorities.</p>
	<p>Levelling Up mission statements are wishful thinking</p>	<p>The wording is from the Government's white paper. It is important to include this in the strategy to be able to link to future funding bids but context has been added to make this clearer in Appendix A.</p>
	<p>Review the wording in the local slides for consistency in terms of 1st/3rd person and content e.g. mention of parishes. Also, review the wording on the 'Monitoring and Review' page.</p>	<p>The wording has been reviewed and updated in Appendix A.</p>
	<p>Consider adding the local priority around community engagement back in – "Develop a mechanism to engage with local communities to shape future service delivery"</p>	<p>For consideration by Cabinet. This will also be picked up in the Annual Delivery Plan for 24/25.</p>
<p>Consider adding in reference to increased CCTV capability.</p>	<p>For consideration by Cabinet to add to the local priority around community safety.</p>	

Committee	Feedback	Response to feedback
East Lindsey District Council Overview Committee, 17 th October 2023	The vision needs more work to demonstrate how the strategy knits the partnership together	For consideration by Exec Board.
	It would benefit from a longer term view, for example to 2050, to identify the very serious problems that need to be tackled such as climate change and our long term ambitions	Climate change is covered in the environment priority but there is opportunity to add a page towards the end of the strategy to set out that longer term vision. We will work on that.
	Review the local slide for East Lindsey and improve the wording, in particular naming the towns	Additional wording adding; for review also by Executive Board.
	Ensure town and parish councils have the opportunity to respond to the consultation	All town and parish councils have been contacted and the consultation deadline will be extended to ensure that all meetings can take place. All those who have responded so far have indicated that meetings will take place in October and November so in advance of Council in December. A clean link to the consultation has been re-sent.
	Consider specific mention of health inequalities in relation to the growth in number of caravans in the area	For Executive Board to consider adding to local priorities.

3. CONCLUSION

The adoption of a Sub-regional Strategy for the Partnership is a positive next step and will further increase the influence of the Partnership and its collective ambition for the communities it serves.

A single Sub-regional Strategy is a natural next step for the Partnership.

EXPECTED BENEFITS TO THE PARTNERSHIP

As set out in the report.

IMPLICATIONS

SOUTH AND EAST LINCOLNSHIRE COUNCILS PARTNERSHIP

As set out in the report.

CORPORATE PRIORITIES

This Strategy would set the sub-regional priorities for the Partnership; and includes any sovereign Council specific priorities alongside.

STAFFING

None

CONSTITUTIONAL AND LEGAL IMPLICATIONS

None

DATA PROTECTION

None

FINANCIAL

There are no financial implications arising directly from this report. The Strategy will shape future service delivery and work programmes, which will feed through the annual budget at each Council or the wider decision-making process, as required.

RISK MANAGEMENT

None

STAKEHOLDER / CONSULTATION / TIMESCALES

As set out in Section 2 of the report.

REPUTATION

The move to a single Sub-regional Strategy would be positive for the reputation of the Partnership, particularly with external partners/funders.

CONTRACTS

There are no contract implications arising directly from this report.

CRIME AND DISORDER

There are no crime and disorder implications arising directly from this report. However, crime and disorder is a priority in the proposed Sub-regional Strategy.

EQUALITY AND DIVERSITY/ HUMAN RIGHTS/ SAFEGUARDING

There are no equality and diversity implications arising directly from this report.

HEALTH AND WELL BEING

There are no health and wellbeing implications arising directly from this report. However, health and wellbeing is a priority in the proposed Sub-regional Strategy.

CLIMATE CHANGE AND ENVIRONMENTAL IMPLICATIONS

There are no Climate Change and Environmental implications arising directly from this report. However, Climate Change and Environmental matters are a priority in the proposed Sub-regional Strategy.

LINKS TO 12 MISSIONS IN THE LEVELLING UP WHITE PAPER

MISSIONS	
This paper contributes to the follow Missions outlined in the Government’s Levelling Up White paper.	
Living Standards	By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.
Research and Development	By 2030, domestic public investment in Research & Development outside the Greater South East will increase by at least 40% and at least one third over the Spending Review period, with that additional government funding seeking to leverage at least twice as much private sector investment over the long term to stimulate innovation and productivity growth.
Transport Infrastructure	By 2030, local public transport connectivity across the country will be significantly closer to the standards of London, with improved services, simpler fares and integrated ticketing.
Digital Connectivity	By 2030, the UK will have nationwide gigabit-capable broadband and 4G coverage, with 5G coverage for the majority of the population.
Education	By 2030, the number of primary school children achieving the expected standard in reading, writing and maths will have significantly increased. In England, this will mean 90% of children will achieve the expected standard, and the percentage of children meeting the expected standard in the worst performing areas will have increased by over a third.
Skills	By 2030, the number of people successfully completing high-quality skills training will have significantly increased in every area of the UK. In England, this will lead to 200,000 more people successfully completing high-quality skills training annually, driven by 80,000 more people completing courses in the lowest skilled areas.
Health	By 2030, the gap in Healthy Life Expectancy (HLE) between local areas where it is highest and lowest will have narrowed, and by 2035 HLE will rise by 5 years.
Wellbeing	By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.
Pride in Place	By 2030, pride in place, such as people’s satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between the top performing and other areas closing.
Housing	By 2030, renters will have a secure path to ownership with the number of first-time buyers increasing in all areas; and the government’s ambition is for the number of non-decent rented homes to have fallen by 50%, with the biggest improvements in the lowest performing areas.
Crime	By 2030, homicide, serious violence, and neighbourhood crime will have fallen, focused on the worst-affected areas.
Local Leadership	By 2030, every part of England that wants one will have a devolution deal with powers at or approaching the highest level of devolution and a simplified, long-term funding settlement.

APPENDICES

Appendices are listed below and attached to the back of the report: -

APPENDIX A	Sub-regional Strategy
APPENDIX B	Consultation findings

BACKGROUND PAPERS

Background papers used in the production of this report are listed below: -

Document title	Where the document can be viewed
Partnership Business Case	www.selcp.co.uk
Partnership Annual Delivery Plan	www.selcp.co.uk

CHRONOLOGICAL HISTORY OF THIS REPORT

Name of body	Date
Overview Committee	17 th October 2023

REPORT APPROVAL

Report author:	Suzanne Rolfe, Group Manager – Insights and Transformation
Signed off by:	James Gilbert – Assistant Director - Corporate
Approved for publication:	Councillor Craig Leyland – Leader of the Council



1

Introduction

Welcome to our first Sub-regional Strategy, which sets out the South & East Lincolnshire Council Partnership’s collective ambition for the communities we serve.

In 2021, our Councils formed the largest partnership of Councils in the country, challenging the traditional approach to local government with a collaborative model that seeks to drive efficiency, improve services and secure a greater level of resources to address local priorities. 2 years on and we have made huge progress, with over 50% of our £42m savings target already identified and over £150m in funding brought into our sub-region through successful funding bids.

The Sub-regional Strategy, which has been developed through available data and consultation, seeks to further our joint working on key priorities and address priorities specific to each Council area.

Working together, we want to make a real difference for all our residents.

<p>Councillor Anne Dorrian Leader Boston Borough Council</p>	<p>Councillor Craig Leyland Leader East Lindsey District Council</p>	<p>Councillor Nick Worth Leader South Holland District Council</p>
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2



Our Partnership:

Since forming in October 2021, the South & East Lincolnshire Councils Partnership has been focused on delivering quality services, opportunities, investment and value for our residents, businesses, partners, and employees.

The Partnership, which is the largest of its kind in the country, is made up of Boston Borough Council, East Lindsey District Council and South Holland District Council, with around 1,000 members of staff and 122 elected members serving over 300,000 residents across 1,112 square miles in total.

There is a mixed model of local government in Lincolnshire, including Lincolnshire County Council, City of Lincoln Council, North Kesteven District Council and South Kesteven District Council.

3



Our Growth:

The key aim of the Partnership is to deliver growth and regeneration to the area, to seek greater access to vital Government funding and to find a position where it can identify and secure new investment into the sub-region, which is often viewed as being left behind for these transformative sums of money.

Using a strong and united collective voice, the Partnership wants to build a reputation nationally and internationally as a trustworthy, open and innovative organisation, with a reputation for being able to deliver ambitious, largescale capital projects and to be a frontrunner around subjects like energy production, manufacturing and service delivery.

The Partnership also prides itself on working closely with its existing businesses, helping advocate for their needs and concerns, facilitate them being able to access support and funding and promoting the unique local offers and products they provide.

4

Our Services:



As well as introducing and enabling new investment, the Partnership is also focused upon offering our residents and businesses the best value for money possible from its existing services and delivery, creating new financial opportunities through partnership working and the use of integrated collective services and a shared senior management team.

Working as a larger team also enables the Partnership to offer an improved direct service to our residents, aiming to deliver a better quality of life and access to experiences and opportunities. This is possible by identifying and replicating best practice already in place at the individual councils, and exploring new ways of working that may have been out of reach without a collaborative approach.

Despite this, each council still maintains individual democratic sovereignty and accountability to their local areas, and ensures that this 'local service' to residents, businesses and elected members remains in place.

The Partnership will seek to use simple, plain English with residents to make it clear what decisions are being taken and the reasons behind them.

5


Our Workforce:



The Partnership is committed to achieving the right offer for our workforce to support recruitment and retention and achieve value for money.

This is achieved through investment in workforce development, encouraging staff engagement, supporting individual and team training, enabling colleagues to achieve a good work / life balance and providing access to succession planning and leadership opportunities.

6



Our Voice:

It is also crucial that the Partnership uses its combined voice and representation to look to have a greater influence on future policy direction, and to impact outcomes that make the biggest difference for its local communities and businesses.


The Partnership enables all three councils to position themselves well for the future, putting it in a strong position to respond and adapt to the Government's Levelling Up agenda as well as any structural reform or devolution offers that may affect Greater Lincolnshire in the future, ensuring a case is put forward that has the best interests of local residents and businesses at its heart.

7



Boston

8



Boston:

Geography and Population

Boston is a traditional market town, rich in heritage, character and history and is one of the largest urban areas in Lincolnshire making its economic success important not only locally but also for the County and wider region. The town of Boston is the administrative centre.

Economy

Boston lies at the centre of some of the country’s most fertile land. Because of this the economy of the Borough of Boston is dominated by agriculture and horticulture. Other businesses are largely ancillary to this; namely engineering, food processing/ manufacturing and logistics (with a few notable exceptions).

Governance

Boston Borough Council has 30 elected Councillors, representing 15 Wards, and operates the Leader and Cabinet executive model of governance.

9







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South & East Lincolnshire Councils Partnership

East Lindsey



10

East Lindsey:

Geography and Population

The district of East Lindsey is one of the largest districts in England. At 700 square miles, it is sparsely populated, with a range of market towns, seaside towns and dozens of villages. A large part of the district is in an Area of Outstanding Natural Beauty, with the majority of the Lincolnshire coastline; both of which are attractive to residents and visitors, drawing many people to the district.

Economy

The economy in the district is divided between the coast and rural inland areas. The coastal towns of Mablethorpe and Skegness attract recreational and tourist traffic, and are characterised by a highly seasonal economy. The rural inland areas are dominated by agriculture. The main towns and population centres are Alford, Horncastle, Louth, Mablethorpe, Skegness, Spilsby.

Governance

East Lindsey District Council has 55 elected Councillors, representing 37 Wards, and operates the Leader and Executive model of governance.



11



South Holland



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12

South Holland:

Geography and Population

Surrounded by wide open countryside, the district of South Holland encompasses the flat fenlands of South East Lincolnshire, characterised by big skies and fertile land that was reclaimed from the sea over many centuries. The traditional market towns and villages retain the historic character that is unique to Lincolnshire.

Economy

Once renowned for its tulip industry, it is now recognised nationally as the hub of the UK agriculture, food manufacturing and logistics sectors. The main towns and population centres of Spalding, Crowland, Holbeach, Donington, Long Sutton and Sutton Bridge all feature strong community identities and activities, matched by thriving business and industry.

Governance

South Holland District Council has 37 elected Councillors, representing 18 Wards, and operates the Leader and Cabinet model of governance.



13



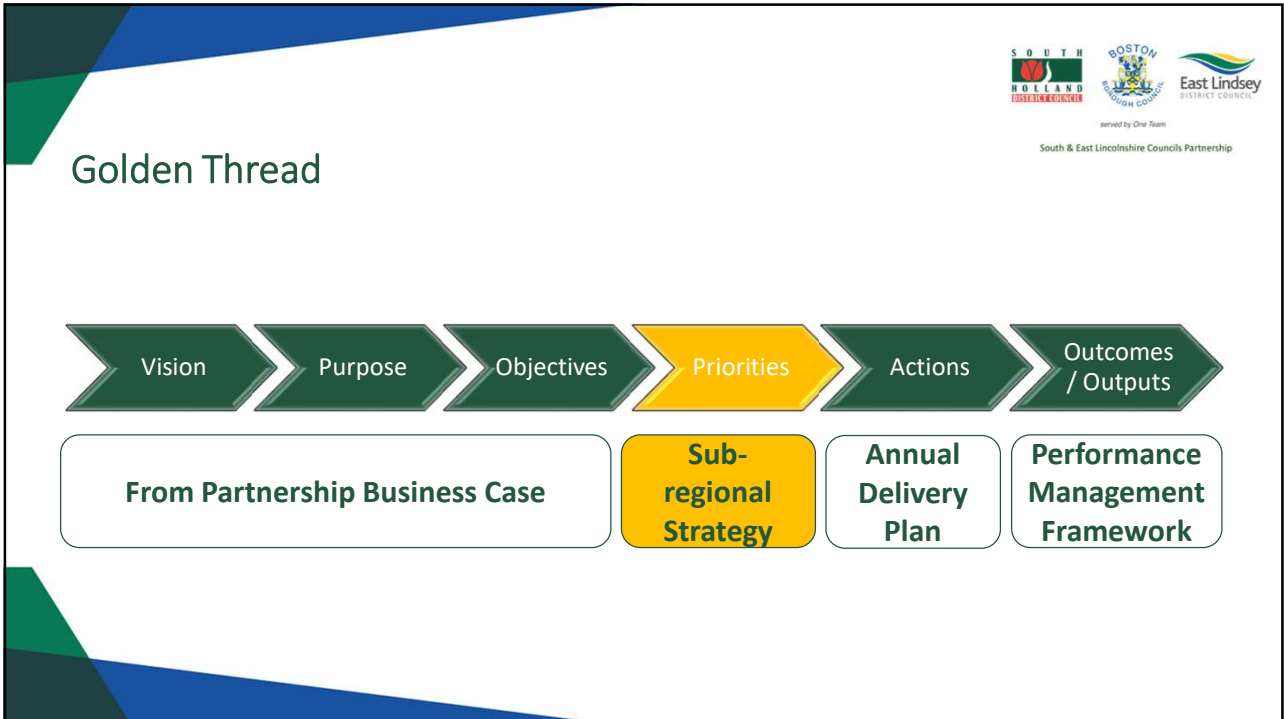


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South & East Lincolnshire Councils Partnership

How it all fits together
'The Golden Thread'


14



15



16



Vision, purpose and objectives:

A bold and ambitious partnership of Councils, working together:

- To shape policy at a sub-regional level
- To secure more resources to deliver on our priorities
- To do more for the communities we serve
- To have a greater impact in tackling the wider common challenges our communities face
- To become more efficient in the way we operate


17



Priorities:

Sub-region	Growth and Prosperity	Healthy Lives	Safe and Resilient Communities	Environment
Corporate	Efficiency and Effectiveness			
Local	Local Council Priorities			

18



Priorities to actions:

- For each priority, we set out why it is a priority, linking back to the data and evidence base, and to the common challenges and opportunities in the Partnership business case, where relevant.
- The Sub-regional priorities link directly to the existing Partnership Priority Boards which will be key to their delivery.
- Under each priority, we set out high level areas of focus. Specific actions will be set out in the Annual Delivery Plan each year and agreed alongside the budget.

19



Monitoring and Review:

- There will be updates on progress against each of the priorities in the 6-monthly partnership performance report to Councils which is already in place.
- This also links to the Performance Management Framework and Annual Delivery Plans as set out in the diagram.
- There is a mechanism already in place to scrutinise the Partnership each year. This uses 'Key Lines of Enquiry' to shape the scope of the scrutiny work. An additional 'Key Line of Enquiry' will be added, to consider each year whether the priorities need to be reviewed and refreshed.

```

graph TD
    A[Sub-Regional Strategy 2024/25 – 2028/29 (priorities)] --> B[Performance Management Framework 2024/25 (outcome measures)]
    A --> C[Annual Delivery Plan 2024/25 (actions to deliver the priorities)]
    
```

20



21

Growth and Prosperity

Why this is a priority:

- Data shows that unemployment, productivity, pay, education, skills and training are all key areas for the Sub-region.
- There has been a decline in town centre spend and footfall
- There are funding opportunities for the Partnership, including Town Deal, Connected Coast, Town Centre Improvement, UK Shared Prosperity Fund (UKSPF)
- Central Government have set out Levelling Up Missions as set out below:
 - Levelling Up Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing
 - Levelling Up Mission 2: By 2030, domestic public investment in Research & Development outside the Greater South East will increase by at least 40% and at least one third over the Spending Review period, with that additional government funding seeking to leverage at least twice as much private sector investment over the long term to stimulate innovation and productivity growth.
 - Levelling Up Mission 3: By 2030, local public transport connectivity across the country will be significantly closer to the standards of London, with improved services, simpler fares and integrated ticketing.
 - Levelling Up Mission 4: By 2030, the UK will have nationwide gigabit-capable broadband and 4G coverage, with 5G coverage for the majority of the population.
 - Levelling Up Mission 6: By 2030, the number of people successfully completing high-quality skills training will have significantly increased in every area of the UK. In England, this will lead to 200,000 more people successfully completing high-quality skills training annually, driven by 80,000 more people completing courses in the lowest skilled areas.

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Growth and Prosperity



South & East Lincolnshire Councils Partnership

We are committed to working with partners and stakeholders across the Sub-region to stimulate growth and enhance our places and the environment by attracting investment, engaging with our communities and supporting businesses.

We will:

- Develop and deliver a Strategic Economic Plan for the Sub-region (encompassing a prospectus for inward investment, a destination management plan and cultural framework, and a renewed focus on housing growth)
- Deliver the Towns' Fund, Levelling Up, UKSPF and ACE funded programmes, ensuring both their outputs and outcomes support the growth and prosperity of the sub-region
- Work collaboratively to increase access to learning opportunities and economic diversification through increasing skills to support new services and business creation
- Deliver green and sustainable long-term economic growth by working with partners to enable greater connectivity through excellent mobile and broadband connections, enhanced availability of employment land and improved road and transport links.

Delivery driven by the Growth and Prosperity Priority Partnership

23

Healthy Lives



South & East Lincolnshire Councils Partnership

Why this is a priority

- Health and wellbeing data shows that health inequalities are a key area of focus for the Sub-regional Healthy Living Board (access to services; childhood obesity; physical activity; cardiovascular disease; reduced life expectancy; smoking)
- Data shows that housing is also a key area for the sub-region
- There is an opportunity to develop joint funding bids and to lobby on behalf of the Sub-region
- There is also an opportunity for the development of a co-ordinated Sub-regional offer for leisure and culture
- Central Government have set out Levelling Up Missions as set out below:
 - Levelling Up Mission 7: By 2030, the gap in Healthy Life Expectancy (HLE) between local areas where it is highest and lowest will have narrowed, and by 2035 HLE will rise by 5 years.
 - Levelling Up Mission 8: By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.
 - Levelling Up Mission 9: By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between the top performing and other areas closing.
 - Levelling Up Mission 10: By 2030, renters will have a secure path to ownership with the number of first-time buyers increasing in all areas; and the government's ambition is for the number of non-decent rented homes to have fallen by 50%, with the biggest improvements in the lowest performing areas.

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Healthy Lives


We are working with partners to collectively address health-related matters within the Sub-region and to improve health and wellbeing outcomes for our communities.

We will:

- Work with the Healthy Living Board to deliver the Healthy Living Action Plan (Housing & Homelessness; Activity & Wellbeing; Environment and climate: Economic inclusion: Working with Communities)
- Reduce health inequalities for the social and economic benefit of our communities through voluntary and community sector engagement
- Target resources, with partners and linking back to economic development and funding opportunities, to improve access to health services and to improve health facilities
- Develop our leisure and cultural offer for the benefit of residents
- Improve housing standards, deliver affordable housing based on housing needs now and in the future and bring empty properties back in to use
- Reduce homelessness and rough sleeping

Delivery driven by the Healthy Lives Priority Partnership

25



Safe and Resilient Communities

Why this is a priority

- Each year the Police and Crime Commissioner engages and consults with the residents of Lincolnshire on crime and policing. Below are respondent's views from Boston Borough, East Lindsey and South Holland from the South & East Lincolnshire Community Safety Strategy (April 2022 to March 2025)
- A high proportion of respondents reported that their quality of life was affected by fear of crime (Boston 52%; South Holland 43%; East Lindsey 35%)
- The top three problem areas from the survey were identified as:
 - Speeding traffic (South Holland 74%; Boston 72%; East Lindsey 66%)
 - People using or dealing drugs (Boston 55%; South Holland 49%; East Lindsey 39%)
 - Burglary (Boston 36%; East Lindsey 33%; South Holland 31%)
- Central Government have set out the following Levelling Up Mission:
 - Levelling Up Mission 11: By 2030, homicide, serious violence, and neighbourhood crime will have fallen, focused on the worst-affected areas.

26



Safe and Resilient Communities

We are working with partners and local communities to ensure the Sub-region is a place where people feel safe, secure and welcome, driving forward improvements to community engagement and empowerment.

We will:

- Work with the SELCP Community Safety Partnership to deliver the Community Safety Strategy (tackling anti-social behaviour; hate crime; safer streets & night-time economy; the safety of women & girls; vulnerability & safeguarding)
- Reduce fear of crime by working with partners and local communities to understand and change perceptions
- Work with partners to prevent domestic abuse and promote healthy relationships
- Ensure licensing policies support crime reduction, community safety, place shaping, economic growth and inclusivity
- Work with the local community to promote cohesion, community confidence and pride of place

Delivery driven by the Community Safety Priority Partnership

27



Environment

Why this is a priority

- Climate Change is widely considered to be one of the greatest challenges facing our society; the Partnership has a stronger voice and influence together
- There is an opportunity to work with local businesses, communities, householders and organisations across the Partnership to meet carbon reduction targets nationally and locally, to ensure a more sustainable future, to build resilience, to drive down emissions and to improve quality of life
- There are huge changes coming with the Environment Act but the impact is currently unclear so there needs to be space in the strategy to be plan for this

28



Environment

We are working with partners to play our role in addressing climate change and environmental responsibilities, and also to encourage others to follow our example.

We will:

- Work with the South and East Lincolnshire Climate Action Network (SELCAN) to deliver the Climate Change Strategy
- Work with partners to increase biodiversity
- Implement the Environment Act and Extended Producer Responsibility (EPR) as they come forward
- Discourage fly tipping and environmental crime through deterrence, education and enforcement
- Work with local communities to develop green spaces and play areas
- Protect and enhance built heritage and environment, with local businesses and through green homes grants, and create new developments

Delivery driven by the Enhancing the Living Environment Priority Partnership


29




Corporate priority



30



Efficiency and Effectiveness

Why this is a priority

- To prepare for the future of local government
- To continue to develop the Partnership and its workforce
- To deliver good quality and value for money services, in line with customer needs
- To meet the financial challenges facing the sector
- To drive transformation and innovation
- To address digital exclusion (lack of IT provision)

31



Efficiency and Effectiveness

In order to deliver our outward facing priorities, we also need to ensure that the Partnership itself is strong and developing.

We will:

- Prepare our Partnership / Councils for the future of local government; recognising that the environment we operate in continues to change
- Deliver the Partnership's business case, accelerating the alignment of service provision and policies where it makes sense to do so
- Making the most effective use of our Partnership and demonstrating our shared values – we trust, we deliver, we work together, we are proud and we care
- Deliver our Customer Experience Strategy that seeks to ensure the customer journey is straightforward when accessing our services and the Digital Strategy which enables assisted self-service
- Deliver an ambitious Workforce Development Strategy that makes us a Partnership of choice for those seeking a career in the sector, through positive and forward-thinking working practices
- Seek opportunities to transform how we provide services through new ways of working, including the use of technology, for the benefit of our workforce and customers
- Maximise income - secure additional income and investment to the Partnership / Councils to support the provision of services to the community, including lobbying partners to ensure our Sub-region receives its fair share of national and regional funding to address our local challenges
- Reduce the carbon footprint from our own assets and operations

Actions in Annual Delivery Plans

32



33

East Lindsey District Council – local priorities

Local priorities specific to East Lindsey District Council

We will:

- Work with local communities to deliver art and leisure projects in the local area in line with the objectives in the adopted cultural framework
- Deliver local carbon and energy reduction projects
- Work with local communities to develop green spaces and play areas for health and wellbeing in the local area
- Encourage and facilitate more town centre development for housing in the district
- Repair and maintain existing Council assets
- Develop an ambitious future Investment Plan for the Coast (looking at the future implications associated with flood risk, mitigation and water management)
- Address health inequalities as a consequence of the growth in numbers of caravans in the area

Actions in Annual Delivery Plans

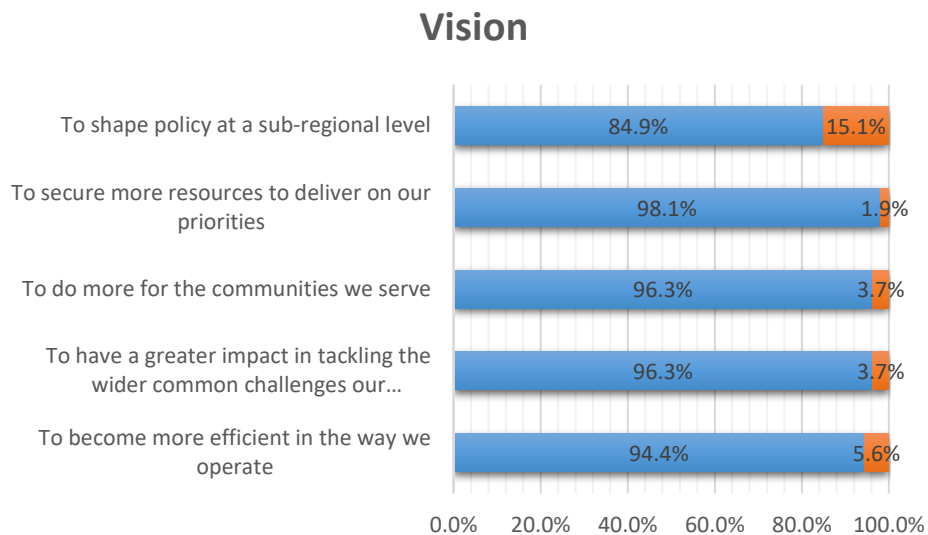
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Appendix B: Sub-regional Strategy consultation findings

Vision

Do you agree with the overall vision? A bold and ambitious partnership of Council's, working together:

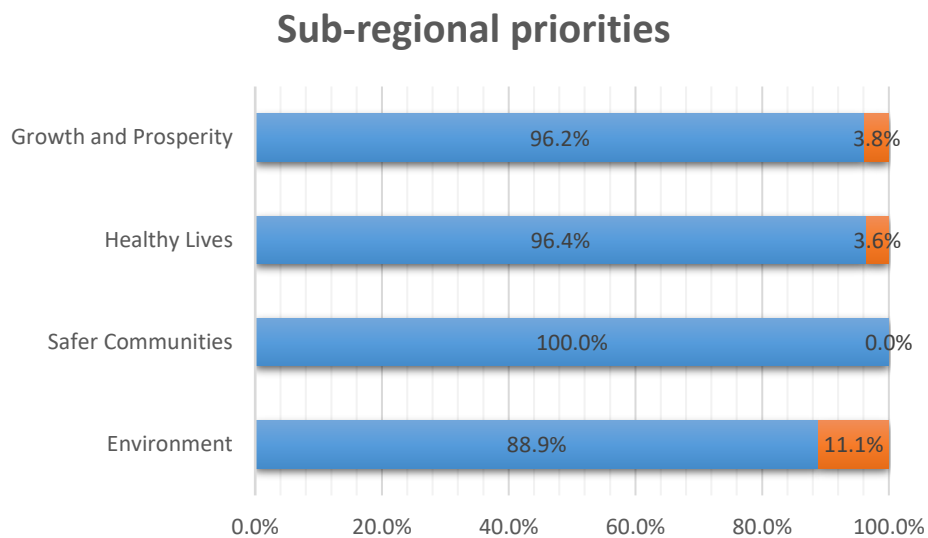


Comments:

- Closer links with other authorities in the country
- 'To shape policy at a sub-regional level to ensure that the best impact of these on our communities, businesses and visitors'
- Provide an understanding that the East Coast dynamic is worlds apart from the inland areas of Lincolnshire such as Lincoln, Sleaford, Grantham, Stamford, and Gainsborough
- Not 'our' priorities but those of the residents/communities we serve
- Clear, accessible, and transparent communication with residents, community, businesses
- Less of the council speak so that things are in tangible actions and its clear why things are done or not done, where money is spent, etc
- Better communication across the board to our varied communities; a standard process which incorporates multiple languages and multiple platforms
- Greater focus on front line statutory services
- Doing the basics well (it's not all about the shiny stuff)
- Council priorities are very rarely residents' priorities. You would learn more about local residents if you considered using more up to date means, such as joining and responding in local social media groups
- More recognition of the challenges villages face and village halls/ leisure or community centres
- To build a louder voice to make National Government aware of our problems
- Bolder ambition to become one council with fewer overheads and therefore even greater efficiencies
- To listen to the community/ to consult in a transparent and open way and to work with community groups for the benefit of everyone
- Whilst I support the aim to have a greater impact in tackling the wider COMMON challenges, the one team must share in the additional specific challenges each of the councils may face

Sub-regional priorities

Do you agree with the proposed sub-regional priorities listed below?



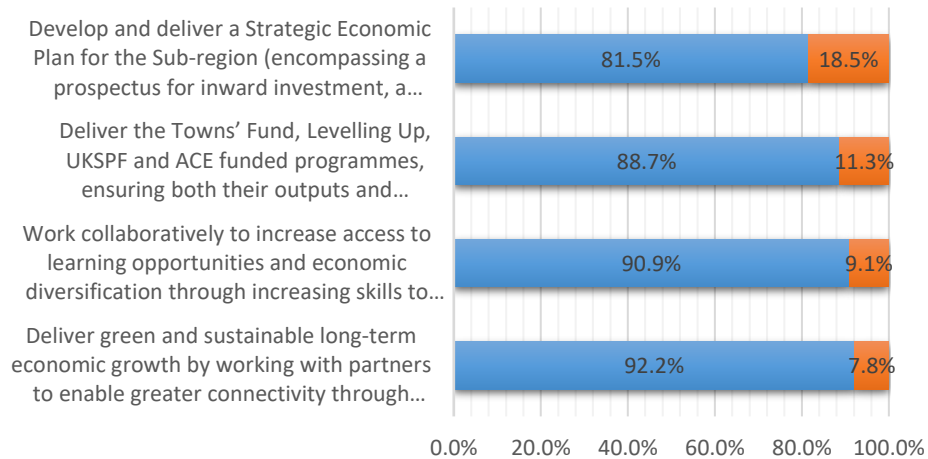
Comments:

- Bus reliability; safe and reliable transport for all is essential
- Celebrate the difference of coastal and fenland living
- Safe communities - not 'safer'
- Simply stating 'Environment' doesn't feel very ambitious compared to the other priorities
- Housing - being a landlord - looks like a bit of an afterthought, how will you make sure this doesn't get lost in the wider sub region?
- I care about the environment but think that policies are based on false information especially around wind farms etc. Too much emphasis is placed on supposedly "green" policies
- Traffic monitoring and roads and trains /ease of access of pedestrians, cyclists, and car users to facilities in and around town
- Nothing additional because these are all worthy priorities and fit with ambitions for the rest of Lincolnshire and beyond, but would have flood risk as an environmental issue and potentially utilities (or further expansion on the particular priorities within it)
- Disability access to amenities and services, better services
- Investment into our young people providing and encouraging social activities, supporting mental health including young people struggling with social anxiety
- Transport infrastructure across the county

Growth and Prosperity

Do you agree with the proposed areas of focus? We will:

Growth and Prosperity



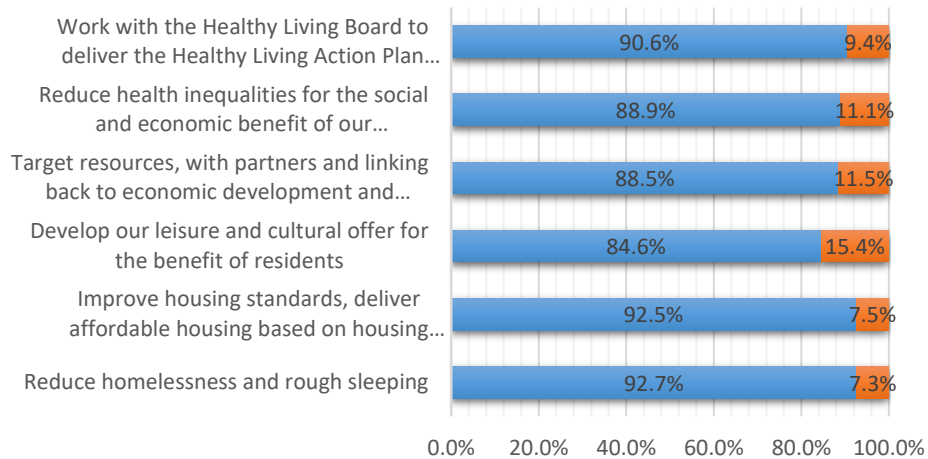
Comments:

- Agree with the premise but the wording needs to be better to understand how to make economic growth green and sustainable. This doesn't come across very strongly in the narrative here
- No idea what the benefits are of the Art Council? I'm not sure how increasing employment land, improved roads and transport links is green? As long as our beautiful countryside is protected, I'm ok with this
- Lincolnshire definitely requires improved road networks
- The need for resilience and so called soft and transferable employment skills development - e.g., team working, communication, self-promotion etc
- Housing growth is only viable if the infrastructure is also focussed on alongside the growth, currently this is desperately lacking and rarely enforced. It is viewed by large developers as an afterthought and brings major issues into all areas, affecting health and wellbeing and general standards of living
- Link to Lincolnshire's wider ambitions, e.g., through GLLEP. These match perfectly with broader levelling up and DLUHC priorities so can feed up to that agenda. Believe environmental elements fit best in other proposed area, but can see link to growth because of the infrastructure needed

Healthy Lives

Do you agree with the proposed areas of focus? We will:

Healthy Lives



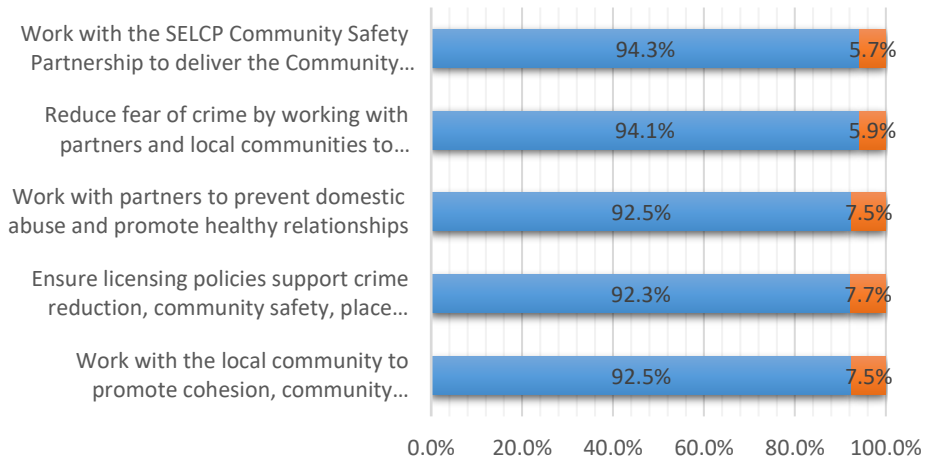
Comments:

- Housing and Homelessness should definitely be a priority. Access to health services has gotten much worse and needs to be a priority
- I would hope to see mental health and supporting personal resilience incorporated into healthy lives language to help continue the support and reduce stigma around this
- Voluntary sector engagement in regard to health inequalities is already reaching its peak, more focus needs to be turned to getting relevant funding and effective groups in place to ensure the inequalities with health are improved. Focus needs to be on young children and educating them how to eat well and participate in regular exercise. For those in society struggling with health issues there needs to be a focus on re-evaluation as the system allows for too many loop holes and persons who are able to work slip through the net and manage to obtain monies to support themselves through benefits, when in fact they are able to carry out jobs even if just for a few hours a week. For those on benefits with non-severe physical impairment there should a process of voluntary work around the communities be it simple street cleaning or tidying or helping to assist the mental health of those with simple needs, such as those who are isolated or have suffered loss
- You will not reduce homelessness until drug use has been addressed and the focus here should be on access to medical facilities including dentists
- We need more focus on mental health and suicide prevention
- Leisure and culture should be left the volunteer sector with minimum financial help from government
- Housing growth is not something this area can sustain without vast improvement to infrastructure
- Still feel it needs a link making to the same priorities across the county/region
- Disability opportunities/mental health /investment in services

Safe and Resilient Communities

Do you agree with the proposed areas of focus? We will:

Safe and Resilient Communities



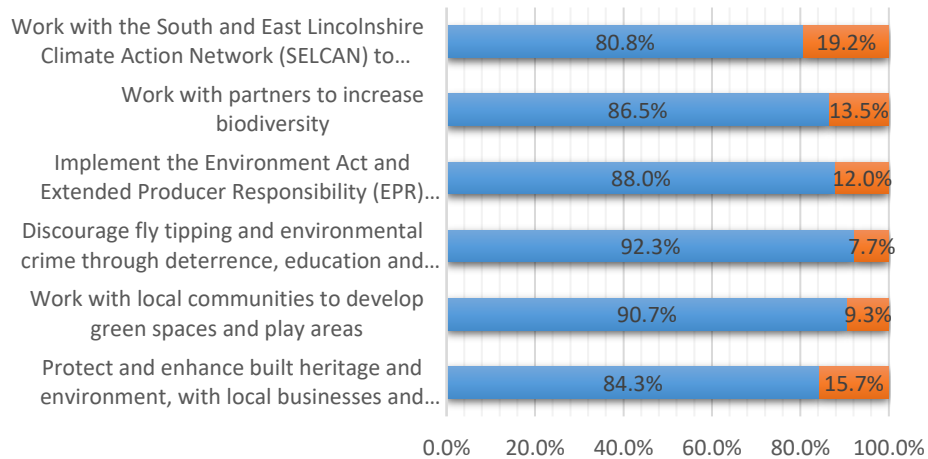
Comments:

- Awareness of emotional and physical abuse behind closed doors, increased knowledge and awareness of what support is available and how to access it
- Policing and ASB needs better funding without which improvements unattainable
- Safe and Resilient Communities is better than Safer Communities referenced earlier
- Broadening cultural awareness is important, for employees of the partnership as well as across our communities
- Having more visible Police officers would provide confidence. Invest in them rather than other initiatives
- How about more police on the streets arresting people involved in drug dealing
- Ensure we have adequate patrols in rural areas that are seeing an increase in Antisocial behaviour
- More police!!
- Review police / cctv and process for monitoring local area
- Very big issues to tackle so needs close working with cross-sector partner agencies
- Safety of disabled groups
- Increase Police Presence in our Communities

Environment

Do you agree with the proposed areas of focus? We will:

Environment

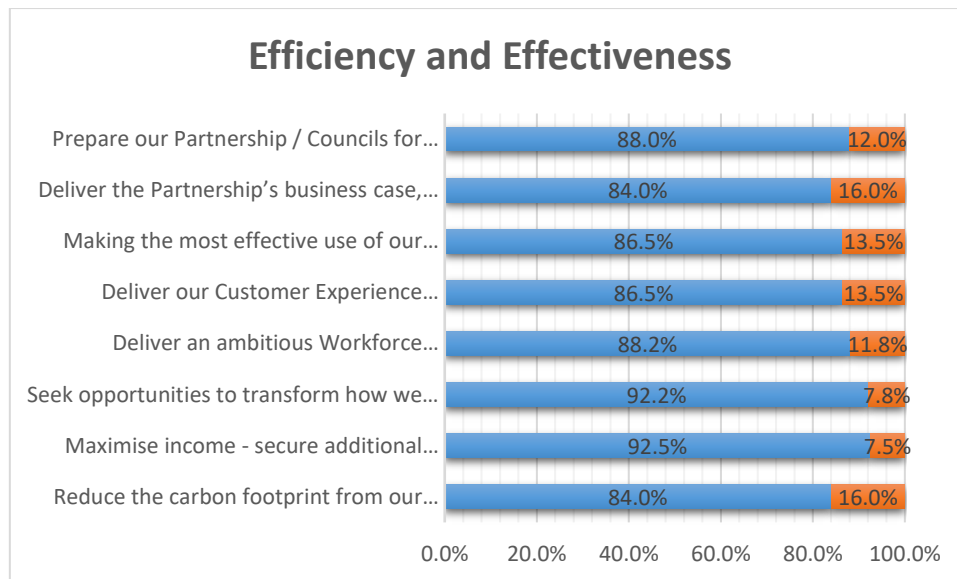


Comments:

- Green homes grants are out of date terminology and too restrictive in relation to domestic retrofit
- Create what sort of new developments - be more specific about the ambition here
- The point on biodiversity should be strengthened to link into health outcomes and understand the value that increase biodiversity has also relative to a sense of place. Also ensuring biodiversity net gain delivers - linked to current environment policy
- Make it easier to dispose of waste and fly-tipping shouldn't be such an issue
- There already are lots of green spaces. Ensure developers provide and maintain green spaces
- Support the development and streamlining of household waste and recycling both at home and in town centres (e.g. multi waste bins)
- Ensure that businesses who sell food do so safely and that the tourism economy is a safe industry
- How will the partnership embrace green / decarbonisation in its homes?
- Our heritage should be saved especially on the coast which is often seen as not worthy
- Fly tipping would not take place if there were better and cheaper ways to dispose of rubbish, there is no point in penalising people who cannot afford the cost of disposal
- Retaining open green spaces and committing to protecting play parks and green spaces

Efficiency and Effectiveness

Do you agree with the proposed areas of focus? We will:



Comments:

- Not just the environment councils operate in, their powers and available funds
- Push to digital is key but do not forget ageing residents who cannot access services digitally, and are being pushed out in the name of being more efficient
- Need to keep access to services local - danger service alignment means less easy access to services; need to ensure those less technology minded are not left out/behind
- I do not feel that customer service people should be replaced by online or digital offers. It is important to have a digital offer alongside anything, but not to lose people as an option. I feel that there should be more effort and emphasis on including alternative formats (such as BSL, foreign languages) prior to a focus on digitalisation. Staff within the partnership need to feel valued too
- Become a unitary authority
- Providing all sectors in all the Councils realise that there will not be 100% digitised services for various reasons; mistrust of internet, illiteracy, perceived to be less timely when a 'quick phone call' will do, lack of internet
- How will the partnership know how it is performing? With introduction of Oflog and new housing regulatory requirements, knowing how we perform is a key consideration. How will tenants and residents know what it's beyond the shiny stuff?
- Review fees and charges

East Lindsey local priorities

Comments:

- Please do not use the coast to fill your coffers. The introduction of cashless later amended, coastal car parking had a negative impact open local people and visitors alike
- As a resident it's a feeling of hopelessness I have when faced with the ongoing onslaught on the beaches. Maybe a simple clear explanation of why all the work is necessary?
- We already have too much development in East Lindsey
- Better connectivity - roads, broadband, utilities, transport; support towns and communities better to grow and develop
- Focus should be on meeting minimum service requirements and the needs of the local communities, in particular areas of deprivation
- You need to facilitate new housing and make use of empty homes across the district and not just town centres. I don't know what assets you have. Investment should be across the district and not just the coast
- All housing development must have due regard for residents parking
- Ensure there are sufficient resources to ensure that the coast and district is a safe place to visit through robust enforcement of food, safety, and environmental legislation
- Build more wind and solar farms
- No more town centre development for housing
- Work with councils, bodies, and agencies beyond the partnership to achieve national recognition and connections
- Don't over rely on communities, individuals and parishes/towns who are all volunteers
- Be aware and adapt the town, drop kerbs, limits on pavement licences to enable disabled people to be safe in the town and the more rural areas



REPORT TO:	EXECUTIVE BOARD
DATE:	1 st NOVEMBER 2023
SUBJECT:	PROCUREMENT STRATEGY - 2023-2026
PURPOSE:	TO ADOPT AND IMPLEMENT A NEW PROCUREMENT STRATEGY FOR 2023-2026
KEY DECISION:	N/A
PORTFOLIO HOLDER:	COUNCILLOR RICHARD FRY
REPORT OF:	MARTIN GIBBS, HEAD OF PROCUREMENT & CONTRACTS
REPORT AUTHOR:	MARTIN GIBBS, HEAD OF PROCUREMENT & CONTRACTS
WARD(S) AFFECTED:	ALL
EXEMPT REPORT?	NO

SUMMARY

In March 2023, Council approved its Annual Delivery Plan 23/24, which included a specific action to bring forward a Procurement Strategy for adoption. This was also a key strand of the South & East Lincolnshire Councils Partnership Business Case, recognising that through joint procurement the Councils could deliver significant savings.

The Strategy is particularly important at this time, given the scale of projects the Council has underway through the Towns' Fund and Levelling Up Agendas; and the associated joint procurement opportunities with its partner Councils. The combined spend of the Partnership Councils on capital projects in the coming years will be in excess of £100million.

The purpose of this report is to present to the Committee the Procurement Strategy for the period 2023 – 2026. The Council has not had a Procurement Strategy in place for a number of years. By having this strategy formally in place, it provides a clear strategy for Procurement throughout the next 3 years.

The Executive Board is asked to approve the Procurement Strategy at Appendix 1.

RECOMMENDATIONS

1. That Executive Board approves the Procurement Strategy at **Appendix 1**
2. That Executive Board notes the feedback from Overview Committee.

REASONS FOR RECOMMENDATIONS

- To ensure that the Council has a clear Procurement Strategy for the next 3 years.
- To agree a single approach to procurement across the Partnership that maximises the savings opportunities for the Councils.
- To ensure compliance with audit requirements as some of the Partner Councils have had audit recommendations to update their Procurement Strategies.
- To help support key Council priorities, such as sourcing local suppliers, procuring sustainably and ethically.

OTHER OPTIONS CONSIDERED

To do nothing – this would result in the Council continuing to have no formal Procurement Strategy in place.

1. REPORT

- 1.1** In April 2023, it was formally approved that the Procurement & Contracts service was to be provided by Public Sector Partnership Services Limited (PSPSL). It was also agreed within the SELCP Annual Delivery Plan. As part of this, a review noted that there was currently no Procurement Strategy in place.
- 1.2** As part of the preparatory work to ensure the service was ready to go live for April 2023, the Contract Procedure Rules were reviewed and updated so that they were aligned across the SELCP. This process was fully approved at each of the Councils in December 2022 / January 2023.
- 1.3** Audit recommendations at both South Holland District Council and East Lindsey District Council included a requirement for a Procurement Strategy to be in place, and therefore it is proposed to adopt a Procurement Strategy at Boston Borough Council too as this will likely be an audit recommendation in the future, as it is deemed best practice for Local Authorities to have a Procurement Strategy adopted and implemented.
- 1.4** The proposed Procurement Strategy at **Appendix 1** to this report seeks to provide a strategy and commitments to be delivered over the course of the proposed 3-year period. It details ways in which the team will aspire to work and improve the service over the next 3 years, noting there are a number of large Grant Funding projects ongoing, and upcoming (Levelling Up Funding and Towns Fund, for example). As well as these larger projects, the Procurement Strategy also details that a clear focus for the team will be to help secure financial savings through joint procurement across the SELCP.
- 1.5** The proposed Procurement Strategy links in with the National Procurement Strategy that was reviewed in 2022. The National Procurement Strategy focusses on three key themes. These being “Showing Leadership”, “Behaving Commercially”, and “Achieving Community Benefits”.

- 1.6** The proposed Procurement Strategy also provides a clear strategy on Sustainable Procurement, Ethical Procurement, and a definition of “What is Local”.
- 2.1** The draft Strategy was considered by the relevant scrutiny committee at each Council with the following feedback provided.

Policy Development Panel – SHDC

Comment	Response
No suggestions for amendment of the Strategy were made	N/A

Corporate and Community Scrutiny Committee – BBC

Comment	Response
Request for a change of terminology regarding “preferred providers” to provide clarity that the Council aren’t giving any suppliers preferential treatment and that these due diligence checks are undertaken following a fair and transparent procurement process.	Agreed and have made an amendment so that it now reads “ Following a procurement process, we shall carry out due diligence checks (financial, insurances, and H&S (where relevant)) on the supplier that we intend to award the contract to. ”
Request for removal of reference to Social Value Portal, as other suppliers are in the market so should be testing the market to achieve value for money.	Agreed and noted that we are testing the market widely. Made amendment so that it now reads “Reviewing the possibility of using a social value IT system , which measures social value in financial and non-financial terms against national Themes, Outcomes and Measures.

Overview Committee – ELDC

Comment	Response
No suggestions for amendment of the Strategy were made	N/A

EXPECTED BENEFITS TO THE PARTNERSHIP

The proposed Procurement Strategy is also being proposed at the other Councils within SELCP which ensures an aligned approach across all Councils. It also has an emphasis on Working with Partners which includes looking at joint procurement / joint contracts between the three Councils, which has the potential for financial efficiencies through economies of scale.

IMPLICATIONS

SOUTH AND EAST LINCOLNSHIRE COUNCILS PARTNERSHIP

The opportunity to work more collaboratively across the Partnership and realise increased opportunities to achieve best value in its procurement activity.

CORPORATE PRIORITIES

Future Prosperity, Regeneration, and Inclusive Growth

Delivering high quality services and maximising use of technology to residents

STAFFING

None

CONSTITUTIONAL AND LEGAL IMPLICATIONS

None

DATA PROTECTION

No direct data protection issues associated with this report.

FINANCIAL

None

RISK MANAGEMENT

None

STAKEHOLDER / CONSULTATION / TIMESCALES

Portfolio Holder for Finance

Overview Committee

Audit & Governance

REPUTATION

It is best practice for Councils to have an adopted Procurement Strategy. It is important that the Council adopts a new and up-to-date Procurement Strategy, to mitigate against the potential for adverse reputational impact.

CONTRACTS

None

CRIME AND DISORDER

None

EQUALITY AND DIVERSITY/ HUMAN RIGHTS/ SAFEGUARDING

None

HEALTH AND WELL BEING

None

CLIMATE CHANGE AND ENVIRONMENTAL IMPLICATIONS

This Procurement Strategy includes the provision of strategies relating to Sustainable Procurement and the support of local businesses.

ACRONYMS

APPENDICES

Appendices are listed below and attached to the back of the report: -

APPENDIX 1

Proposed Procurement Strategy

BACKGROUND PAPERS

No background papers as defined in Section 100D of the Local Government Act 1972 were used in the production of this report.

CHRONOLOGICAL HISTORY OF THIS REPORT

None

REPORT APPROVAL

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Signed off by:

James Gilbert, Assistant Director, Corporate

Approved for publication:

Councillor Richard Fry, Portfolio Holder for Finance

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Appendix 1



East Lindsey District Council

Procurement Strategy

2023 - 2026

Version Control			
	Author	Issue Date	Reasons for Issue
0.1	M. Gibbs	October 2022	First Draft
0.2	M. Gibbs	December 2022	Second draft to reflect two separate strategies (one for the Councils and one for PSPS)
0.3	M. Gibbs	May 2023	Made minor changes following SLT feedback; this includes separate Strategy document for each Council.
0.4	M. Gibbs	July 2023	Made 2 minor amendments following BBC Scrutiny Committee feedback.

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1. Introduction

1.1 Public Sector Partnership Services Limited (PSPS) Procurement & Contracts Team

PSPS are a high performing Local Authority Trading Company (LatCo), owned by East Lindsey District Council (ELDC), South Holland District Council (SHDC) and Boston Borough Council (BBC), with ambitions to grow and provide high quality services to other Councils.

PSPS Procurement & Contracts team provides a service internally to PSPS Service Departments, as well as externally, to the client Councils (ELDC, SHDC & BBC).

Our team was newly set up in October 2022 and our service delivery to the client Councils went live in April 2023. The team have been on-boarded to standardise the procurement service across PSPS and the client Councils, whilst delivering an excellent service.

The Procurement Strategy has been written by PSPS and adopted by the client Councils detailed above.

The recent economic climate combined with worldwide issues means that there is an emphasised focus on procurement to deliver high quality goods, services and works, whilst achieving value for money. This focus has resulted in a growing requirement for open, streamlined, efficient and effective procurement processes that deliver whilst complying with relevant legislation and regulations.

1.2 Importance of Procurement

Procurement has never been more important than it is today for Public Sector Organisations. Decreasing funding in the sector from Central Government has created an environment in which it is paramount that we spend our money strategically, so we can continue to deliver services which are efficient and able to manage future demands of our communities.

In recent years, procurement and contracting practice has been subject to a number of changes from Central Government. As a result of Lord Young’s recommendations in his 2013 report “Growing your business”, a number of reforms were made to the Public Contract Regulations which will affect the way the council procures its goods and services. These changes were made to encourage the growth of small and medium enterprises (SME’s) and to reinforce openness and fair competition by increasing transparency requirements for public contracting bodies. In addition to this, there is

currently a Green Paper on Transforming Public Procurement within the UK, that is expected to be effective from 2024, which we are carefully reviewing for updates.

1.3 Context

1.3.1 The National Procurement Strategy

The National Procurement Strategy was reviewed in 2022, building on the previous two versions from 2018 and 2014. The focus is on three key themes, which have been identified as the sector's priorities:

- Showing leadership; engaging Councillors, engaging Senior Managers, Working with Partners and Engaging Strategic Suppliers
- Behaving Commercially; Creating commercial opportunities, managing contracts and relationships, and managing strategic risk
- Achieving Community Benefits; Creating social value, engaging local small / medium enterprises and micro-businesses, and enabling voluntary, community and social enterprise engagement

The National Procurement Strategy recognises that “one size doesn't fit all” and that organisations will have differing priorities, visions, and needs locally. However, by using the National “Themes” as a basis for this Procurement Strategy, this will ensure our approach to Procurement can be tracked against nationally recognised standards.

This Procurement Strategy will review the current position against the themes and priorities within the 2022 National Procurement Strategy and set out clear commitments for the next 3 years.

1.3.2 Council Corporate Strategies

PSPS understands that ELDC has corporate strategies that we need to be aware of.

One of ELDC's corporate strategies is to “Help enable a supply of homes that meet needs and aspirations.” The Procurement & Contracts team will assist ELDC with this by ensuring they have a simple, compliant route that can be accessed to develop homes.

2. Showing Leadership

2.1 Engaging Councillors

Councillors should be engaged in the leadership and governance of Council Procurement and Commercial activity. This includes both the Cabinet /Portfolio Holders and Scrutiny members.

When Councillors are fully engaged with procurement and commercial matters, the quality of decision-making is better, and oversight and accountability are improved. Among other things, Councillor engagement leads to better project delivery and better outcomes for the local community.

Current Position:

- Councillors are engaged in key contracts by going to the appropriate governance process where required, highlighting key information and advice/guidance from Procurement.
- Procurement is within the Portfolio of a Cabinet member within the Council.
- Members are kept informed, and involved, as required, in key procurement activity.

Strategy and Commitments:

Whilst the Council already engages with Councillors in an appropriate format, as part of the implementation of the new Procurement & Contracts Service, the strategy to improve this it to:

- Develop and roll out a basic procurement training programme for Members to understand the Procurement process and the value that it can add.
- Engage with the Portfolio Holder for Procurement at the Council to ensure they are kept informed and up to date on procurement activity.
- Work with Council Officers to fully understand the required Governance process from the outset of a project to ensure Councillors are kept informed and updated at relevant points throughout.

2.2 Engaging Senior Managers

Senior Managers are key decision-makers within a procurement process, and they benefit from procurement and commercial advice at all stages of decision-making, including early advice on major projects. This is a two-way process requiring action by senior managers on the one hand and by the Procurement & Contracts service on the other.

Current Position:

- The three Client Councils have previously had an unaligned procurement approach, with a number of different procurement services being provided in different formats (working purely in a reactive manner and some working more proactively). Whilst this is the case, senior managers are generally engaged with procurement and commercial issues and will often take professional advice at key decision points.

Strategy and how we aspire to improve:

The PSPS Procurement & Contracts service will be looking to build relationships with not only senior managers, but all key stakeholders, to make it clear that our team want to be involved in projects at the earliest available opportunity. The strategy to improve this is:

- Encouraging Senior Managers to engage with the Procurement & Contracts Service at the beginning of a project in order to add as much value as possible.
- Holding training sessions with budget managers to ensure better engagement with procurement resulting in more informed decisions.

- Providing clear communications about how to access the Procurement & Contracts service.
- Engaging with Senior Managers regularly to understand what upcoming projects they have coming up so the Procurement & Contracts service can work pro-actively and forward plan.
- Engaging with Senior Managers by presenting quarterly reports, detailing procurement activity, success stories, and key issues.

2.3 Working with Partners

Working with partners refers to a “one team” approach to the design and implementation of solutions for public services which spans service departments and organisations.

This team approach characterises how PSPS, and the Council, will work together and work jointly between each other and with external organisations, such as health, fire, police etc.

Current Position:

- There are a number of occasions where partnership working is already taking place between the Council, and other partners and the benefits of partnership working in this way are being recognised (e.g., potential for efficiencies).
- Whilst the benefits are being recognised, there are still large elements of ‘silo’ working between organisations.

Strategy and how we aspire to improve:

As part of the newly formed PSPS Procurement & Contracts service, a review of all organisations spend data and Contracts Register will be undertaken, to identify any opportunities for collaborative procurement. The strategy to improve this is:

- Seek collaborative procurement opportunities between the three client Councils. This will be enabled by regularly reviewing spend data, as well as keeping the Contracts Registers up to date, which will assist the team to forward plan.
- Educate the Procurement & Contracts team, as well as service users, to question whether there is a possibility for joint working on a project at the outset.
- Review the possibility of setting up a Countywide Procurement group, that invites all Public Sector Organisations within Lincolnshire, to discuss procurement projects that could be done collaboratively, as well as sharing knowledge in general.

2.4 Engaging Strategic Suppliers

Engaging strategic suppliers refers to the process of identifying strategic suppliers and engaging with them to improve performance, reduce cost, mitigate risk, and harness innovation.

Effective management of strategic supplier relationships can improve outcomes for the public, including added social value, and continual improvement and innovative ideas.

Current Position:

- There are strategic suppliers across the Council where contractual meetings are held, but these are more operational and solely performance based, instead of looking for potential opportunities for innovation or reduced cost.
- There is also a tendency for “firefighting” where engagement with suppliers will often be when there is a problem to be resolved.

Strategy and how we aspire to improve:

- Include easily accessible information on the Council website, including:
 - Details of the eTendering system, with any appropriate user guides.
 - A link to the current Contract opportunities
 - An up-to-date Contracts Register
 - Details of the tendering thresholds
 - A link to the standard terms and conditions
 - Publishing a forward plan of work, and potential engagement events
- Identify all strategic suppliers and put together a Contract Management plan for the day-to-day contract manager to utilise, including a basic agenda for contract meetings.
- Advising that all key projects have a pre-procurement market engagement phase to maximise interest and awareness from suppliers, as well as getting suppliers’ knowledge and expertise, when working on the specification and tender documentation.

3. Behaving Commercially

3.1 Creating Commercial opportunities (including income generation)

Creating commercial opportunities refers to how an organisation promotes revenue generation and value creation through the way it plans its major third-party acquisitions (works, services, and goods), reviews its business options (make or buy), engages with, and influences, markets, and potential suppliers, seeks to support and encourage innovation, and promotes the development of new ideas and solutions to service delivery.

Current Position:

- Whilst there are ideas to generate income from the Council, these tend to stay high-level and don’t involve procurement until a decision has been made.

- There is a focus on delivering business as usual, but commercialisation is on the radar as PSPS, and the Council, understand that income must be generated through different means.
- There is a focus on savings / efficiencies rather than ideas for generating income.

Strategy and how we aspire to improve:

- Seek to adopt a more commercial approach when reviewing contracts. Some approaches include:
 - Seeking collaborative procurement opportunities across PSPS and the three client Councils.
 - Involving procurement as early as possible, so that a procurement process can be discussed that supports the outcomes.
 - Where relevant, evaluate innovation within award criteria, and detail potential for innovation within the Specification.
- Continually looking at options for new revenue.
- As part of the spend analysis, suggest potential ideas for revenue generation.

3.2 Managing Contracts and Relationships

Contract and relationship management is the process by which all contracts and variations are managed effectively to control costs, secure the quality and timeliness of agreed outcomes and performance levels, and minimise the occurrence of risks. Poor contractor performance can seriously damage reputation and also the ability to deliver effective services.

Current Position:

- Contract management is currently very reactive, dealing with issues as they arise.
- Contract leads / managers are identified for the majority of contracts.

Strategy and how we aspire to improve:

PSPS Procurement & Contracts team will have resources in place to support day-to-day contract managers (who will still own the contracts) and will transition the current position to a place where contracts are effectively managed. The strategy to improve this is:

- Take control and be a central area for the Council to edit and maintain the Contracts Registers.
- Inserting sufficient review dates on contracts to work proactively and enabling time for an analysis of procurement options.
- Identifying strategic contracts and liaising with day-to-day Contract Manager to provide support and assistance, to include:
 - Undertaking spend reviews ensuring tendered rates are being used.
 - Provide a Contract Management Meeting “Agenda” document to base Contract Management Meetings on.
 - Attend contractual meetings, where required.

- Provide a contract management pack upon contract award with main contractual details included, such as start date, end date, tendered price/rates, termination clauses etc.
- Assist with performance monitoring on KPIs and SLAs.
- Assist with identifying and creating risk registers for projects over the value of £85,000.
- Ensuring contract variations are undertaken in the appropriate manner as per the contract and are then updated on the Contracts Register.
- Provide training on Contract Management.

3.3 Managing Strategic Risk

Managing strategic risk refers to the impact of an external event (changes to regulations/legislation, financial / reputational health of the supplier etc.) and how these should be mitigated against, to ensure the quality and continuation of services is not negatively affected.

Current Position:

- This is completely compliance driven ensuring that statutory requirements are met.

Strategy and how we aspire to improve:

The PSPS Procurement & Contracts service is looking to take a more proactive approach to strategic risk management. The strategy for this is:

- Following a procurement process, we shall carry out due diligence checks (financial, insurances, and H&S (where relevant)) on the supplier that we intend to award the contract to.
- Monitoring spend against the Contracts within the Contracts Registers, to mitigate the risk of off-contract spend.
- By having a dedicated Procurement & Contracts resource, we will ensure that professional advice and guidance is as per the relevant Legislation and Regulations and will keep up to date with knowledge and training related to new Procurement Legislation/Regulations.
- Assist with identifying and creating risk registers for projects over the value of £85,000 and monitoring and keeping these updated with the relevant persons.
- Undertaking due diligence checks on contractors in-contract to ensure they have the relevant insurances and are financially sound.

4. Achieving Community Benefits

4.1 Creating Social Value

Social value within procurement is about improving economic, social, and environmental wellbeing from public sector contracts over and above the delivery of the services directly required and at no extra cost.

Current Position:

- Many procurement processes include social value considerations such as award criteria.
- Whilst it is included within award criteria, it is not being actively monitored to ensure suppliers are doing what they have said they will do.

Strategy and how we aspire to improve:

The PSPS Procurement & Contracts service aim is to take a more proactive approach and explore options of how to measure and monitor social value, during the tender process, and at contract award. The strategy for this is:

- Ensuring procurement evaluation processes consider areas such as localism, added value and/or sustainability factors.
- Undertaking soft market engagement to take into consideration what the market can offer, to get a better understanding of what social value criteria can be included within the Specification and award criteria.
- Reviewing the possibility of using a social value IT system, which measures social value in financial and non-financial terms against national Themes, Outcomes and Measures.
- Actively monitoring continuous improvement and performance in relation to the supplier's social value commitments (as per the tender documentation and their submission).

4.2 Engaging Local SMEs and Micro Businesses

Small Medium Enterprises (SMEs) are businesses with fewer than 250 employees and a turnover of up to £50,000,000. Micro Businesses are those with 1 to 9 employees.

SMEs play a major role in creating jobs and generating income. They help foster economic growth, and are a source of innovation, whilst contributing to the development of a dynamic private sector.

Current Position:

- The Council are seeking quotations from local suppliers, where appropriate.

Strategy and how we aspire to improve:

The PSPS Procurement & Contracts service aim is to actively engage with local SMEs and microbusinesses and the strategy for this is:

- Provide relevant information on the Council website, which can also be reflected including how to tender, simple guides on the eTendering system, and any other useful guidance.
- Update the Contract Procedure Rules for the Council to reflect that quotes must be sought from local suppliers, where appropriate.
- Review options of breaking up larger contracts into Lots, where appropriate, to make it more attractive for SMEs and micro businesses.

- Provide efficient and effective information to local SMEs and micro businesses who are interested in quoting / tendering opportunities to ensure the process is as simple for them as possible.
- Attend events such as Business Breakfasts to engage and present to local SMEs on topics such as “Selling to the Organisation”.
- Keep the Contracts Register maintained and up-to-date online, so that SMEs can approach current contractors regarding any sub-contracting opportunities, as well as being able to plan for re-procurement exercises.
- Review standard terms and conditions to see if a clause can be added where a contractor is required to seek quotes from local suppliers, if they have an element of work / services etc. that needs to be sub-contracted.
- Undertake ad-hoc checks on lower value contracts to check whether local suppliers were approached to provide a quote.

By engaging with local SMEs and micro businesses, we can help grow the local economy as local suppliers will likely purchase materials from within the District and employ locally. Engaging with local suppliers can provide environmental benefits such as reduced travelling. This goes hand in hand with potential reduced costs as a local supplier won't have to use as much fuel or pay for accommodation.

4.3 Enabling VCSE Engagement

Voluntary, Community and Social Enterprise (VCSE) refers to organisations that include small community groups, registered charities, foundations, trusts and social enterprises and cooperatives.

Current Position:

- VCSE organisations are engaged in a few key contracts only.

Strategy and how we aspire to improve:

Whilst this isn't an active priority for the team and we are content that VCSE organisations are being engaged in relevant procurement / tendering opportunities, engagement could be improved by:

- Liaising with the project team to discuss whether it would be beneficial to include external partners within the creation of a specification, as this is to include VCSEs.

5. Enablers

The National Procurement Strategy 2022 identifies five cross-cutting issues referred to as “enablers”. These enablers need to be addressed for us to realise our ambitions.

5.1 Adding Value

Procurement has a key role in adding value on spend. The team need to work proactively to understand emerging issues and how these can be managed, as well as understanding and mitigating against risks. The team also need to be able to demonstrate the value added to our internal colleagues within PSPS and the Council.

Current Position:

- Procurement has previously been unaligned across PSPS and the Client Councils, with procurement services being provided, in a mostly reactive manner, by different organisations.

Strategy and how we aspire to improve:

With the newly formed Procurement & Contracts team in place, we propose to add value in several ways, including:

- Ensuring that a member of the Procurement & Contracts team is involved in projects at the earliest opportunity available, to be able to add value from the outset.
- Look to set up a forum for Public Sector Organisations within Lincolnshire to discuss procurement, sharing good practice and data.
- Keep up to date with new procurement legislation/regulations and look to continually improve our knowledge and understanding.

5.2 Developing Talent

Talent management, recruitment and retention are key building blocks to an excellent procurement function.

Developing talent includes supporting staff to develop, addressing recruitment and retention of procurement talent and developing agile procurement talent that can address commercial challenges and innovation in the procurement role.

Current Position:

- PSPS Procurement & Contracts team are fully recruited and resourced.

Strategy:

An in-house procurement function has been set up with a structure that provides lots of development opportunities. There are a few of the roles that we will be looking to develop staff, including an apprentice, whereby we will put them through their professional qualifications.

A development plan will be put in place for all staff and there will be opportunities for staff to outline areas where they need further development (such as commercial skills / negotiation etc.)

PSPS provides great employee benefits which will assist with the recruitment and developing and retaining staff will be key to our success.

5.3 Exploiting Digital Technology

Rapid use of data is critical for understanding how to manage procurements and contracts.

Current Position:

- There is currently limited contract and procurement information available online.

- E-Invoicing, E-Ordering and E-Payments are all used as standard.

Strategy and how we aspire to improve:

We are actively looking at new technologies that can make administrative tasks such as advertising a tender, quicker and easier. We want to share our data more widely and make it easily accessible for interested suppliers/general public. We aspire to do this by:

- Ensure Contracts Registers are regularly updated and published online. This will help to reduce FOI queries whilst being more transparent.
- Ensure that the eTendering system is used for everything over the value stipulated within the Contract Procedure Rules to ensure they are easily accessible and auditable.
- Continue to regularly seek innovative technological opportunities, where appropriate and within budget.
- Share and receive data from other organisations to implement commercial approaches.

5.4 Enabling Innovation

The Procurement Rules reform is likely to provide more opportunity to innovate in procurement with the use of more flexible procedures and making use of these opportunities will be key.

Current Position:

- Procurement can currently tend to be an afterthought in projects, so innovation is limited. Specifications are often outcome-based, instead of output based to enhance supplier innovation.

Strategy and how we aspire to improve:

The Public Procurement Reform will be an influential change. We will be keeping updated on this to be aware of all changes. Our strategy to enable innovation is:

- Keep informed on the Procurement Rules Reform and provide responses to any further consultations, to help shape them Reform. Embrace the changes, including the more flexible approach to procurement.
- Ensure involvement in projects is at the earliest opportunity so that we can review specifications and look to add value / provide innovative ideas from the outset.

5.5 Embedding Change

Procurement has a key role within Public Sector Organisations and needs to sit at the top table to ensure commercial considerations run through the necessary decision-making.

Current Position:

- Senior leaders recognise the importance of procurement and contract management and have addressed this by setting up the Procurement & Contracts service.

Strategy and how we aspire to improve:

As a new service, this is a great opportunity to change the way things are done and we will be looking to do this by:

- Implementing a new process to access the service, via a system, which will easily show the data and performance levels of the team that can be reported against.
- Work in a proactive manner, whereby we will contact a department, notifying them of a/the procurement process required for a project and set up a meeting to begin this.

6. Sustainable Procurement

Sustainable procurement refers to how we can identify and reduce the environmental impacts of our supply chain, ensuring that we can reduce our carbon emissions and the impact of climate change.

Current Position:

- The Council are aware of the environmental impacts, but they aren't being directly considered and included within every procurement project currently.

Strategy and how we aspire to improve:

- Ask specific, targeted sustainability questions at each stage of a procurement process, allowing bidders to propose specific targets to reduce emissions, create local employment opportunities, and provide other sustainable outcomes.
- Ensure sustainability / environmental is an agenda item at the beginning of each new procurement project so that it is being considered every time.
- Including sustainable requirements within the specification, where appropriate. For example, specifying a certain sustainable material is used instead of an alternative that isn't sustainable.
- Ensuring the procurement process is accessible to all, allowing smaller, and local businesses to submit bids easily. This can include removing financial thresholds, where financial risk is not high, or dividing larger contracts into lots so that smaller organisations with limited capacity are able to bid.
- Encourage suppliers to actively take steps to reduce their carbon emissions.
- Actively monitor suppliers who have proposed commitments within their tender to ensure they are doing what they said they will do.

The Client Councils have recently adopted a [Sustainable Products Policy](#). The Procurement & Contracts service will ensure that this is included within procurement processes by promoting and establishing a culture of reuse and recycling, where possible.

7. Ethical Procurement

Ethical procurement refers to a wide range of issues that can impact the ethical goals of a business. Procuring in an unethical manner may cost the Council heavy fines, and reputational damage.

Current Position:

- The Council are aware of the risks of unethical procurement, but there are no monitoring processes in place to check the wider-supply chain of our contractors.

Strategy and how we aspire to improve:

- Monitor key contracts closely to ensure visibility of their entire supply chain to ensure ethical behaviour, such as payment to sub-contractors on-time, and employees have the right to work there etc.
- Ensure that suppliers tendering for works/services/goods sign the non-collusive certificate to ensure no bribery or collusion has taken place as part of their bid.
- Before sending officers tender submissions, ensure a Declaration of Interest is signed noting that they have no conflict of interest with any of the suppliers that they will be evaluating.
- Ensure Procurement & Contracts staff are up to date with their CIPS Ethical Sourcing yearly programme.

8. What is 'Local'?

Within this Procurement Strategy, "local" is mentioned regularly. We consider local as three separate strands. The first is within the boundary of each respective Council. The second is within the boundaries of all three of the Councils. The third is within Lincolnshire, or 60 miles from the boundary of one of the Councils.

We will undertake analysis of the % of local suppliers in the first and second strands as above and report back on this. Should there be scope for improvement, an agreed target will be set to increase these percentages of local suppliers.

9. Making it Happen

Procurement is an activity which involves all service areas but there are specific roles that the Procurement & Contracts team and service areas have to play and only by working together can we meet the aspirations set out in this strategy.

The service areas are accountable for delivery of their services and for conducting their procurement activities within the Contract Procedure Rules and in line with the aspirations within this Strategy.

The Procurement & Contracts team are accountable for ensuring that strong internal processes are in place, and that we set the standard for working in line with the aspirations within this Strategy. By doing this, we will be able to provide the Councils with high quality services, which will result in financial savings and efficiencies.

10. Contact Details

Should you have any questions or comments regarding our Procurement Strategy, please contact:

Martin Gibbs – Head of Procurement & Contracts

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REPORT TO:	Executive Board
DATE:	1 st November 2023
SUBJECT:	Crime and Disorder Report
PURPOSE:	To provide Executive Board Members with an update on Community Safety Partnership work at a local and county level
KEY DECISION:	N/A
PORTFOLIO HOLDER:	Councillor Graham Marsh (Community Safety, Carbon Reduction, Culture and Leisure)
REPORT OF:	Emily Spicer, Assistant Director - Wellbeing & Community Leadership
REPORT AUTHOR:	Peter Hunn, Community Safety Manager & Sarah Cocker, Community Safety Partnership Officer
WARD(S) AFFECTED:	All Wards
EXEMPT REPORT?	No

SUMMARY

This report provides an overview of the work currently being undertaken by the Safer Lincolnshire Partnership at County level, the South & East Lincolnshire Community Safety Partnership at a local level, along with information on CCTV across the partnership and Anti-Social Behaviour activity in East Lindsey. The report recommends that the contents are noted, and additional areas of focus are considered for inclusion in future reports.

RECOMMENDATIONS

1. That the content of the report is noted.
2. That Members consider areas of focus to be included in future reports.
3. Members of the Overview Committee discussed the report at their meeting on Tuesday 20th June 2023 and agreed that recommendation 1 was noted, thanked officers and external guests for the comprehensive report and answering all the questions they had at the committee. Members of the Overview Committee requested that an update of the Boston pilot scheme in relation to dealing with noxious residential smells is included in next year's annual report (Recommendation 2).

4. Link to minutes from Overview Committee can be found via this link: <https://democracy.e-lindsey.gov.uk/mgAi.aspx?ID=33745>

REASONS FOR RECOMMENDATIONS

- 1) The content of the report is noted to ensure that members are up to date on the current work being undertaken.
- 2) The focus of future updates provides members with an opportunity to identify areas of work they require more detail on.

OTHER OPTIONS CONSIDERED

Do nothing

1. BACKGROUND

- 1.1 Community Safety Partnerships (CSPs) were established under the Crime and Disorder Act 1998. A CSP is required for each local government area, bringing the police, local authorities, fire and rescue, health, and probation to formulate strategies for the reduction of crime.
- 1.2 Locally, the South & East Lincolnshire Community Safety Partnership (SELCSPP) is an informally merged partnership administered through the South and East Lincolnshire Council's Partnership (S&ELCP), covering Boston Borough, East Lindsey, and South Holland. At a county level, there is an informally merged countywide partnership known as the Safer Lincolnshire Partnership (SLP), administered by Lincolnshire County Council.
- 1.3 East Lindsey District Council currently discharges its statutory duties for reducing crime and disorder through the above partnership in conjunction with the operational activities such as CCTV and ASB investigation work.
- 1.4 The statutory duties of a Community Safety Partnership are as follows:
 - To prepare and implement a partnership plan that sets out a strategy for the reduction of reoffending, crime and disorder, combatting substance misuse, serious violence, 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 commission domestic homicide reviews (DHRs) following notification from the police of a domestic homicide.

- To hold one or more public meeting during the year.

1.5 This report will provide an overview of the work of the local SELCSP and the county SLP. The report also provides summary data in relation to Anti-Social Behaviour (ASB) and Closed-Circuit Television (CCTV) across the partnership area.

2. SOUTH AND EAST LINCOLNSHIRE COMMUNITY SAFETY PARTNERSHIP

2.1 The SELCSP aims to combine knowledge, powers and expertise to reduce anti-social behaviour, crime and the fear of crime in South and East Lincolnshire, to ensure it remains one of the safest places to live, work and visit.

2.2 SELCSP is a partnership made up of the following organisations:

- Boston Borough, East Lindsey and South Holland District Councils
- Lincolnshire County Council (Community Safety Team, Lincolnshire Road Safety Partnership, and Public Health)
- Lincolnshire Police
- Lincolnshire Fire and Rescue
- Lincolnshire Partnership NHS Foundation Trust
- The Probation Service
- Office of the Police and Crime Commissioner

2.3 Non-statutory agencies also contribute to the work of the partnership including housing associations, HMP North Sea Camp and the voluntary sector (e.g., Just Lincolnshire). The SELCSP works closely with the County SLP and supports its priorities.

2.4 The SELCSP has a Community Safety Strategy for 2022-2025 to demonstrate the work of partners at the sub-regional level. The partnership has a working action plan for each financial year that the strategy covers. A copy of the plan with updates for 2022-23 is included in Appendix A. The plan for 2023-24 is currently being developed.

2.5 The identified priorities are presented below along with some key actions undertaken during the last year.

2.6 Anti-Social Behaviour (ASB)

- Anti-Social Behaviour Awareness week – This is an annual campaign to highlight the work that partners do to tackle ASB. The focus in 2022 was on the impact of ASB on young people, and the importance of engaging with the wider public about their vital role in tackling ASB. A social media campaign was coordinated across the county to share example of the work we undertaken to address ASB. In addition, a community event was held in East Lindsey by Platform Housing Group with partner agencies including East Lindsey District Council, Lincolnshire Police, Fire & Rescue, Victim Support and attendance from Elected Members.
- Community Trigger Re-launch - The Anti-Social Behaviour Case Review (also known as the Community Trigger) allows victims of persistent ASB to request a formal review of their

case, where the local threshold is met. A standalone countywide policy and procedures document has been produced to ensure that we are providing a service that is based on best practice. This work was undertaken with the charity ASB Help who provide advice and support to victims of ASB. The new policy was launched in November 2022 and widely shared amongst our communities, staff and Elected Members.

- Noxious Odour Pilot (Boston) – Fumes from people smoking Cannabis can amount to ASB where the impact of the odour has a detrimental impact of a continuing nature on the quality of life of those in the locality. A pilot process has been set up in Boston in partnership with Boston Police and Lincolnshire Housing Partnership, to use an incremental approach offering advice letters initially progressing to a Community Protection Notice in more serious cases. To-date 4 advice letters have been issued.
- Anti-Social Behaviour Risk Assessment Conference (ASBRAC) review – ASBRACs are multi-agency meetings used for managing high risk victims, locations and perpetrators of ASB. A project was undertaken in quarter 4 of 2022-23 to review the meetings to establish the current arrangements are fit for purpose, and to identify any changes required to improve their effectiveness. The review identified several recommendations which are currently being addressed, these broadly cover four themes:
 - Training & Awareness
 - Process issues
 - Risk assessment and problem-solving processes
 - Monitoring and analysis

2.7 Hate Crime

- Hate Crime Awareness week – This is an annual campaign to raise awareness of what hate crimes are and how people can report them. A communications plan was developed to publicise information during the week included reporting advice, support services and information on what hate crime and hate incidents are.
- Increasing awareness and reporting of hate incidents – The ASB Team in Boston and East Lindsey have adapted their Anti-Social Behaviour diary to include a question on whether the victim believes that the ASB is targeted because of their identity or perceived identity. Not everyone will recognise that a hate crime or incident has occurred, and it is hoped that this will assist in the identification of occurrences.

2.8 Safer Streets & Night-Time Economy

- Operation California – This was undertaken over the summer months in 2022 in Skegness and aimed to tackle drugs and promote safety in licensed premises. The ELDC Senior Licencing Officer worked with Lincolnshire Police using ‘drugs itemiser’ which can detect residue of a range of drugs on people and surfaces in premises. Unfortunately, the number of visits carried out was limited due to the loss of the itemiser machine which reached the end of its working life. Work is underway to source funding for a replacement equipment.
- Promotion of StreetSafe - This is a service for anyone to anonymously tell the police about public places where they have felt or feel unsafe. This might be because of environmental issues, e.g., street lighting, abandoned buildings or vandalism. It could also be because of some behaviours of people in the area, e.g., being followed or

verbally abused. Agencies have been promoting the use of this to encourage its wider use as the information is fed into problem solving and crime reduction work.

2.9 **The Safety of Women & Girls:**

- White Ribbon Day & 16 Days of Action – This is an annual campaign to end violence against women. White Ribbon Day marks the start of the 16 days of action against domestic violence. White ribbons were distributed to Elected Members to ask them to pledge their support. Social media was used to demonstrate their commitment with photos of members wearing the ribbons.
- Safer Streets Round 4 – Excellent progress has been made in upgrading the CCTV camera systems in Spalding, Skegness and Boston town centres and in the control room at Boston. Work in Spalding is complete with Skegness nearing completion. It is anticipated that work will commence in Boston in June 2023. Signs are currently being installed which include a QR code to direct people to the relevant council website where they can see a map of the ‘Safe Zone’ areas and additional information on reporting crime and where to go for support. A Community CCTV Volunteer has also commenced working within the CCTV suite to help in tasks such as image reviews and burning disks which frees up the CCTV Operators to focus on the monitoring cameras.
- Self Defence Classes for females in Boston – Funding was provided to support the continuation of a local self-defence class for women and girls (aged 12 upwards) at the Geoff Moulder Leisure Complex.

2.10 **Vulnerability & Safeguarding**

- Dementia Bands pilot - This pilot project, led by the Office of the Police & Crime Commissioner, aims to protect vulnerable people living with dementia by giving them a wristband that stores the contact details of the wearers next of kin. If they get lost, police or the public can quickly access their next of kin’s details and contact them. The SELCSP has been supporting the delivery of this project through collaboration, communication and publicity and it is hoped that there will be scope to broaden the project further to other areas across the partnership.
- Fraud Awareness Raising – Support is provided to the county Crime & Disorder Fraud Core Priority Group (CPG) in achieving the overarching aim of tackling digitally enabled fraud & identity theft. The South & East Lincs Councils Partnership has helped to publicise campaigns such as the ‘Get Safe Online’ campaign, which promoted how to shop safely online, and ATM distraction theft.

3. **ANTI-SOCIAL BEHAVIOUR**

- 3.1. East Lindsey District Council’s Anti-Social Behaviour Officer works in partnership with Lincolnshire Police, Housing Associations, and other agencies to tackle ASB. Officers follow the guidance set out in the Countywide procedures for tackling ASB in Lincolnshire, which details the tools and powers brought in by the Anti-Social Behaviour, Crime and Policing Act 2014. The full act can be accessed here:
<http://www.legislation.gov.uk/ukpga/2014/12/contents/enacted>
- 3.2. A stepped approach is used to give advice and encourage people to stop the ASB before considering more formal (legal) methods. People are provided with support, guidance and signposting to other organisations who may be able to help, where applicable.

3.3. Information on enforcement action taken to tackle ASB in East Lindsey is included in Appendix B.

4. CCTV REPORT 2022-23

4.1. This is an examination of data collected by the CCTV department for the areas of Boston Borough Council, East Lindsey District Council and South Holland District Council. North Kesteven data is included for the area of Sleaford. This data is collected and studied in order to better understand the performance and achievements of the CCTV control room in Boston but is clearly not (nor indeed intended to be), a full picture of criminal activity within the areas it covers.

4.2. **CCTV Data** - The data relates to the period between 01/04/22 and 31/03/23. Within this time-period CCTV operators have:

- Recorded **15,310** Daily log entries.
- Completed **1160** incident records which includes
 - **587** East Lindsey camera area incidents.
 - **366** Boston camera area incidents.
 - **128** South Holland camera area incidents.
 - **79** North Kesteven camera area incidents.
- CCTV contributed to **329** arrests which includes
 - **165** East Lindsey camera area arrests.
 - **92** Boston camera area arrests.
 - **46** South Holland camera area arrests.
 - **26** North Kesteven camera area arrests.
- Produced **398** pieces of evidence for Police / Court use.
 - **120** for the East Lindsey area.
 - **161** of these for the Boston area.
 - **81** for the South Holland area.
 - **36** for the North Kesteven area.

The full report is included in Appendix C

5. SAFER LINCOLNSHIRE PARTNERSHIP (SLP)

5.1. An update was provided to the Crime and Disorder Committee on 15th December 2022 regarding the work of the Safer Lincolnshire Partnership (SLP). Updates are provided to Local Authority area Crime and Disorder Committees upon request. This was provided by Claire Seabourne. Due to staffing restructures in the LCC Community Safety Team, Zoe Walters is now the interim Business Manager for the SLP. Claire Seabourne is the interim Business Manager for the LCC Community Safety Team.

5.2. South Holland District Council, East Lindsey District Council and Boston Borough Council are all statutory members of the SLP. They provide representation at the SLP Strategy Board and are also committed to the delivery of the current SLP Strategic Priorities through representation at the underpinning Core Priority Groups.

- 5.3. The report provided in December 2022 highlighted the findings and recommendations from the Safer Lincolnshire Health Check and the Strategic Needs Assessment.
- 5.4. The Health Check recommended that at least one public meeting is held per year and that an annual report is produced. The SLP Annual Report March 2022-23, has been provided for your information in Appendix D. The Annual General Meeting (AGM) was held on 14th March 2023. Reports are also submitted for scrutiny to the LCC Crime and Disorder Committee as part of an annual schedule.
- 5.5. A working relationship has been established with the Lincolnshire Domestic Abuse Partnership (LDAP). It has been agreed that they will provide assurance to the SLP on a 6 monthly basis in relation to Domestic Homicide Reviews (DHRs). SLP retains the statutory duty to commission DHRs but has delegated this responsibility to LDAP.
- 5.6. SLP Annual Report and AGM
- 5.7. The Annual Report March 2022-23 provides an overview of the progress made against the Strategic Priority areas which were agreed by the SLP Strategy Board in 2022. It also provides an update on progress related to the findings from the health check. During the AGM, strategic representatives recognised the progress made in each of the core priority areas, Substance Misuse, Reducing Reoffending, Crime and Disorder, Anti-Social Behaviour and Serious Violence.
- 5.8. The Annual Report highlights recent achievements for the SLP:
- A comprehensive strategic assessment produced and utilised by the partnership to inform strategy development.
 - Successful re-introduction of the SLP newsletter. There have now been 5 issues of the newsletter, and statistics show that there has been a 42% increase in subscribers from the first issue to the last issue ([subscribe to the newsletter here](#)).
 - Increased twitter usage by working with other boards to maximise our target audience.
 - A successful presence at the Lincolnshire Show in 2022 and work is underway on content and potential involvement that we can have at the 2023 Lincolnshire Show as well as other events around the County.
 - The SLP have continued to review financial contributions from partners to ensure the SLP can operate efficiently and effectively.
 - SLP has piloted a Reducing Reoffending (RRO) dashboard with a view to this becoming a dashboard that reflects analytical data for all CPG areas. This is an ongoing project.
 - The introduction of the delivery plan dashboard to ensure efficient and effective performance monitoring for all CPG's.
- 5.9. The Annual Report highlights next steps for SLP over the coming financial year:
- 5.10. Core Priority Groups
- By January 2024 we (SLP) will have published the Serious Violence Strategy.

5.11. Analysis

Continue the project currently underway to increase our (SLP) analytical capacity and consequently the products we can provide to the partnership; meeting our objective of ensuring the SLP is evidence based in determining its areas of focus and activity.

5.12. Finance

There is also a need for a review on how the partnership is financed by partners. Following the work undertaken in 2022, going forward, an annual financial review will take place. This will consider contributions, including proportional split across partners, and ensure effective and appropriate spend.

5.13. Formal Merger

Continued work will be made towards the formal merger. As it stands the SLP is an informal arrangement agreed by all partners to have just one partnership instead of the statutory duty for each local authority to have in place a Community Safety Partnership.

5.14. Anti-Social Behaviour Action Plan 2023

On 27th March 2023, the government published its [Anti-Social Behaviour Action Plan - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/114444/anti-social-behaviour-action-plan-2023.pdf). This was discussed at the SLP ASB Core Priority Group on 17th April 2023. It was agreed at the meeting that this should be raised with the SLP Strategy Board on 16th June 2023, so that the delivery Plan for ASB can be updated accordingly.

5.15. Community Safety Partnerships Review and Anti-Social Behaviour Power

The government launched a consultation [Community safety partnerships review and antisocial behaviour powers - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/consultations/community-safety-partnerships-review-and-antisocial-behaviour-powers) on 27th March 2023. Members of the SLP Strategy Board have been invited and encouraged to submit response to this. All 7 Local Authority areas within Lincolnshire, have provided a combined response which is being submitted on their behalf by the SLP Business Manager. The deadline for responding to the consultation is 23rd May 2023. No indications have been given at this time regarding the timescales for any potential changes to legislation and statutory duties following the consultation.

6. CONCLUSION

- 6.1 This report has outlined the work carried out by the county level Safer Lincolnshire Partnership and the local South and East Lincolnshire Community Safety Partnership. The report also provides enforcement data in respect of ASB, and CCTV data across the South and East Lincolnshire Councils Partnership.

EXPECTED BENEFITS TO THE PARTNERSHIP

The report provides an overview of the work undertaken to support the Council's statutory duties under s17 of the Crime and Disorder Act 1998.

It supports an increased understanding and awareness of the partnership working taking place in the districts.

IMPLICATIONS

SOUTH AND EAST LINCOLNSHIRE COUNCILS PARTNERSHIP

None

CORPORATE PRIORITIES

The area of work detailed in this report supports the following corporate priorities:

- East Lindsey District Council – ‘Improve equality of opportunity across the district and in target areas’

STAFFING

Current staffing resource across the partnership will support the delivery of community safety activity with additional resources identified through further funding as necessary.

WORKFORCE CAPACITY IMPLICATIONS

None

CONSTITUTIONAL AND LEGAL IMPLICATIONS

The statutory duties required of CSPs, as set out in the Crime & Disorder Act 1998, are met through working with the County SLP which works as a combined area for Lincolnshire. We also meet these through our own local South and East Lincolnshire CSP membership as well.

DATA PROTECTION

Data Protection will be dealt with under the partnership’s information sharing agreements.

FINANCIAL

External funding has been granted through the government Safer Streets Fund which will support the Safer Streets and Safety Against Women and Girls priorities. Further funding opportunities will be sought wherever possible to support delivery of the Community Safety strategy. That aside, delivery will be managed through existing partner commitments and resources.

RISK MANAGEMENT

All risks will be managed as part of the strategy and action plan development as appropriate.

STAKEHOLDER / CONSULTATION / TIMESCALES

Consultation has been undertaken with the Portfolio Holders of each sovereign council and with key officers across the S&ELCP (Corporate Management and Service Managers).

This same report has also been taken through the Overview Committee on Tuesday 20th June 2023 where members agreed to take forward both recommendations.

REPUTATION

It is important that the councils demonstrate their commitment to dealing with community safety issues and responding to local concerns. The Community Safety Strategy will have a positive impact on the reputation of the S&ELCP as it shows our dedication to improving the safety and wellbeing of our local communities.

CONTRACTS

None

STAKEHOLDER / CONSULTATION / TIMESCALES

Consultation has been undertaken with the Portfolio Holders of each sovereign council and with key officers across the S&ELCP (Corporate Management and Service Managers).

CRIME AND DISORDER

The Councils have a duty under section 17 of the Crime and Disorder Act 1998 to take steps to reasonably prevent crime and disorder in the district. Changes to this legislation were brought in through the Police and Justice Act 2006, with subsequent regulations coming into force in 2007. The regulations set out the minimum requirements for partnership working to ensure effective practice and that all partnerships deliver to a common standard. This report evidenced compliance with the Acts and the regulations

EQUALITY AND DIVERSITY/ HUMAN RIGHTS/ SAFEGUARDING

There are no direct implications from this report. It should be noted that CCTV surveillance techniques and investigations need to consider Article 8 of the Human Rights Act, which covers right to privacy. This is also subject to regulation under RIPA and CCTV Codes of Practice.

HEALTH AND WELL BEING

Work carried out to reduce crime and disorder within the district and to support those that are affected helps to improve the health and wellbeing of those residents.

CLIMATE CHANGE AND ENVIRONMENTAL IMPLICATIONS

None

LINKS TO 12 MISSIONS IN THE LEVELLING UP WHITE PAPER

MISSIONS	
This paper contributes to the following Missions outlined in the Government's Levelling Up White paper.	
Health	By 2030, the gap in Healthy Life Expectancy (HLE) between local areas where it is highest and lowest will have narrowed, and by 2035 HLE will rise by 5 years.
Wellbeing	By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.
Pride in Place	By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between the top performing and other areas closing.
Crime	By 2030, homicide, serious violence, and neighbourhood crime will have fallen, focused on the worst-affected areas.

ACRONYMS

AGM – Annual General Meeting

ASB - Anti-Social Behaviour

ASBRAC – Anti-Social Behaviour Risk Assessment Conference

CCTV - Closed Circuit Television

CPG - Core Priority Group

CSP - Community Safety Partnership

DHR – Domestic Homicide Review

LDAP – Lincolnshire Domestic Abuse Partnership

RRO – Reducing Reoffending

SELCSPP - South and East Lincolnshire Community Safety Partnership

S&ELCP - South and East Lincolnshire Councils Partnership

SLP - Safer Lincolnshire Partnership

VAWG – Violence Against Women and Girls

APPENDICES

Appendices are listed below and attached to the back of the report: -

APPENDIX A	Community Safety Strategy Action Plan 2022-23 End of Year
APPENDIX B	Anti-Social Behaviour & PSPO Data 2022-23
APPENDIX C	Annual CCTV Report 2022-23
APPENDIX D	SLP Annual Report Final Version

BACKGROUND PAPERS

None

CHRONOLOGICAL HISTORY OF THIS REPORT

A report on this item has not been previously considered by a Council body

REPORT APPROVAL

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	<p>Sarah Cocker</p> <p>Sarah.Cocker@boston.gov.uk</p>
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Approved for publication:	

Community Safety Strategy – Action Plan 2022-2023

Area of Focus	Project / Campaign	Overview	Timescales	Progress
Safer Streets & Night-Time Economy	Night-time economy – Op California (East Lindsey)	<ul style="list-style-type: none"> Operation to tackle drugs and promote safety in licensed premises. The ELDC Senior Licencing Officer works with the Police Licencing Officer and the ‘drugs itemiser’ (which can detect residue of a range of drugs on people and surfaces in premises). General promotion of safe nights out during summer season. 	<ul style="list-style-type: none"> 7th /8th /28th July 4th August 11th August 1st September 2022 	<ul style="list-style-type: none"> Visits were undertaken at several locations across the coast. Proprietors and revellers were receptive to the activity and there was some positive feedback that it made people feel safe. The number of visits was slightly impacted by the loss of the itemiser machine maintained by ELDC which has reached the end of its working life. However, due to the thorough cleaning and maintenance programme (facilitated by ELDC), the machine was operational for several years more than expected. Replacement of the machine is currently being explored.
	Source a new Itemiser to replace the redundant machine	<ul style="list-style-type: none"> To procure one or two new Itemiser machines to enable continuation of education and enforcement opportunities within the night-time economy. 	<ul style="list-style-type: none"> October 2022 onwards 	<p>Jon Challen attended the SLP Drug and Alcohol Core Priority Group to ask partners to collectively fund a new drugs itemiser with a positive response. The proposal was subsequently raised at the SLP Strategy Board on 12th December 2022 where full support was given for Jon to take a paper to the SLP meeting on 14th March 2023 outlining the funding required from partners.</p> <p>Update end March 2023 Funding identified through the Drug and Alcohol Core Priority Group did not come to fruition. Action to be carried forward to the 2023-24 plan.</p>
	Promotion of StreetSafe & Identifying areas that can be made to feel safer	<ul style="list-style-type: none"> A pilot service for anyone to anonymously inform police of public places where you have felt or feel unsafe, because of environmental issues (e.g., street lighting, abandoned buildings or vandalism, and/or because of some behaviours, e.g., being followed or verbally abused). Review data and establish if any improvements can be made to areas to make them feel safer. 	<ul style="list-style-type: none"> May 2022 and ongoing 	<ul style="list-style-type: none"> StreetSafe is regularly promoted on social media sites and on ‘Nextdoor’ by Lincolnshire Police and other partners. The impact of part-night lighting was raised at ELDC Full Council on 12/10/22 (when the Community Safety Strategy was tabled). It was also part of discussions at SHDC Scrutiny Committee. Contact has been made with LCC highways with a view to organising a Q&A briefing with relevant officers and Elected Members to discuss concerns raised. Lincolnshire Police undertook a week of engagement from 5th December 2022 to promote StreetSafe and the work they are doing in relation to VAWG. The SELCP helped to push out a video produced to promote StreetSafe.

Page 82 Safer Streets & Night-Time Economy	Safer Streets Round 2 (East Lindsey)	<ul style="list-style-type: none"> • CCTV Upgrades in Ingoldmells and Chapel St Leonards. • Installation of digital screens for safety messages. • Promotion of caravan watch 	<ul style="list-style-type: none"> • August / September 2022 	<p>The digital screens were due to go live in August 2022 with a list of initial material being compiled for use.</p> <p>All camera upgrades to Ingoldmells and Chapel St Leonards have been completed and are operational.</p> <p><u>Update end March 2023</u> There have been delays with the installation of the digital screens after further information was sought from the planning department at ELDC. The Office of the Police and Crime Commissioner has now appointed a project manager to oversee the completion of this project. Site visits have been undertaken to the locations originally identified for the signs and some changes have been made to ensure the locations are suitable (i.e., have access to power). The planning applications for advertising consent need to be resubmitted. This action will be carried forward to the 2023-24 plan.</p>
	Purple Flag	<ul style="list-style-type: none"> • Purple Flag aims to raise the standard and broaden the appeal of town and city centres at night. • Scope out partner appetite to work towards achieving Purple Flag status in Boston, Spalding, and Skegness. 	<ul style="list-style-type: none"> • November 2022 onwards 	<p>- Outline document produced to summarise the process for partners to review and consider. This will be discussed at the SELCSP on 9th February 2023.</p> <p>- Initial scoping work has been undertaken with other areas who have succeeded in achieving the Purple Flag status (Lincoln, Cheltenham, & Halifax).</p> <p><u>Update end March 2023</u> - A presentation was given at the SELCSP meeting on 9th February 2023 outlining feedback from areas that have been through the process and providing an overview of the work involved in attaining Purple Flag. - Partners discussed the pros and cons but raised concerns about the amount of work and cost in relation to the benefits that it may bring. - Partners agreed not to pursue Purple Flag at this time. It was agreed that the focus should be on 'Pride in Place' instead.</p>

Tackling Anti-Social Behaviour

<p>Anti-Social Behaviour Awareness week (Countywide)</p>	<ul style="list-style-type: none"> Annual campaign. The focus this year is on the impact of anti-social behaviour on young people, and the importance of engaging with the wider public about their vital role in tackling ASB. 	<ul style="list-style-type: none"> 18th to 24th July 2022 	<p>A social media campaign was coordinated across the county. A community event was held in East Lindsey by Platform Housing Group with partner agencies including ELDC/Lincs Police/Fire & Rescue/Victim Support and attendance from Elected Members.</p>
<p>Community Trigger re-launch of policy & procedures (countywide)</p>	<ul style="list-style-type: none"> The Anti-Social Behaviour Case Review (also known as the Community Trigger) allows victims of persistent ASB to request a formal review of their case, where the local threshold is met. In Lincolnshire we are revising and re-launching the countywide policy and procedures to educate staff and Elected Members about the process as well as the community. 	<ul style="list-style-type: none"> 17th October 2022 	<p>A pool of people from across the county have been trained to act as independent chairs for panel meetings. The revised policy and procedures document is being taken to the County ASB CPG on 4th October 2022 for final sign-off pending some amendments. A comms plan for the launch of the new processes is ready to be led by district councils.</p> <p>Update November 2022: The new policy and procedures were launched w/c 28th November 2022 with a press release, social media posts, and information/briefing video for partner agencies and Elected Members.</p>
<p>Pilot a process to respond to reports of cannabis fumes from private properties</p>	<ul style="list-style-type: none"> Process to be piloted in Boston Rural West (which covers Wyberton, Swineshead, Kirton and Sutterton). This will be monitored with the potential for further roll-out more widely. 	<ul style="list-style-type: none"> Oct to Dec 2022 Extended Feb 2023 onwards 	<p>- Agreed at the local Priority Setting meeting in Boston on 3rd October 2022.</p> <p>- Zero reports were received within the pilot period. The area has therefore been widened to cover the whole Boston Borough and a pilot process is being developed and implemented.</p> <p>Update end March 2023</p> <ul style="list-style-type: none"> - A pilot process has been developed and is currently being implemented in Boston during Q1 of 23-24. - Alongside this, the ASB CPG set up a task and finish group to look at developing a county-wide policy to address noxious fumes. - This action will be carried forward to the 2023-24 plan.





Tackling Anti-Social Behaviour	Review of ASBRAC	A project has been designed to review the ASBRAC meetings with the aim of identifying if the current arrangements are fit for purpose, and any changes that are required.	<ul style="list-style-type: none"> December 2022 – March/April 2023 	<p>An outline plan was be tabled at the ASBRAC Chair and Coordinators meeting on 30th January 2023. The review will comprise a mix of methods to undertake a thorough review including:</p> <ul style="list-style-type: none"> A survey of ASBRAC members & referrers, Review of referral data between April 18 & Dec 22, A comparison of the current risk assessment method with the previous risk assessment matrix, A review of outcomes from ASBRAC meetings. <p>Update end March 2023 – The review has been completed and the results shared with the ASBRAC Chairs & Coordinators meeting in March 23. An action plan has subsequently been produced to implement the recommendations. The recommendations broadly cover four themes:</p> <ul style="list-style-type: none"> Training & Awareness Process issues Risk assessment and problem-solving processes Monitoring and analysis
	Hate Crime Awareness week	<ul style="list-style-type: none"> Annual campaign to raise awareness of what hate crimes are and how to report. 	<ul style="list-style-type: none"> 8th to 15th October 2022 	Comms plan produced ready for the commencement of the awareness week.
Hate Crime	Increasing reporting of hate incidents	<ul style="list-style-type: none"> The Anti-Social Behaviour diary will be adapted to include a question on whether the victim believes that the ASB is targeted because of the victim’s identity or perceived identity 	<ul style="list-style-type: none"> Diary introduced by 31st October 2022 	<p>To be completed in October 2022 for ongoing use. The number of incidents identified as such will be monitored on a routine basis.</p> <p>To-date zero new diaries have been received, this will continue to be monitored.</p> <p>Between October & March 2023 24 diaries have been issued. Three diaries have been returned, none of which highlighted any hate-related incidents.</p>

The Safety of Women & Girls

	<p>White Ribbon Day & 16 Days of Action</p>	<ul style="list-style-type: none"> An annual day to end violence against women. This day marks the start of the 16 days of action against domestic violence. 	<ul style="list-style-type: none"> 25th November to 10th December 2022 	<p>White ribbons have been acquired to distribute to Elected Members to ask them to pledge their support.</p> <p>Elected Members were provided with the ribbons and social media was used to demonstrate their commitment with a photo of members wearing them.</p> <p>Some Members used their own social media channels to further publicise this campaign.</p>
	<p>Safer Streets round 4</p>	<ul style="list-style-type: none"> CCTV Safe Zone areas in Boston/Spalding & Skegness town centres – promoted walking routes for areas that will have blanket CCTV coverage Expansion and updating of current CCTV software system looking at person/description identification where CCTV cameras locate and monitor automatically Community/volunteer CCTV operators Just Lincolnshire – Community ambassador programmes / awareness raising about Anti-Social Behaviour / reduce barriers to reporting ASB & Violence Against Women & Girls. 	<ul style="list-style-type: none"> August 2022 to March 2024 	<p>- Camera installation commenced in Spalding ahead of schedule on 20th September 2022. Digital infrastructure has been installed and configured in preparation for the upgraded digital cameras. To-date, 36 cameras have been installed and recording is enabled on the new Spalding local digital recorder with live stream and playback enabled from Boston Borough Council.</p> <p>- A draft job description is being produced for the community-based volunteer scheme which will provide administrative support for CCTV operators and police officers to enable them to focus on the core parts of their job. Volunteers will conduct image reviews and produce evidence packs for court.</p> <p>- The work in Spalding is nearing completion, most cameras are operational. Preparation work has been undertaken in Skegness and in the control room ahead of the installation.</p> <p>- Two volunteers have been identified to-date for the CCTV community-based volunteer scheme. The numbers are much lower than anticipated so this element of the project will not be delivered in line with the project plan.</p> <p>- The police training relating to trauma informed approach to investigations into traumatic crimes (such as rape) has taken place. Just Lincolnshire are leading the development of 6 Community Ambassador programmes.</p>

Vulnerability & Safeguarding				<p>Update end March 23 Installation of the Spalding CCTV system was fully completed on 16th March 2023. All equipment for Skegness & Boston has been purchased. Commencement of the Skegness installation was delayed due to the protests held on Saturday 25th February 2023. Skegness cameras are currently being configured off site in readiness for an anticipated installation start date of w/c 3rd April 2023. - This action will be carried forward to the 2023-24 plan.</p>
	Self Defence Classes for females in Boston.	<ul style="list-style-type: none"> Supporting the continuation of a local self-defence class for women and girls (aged 12 upwards) at the Geoff Moulder Leisure Complex. Supporting publicity of the group. 	<ul style="list-style-type: none"> October 2022 onwards 	- Funding to be provided from left over Sanctuary Scheme to purchase equipment to support the continuation of the group.
	Dementia Bands pilot	<ul style="list-style-type: none"> This pilot project, led by the Office of the Police & Crime Commissioner with support from local community groups, aims to protect vulnerable people living with dementia by giving them a wristband that stores the contact details of the wearers next of kin. If they get lost, police or the public can quickly access their next of kin's details and contact them 	<ul style="list-style-type: none"> September 2022 onwards 	<p>- There are an estimated 11,800 people in Lincolnshire living with dementia, 7,200 have been officially diagnosed (NHS data). - The pilot scheme was launched on 21st September 2022. The pilot will use 600 bands across East Lindsey with further roll-out if successful.</p> <p>- This action will be carried forward to the 2023-24 plan.</p>
Fraud Awareness Raising	<ul style="list-style-type: none"> Support the county Crime & Disorder Fraud CPG in achieving the overarching aim of tackling digitally enabled fraud & ID theft. 	<ul style="list-style-type: none"> April 22- March 2023 	<p>The South & East Lincs Councils Partnership helped to publicise the 'Get Safe Online' campaign in mid-November in the run up to Black Friday and weekly up to Christmas, promoting how to shop safely online.</p> <p>A comms officer from the South & East Lincs Councils Partnership will also sit on the Fraud Communications group to reduce victimisation through targeted prevention work along with Lincs Police, OPPC, LCC, F&R and NKDC.</p>	

RAG Status

	Behind Target
	On target
	Complete
	Yet to commence

Working Document

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Anti-Social Behaviour Enforcement Action taken by East Lindsey District Council in Partnership with Lincolnshire Police Between 1st April 2022 and 31st March 2023

East Lindsey District Council's Anti-Social Behaviour Officer works in partnership with Lincolnshire Police, Housing Associations, and other agencies to tackle Anti-Social Behaviour (ASB). Officers follow the guidance set out in the Countywide procedures for tackling ASB in Lincolnshire, which details the tools and powers brought in by the Anti-Social Behaviour, Crime and Policing Act 2014. The full act can be accessed here:

<http://www.legislation.gov.uk/ukpga/2014/12/contents/enacted>

A stepped approach is used to give advice and encourage people to stop the ASB before considering more formal (legal) methods. People are provided with support, guidance and signposting to other organisations who may be able to help, where applicable. The process differs for adults and young people, below is an example of the approach.

Stage 1

Adults and Under 18s: Advice letter

Stage 2

Adults and Under 18s: Warning letter

Stage 3

Adults: Community Protection Notice Warning (CPNW)

Under 18s: Acceptable Behaviour Agreement (ABA)

Stage 4 (formal action)

Adults: Community Protection Notice (CPN)

Under 18s: Civil Injunction

Stage 5 (Adults) – Breach of Community Protection Notice

Criminal Behaviour Order (CBO)

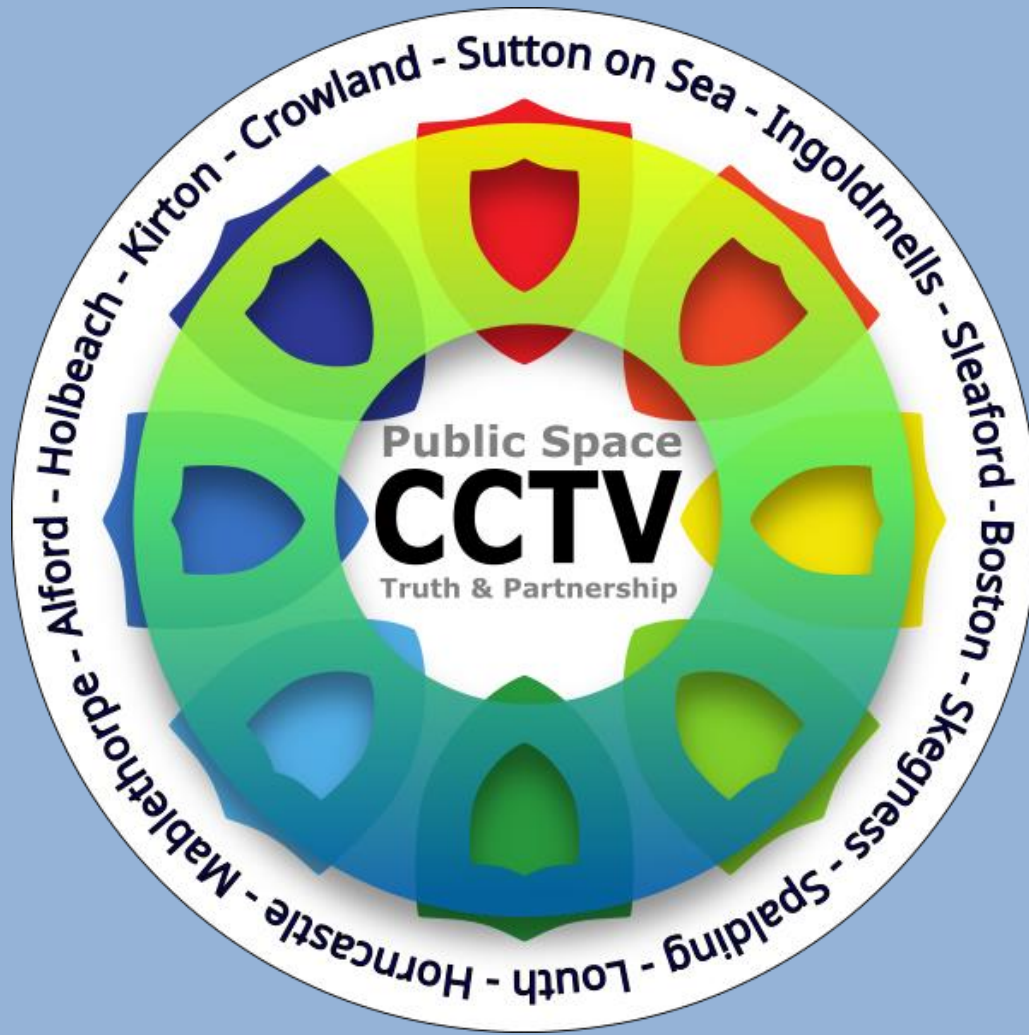
Enforcement Data - ASB

The table below shows the type of enforcement action used in East Lindsey to tackle ASB between 1st April 2022 and 31st March 2023, with comparisons to the previous three financial years.

East Lindsey

Year	Stage 1	Stage 2	ABA	Injunction	CPNW	CPN
2022-23	143	13	3	1	0	0
2021-22	78	28	7	1	0	0
2020-21	70	31	3	0	0	0
2019-20	61	80	17	9	2	0

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2022-23

CCTV Service Annual Statistical Report



Introduction

This document provides an examination of data collected by the CCTV department for the CCTV areas within East Lindsey District Council, Boston Borough Council and South Holland District Council. This data is collected and studied in order to better understand the performance and achievements of the CCTV service. This report is not (nor indeed intended to be) a full picture of criminal activity within the areas it covers. Data for reported crime can be obtained from the appropriate source (www.police.uk)

All CCTV camera areas within this report are monitored from the Boston CCTV control room. Towns and Parishes within the above districts that have alternative monitoring solutions are not included in this report.

Data for North Kesteven District Council in this report relates to the CCTV area of Sleaford which is monitored from the Boston CCTV control room.

The data presented in this report is primarily derived from the 'Viewscape' software (previously referred to as VTAS), which is utilised by the CCTV service. Please note, the CCTV service does not have any predetermined objectives regarding incidents or arrests, nor do they receive any incentives or financing based on performance. As such, there is no motive for us to modify or falsify statistics, and the information provided in this document can be reliably considered as accurate.

Summary of Data

The data within this report relates to the period between 01/04/22 and 31/03/23. Within this time period, CCTV operators have recorded:

15,310 Administrative Daily Log entries.

The Operators 'Daily Log' is a record of routine actions, such as marking the beginning and end of a work shift, routine camera patrols, radio & telephone communications and Control Room administrative duties.

1160 Incident Records which includes...

587	East Lindsey camera area incidents
366	Boston camera area incidents
128	South Holland camera area incidents
79	North Kesteven camera area incidents.

An incident is an event or happening that deviates from the normal or expected course of events, often causing disruption, harm, or requiring attention or action. The CCTV incident log is a record of an Operator's actions and their assessment of the kind of incident they are involved with.

329 CCTV contributed arrests. This breaks down further to:

165	East Lindsey camera area arrests
92	Boston camera area arrests
46	South Holland camera area arrests
26	North Kesteven camera area arrests

A CCTV operator records police arrests for incidents that they have been involved with or arrests they have witnessed. This performs a safety function for all involved, and also acts as an objective performance indicator.

398 Evidence Packages for Police / Court use. Divided by district...

120	East Lindsey area evidence packages
161	Boston area evidence packages
81	South Holland area evidence packages
36	North Kesteven area evidence packages

A CCTV evidence package as produced by our CCTV Operators consists of a written witness statement, a DVD ROM disk of CCTV footage (sealed in an evidence bag for court use) and an unsealed copy for police officer usage. Each evidence package takes a minimum of 30 minutes to produce, but may take longer depending upon the complexity and volume of the footage. Flash

drives or Hard Drives are sometimes used in evidential packages where bulk footage is requested.

Total Performance Data

The chart below shows a monthly breakdown of the evidence, incidents and arrests logged by CCTV across all monitored districts combined. This is compared with the figures from last year (21/22) and a percentage increase / decrease shown. Percentage differences can be dramatic for any given month, however this evens out when the whole year is taken into consideration. The page following this shows the same information divided by district.

Total CCTV Performance Data 22/23							
Month	Arrests		Evidence		Reviews	Incidents	
April	27	-25%	30	-9%	72	83	-25%
May	14	-30%	40	8%	84	66	-36%
June	28	4%	28	12%	61	87	-8%
July	29	12%	37	-8%	56	89	-22%
August	39	95%	35	-17%	71	154	54%
September	22	-12%	35	67%	68	93	-1%
October	29	164%	35	75%	60	91	12%
November	31	72%	30	-17%	48	94	57%
December	22	-33%	28	33%	50	83	20%
January	27	200%	30	-14%	65	112	38%
February	17	-23%	36	89%	69	94	29%
March	44	52%	34	-15%	73	114	13%
Year Total	329	19%	398	8%	777	1160	7%

Note, In this year's report, we have provided figures for the number of image reviews conducted. An image review refers to the process of a police officer or other authorised person reviewing previously recorded CCTV footage in either the Boston CCTV Control Room or the CCTV Review Suite at Skegness Police Station to investigate a crime, anti-social behaviour, or other incidents. Although records on image reviews from previous years are available, they are recorded in paper-based filing systems, which makes them difficult to analyse.

District Monthly Breakdown

	Boston			
Month	Arrests	Evidence	Reviews	Incidents
April	6	16	47	23
May	5	11	41	26
June	4	7	31	22
July	7	14	25	24
August	6	13	34	31
September	7	20	44	33
October	15	15	27	38
November	8	9	20	26
December	9	10	25	34
January	7	13	37	28
February	5	16	35	38
March	13	17	39	43
Year Total	92	161	405	366

	East Lindsey			
Month	Arrests	Evidence	Reviews	Incidents
April	12	10	18	41
May	6	15	22	28
June	18	18	23	54
July	22	13	16	57
August	25	10	18	89
September	12	8	14	50
October	12	10	12	44
November	17	7	8	47
December	10	6	9	39
January	12	5	8	60
February	6	11	18	38
March	13	7	17	40
Year Total	165	120	183	587

	South Holland			
Month	Arrests	Evidence	Reviews	Incidents
April	8	4	7	18
May	2	7	13	11
June	6	2	5	9
July	0	4	8	5
August	7	8	11	23
September	0	5	8	5
October	1	7	14	6
November	3	6	8	10
December	1	10	12	4
January	3	11	17	11
February	3	8	15	9
March	12	9	15	17
Year Total	46	81	133	128

Incident Category Breakdown

Incident Category	BBC		ELDC		SHDC	
	21-22	22-23	21-22	22-23	21-22	22-23
Alarm Activation	5	5	10	9	4	2
Alcohol	14	13	29	22	5	8
Anti-Social Behaviour	60	56	39	35	7	11
Bicycle Theft	2	3	1	0	1	1
Breach of Conditions or Ban	6	9	1	2	3	2
Burglary	10	5	12	24	1	5
Criminal Damage & Arson	18	2	22	18	2	5
Domestic Abuse	8	2	9	8	1	0
Drugs	15	25	18	39	2	5
Emergencies	1	1	5	2	0	0
Environmental Crime	6	0	0	0	0	0
Events	0	0	1	2	0	0
Fire / Ambulance / Sudden Death	5	5	5	17	2	0
Fraud	3	1	0	1	0	0
Licensing	1	2	1	0	0	1
Other Crime	10	7	17	7	0	6
Other Theft	4	2	3	2	2	0
Public Order	19	21	33	39	5	12
Robbery	7	6	6	8	0	0
Search for Person	30	20	77	90	17	11
Shoplifting	28	40	16	19	3	12
Suspicious Behaviour	14	20	14	10	6	6
Theft from the Person	3	0	2	1	0	0
Traffic Offence	63	46	79	44	7	7
Vehicle Crime	4	11	4	9	0	1
Violence and Sexual	45	43	94	96	11	17
Weapons	16	13	39	42	6	16

The table above shows the incidents logged by CCTV operators and their assessment of the incident category it relates to. Figures are highlighted **green** where there is an increase in logged incidents on the previous year, **red** where there is a decrease and **yellow** where it has remained the same.

It is important to note that conventionally, the colour **green** signifies something positive or good, while **red** represents something negative or bad. Hence, an increase in crime rates is usually highlighted in **red**. However, this report is not focused on analysing crime levels but is instead an evaluation of the performance of the CCTV department. As such, for our purposes, increased activity is always indicated in **green** to signify a positive development.

District Locations – Top 20 Cameras

The table below shows the top 20 most active cameras in each district, as per the number of CCTV incidents logged for their usage.

Boston Borough Council		
ID	Location	Inc
006	Market Place	84
005	Market Place - Craythorne Lane	69
003	West Street - Rosegarth Street	67
023	Haven Bridge	51
013	Church Street - FootBridge	40
024	Rosegarth Street	40
026	Red Lion Street	39
020	Ingram Memorial	36
007	Strait Bargate - Market Place	35
001	West Street - Wickes Building	30
012	John Adams Way	30
015	New Street	27
030	Central Park - Norfolk Street	24

East Lindsey District Council			
ID	Town	Location	Inc
483	Skegness	Grand Parade	111
482	Skegness	North Parade	104
490	Skegness	Lumley Road	101
491	Skegness	Lumley Square	98
495	Skegness	Roman Bank	90
484	Skegness	Grand Parade	87
488	Skegness	Beresford Avenue	83
489	Skegness	Lumley Avenue	68
496	Skegness	Roman Bank	50
487	Skegness	Tower Esplanade CP	44
492	Skegness	Tower Gardens	44
468	Mablethorpe	High Street	36
511	Ingoldmells	Sea Lane - Roman Bank	36

South Holland District Council			
ID	Town	Location	Inc
207	Spalding	New Road	38
204	Spalding	Hall Place	36
206	Spalding	Red Lion Street	36
203	Spalding	Market Place	21
212	Spalding	Winsover Road	20
205	Spalding	Sheep Market	19
209	Spalding	Swan Street	14
210	Spalding	Winfrey Avenue	14
208	Spalding	Herring Lane	9
223	Holbeach	High Street	9
226	Spalding	Castle Sports Complex	9
227	Spalding	Castle Sports Complex	9
220	Spalding	High Street Holbeach	8

017	Sluice Bridge	23	469	Mablethorpe	High Street	30	228	Spalding	Castle Sports Complex	8
031	Central Park (Centre)	23	493	Skegness	Tower Gardens	28	201	Spalding	Bridge Street	7
019	Lister Way	22	494	Skegness	Tower Gardens	27	221	Holbeach	High Street	7
008	Strait Bargate - Wide Bargate	21	497	Skegness	Richmond Drive	27	222	Holbeach	Station Road	7
002	St. Georges Road	20	512	Ingoldmells	Sea Lane - Roman Bank	26	215	Spalding	Vine Street	6
025	South Street	19	508	Skegness	Festival Car Park	24	214	Spalding	The Crescent	5
021	Town Bridge - Emery Lane	17	498	Skegness	Richmond Drive	21	211	Spalding	Westlode Street	3

Incidents are often covered by more than one camera in order to follow proceedings or cover the incident from multiple angles for better evidence capture. Therefore adding up the columns will produce a number higher than the total number of incidents logged. It is worth noting that camera 211 at Westlode Street, Spalding has only recently been re-installed after a major upgrade, therefore this normally high performing camera is low in terms of this list, but not expected to be in the future.

Police Data Comparison

Our CCTV incident categories have been designed to align with those of official Police statistics of reported crime which are freely available online at www.police.uk. The following section is a comparison of Council CCTV incident records with those of the available Police crime data.

For the purposes of this report, the police data consists of information from within a 1 mile radius of a specific point. Data is collected from www.crime-statistics.co.uk. We have chosen the three most active towns in our covered districts, namely Boston, Skegness and Spalding.

The central points for the 1 mile radius of these areas are:

Boston – Municipal Buildings, West Street (**PE21 8QR**)
Skegness – The Skegness Clock Tower (**PE25 2UN**)
Spalding – The South Holland Centre (**PE11 1SS**)

Managing Expectations

The realistic expectation is that not all reported crime will be captured on CCTV. This can be for a number of reasons. A few are listed below:

1. **CCTV does not cover all areas**, but exists in a careful and proportionate balance between cost, technical capability and respect for privacy.
2. **Not all crime occurs in open public spaces**, therefore crime that occurs in the home or in private premises will not be captured by public space CCTV.
3. **Technical restrictions** of CCTV equipment in place can limit its evidence gathering capabilities under certain circumstances (extreme weather etc)
4. **Physical obstructions** hindering clear views (tree growth, scaffolding, Estate Agent signage etc.)

Under previous comparison reports, we have noticed a rough parity between the percentage of CCTV recorded incidents as a proportion of Police Incidents, and the national UK figure for reported crime that results in either a charge or a summons (21/22 figure = **5.6%** as per www.gov.uk). This makes sense, when you consider the importance of undisputable evidence (such as CCTV) in the criminal justice system. Therefore the expectation is that the Police/CCTV data comparison in the following studies will be in a similar region of around 5%.

Boston

Offence	Police	CCTV	
Anti-Social Behaviour	787	56	7.12%
Bicycle Theft	124	3	2.42%
Burglary	165	5	3.03%
Criminal Damage & Arson	353	2	0.57%
Drugs	143	25	17.48%
Other Theft	284	2	0.70%
Possession of Weapons	47	13	27.66%
Public Order	282	21	7.45%
Robbery	44	6	13.64%
Shoplifting	437	40	9.15%
Theft From the Person	26	0	0.00%
Vehicle Crime	119	11	9.24%
Violence and Sexual	1686	43	2.55%
Other Crime	79	7	8.86%

The comparison between Police and CCTV data in relation to CCTV logged incidents for the area results in a figure of **5.11%**.

As expected some incident types show greater effectiveness while Criminal Damage & Arson shows some potential room for improvement.

If we compare Police incidents with the number of CCTV evidence packages produced this results in **3.52%**.

Similarly comparing Police Incidents vs Police image reviews results in **8.85%**

Skegness

Offence	Police	CCTV	
Anti-Social Behaviour	535	30	5.61%
Bicycle Theft	27	0	0.00%
Burglary	199	15	7.54%
Criminal Damage & Arson	304	10	3.29%
Drugs	101	37	36.63%
Other Theft	211	1	0.47%
Possession of Weapons	33	29	87.88%
Public Order	280	32	11.43%
Robbery	14	6	42.86%
Shoplifting	256	13	5.08%
Theft From the Person	14	1	7.14%
Vehicle Crime	85	4	4.71%
Violence and Sexual	1310	74	5.65%
Other Crime	57	6	10.53%

For Skegness, the figure comparing CCTV logged Incidents result in the figure of **7.53%**

Bicycle theft seems to be a lesser problem in this area, with operators working well at priority public safety issues such as drugs & possession of weapons.

Comparing Police incidents with the number of CCTV evidence packages produced results in a figure of **2.04%**.

For Police incidents compared to Police CCTV image reviews of the Skegness area comes to **3.15%**

Spalding

Offence	Police	CCTV	
Anti-Social Behaviour	462	10	2.16%
Bicycle Theft	71	1	1.41%
Burglary	97	4	4.12%
Criminal Damage & Arson	205	4	1.95%
Drugs	85	5	5.88%
Other Theft	173	0	0.00%
Possession of Weapons	28	14	50.00%
Public Order	169	11	6.51%
Robbery	17	0	0.00%
Shoplifting	166	11	6.63%
Theft From the Person	7	0	0.00%
Vehicle Crime	92	1	1.09%
Violence and Sexual	1203	16	1.33%
Other Crime	50	6	12.00%

For the area of Spalding, the figure comparing CCTV logged Incidents result in the figure of **2.94%**

Comparing Police incidents with the number of CCTV evidence packages produced results in a figure of **2.69%**.

For Police incidents compared to Police CCTV image reviews of the Spalding area comes to **4.11%**

It is worth noting that police data is taken from an area of 1 mile radius, however the CCTV camera area for Spalding has a maximum area of **0.33** of a mile radius.

Reflections

For the first time, this report includes data from the three partnership districts of Boston Borough Council, East Lindsey District Council, and South Holland District Council. This in itself has presented some interesting trends and differences. For instance, East Lindsey has the greater number of incidents and arrests, however Boston has more than twice the number of police image reviews than the two other districts combined (405 for BBC, 183 for ELDC, 133 for SHDC). This is surprising, considering the availability of CCTV image review facilities in Skegness Police Station.

The availability of good CCTV evidence leads to better outcomes for people reporting crime in our districts. The improvements currently being made via funding from the Home Office Safer Streets Fund go some way to increase the quality and availability of CCTV evidence. The camera clusters providing permanent 360-degree coverage in Spalding Town Centre will provide a dramatic increase in the amount of evidential footage recorded. The same systems are currently being installed in Skegness at the time of this report being written, with Boston following.

However, this report makes it clear that we still need to work on access and availability of CCTV footage to police in our wide geographical area. The conversation between Lincolnshire Police and the CCTV service is already ongoing, and we have already begun trialling the use of police staff/police volunteers to conduct image reviews for police officers. This is in the very early stages, but could lead to better utilisation of police officers and better utilisation of CCTV operators.

More CCTV image review consoles in police stations are still a consideration, however the reasons behind the popularity of the Boston Control Room in comparison needs to be looked into. The likelihood is one of confidence and training in regards to police officers' use of the equipment (one where friendly assistance can always be provided in the Boston Control Room).

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Safer
Lincolnshire
Partnership

Annual Report
2022-23

A word from our chair

The Safer Lincolnshire Partnership (SLP) has a lead role in identifying community safety priorities in Lincolnshire and how we ensure that all key partners come together to tackle these issues of most concern.

Following the completion of our most recent Strategic Needs Assessment we have identified our strategic priority areas, which are explained later in this document. Each strategic priority area will work in collaboration, using resources flexibly and innovatively. Each area's delivery plan will be used to address any particular concerns within their remit.

I am confident the SLP will continue to build upon its success in improving outcomes for our community by helping to reduce crime and anti-social behaviour (ASB) in Lincolnshire.

M. J. Parker

Martyn Parker

Introduction

An overview of the Year

This annual report provides an overview of the Safer Lincolnshire Partnership's activities and achievements in the last 12 months and also makes note of our future plans moving forward.

The SLP, as the informally-merged community safety partnership, has multiple statutory duties and 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.

It is a statutory obligation for the partnership to produce a strategic assessment. The most recent assessment was completed and presented to the Strategy Board (SB) in October 2021. For the first time this assessment also drew in data and analysis of both child and adult safeguarding, and has been used to inform the core priorities of the Safer Lincolnshire Partnership. Each Core Priority Group (CPG) was assigned focus areas by the Strategy Board. Focuses are the most critical parts of the core priority that require partnership involvement. Core Priority Groups are also responsible for routine multi-agency activity as identified by the Strategy Board.

Safer Lincolnshire Partnership's Achievements:

- Successfully re-introduced the SLP newsletter. There have now been 5 issues of the newsletter, and statistics show that we have had a 42% increase in subscribers from the first issue to the last issue.
- Increased Twitter usage by working with other boards to maximise our target audience.
- Had a successful presence at The Lincolnshire Show 2022, and we are already working on content and potential involvement that we can have at the 2023 Lincolnshire Show as well as other events around the County.
- We have continued to review financial contributions from partners to ensure the SLP can operate efficiently and effectively.
- SLP has piloted a Reducing Reoffending (RRO) dashboard as a beginning to this becoming a dashboard to reflect analytical data for all CPG areas. This is a continuing project.
- The introduction of the delivery plan dashboard to ensure efficient and effective performance monitoring for all CPG's.

The SLP consists of:

- **The SLP-Strategy Board** is responsible for devising and implementing a strategic plan to address SLP priorities and ensuring statutory duties are met.
 - The SLP SB Chair is elected from the membership of the group and serves for a maximum of 3 years.
- **5 Core Priority Groups** – we have a CPG for each area of responsibility. Each brings together experts and critical agencies to plan and carry out the partnership work on each priority.

Our core priority groups are:

- Anti-Social Behaviour
- Crime & Disorder
- Drugs and Alcohol
- Reducing Reoffending
- Serious Violence (SV)

Each CPG has a Chair, this Chair will be chosen by the Strategy Board and normally they will serve for a maximum of 3 years and will be reviewed annually.

Our Priorities

Anti-Social Behaviour

The **Crime and Disorder Act (1998)** defines anti-social behaviour as *‘acting in a manner that caused or was likely to cause harassment, alarm or distress to one or more persons not of the same household as (the defendant).’*

Examples of anti-social behaviour include:

- Nuisance, rowdy or inconsiderate neighbours
- Vandalism, graffiti and fly-posting
- Street drinking
- Environmental damage including littering, dumping of rubbish and abandonment of cars
- Prostitution related activity
- Begging and vagrancy
- Fireworks misuse
- Inconsiderate or inappropriate use of vehicles

Strategy: Targeted prevention work based on evidence, problem solving options for complex and longer term neighbourhood Anti-Social behaviour.

Parameters: Completion of prevention work, and clarity of options/potential alternative options for complex disputes.

What will success look like: Increased awareness for both professionals and communities, resolution of neighbourhood anti-social behaviour in a timely manner and a decrease in severe cases including a reduction in the number of cases that escalate.

Achievements:

- Agreed with partners a robust delivery plan aimed at interventions for the theme of tackling Neighbourhood ASB.
- Identified priority areas of intervention and multiagency working, as well as ensuring that our policies are fit for purpose.
- Delivered awareness campaign for National ASB Awareness Week.
- Published a revised countywide Community Trigger process, which included signing up to an ASB Pledge, created by victims’ charity ASB Help.

- Progressing adopting the Governments new ASB Principles, which strive to achieve a consistent approach to understanding and addressing ASB in local communities, into our ASB strategy for Lincolnshire.
- Established a task and finish group to explore the impact of noise nuisance on residents and look at more collaborative ways of working with other agencies for successful outcomes.
- Finalising the Young Peoples Protocol to achieve a more consistent approach to the tackling young people involved in ASB.
- Encouraging agencies to work more collaboratively using our shared IT system, ECINS.

Crime & Disorder – Fraud – Digitally Enabled Fraud and Identity Theft

Crime and Disorder is the term used to encapsulate a broad range of criminal activity. The SLP has identified the most important areas requiring partnership action in Lincolnshire as Digitally Enabled Fraud and Identity Theft.

Fraud

Fraud is when trickery is used to gain a dishonest advantage, which is often financial, over another person. There are many different types of fraud that can be committed against individuals and businesses.

Digitally Enabled Fraud

Digitally enabled fraud are crimes which do not depend on computers or networks but have been transformed in scale or form by the use of the internet and communications technology.

Strategy: Reduce victimisation through targeted prevention work.

Parameters: Implement a range of targeted options taking account the victim demographics and deprivation location as informed by the evidence base.

What will success look like: Delivery of identified prevention activity and increased awareness.

Achievements:

- Working with partners to organise community engagement to raise awareness of digitally enabled fraud. Talks in East Lindsey, hosted by County Care, delivered by Police Fraud Protect staff and Office of the Police & Crime Commissioner (OPCC) staff have brought fraud prevention messages direct to vulnerable individuals and their families. Further presentations are due to take place in the Spring of this year.
- Prevention of victimisation (or further victimisation) through the installation of call blockers. So far, this financial year over 50 call blockers have been installed in the homes of vulnerable individuals by dedicated fraud prevention staff. 82% of those asked have said that the call blocker has made a positive difference to their wellbeing and 80% feel more confident answering the phone and would recommend a call blocker to others.
- An awareness campaign around digitally enabled rogue traders who have evolved their Modus Operandi (MO) utilising digital formats such as Facebook marketplace/groups and online trade websites to bait potential victims. The initial campaign shared in September and October of 2022 showed a significant increase in traffic to the Friends Against Scams door step crime pages - up to 92% more visits to the pages.

Reducing Reoffending

Reducing reoffending in Lincolnshire is fundamental to our local communities and generates significant benefits because:

- Appropriate diversion away from the criminal justice system is recognised as a viable option in creating safer communities and fewer victims.
- Effectively tackling offending reduces pressures on the resources of all of the key agencies working within the Safer Lincolnshire Partnership and wider health services.
- Improving the life chances of individuals must be our aspiration, but in doing so where offending impacts upon children and families, we create improved outcomes for children and start to break the inter-generational cycle of offending.

Around half of all crime is committed by people who have already been through the Criminal Justice System.

Strategy: Provide alternatives to Criminal Justice for those in transition years, with appropriate support and diversion and link with the Integrated Offender Management (IOM) Strategy.

Parameters: Focus to be on female offenders and those in transition years 18 – 25, linking as appropriate to the Integrated Offender Management scheme.

What will success look like: Reduction in repeat offending in female and transition years, utilise the Integrate.

Achievements:

- Launch of the Lincolnshire Women’s Strategy: Supporting Women and Girls at Risk of Entering the Criminal Justice System. The supporting multi-agency delivery plan is nearing completion prior to mobilisation in 2023-24.
- Launch of the Lincolnshire Prisoner Release Housing Protocol in June 2022. The evaluation is on schedule to be produced and presented to SLP in quarter 1 of 2023-24.
- Lincolnshire IOM is operational and detailed work is ongoing so that when the Domestic Abuse (DA) cohort goes live appropriate interventions are available. Work is now ongoing to produce a 12 month evaluation and a Performance Framework.
- The Lincolnshire Mental Health Treatment Requirement is in the final stages of development prior to launch. The pilot sentencing Courts will be Lincoln Crown Court and Magistrates Court. Service delivery will be expanded to allow for access to the intervention across the whole county by the end of 2023-24. The steering group has been successful in gaining funding from NHS England to be part of a national evaluation, led by the University of Northampton. This will provide comparative data to other areas and specific learning for Lincolnshire.
- The RRO CPG agreed to pilot the launch of the SLP Dashboard. This has been received positively with partners engaging with the data and tangible actions being an outcome of this scanning tool.
- The RRO CPG continues to see positive engagement and commitment from partners to achieve our shared mutual aim of reducing reoffending in Lincolnshire.

Drugs and Alcohol

The issue in crime, treatment and mortality may be increasing and the situation surrounding substance misuse is likely to worsen if economic conditions remain strained. The drug supply market is resilient and adaptable playing into this issue. Although County Lines are poorly understood, this is a newly emerging issue also. The SLP Drugs and Alcohol CPG is also acting as the combating drugs and alcohol partnership which is part of the government's substance misuse strategy.

Strategy: Reduce drug and alcohol related harm through a comprehensive package of prevention and treatment activity.

Parameters: Focus on early prevention in areas of greatest deprivation, ensure sufficient support services are available in those areas and work holistically with partners to achieve a positive outcome for individuals, families and communities.

What will success look like: Fewer people will use drugs and experience harm from alcohol use, and services will be in place to support behaviour change in those people who need specialist treatment to overcome harmful drinking or drug use.

Achievements:

- Launch of the Lincolnshire Drugs and Alcohol Partnership/Core Priority Group. This has brought together Stakeholders from approximately 20 organisations, to share expertise, pool resources and develop themes that will help realise the ambition of the national drug strategy – From Harm to Hope.
- A comprehensive Delivery Plan created and agreed, with six areas of focus which meet the needs of both the national drug strategy and those needs identified in the recent Joint Strategic Needs Assessment.
- Fifty-four additional roles created in Lincolnshire, from grant funding for substance misuse. These are a variety of roles – from strategic to frontline, which will assist in the prevention, treatment and recovery of those with issues around drugs and alcohol.
- Initial development of a Prevention Task & Finish Group. This will look to develop and implement an all-age local prevention plan for drugs and alcohol that includes a universal offer and a targeted approach that focuses on communities with the greatest need.
- Positive collaboration with Police colleagues, to implement activity around County Lines, the distribution of Naloxone and sharing of information pertaining to substance misuse via PPNS.
- Continued good cross-sectional working with other priorities within the SLP – particularly with the RRO CPG and Preventative Education.

Serious Violence

Following public consultation in July 2019, the Government announced that it would bring forward legislation introducing a new serious violence duty on public bodies which will ensure relevant services work together to share data and knowledge and allow them to target their interventions to prevent serious violence altogether.

The Government also announced that it would amend the Crime and Disorder Act 1998 to ensure that serious violence is an explicit priority for Community Safety Partnerships (known as the SLP in Lincolnshire) by making sure they have a strategy in place to tackle violent crime.

The Duty requires specified authorities to identify the kinds of serious violence that occur in their area, the causes of that violence (so far as it is possible to do so), and to prepare and implement a strategy for preventing and reducing serious violence in the area.

The Serious Violence Needs Assessment, developed by an external public health official determined 'themes' around serious violence in Lincolnshire. An initial strategy was created from the Needs Assessment; however, it is currently being refined by the Serious Violence Coordinator. In December (2022) CREST Advisory Group were assigned the intermediary role of directing local government in set-up and preparation to deliver the duty across the UK and we are currently working with them.

Achievements:

- A Serious Violence Needs Assessment completed in April 2022 ahead of the publication of the Serious Violence Duty (December 2022)
- A Serious Violence Coordinator successfully recruited to deliver the Serious Violence duty in Oct 2022
- The draft strategy is currently being developed in consultation with partners. We expect to publish mid 2023, well ahead of the Home Office deadline of January 2024
- Work continues with the CREST Advisory Group assigned by the Home Office to support the implementation of the duty; we are in full compliance with all requests

Finance

The below summarises the financial position in respect of the SLP. The SLP as an entity does not have a budget, however the Community Safety Service, Lincolnshire County Council, who host the team supporting the SLP, receives income from partners to support delivery. All income was spent in line with the purpose it was received.

Lincolnshire County Council monetary contributions:

- Partnership Management
- Co-ordination (minus contributions as detailed below)
- Analysis
- DHR Contribution
- Totals £317,500 plus Business Support

Partner Monetary Contributions:

- Anti-Social Behaviour Co-ordination (District Councils x 7 @ £1,650, Police & Crime Commissioner £11,000).
- Substance Misuse Co-ordinator (Lincolnshire County Council, Public Health £52,500).
- Serious Violence Co-Ordinator (Lincolnshire Police & Crime Commissioner £52,500) plus Intern support.
- ECINS (District Councils x 7, Police, Police & Crime Commissioner and LCC Adult Social Care @ £4,750 and Housing Associations x 4 @ £500).
- Domestic Abuse Management and Co-ordination (Police & Crime Commissioner £22,000 and Integrated Care Board £27,500).
- Domestic Homicide Reviews (District Councils x 7 @ £550, Police & Crime Commissioner £4,400, Integrated Care Board £6,600 and LCC £7,500).

Looking forward

- By January 2024 we will have published the Serious Violence Strategy.
- Continue the project currently underway to increase our analytical capacity and consequently the products we can provide to the partnership; meeting our objective of ensuring the SLP is evidence based in determining its areas of focus and activity.
- There is also a need for a review on how the partnership is financed by partners. Following the work undertaken in 2022, going forward an annual financial review will take place. This will consider contributions, including proportional split across partners, and ensure effective and appropriate spend.
- Continued work will be made towards the formal merger. As it stands the SLP is an informal arrangement agreed by all partners to have just one partnership instead of the statutory duty for each local authority to have in place a Community Safety Partnership. Partners have agreed that we can move to a 'formal merger' to reflect this arrangement which can be signed off by the Police & Crime Commissioner (PCC), therefore continued work needs to take place on completing the necessary paperwork to achieve this.

Glossary

ASB	Anti-Social Behaviour
CPG	Core Priority Group
DA	Domestic Abuse
IOM	Integrated Offender Management
MO	Modus Operandi
OPCC	Office of the Police & Crime Commissioner
PCC	Police & Crime Commissioner
RRO	Reducing Reoffending
SB	Strategy Board
SLP	Safer Lincolnshire Partnership
SOC	Serious & Organised Crime
SV	Serious Violence

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