

Annual report | 2012/2013



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Foreword

Welcome to our annual report for 2012/2013. We trust you find it useful.

This sets out our achievements in the last year, which have helped us to make people's lives better. The report highlights the successes we have made in the services we provide for our residents, local businesses and visitors.

The report also summarises how we spent our £1 billion annual budget and the efficiency savings we made. During 2012/2013 these savings totalled over £51 million. We achieved these through cost-cutting activities, although we still maintained our core services for the benefit of our local population.

Despite Government cuts to our overall budget, we continue to invest in our services. This includes investment in the transport infrastructure, to keep the county moving, promoting local culture and tourism and maintaining our natural environment. Crime is reducing in Lincolnshire; exam results continue to improve; and we are enabling more vulnerable people to be looked after in their own homes. Also, the council now has responsibility for key areas of Public Health and this service is now an integral part of our business, since joining us at the beginning of the 2012/2013 year.

For this council, the cuts have meant finding savings of £125 million over the four years to 2014/2015; we have also had to use £23 million from existing reserves which means a total of £148 million with the possibility of further cuts to come after that. This has been, and will continue to be, a major challenge. However, it is one that we believe we are meeting successfully, thanks to the determined efforts of all our councillors and officers.

In this report, we aim to show how – working together – we have achieved our key objectives: keeping council tax low; protecting essential frontline services; finding efficiencies; and investing for the future. This council has always been committed to setting a low rate of council tax, and we currently have the third lowest county rate. In short, we are changing the way we do business and continue to provide excellent services: flexibly, efficiently and at a reduced cost to Lincolnshire residents.



Leader of the Council
Councillor Martin Hill OBE



Chief Executive
Tony McArdle

Welcome to Lincolnshire

Lincolnshire is England's fourth largest county. Lincolnshire County Council was created as part of the local government reorganisation of 1974.

The council's area boasts the bustling centres of Lincoln, Boston and Grantham. It also serves towns such as Spalding, Sleaford, Gainsborough, Skegness and Louth.

Often described by local people as England's best-kept secret, Lincolnshire has one of the fastest-growing county populations as people move from other parts of the UK and overseas. The population boom means that Lincolnshire now has 714,800 residents (according to the 2012 mid-year estimates) a 0.16% increase on the 713,700 residents recorded in the 2011 Census. This is caused by small population growth in all areas, except Boston and Lincoln, which show population decreases of 0.06% and 0.47%.

The 2011 Census showed that 51% of residents were female and 49% male. 21% were aged 65 or over and 22% aged 19 or under.¹

Our *Organisational Strategy* summaries the challenges and influences for the council.

Your county council

We provide vital services to our residents through a budget of £1 billion a year.

- We educate 102,000 children in 357 schools, and look after almost 600 children and young people in local-authority care.
- We provide 13 household-waste recycling centres to help increase recycling and thus reduce the amount of waste which needs to be disposed of by landfill.
- We look after about 5,512 miles of roads, and 2,563 miles of footways and cycleways, and work with other organisations to keep all road users safe and help reduce accidents.
- We provide school transport for approximately 21,593 students and pupils each day.
- In 2012/2013 we provided 11,915 people with a personal budget, giving them more choice and control over their care. We gave 4,075 carers support in their caring role, and provided 5,955 people with home care to help them live independently in their own homes.
- We currently offer learning, culture and entertainment through 52 libraries. 44 directly run by the county council and we support the remaining eight libraries. We also have 10 mobile libraries and six museum and heritage sites.
- We have 38 fire stations across the county and continually aim to improve fire safety in the home.
- We work with other organisations to tackle crime and disorder, antisocial behaviour and substance misuse. In 2012/2013 we provided funding of £1.5 million to Lincolnshire Police to support neighbourhood policing and to help provide over 50 police community support officers.

¹ All data in this section provided by the Lincolnshire Research Observatory
<http://shared.research-lincs.org.uk/UI/Pages/Home.aspx>

Your Executive Councillors

Lincolnshire County Council is made up of 77 councillors.

Nine councillors, including the Leader of the Council, form the Executive. The 2013/2014 Executive is shown below and this shows the changes made at the local elections, held in early May 2013. The Executive is responsible for making decisions about our priorities and how we spend our money.



Councillor Martin Hill OBE
(Leader of the Council)

Policy, Finance, Property,
Communications, Procurement
and Commissioning



Councillor Mrs Patricia Bradwell
(Deputy Leader)

Adult Care and Health Services
and Children's Services



Councillor Colin Davie

Economic Development,
Tourism, Environment
and Planning



Councillor Richard Davies

Highways, Transport and IT



Councillor Peter Robinson

Fire and Rescue,
Emergency Planning,
Trading Standards and
Equality and Diversity



Councillor Reg Shore

Waste and Recycling



Councillor Mrs Sue Woolley

NHS liaison and Community
Engagement



Councillor Nick Worth

Heritage, Culture and Libraries,
Registration and Coroners Service



Councillor Barry Young

Legal, People management
and Crime reduction

Our vision and purpose

Our vision and purpose reflects the changing world in which we operate. This is set out below.

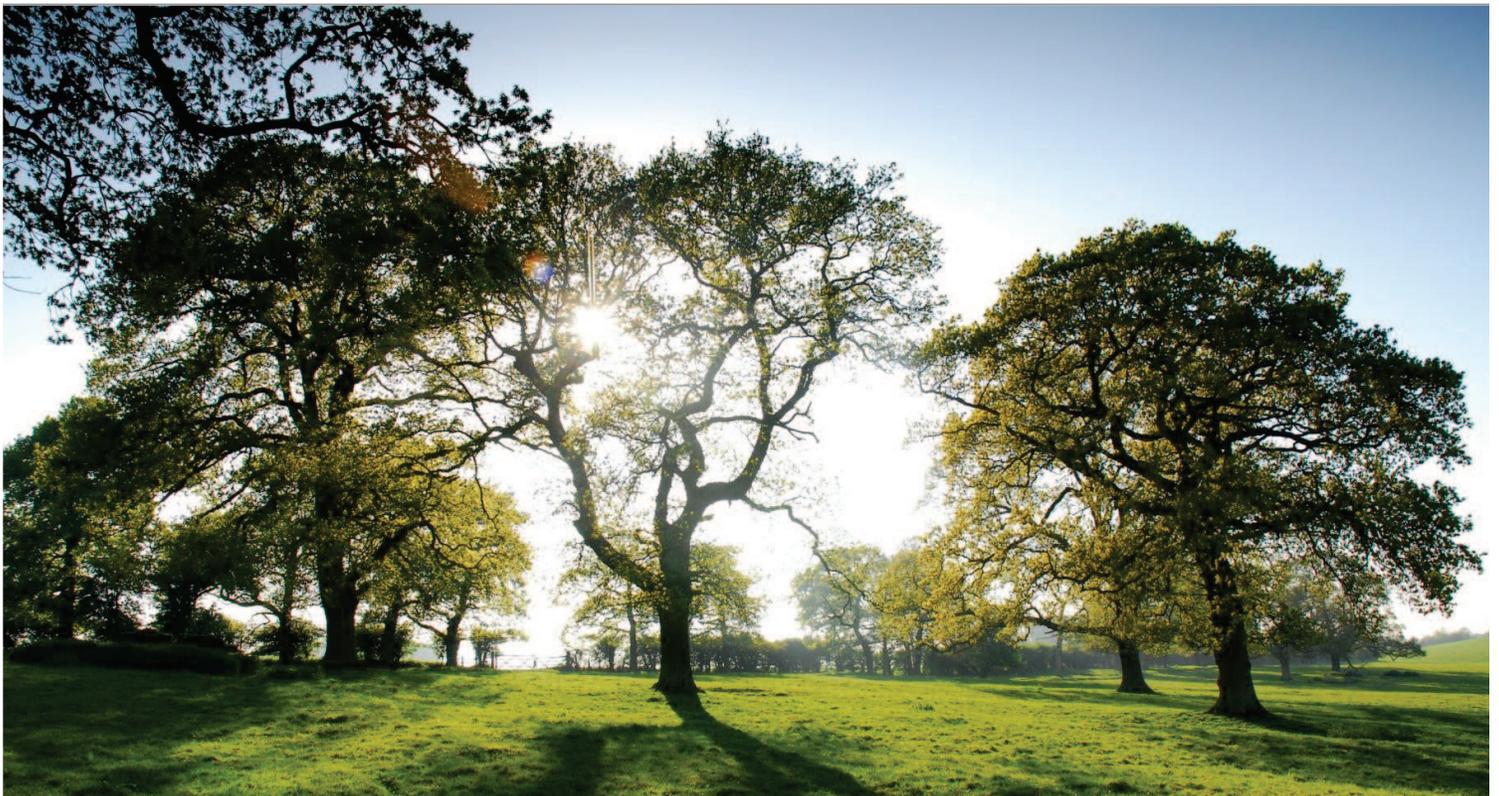
Our vision

Lincolnshire County Council – working for a better future

- Building on our strengths
- Protecting your lifestyle
- Ambitious for the future

Our purpose

- Investing in infrastructure and the provision of services
- Commissioning for outcomes based on our communities' needs
- Promoting community wellbeing and resilience
- Influencing, coordinating and supporting other organisations that contribute to the life of Lincolnshire
- Making the best use of all of our resources



Landscape in the Lincolnshire Wolds in South Elkington near Louth

What it means for you

If you live in Lincolnshire, we want our county to give you the lifestyle and opportunities you need.

If you are a visitor, we want to welcome you to relax and share the environment and lifestyle that our residents enjoy.

If you are a business person, we want to make Lincolnshire a good place to do business.

If you are a community leader, we want to encourage you to get involved in your communities and recognise the role you play.

Main achievements

By managing our performance we have continued to improve our services despite the economic challenges we have faced. Our achievements include the following.

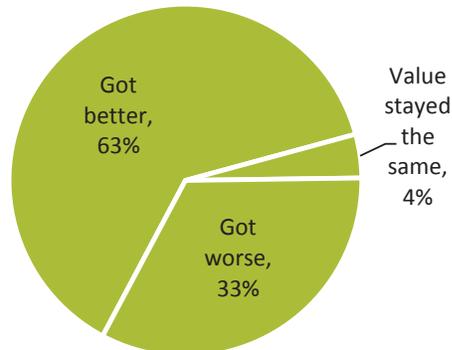
- The number of pupils achieving five or more GCSEs at grades A* to C, including English and maths, has improved by 0.8% on last year, and this is 3% above the national average.
- In 2012/2013 there were 1,020 primary fires compared with 1,247 in 2011/2012, a reduction of 18%. (Primary fires are fires in buildings, vehicles and outdoor structures, fires including casualties or rescues, or fires attended by five or more fire engines.)
- We have worked within the Lincolnshire Community Safety Partnership to help reduce recorded crime. This is part of our commitment to improve community safety in Lincolnshire, making sure the county remains a low-crime area. The number of recorded crimes has reduced year on year for the last nine years. In the last year all recorded crime reduced by 15% compared with 2011/2012, making 6,588 fewer crimes.
- Lincolnshire continues to perform well at recycling household waste. In 2012/2013 nearly 52% of household waste was reused, recycled or composted, which is well ahead of the European Union's target of 50% by 2020.
- In 2012/2013 we kept 72% of footpaths open to the public. Our gritting teams routinely treated 34% of our very large road network, beating the government guideline figure. In total, we gritted 1,869 miles (all the main routes) out of the 5,567 across the county. This has helped to provide good connections for transport in Lincolnshire.

Our future plans are set out in our [Council Business Plan 2012-2015](#), which we revisited and updated in February 2013.

Did we improve

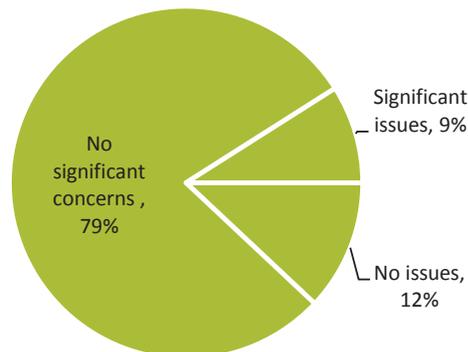
To assess our performance and measure improvement, we compare what we achieved this year against last year. In 2012/2013 we improved against 63% of performance indicators in our Council Business Plan, mainly in Adult Care, Fire and Rescue, Heritage, Libraries and Highways. 4% of our indicators stayed the same. 33% of our performance indicators did not improve: most of these were in Children Services and Waste.

Performance indicators



At 31 March 2013, 91% of our Council Priority Activities are being delivered with no issues or no significant concerns with only 9% reporting significant issues.

Council priority activities



Our Council Priority Activities include: - energy from waste: residual waste treatment (see pages 24 and 29); our local transport plan (see page 13); Lincoln Castle revealed (see pages 10 and 11) and small schools collaboration (see page 17).

We have closed and rebranded our 14Forward programme. The programme helped us to understand where we are with Adult Care and where we could be. This is now the Adult Care transformation programme. The programme will help us meet Government guidelines to allow Health and Social Care to work together to meet the needs of vulnerable adults in Lincolnshire.

Our Performance

Invest in infrastructure and the provision of services

This means we will invest in the framework needed to make sure that services and facilities in Lincolnshire work effectively. We recognise the impact of our spending power on the local economy and support local business where we can.



Lincoln castle is undergoing a £22 million improvement scheme – Lincoln Castle Revealed

What we said we would do

Corporate

- Implement the Local Broadband Plan so that 90% of premises in the county can access superfast broadband by the end of 2015.
- We recognise the impact of our spending power and we will support local business where we can.

Economy and culture

- Have high quality heritage, tourism and cultural assets and events for the community and deliver the Lincoln Castle Revealed Programme with £22 million of improvements to Lincoln Castle.
- Deliver a number of major infrastructure projects to benefit housing growth point areas which provide a supply of good quality housing, including affordable housing for key workers and those in lower income groups.
- Support businesses to develop and grow our economy including supporting the Local Enterprise Partnership.

Highways and transportation

- Prioritise resources for winter gritting.

Lincolnshire County Council

- Maintain the county's road network and aim to maintain quality with reduced budgets through use of innovative partnerships.
- Progress with major road schemes by obtaining planning permission for the Lincoln East West Link road; publish a preferred route for the Spalding Western Relief Road; work with South Kesteven District Council to develop the master plan and identify the route for the Grantham Southern Relief Road and make progress on the legal and design processes for constructing the Lincoln Eastern Bypass.

Road Safety

- Work with the Lincolnshire Road Safety Partnership to make peoples' lives safer.

What we achieved

Corporate

- We are the fifth county to gain approval to start our Broadband programme. We attracted £14.3 million from the Government plus £1.9 million from the European Union. By 31 March 2013 the percentage of Lincolnshire properties receiving superfast broadband speeds of 24mbps was 50.3%.
- Our procurement policies offered firms a better chance of securing council contracts, keeping local money in the local area.



The Museum of Lincolnshire Life has undergone improvements and been praised for excellent visitor feedback

- Procurement Lincolnshire, the shared service with the districts councils, was recognised by the Local Government Association as an example of best practice. In 2012/2013, Procurement Lincolnshire saved the county's local authorities almost £8 million. It also continued its work with local companies, offering them advice on winning public sector business.
- Procurement Lincolnshire continued to work with the Chamber of Commerce and Federation of Small Businesses to support the local business economy. This work made it easier for small businesses to bid for contracts. Over 50% of our total spending on contracts now goes to local businesses.
- Over 330 businesses attended training workshops or meet-the-buyer events with Procurement Lincolnshire. These provided top tips and practical guidance to suppliers, to help them to understand how to put together bids for public sector contracts.

Economy and culture

- We continue to implement the major Lincoln Castle Revealed project and have finished restoring the south curtain wall. As part of this project, a new Heritage Skills Centre, the first new building at the Lincoln Castle for 150 years, has begun to train the craftsmen and women of the future. This is also proving a popular attraction.
- Our Economy and Culture team has received a national award: the Investing in Volunteers quality standard. The award is given to organisations which encourage volunteers to get involved and help them make the most of their experience.
- The Collection and Usher Gallery have launched new multi-media guides and the Collection won the Contemporary Arts Society's £60,000 Commissioning to Collection prize for a project involving 3D digital scanning of its collections.
- The World's largest travel site, TripAdvisor has praised Lincoln's Museum of Lincolnshire Life and The Collection, for earning exceptional traveller feedback ratings over the past year. The award is only given to exceptional performers and with ratings of 4.5, both locations have earned a place amongst the very best.
- Recent improvements at three county council run heritage sites were all honoured at the 2012 Lincolnshire Heritage Awards. The new Discover Stamford attraction won the award for best exhibition; the redevelopment of Gainsborough Old Hall won the Inspiration Award for Best Special Project; and the new children's play area at The Collection won the award for Work with Children and Young People.
- At the Museum of Lincolnshire Life, improvements included a newly refurbished reception and gift shop. The storage area also opened to the public for the first time.
- We have tested alternative models of library delivery, including: supporting the new community run libraries at Bourne, Saxilby, Sutton Bridge, Ingoldmells, Winthorpe, Irby/Bratoft, Waddington, Belton Lane in Grantham.
- We relocated Saxilby Library to the parish council run St Andrews Centre, Waddington Library to the Lincolnshire Co-operative Pharmacy and Bourne Library to the South Kesteven District Council's new facility in the Corn Exchange.
- In January 2013, libraries across the county started to host a series of free health and wellbeing events and activities. These included mood-boosting coffee mornings, human libraries events (which involved people sharing their life experiences) and healthy walks.
- With the Environment Agency we have agreed a financial contribution towards the Boston Barrier project.

Lincolnshire County Council

- We have completed Teal Park (an 87.5 acre strategic employment business park) at North Hykeham, including providing major highway improvements. We have sold land at Teal Park to Siemens who have relocated their turbine servicing business there.
- We have helped 663 businesses to move, start up or expand in Lincolnshire by encouraging innovation, green technology and, promoting London 2012 opportunities, leading to over £40 million of direct contracts. We also took businesses to major exhibitions and advised on bidding for government grants. One Lincolnshire company won £2 million to set up a worldwide research and development programme.
- We have supported companies looking to invest in the county or to find new alternative larger business premises. As a result of this we created 272 jobs and safeguarded 756, helping 663 businesses along the way. For younger people, we created apprenticeships and encouraged other employers, particularly smaller enterprises, to do the same.
- We have made substantial information available to help companies understand what support is available to them. We launched a business bulletin in December 2012 and have had around 15,500 hits on the www.businesslincolnshire.com website.
- Through the Rural Gain Grant we have supported two rural businesses, delivering essential services to their local community to help them become more sustainable. We have provided advice and support to a further nine organisations.
- 9,563 people attended adult learning courses which provide targeted help to disadvantaged groups, vocational training, and lifelong learning. We worked with our partners and the learners to make sure that we delivered quality courses. In January 2013 an Ofsted inspection decided that our adult learning provision had improved and was 'Good' with a number of areas identified as best practice.

Highways and transportation

- We have continued to develop our partnership working to ensure we deliver effective and efficient highway services. The Lincolnshire Highways Alliance was recognised as a class leader in its field and received the Highways Excellence Award in the partnership category.
- Over winter 2012/2013, we used 40,700 tonnes of salt, beating the previous record set in 2009/2010 by more than 6,800 tonnes. Each of our gritters has been on 139 runs since October 2012. Our popular Gritter Twitter account attracted around 2,400 following two winters of keeping the public up to date with winter road conditions, safety advice and gritting activities.
- In conjunction with the landowner we have developed a master plan for the Grantham southern urban extension Relief Road.
- We have also worked with partners to help us to construct the Lincoln east-west link road; we now have planning permission for the first phase of the Lincoln east-west link road and have applied for planning permission for a single carriageway Lincoln eastern bypass and the Grantham southern quadrant link road.
- We have submitted a planning application for the Grantham south-west relief road.
- Following agreement with seven district councils, we have taken on responsibility for parking enforcement, to reduce congestion, improve safety and make the best use of parking facilities. This has also increased footfall and reduced inconsiderate parking in town centres, benefitting businesses and helping to maintain the viability of our high streets.

- Sustainable transport schemes across the county have helped to create better road layouts and improve public transport, protecting the environment, reducing congestion and boosting economic growth.
- Improvements have been made to the amount of public transport in LN6 through £6.5 million of funding.
- The Wheels to Work project continued to be a success, with over 120 mopeds available. The scheme has given over 150 people access to employment and training.
- We also encouraged stronger community car schemes, which provided a lifeline in isolated parts of the county. 50,000 journeys were made to support individuals in Lincolnshire last year.
- The council has worked with bus companies to help maintain rural services by linking them to school transport.



We have expanded our award-winning CallConnect bus service, which provides vital access for rural areas

- In our rural areas we have expanded our award-winning CallConnect bus service, as well as giving it a new-look website, a Twitter account and longer booking office opening hours. More than 252,000 passenger journeys have been made, an increase of 1.3% over the previous year, contributing to an overall increase of almost 25% since 2010. CallConnect also carried out a passenger survey, with 98.2% of respondents expressing their overall satisfaction with the service. This represents a 4% rise compared to the result of the previous survey, in 2010.
- Following widespread consultation the council has produced its fourth Lincolnshire Local Transport Plan, setting a blueprint for travel around Lincolnshire for the next 10 to 15 years.
- We issued approximately 100,000 concessionary bus passes.

Road Safety

- The number of fatal road casualties in Lincolnshire during 2012 was the lowest ever recorded. There were 39 of these, seven fewer than the previous year, making a reduction of 18%.



The Lincolnshire Road Safety Partnership promote bike safety across the county

- The number of people seriously injured was 51 fewer than the previous year, a reduction of almost 12 per cent.
- 220 motorcyclists completed the Performance Plus programme and 93 participated in the Bike Safe programme during 2012. These assess riders' ability and practical riding skills, helping to reduce the risk of having a collision.
- 118 young drivers completed the Safe Young Drivers Programme which includes the Pass Plus programme. This is aimed at new young drivers, as national statistics show that one in four young drivers have a collision within a year of passing their test.
- Some 3,500 students attended the acclaimed 2Fast2Soon programme and 5,000 year 11 (15-16 years old) pupils attended the young passenger awareness course during 2012/2013. In 2012 there was a reduction of nearly ten per cent of the number of killed or seriously injured casualties when one or more of the drivers was 17-24 (based on the 2005-2009 figure).
- 146 mature drivers completed a training programme, covering defensive driving, personal safety and other road safety issues.
- Over 14,000 clients attended speed awareness workshops during 2012/2013. This provides drivers with an educational alternative to prosecution.
- We delivered BikeAbility (nationally accredited cycle training) to 5,000 children, with the help of funding from the Department for Transport.
- We carried out 30 local safety improvement schemes across the county. These were low cost, high value schemes targeted at sites with a history of collisions resulting in injury.

Where we need to improve

- Some areas of our highway network have suffered from the impact of recent harsh winters and we expect to introduce further efficiencies by working with partners to help us improve the condition of our highways in challenging financial circumstances.
- Lincolnshire Road Safety Partnership will continue to analyse collision data to identify trends and causes to make sure road safety initiatives have maximum impact on reducing the number of casualties.

Our plans for the future

Corporate

- The council will lead on the superfast broadband network and we will help the business community to understand how to make the best use of the opportunities that this will bring. We will deliver a superfast broadband (24 mbps) network to 88% of Lincolnshire premises by April 2016. The original end date of 2015 slipped as a result of significant delays in Broadband Delivery UK achieving State Aid Agreement from the European Union.

Economy and culture

- We will implement a major promotional campaign so that visitors understand how attractive Lincolnshire is, with Lincoln Castle at the centre of this campaign. One notable example is that Lincoln Castle will host the prestigious European Stone Festival in June 2013. This is a meeting of stone masons and stone carvers and one of the country's top historic attractions.
- We will continue to promote and support Growth Point activity particularly recognising housing delivery targets in the emerging local development frameworks. In particular we will work with partners to ensure that new employment opportunities match increasing housing numbers.
- We will continue to promote Teal Park as a major employment location within central Lincolnshire, seeking to attract additional occupiers.

Highways and transportation

- We will invest an additional £6.451 million of government funding over the next two years using improved technology to carry out maintenance treatments to our roads, helping to reduce the number of potholes and maintain the condition of the highway network.
- We will continue to deliver our major highway schemes to help to stimulate the economy and provide an effective winter maintenance service, helping to improve movement around the county.
- We expect to publish legal orders for the Lincoln east-west link road and the Lincoln eastern bypass in July 2013. Detailed design is underway for the Lincoln eastern bypass and we will agree a preferred route for the Spalding western relief road with our partners.
- We will deliver the AccessLN6 project, including the new cycle infrastructure, which will be built in 2013/2014. We will also support businesses to explore green transport options.
- We will continue to support the Wheels to Work provider to enable them to deliver a sustainable and effective service to people with no access to public transport, for work, education and training.

Road safety

- Lincolnshire Road Safety Partnership will upgrade its safety camera stock to digital film and use the latest technology to protect cameras from vandalism. It will also introduce a safe cycling campaign as the national trend shows the biggest increase in casualties is amongst cyclists and it will also expand the programme of driver awareness courses.

Commission for outcomes based on our communities' needs

This means we will make sure that we or other organisations provide services which meet our communities' needs. Becoming a commissioning council is a programme which will transform the approach the council takes to commissioning services. Our priority focus is on outcomes for people in Lincolnshire.



We support older people to live independently through personal budgets and working closely with partners

What we said we would do

Adult Care

- Improve choice and control for adults by moving towards personalised budgets that help people to remain in their own home for as long as possible with their choice of care. When needs change, we will reassess to make sure that we meet the newly identified needs.
- Assess carers' needs to help them enjoy their own lives whilst caring for others.
- Help individuals with their choice of care allowing them to remain in their own homes for as long as possible.
- Help develop local markets so that there are enough good quality services to meet people's needs.

Children's Services

- Our Children's Centres ensure families are supported in their parenting role.
- Support families with the most complex needs, via the Families Working Together project.

- Work with a range of partners to give high quality advice and guidance to young people, especially those with additional needs, so they become engaged in education, employment or training.
- Raise educational outcomes for very young children through the Early Years Foundation Stage (EYFS) and narrow the gap for the most disadvantaged and vulnerable children and families.
- Introduce pupil premiums so that more funding is available in schools to help children who are eligible for free school meals to achieve their potential.
- Continue to make sure that high quality school support services are available to all schools and academies and continue to improve educational achievement.
- Support small and medium sized primary schools within communities through collaborative working.

What we achieved

Adult Care

- We have increased the number of people with a personal budget from 2,500 at the end of 2008/2009 to almost 12,000 in 2012/2013. Personal budgets allow vulnerable adults to either ask Adult Care to arrange services on their behalf, or to use the money to buy in services themselves with a direct payment.
- The number of carers we supported went up to 4,075, recognising the vital role carers play in helping vulnerable adults stay at home.
- Our Reablement service helped people recover the skills and confidence to return to their own homes, perhaps after a lengthy spell in hospital. 2,850 vulnerable people benefited in this way, and over 39% of people leaving Reablement needed no on-going support in 2012/2013.
- We mapped Adult Care service provision across Lincolnshire for all client groups, including older people. This helped to pin-point gaps in provision, market forces and areas of growth.
- Adult Care made savings of more than £21 million in both 2011/2012 and 2012/2013. In 2012/2013, we also produced a balanced end-of-year budget.
- We targeted our limited Adult Care resources on those who needed the most support. To do this we changed our eligibility criteria to focus on substantial and critical needs, in line with 85% of all other councils.
- We have secured funding for the second year running for our Responders to Warmth (R2W) scheme, providing new heating systems, insulation and immediate relief for our most vulnerable residents. There were 2,700 R2W cases in just three months during winter 2012/2013.
- As at 31st of March 2013, Adult Care supported 3,393 people in residential care and 10,045 people in the community.
- 140 people were referred to the Telecare service each month, with many more interested in buying equipment without using our Adult Care service. Over 30% of community based service users received Telecare as part of their care package, providing technology to reassure older people who were discharged from hospital.

- We launched a new website at the 2012 Lincolnshire Show, aimed at helping Lincolnshire's older and disabled adults plan their support and care. Adult Care has created www.MyChoiceMyCare.org.uk offering a wide range of social care options to residents.

Improving the quality of life for adults in Lincolnshire

"As a Lincolnshire resident, you deserve effective, high-quality care and support which is a positive experience and keeps you safe. You deserve to be treated with dignity and respect and to live as independently as possible. This one-stop, growing website will help you, your family, carer or provider access a wide range of information about the choices available to you in the county, as well as other advice and support, which is personalised to you and your needs."

Councillor Patricia Bradwell, Executive Member for Adult Care, Lincolnshire County Council

The MyChoiceMyCare website (www.MyChoiceMyCare.org.uk) offers a wide range of social care options to residents



Children's Services

- During 2012/2013, a total of 995 of the least advantaged two year-olds across Lincolnshire benefited from free childcare places. This was an important advance for families, bringing many of them into contact with Early Years provision and Children's Centres for the first time.
- Our Families Working Together team worked with partner agencies, such as Police, Jobcentre Plus and the voluntary sector to support troubled families. We worked with over 100 families during the year and saved taxpayers almost £0.5 million.
- We have strong and improving early years and childcare provision. The early years private, voluntary and independent sector judged 15% of providers as outstanding, 67% as good, 14% as satisfactory and 1% as inadequate. The remaining 3% are those yet to be inspected.
- The gap in achievement between the lowest 20% of Early Years achievers and their fellow pupils, reduced by a further 1.6 %. This was 3 % less than the national average and placed us within the top 10% of councils.
- The introduction of the pupil premium has meant that pupils eligible for free school meals, looked after children and children of armed services personnel have attracted additional resources into Lincolnshire. This means that an additional £11.9 million has been available to support the education of these children.
- The Centre for British Teachers (CfBT) continued to fund an action research project, to investigate the most effective ways for small rural primary schools to work together to improve provision and raise standards.
- 96% of all Year 11 children achieved five or more A* to G grades, and 21% achieved the English Baccalaureate. This was well above the national rate of 16%.

- The number of young people aged 16 to 18 not in education, employment or training remained low, at 4.5% in comparison to regional and national figures. There was a 3.8% increase of young people aged 16 and 17 participating in education.
- The number of young people and adults in apprenticeship programmes grew by 7.4%, compared to a reduction in the national trend. We achieved this by working with the Employment and Skills Board for Lincolnshire and Rutland, as well as our Apprenticeship Champions.
- 72% of Lincolnshire's children waited less than 21 months between entering care and moving in with their adoptive family, compared with the England three-year average of 56%. 67 looked after children, in care for more than six months, were adopted or made subject of a Special Guardianship Order. This is an increase of 9 children from 2011/2012.
- The FAB! Awards (Fantastic, Amazing, Brilliant) for looked after children took place in March 2013 at the EPIC centre in Lincoln. 209 looked after children and young people received multiple awards for their achievements in sport, education, arts and music, personal endeavour and positive activities.
- The 'From Care2Work' quality mark was awarded in 2012/2013 and we will hold this for the next two years. This award is for local authorities and employers who invest time and support to young people leaving care, to prepare them for the world of work.
- BIG Conversation 4 took place at Horncastle College in February 2013. This regular event brings together looked after children, young people and care-leavers to work with practitioners and managers from Children's Services, including Barnardos Leaving Care Service.
- We supported further education providers to improve their post-16 opportunities for young people with learning difficulties and disabilities to access local education. Better vocational courses and supported internships delivered in partnership with the Welfare to Work team, also enabled learners to fulfil their aspirations. As a result, almost all young people with learning disabilities in Lincolnshire were able to access post-16 education and training close to where they live.
- We agreed a joint three-year commissioning strategy for children with disabilities and additional needs with partner agencies. This aimed to get the best outcomes for these young people.
- We provided a significant number of families with individual grants to support them in caring for disabled children. Families were extremely creative and innovative in using the funding to provide a range of short-break activities.
- At Foundation Stage, we have continued to perform higher than the national average, and improved again on last year's performance. The gap in achievement between the lowest performing pupils and their peers continues to narrow, and we are one of the top performing authorities.
- National league tables for 2012 show Lincolnshire schools continue to perform higher than the national average for GCSE performance. The pass rate for five A* to C, including English and maths, was 62%, while the overall 5 A* to C pass rate was 84%. This was above the national average by 3.3% and 3.8% respectively.
- Over 90% of pupils achieved two or more passes at A-level which compares with the national average.

Lincolnshire County Council

- 84% of our young people achieved level 2 qualifications by the age of 19, compared with 83% nationally, an improvement on last year. This further increases our lead over similar areas.
- Almost 75% of Lincolnshire's secondary schools had a good or outstanding rating from Ofsted.
- The gap in achievement at Key Stage 2 narrowed by 6% in 2012. We will keep on making sure that high quality school support services are available to all schools and academies and continue to improve educational attainment.
- Our Key Stage 2 results for level 4 in English and maths have improved from 75% in 2011/2012 to 81% in 2012/2013.
- The proportion of pupils leaving primary school at the expected level for English and maths has once again risen and remained 1% above the national average. We also outperformed similar authorities. Rates of progress between Key Stage 1 and Key Stage 2 also improved in 2012.
- Since September 2012, 60% of our 'satisfactory' primary schools, which were inspected by Ofsted, improved to a 'good' rating.
- Our excellent working relationship with our educational partner, Centre for British Teachers (CfBT), was recognised at the Education Investor Awards in November 2012. CfBT were named School Improvement Service of the Year due to the year-on-year improvement made by Lincolnshire schools.
- The 2012 Tell Us What You Think looked after children's surveys showed that 98% of looked after children felt that the place they were living was the right place for them.
- This year our performance in the national phonics test placed the county council in the top 5% of local authorities in the country.
- Live and Learn like a Champion, our Olympic and Paralympic legacy programme, was a great success with 95% of pupils in 99% of Lincolnshire schools engaging in this programme. An impressive 83% of pupils who enrolled in the project achieved a bronze, silver or gold medal, exceeding the 75% target.
- 139 schools were involved in 32 collaborative partnerships. These consist of between three and six schools, working together towards improvement. 96% of those who responded to a survey said that partnership working had made a positive difference in their school. This has also been mentioned in recent Ofsted reports.
- We worked with groups in 40 youth centres to discuss future provision, in partnership with a range of community and voluntary organisations, supported by our Youth and Community Development workers.
- We invited applications for youth development funding to deliver and develop positive activities for young people.
- The Mental Health and Wellbeing Service was highly commended by the Local Government Association in 2012/2013 for giving early help to young people experiencing problems.
- The Birth to Five Service won a Nursery World award in October 2012. This is the second year running as the service also won an award in September 2011. In November 2012, the service was runner up in the Communication Trust Team of the Year and Communication Strategy Award. The Trust developed the awards to recognise work to support children and young people's communication skills.

- In October 2012 the HELP (Home Early Learning Project) won the national Nursery World award for a working with parents' initiative. The project was commissioned by Children's Services to educate young children from vulnerable families.



60% of our 'satisfactory' primary schools, which were inspected by Ofsted, improved to a 'good' rating

Where we need to improve

Adults

- We need to develop further our intermediate care services for Lincolnshire in partnership with health colleagues.
- Increase the number of customers resolving their queries through the Customer Service Centre so that customers are provided with professional Adult Care support earlier.

Our plans for the future

Adult care

- We will update the dementia strategy for Lincolnshire.
- We will produce a new strategy for autism.

Children's services

- We will continue to work with troubled families to help them turn their lives around. We aim to help 1,370 families in Lincolnshire before March 2015. 40 key workers will make sure that the Families Working Together initiative is able to focus on those with the most complex needs.
- We will continue to increase the number of places we offer students across the county. We also propose to open new primary academies in Lincoln (September 2013), Skegness (September 2014), Spalding (September 2014) and Bourne (September 2014).
- We will continue to improve access to post-16 education and training for all young people with learning disabilities.

Promote community wellbeing and resilience

This means we will promote the importance of people's wellbeing and the need for communities to be able to help themselves.



We work closely with Lincolnshire Police and Lincolnshire Fire and Rescue to keep our communities safe

What we said we would do

Public Health

- Continue to integrate new responsibilities for Public Health into the county council through a transition plan with the NHS.
- Influence developments between Health, Adult Care and Children's Services through our Joint Health and Wellbeing strategy.

Environmental Planning

- Implement the Joint Local Flood Risk and Drainage Management Strategy as part of our responsibilities as a lead flood authority, helping communities to be more resilient to flooding if it occurs.
- Continue to recycle more than half of our household waste, minimising what is sent for disposal.
- Continue our on-going commitment to reduce carbon emissions and improve resilience to our changing climate and extreme weather.

Community Safety

- Work with the Lincolnshire Resilience Forum to help services and communities plan for and cope with the impact of major emergencies.

- Continue to make the county a safer place to live, work and visit through the Fire and Rescue's prevention and protection work and by responding to incidents. In our large rural county, this includes acting as 'first responders' to medical emergencies.
- Work in community safety partnerships across the county and with the Police and Crime Commissioner so that Lincolnshire continues to be a safe place where people can live free from fear of crime.
- Reduce repeat victimisation in high-risk domestic abuse, incidents of antisocial behaviour and repeat victimisation of vulnerable people.
- Focus youth offending resources on those at greatest risk of re-offending and who cause the greatest harm, so that custody is only used on young people whose risk cannot be managed in the community.
- Ensure a safe, healthy and sustainable food chain for the benefit of consumers and the rural economy and protect the supply chain against animal diseases.
- Support economic growth especially in small businesses, by tackling rogue trading, helping businesses to comply with the law and protecting consumers from scams.

What we achieved

Public health

- We took over responsibility for key areas of Public Health.
- The council has worked closely with the NHS and other partners, including the wider community, to produce a Joint Strategic Needs Assessment (JSNA), providing a detailed picture of health and wellbeing needs.
- Adult Care and Public Health worked in partnership to develop the Wellbeing Service for Lincolnshire and published the first Joint Health and Wellbeing Strategy, ahead of the 2013 deadline and ahead of many other areas around the country. This detailed the priorities for the people of Lincolnshire over the next five years.
- The innovative Excellent Ageing partnership brought together over fifty organisations in the county to support communities in delivering practical actions to improve the health and wellbeing of older people. Older people steered this work which aimed to promote greater engagement and raise awareness of the opportunities created by people living longer, healthier lives.

Environmental Planning

- The council has taken on new responsibilities as lead local flood authority, undertaking over 50 investigations into local flooding incidents during 2012/2013. We published our register of flood risk management assets as an interactive, online resource for the public and partner organisations. The asset register showed structures (such as pumping stations, flood defence banks, weirs and sluices) in use across the county to manage flood risk and drainage.
- The council has actively participated in local, regional and national flood risk management issues. We were acknowledged as national leaders in flood risk management, sought out by others for comment and advice. In 2012/2013 we delivered one of the first local flood risk management strategies in the country, developed as a unique joint initiative with our partners.

Lincolnshire County Council

- We increased our contribution to the Regional Flood and Coastal Committee to £620,000 a year, and allocated £6 million to flood relief schemes in Louth and Horncastle.
- As an important part of Lincolnshire's tourism industry, we continued to develop the natural environment, including the Coastal Country Park as a green tourism destination and the Wolds as a living landscape. Environmental Services has produced a sustainable transport strategy, identifying and prioritising options for improvements within the Lincolnshire Coastal Country Park. A baseline visitor survey has been carried out to establish how visitors use the area. We also have a new website, with site visitor information and publications, promoting the Lincolnshire Coastal Country Park and businesses within the area.



We continued to develop the natural environment

- The Lincolnshire Wildlife Trust continue to manage visitor destinations such as Gibraltar Point National Nature Reserve (188,000 visitors) and Snipedales Country Park (45,000 visitors) on behalf of the council. They attracted visitors to the county, along with annual event programmes for the Lincolnshire Coastal Country Park, Lincolnshire Limewoods and the Wolds Walking Festival.
- The Lincoln BioBus project was joint runner-up for an Environment Award in the prestigious UK Bus Awards 2012. BioBus is jointly funded by the county council and the East Midlands Development Agency. Stagecoach East Midlands, the region's largest bus operator, provide the service.
- We continued with our investment of £140 million in a combined heat and power plant, which is being built in North Hykeham, plus associated transfer stations. A new £1.5 million waste transfer station in Gainsborough was completed in April 2013. We continued to minimise household waste sent for disposal and construction is almost complete on our network of four new waste transfer stations around the county. Along with the existing site at Louth, these sites will provide local points to receive waste which will then be sent to the new Energy from Waste facility.
- The council has a long-term commitment to leading by example on climate change by signing the Nottingham Declaration. We have also signed up to Climate Local, demonstrating our ongoing commitment to reduce carbon emissions and improve resilience to the effects of our changing climate and extreme weather.

- We have used an invest-to-save fund to reduce energy consumption in our own buildings, including schools. We have also used micro-generation from wind and solar panels on our own properties, encouraged the use of wood-chip burners and helped to fund bio-diesel in buses.
- We invested almost £2 million in energy efficiency measures, through our first five-year Carbon Management Plan. This reduced our annual energy bills by £500,000, and last year we reduced emissions by 9.4%.
- The Collection took part in a ground-breaking project on behalf of Lincolnshire County Council and five district councils: Boston Borough, West Lindsey, East Lindsey, South Holland and City of Lincoln, by fitting solar panels on The Collection's roof. We expect the initiative to save £180,000 a year in electricity bills, including feed-in tariffs, and avoid generating 260 tonnes of CO₂ each year.
- The Hedge and Small Woodland Grant Scheme planted 33,000 new trees (an increase of 7,500 on the previous year), funded through 34 grants.
- The Lincolnshire Chalk Streams Project (LCSP) has won the prestigious 2012 Bowland Award at the National Association for Areas of Outstanding Natural Beauty (NAAONB) conference. The Award recognises the best project, best practice or outstanding contribution to the wellbeing of areas of outstanding natural beauty.
- The second phase of the Wide Westgate renovation, in Grantham, started in July 2012 and completed in September, in time for the Gravity Fields Festival. We used Yorkstone materials to create new pavements, improved parking areas and access to premises, and resurfaced roads. There were also three new raised crossing points for pedestrians, including a zebra crossing, and three new disabled parking bays.

Community Safety

- We continued to play the lead role in the Lincolnshire Resilience Forum, bringing together partners to ensure the county's preparedness for natural or other disasters. Recent highlights of our work include: work on coastal flooding and the torch relay through the county, in the run-up to the London 2012 Olympics.
- We continued to conduct youth engagement schemes, promoting fire safety and delivering wider community outcomes. Over the last three years we doubled the number of Prince's Trust courses and now run 12 each year. This helped up to 180 disadvantaged, unemployed young people each year.
- Firefighters and members of the public from Lincolnshire were short-listed in three categories for the 2012 Spirit of Fire awards. These were team of the year, best newcomer and the public adult hero award. Skegness Fire Station was shortlisted for a wide range of prevention activities, which helped to reduce fire deaths and injuries. One staff member won best newcomer for her exceptional commitment towards the fire fighters' charity. Two members of the public won the public adult hero award, after selflessly risking their own lives to save others in a fire and rescue situation.
- Two Lincolnshire Fire and Rescue staff members were recognised for making extraordinary differences to the lives of others in Lincolnshire communities at the High Sheriff's Award. They were among the 13 people chosen this year for helping people cope with trauma and working with the Lincolnshire Road Safety Partnership to educate young people on safer driving.
- The number of people killed or injured in fires continued to be low, with five fire fatalities in 2012/2013. A further 21 people suffered injuries that required more treatment than could be given at the scene of the fire.

Lincolnshire County Council

- We reduced the number of arson and criminal damage offences. The number of deliberate primary fires reduced by 20%, down from 332 in 2011/2012 to 266 in 2012/2013. Criminal damage offences reduced by 25.5% (2,090 fewer criminal damage offences) across the whole county.
- The number of times we helped at first-responder incidents increased to 90.15% in 2012/13 from 89.70% in 2011/2012. (These were incidents at which Lincolnshire Fire and Rescue was first in attendance, often without an ambulance crew.)
- We increased the number of fire engines across the county which were staffed 24 hours a day by whole time fire-fighters, from two to six.
- The increase in Fire and Rescue training time, from an average of two to three hours per week for all retained duty system staff, was introduced on 1 April 2012, in keeping with our new three-year training plan.
- We continued to work in collaboration with Hertfordshire, Humberside and Norfolk Fire and Rescue services, to provide a modern and resilient mobilising system.
- Our fire safety work in the community which includes spreading clear messages about fire protection had a positive effect. There was a further reduction in fires in commercial premises down from 204 in 2011/2012 to 201 in 2012/2013.



Our Fire and Rescue Service undertake home fire-safety checks and are at the forefront of international search and rescue

- Over 11,000 free home fire-safety checks were completed in 2012/2013 as part of our on-going drive to make Lincolnshire households safer. We also completed 894 fire safety audits in commercial premises in our risk-based inspections programme, all of which had a positive effect on keeping our community safe.
- We remained at the forefront of international search and rescue, both here in the UK and around the world. In 2012/2013 we hosted the UK Rescue Organisation Challenge, involving 87 teams from around the country.
- We maintained our commitment to make Lincolnshire's communities safer, reducing crime, the fear of crime and antisocial behaviour. We continued to provide funding to keep Police Community Support Officers (PCSOs) a visible presence on our streets.
- Within weeks of the new Police and Crime Commissioner's election in November 2012, we agreed a joint commitment on community safety priorities, including problems associated with drugs and alcohol, education in schools and domestic abuse prevention.

- We continued with our programme of publicity to increase awareness of domestic abuse and promote the help and services available. This has contributed to a 7% increase in domestic abuse incident reporting, or 619 more incidents reported to the police. Working with the Independent Domestic Violence/Sexual Violence Advisor service (IDVA/ISVA) to support high and very-high-risk victims of domestic abuse get legal advice, improved household security and increased their personal safety and that of their children.
- The chief executive of the national charity Standing Together Against Domestic Violence, judged the county's anti-domestic abuse partnership as 'excellent' and praised the range of specialist support services available. Lincolnshire was one of only two areas in England and Wales to achieve the top score in a report carried out for the Home Office.
- Trading Standards have taken tough action on counterfeit goods, which undermine local businesses and put consumers at risk from potentially unsafe products. This resulted in 13 cases before the courts and several tonnes of goods forfeited.
- The Youth Offending Service (YOS) expanded its remit by employing three prevention workers to help divert young people away from offending in the first place. The service performed well against three national indicators: the reoffending rate, those getting involved in crime for the first time and young people sentenced to custody. For example, the number of first time offenders fell by 10% compared to the same period last year. Support for victims of crime was also increased, allowing for more restorative justice, which helped young people to learn how their actions impacted upon others. It delivered 2,400 hours of reparation in 2012/2013 and engaged with antisocial behaviour teams across the county, to ensure that we supported court orders such as ASBOs, which were given to young people.
- We provided support and funding to Lincolnshire Probation Trust as part of an integrated offender management programme, bringing together agencies to tackle persistent repeat offenders. Serious acquisitive crime (vehicle crime, robbery and burglary: those closely associated by persistent repeat offenders) reduced by 6% (378 fewer crimes).
- We improved the way we commissioned and managed services for people with substance misuse problems to provide treatment focused on outcomes. This introduced more choice for service users, including an independent advocacy and governance service. It identified more mental health problems at an early stage and 97% of service users now wait less than three weeks from their referral to first treatment appointment.
- Through working with our partners, we helped to reduce recorded crime by a further 15%, resulting in 6,588 fewer crimes. Violent crime reduced by 9% (766 fewer crimes) and the number of antisocial behaviour incidents has reduced by 15% (4,828 fewer incidents).
- Trading Standards visited over 1,500 businesses to check compliance and support businesses in ensuring they traded fairly and safely. In partnership with the police and HM Revenue and Customs, we continued to tackle the sale of illicit tobacco and alcohol, seizing over 30,000 cigarettes and 190 litres of alcohol in the last 12 months.
- Trading Standards increased the number of No Cold Calling Zones (NCCZs) in the county, offering greater protection and reassurance for vulnerable residents from cold callers and rogue traders. There are now just over 350 NCCZs in the county, 30 of these were established in 2012/2013.

Lincolnshire County Council

- For the third year running, our Registration and Celebratory Service has achieved customer service excellence and has met the Government standard. This registers births, deaths, marriages and civil partnerships. It conducts a range of ceremonies, including wedding, civil partnership, citizenship, naming, renewal of vows, funeral and memorial services.
- Tell Us Once, delivered by our Registration Service, is now able to notify central and local Government departments of a birth or a death, reducing the number of times citizens need to contact these departments. Over 10,000 people have accessed this service since its launch in May 2012.
- The number of marriages and civil partnership ceremonies performed increased by 43 events. The historic Gainsborough Old Hall is now available as a venue for civil ceremonies, as well as offering a bespoke wedding service. 480 people became British Citizens through formal citizenship ceremonies in 2012/2013. We worked with the UK Border Agency regarding potential sham marriages, and took on volunteers to help preserve historic birth and death registers.

Where we need to improve

Public Health

- In delivering the Joint Health and Wellbeing Strategy we need to ensure that health and social care services are more joined up.

Our plans for the future

Public Health

- We will undertake a series of service reviews to make sure Public Health services are delivered as effectively as possible. We will support the Health and Wellbeing Board to manage its relationships with local people, other partnerships and organisations and deliver the Joint Health and Wellbeing Strategy.
- We will protect the health of the population by assuring the quality of screening programmes, immunisation programmes and health emergency planning, and by working with others to ensure that infections are prevented and managed,
- We will deliver high quality public health advice to the local NHS.

Environmental Planning

- We will agree our second five-year Carbon Management plan, committing to cut emissions by 22%, over a five year period.
- Our Energy from Waste facility is on schedule to start operating during 2013, meaning that most of what isn't recycled will be used to generate electricity. The North Hykeham plant will distribute heat locally and divert 150,000 tonnes of waste from landfill each year.

Community Safety

- We will continue to increase the number of fire stations across the county which are staffed 24 hours a day by wholetime firefighters. By 2015, there will be nine.
- We will progress a number of joint programmes of work with the Police and Crime Commissioner in relation to reducing anti-social behaviour, tackling domestic abuse and improving data sharing to target preventative work.
- We will work with Lincoln prison on its improvement plan and enhancing its work with local partners to help reduce re-offending.

Influence, co-ordinate and support other organisations that contribute to the life of Lincolnshire

Our service plans include more details about our services. Some highlights of what we will do are listed below.



Anderby Creek on the Lincolnshire coast has a beautiful unspoilt beach and quiet rural surroundings

What we said we would do

- Seek opportunities to bring more resources to Lincolnshire.
- Promote Lincolnshire whenever and wherever we can.
- Work with partners in the NHS, business, other councils and the voluntary sector whenever that will help us to improve services in Lincolnshire.
- Run rural development schemes, providing £6 million for rural businesses and communities (we have been awarded a further £142,000 to put towards this important work).
- Work with district councils to shape local development plans.

What we achieved

- We helped to raise Lincolnshire's profile amongst Whitehall decision makers by supporting the influential Greater Lincolnshire Local Enterprise Partnership (LEP), a finance forum, the Forum for Agriculture and Horticulture and the Employment and Skills Board. This has led to £5.5 million of grant income from the EU, Government and Coastal Communities Fund, in 2012/2013. Overall for the period 2007/2013 the council's investment of £37.7 million in economic development projects attracted £110.8 million of grants, and our support brought in £13.7 million for our partners.
- Our rural development schemes provided grants to businesses to help them diversify. The schemes have awarded 79 grants, totalling £4,583,794.
- The council lobbied successfully for a fairer deal on Government funding for rural authorities.
- Councillors set up a fund to give money which would have been an increase in their allowances, to good causes. Each member had an allowance of £2,000 per year to allocate locally, and so far 578 individual awards have been made. In many cases, the money went to small groups who had not received funding previously, enabling them to play an even bigger role in their local communities.
- The council worked with district colleagues to help them to prepare local plans. We worked with three district councils in central Lincolnshire, and a further two in south-east Lincolnshire, to form joint committees to influence development over the next 20 years.

Where we need to improve

- Building relationships with Clinical Commissioning Groups and Health Provider Trusts

Our plans for the future

- We will help the Local Enterprise Partnership to produce its growth plan. This plan will set out how the county council, other public organisations and the private sector will speed up growth in the county's economy over the next 20 years. It will also form the basis for the Government and European Union to allocate grants between 2014 and 2020.
- We will lobby for the Government and others to prioritise rural enterprise as part of their economic development actions.
- We will work together with all parties interested in Lincolnshire's prosperity, to raise the profile of Lincolnshire as a place to live, work, invest and visit, particularly promoting new opportunities.
- We will continue to lobby for improvement to the rail services between Lincoln and Nottingham.

Make the best use of all of our resources

What we said we would do

- Identify opportunities to get better value from how we use our land and buildings.
- Work to launch a revised Information & Communications Technology (ICT) service, designed to release cash savings and provide a more relevant and flexible service for ICT.



We are looking for opportunities to get better value from how we use our land and buildings

What we achieved

- We reduced the frequency of County News in 2011 to four editions per year, meaning that in 2012/2013 it cost £240,000 a year less than it did in 2010 when we produced 10 editions. The publication was also re-launched in spring 2012 in a new magazine format, with a special edition produced in conjunction with West Lindsey District Council for distribution in that area.
- Our Audit department has continued its effective counter-fraud work: it recovered over £159,000 in 2012/2013.
- Audit Lincolnshire received a national award from the Chartered Institute of Public Finance and Accountancy (CIPFA) for a ground-breaking internal audit project. The team won the prestigious Cliff Nicholson Award for Innovation and Excellence in Public Service Audit.
- Next Generation Platform (NGP), our major information and communication technology (ICT) programme for change helped us to cut costs and provide a more robust, modern and flexible ICT system for the future.
- The Information Governance Team has gained the CLEARmark accreditation (www.careleavers.com/clearmark) for the second year running. The Care Leavers' Association gives accreditation to councils for improving access to records for those leaving care. We were the second county council to receive it.

Lincolnshire County Council

- Our People Management service reached the finals of the prestigious national CIPD awards. (CIPD is Europe's largest human resources and personal development body.) Lincolnshire County Council was the only council shortlisted in the building human resources capability category.
- We launched iCount to support local government and NHS employees across Lincolnshire to be healthier and happier, both at work and at home. The project includes being active, sleeping soundly, stopping smoking, drinking sensibly and eating healthily.
- 13 properties (both freehold and leasehold) were closed releasing 10,000 square metres of floor space. The accommodation cost per employee reduced from £2,000 to £700, where we shared accommodation with a district council.

Where we need to improve

- Have consistent good practice across the council in the way we commission.

Our plans for the future

- To lead initiatives to attract regeneration funding into Lincolnshire which will help our council budgets go further.
- We will benefit from annual savings of £1.3 million starting in 2013/2014 from our Next Generation Platform project.
- We will continue to progress the Future Delivery of Support Services (FDSS) programme which should ensure that these services are fit for the future and deliver further efficiencies.
- To undertake a fundamental review of our priorities and budget for 2015/2016 and subsequent years to take account of the future challenges in relation to continued reductions in Government funding to the Council.
- We will continue to review and rationalise the council's properties. The programme is on target to achieve its £1 million savings target by 2015, with the total potentially rising to £2 million by 2017.
- We will review a further 50 buildings to continue to reduce the cost of accommodation per employee.
- We will continue to raise health awareness issues with Lincolnshire public sector employees, through iCount.
- Procurement Lincolnshire will continue to work within the Council and with our partners to deliver further savings and to work with local businesses within our sustainable procurement strategy.
- Legal Services Lincolnshire will continue to offer a responsive and competitive service that will continue to deliver efficiency savings to each partner.

Equality

Our objectives relating to equality are as follows:

- We value our entire workforce and want to make sure they can do the best job. We will be reviewing the most significant staff management policies to make sure they are consistent yet flexible, and fit for a modern local authority.

- We want to make a positive difference for our communities. When we review or introduce a policy or service we will look at the effect it will have on people. Similarly, when we start a new project we will carefully consider the effects and review these throughout the life of the project, supporting people through the change. This analysis will help us to make better informed decisions.

What did we achieve?

- We reviewed and revised our most significant policies while considering the impact on employees. These included: the disciplinary policy, flexible retirement, induction (for people joining Lincolnshire County Council as employees) and supporting disabled employees.
- We audited all the training concerned with equality and diversity in the council. We also carried out a training needs analysis for those employees using Dragon software (which types as the user speaks). We updated the online equality and diversity training for all staff and designed a section on the council e-learning platform to support managers and employees in understanding reasonable adjustments. (These are the adjustments we need to make, such as special equipment or furniture, to support disabled staff).
- We carried out a data validation exercise to improve the personal data which the council keeps about its employees. This information helps us better understand our workforce profile.
- We supported the Disabled and Proud employee engagement group to run events for disability awareness week. This promoted understanding of reasonable adjustments in the Equality Act 2010 and related council policies.
- We continue to comply with the Public Sector Equality Duty in our work with the public as set out in the Equality Act 2010. This calls for us to consider the effect of all of our policies, and the services we provide, particularly those concerning vulnerable people. We evidence this through a series of [case studies](#).
- We introduced an innovative approach to assessing the impact of our decisions on people, so that we communicate the benefits and also consider how to reduce any adverse impacts. We analysed the effectiveness of our approach and considered how we could make sure this is part of the way we manage our projects.

What will we do next?

- Once our most significant policy changes have been in place for a minimum period of one year we will assess their impact.
- From April 2013 to March 2014 we will continue to review our HR policies, including: absence management; recruitment and selection and flexible working.
- We will analyse our equality and diversity training to make sure it is comprehensive and fit for purpose. We will also provide the right levels of training to those employees using Dragon software following the training needs analysis.
- The Job Centre will review our activities for the two ticks: positive about disability accreditation.
- We will improve the way we consider the impact of our projects on people.
- We will continue to identify innovative ways to comply with the Equality Act 2010 Public Sector Duty to publish information about people who use our services.

Summary of 2012/2013 accounts

Every year we prepare accounts to show what income we have received and what we have spent on services.

This summary shows how we performed during the financial year from 1 April 2012 to 31 March 2013, and our financial position at the end of that year.

The financial information below is a summary of the full set of accounts, known as the Statement of Accounts. To get a copy of the Statement of Accounts, contact us in any of the following ways.

By phone | 01522 553648 (leave a message asking for a copy)

Website | www.lincolnshire.gov.uk/finance

By email | finance@lincolnshire.gov.uk

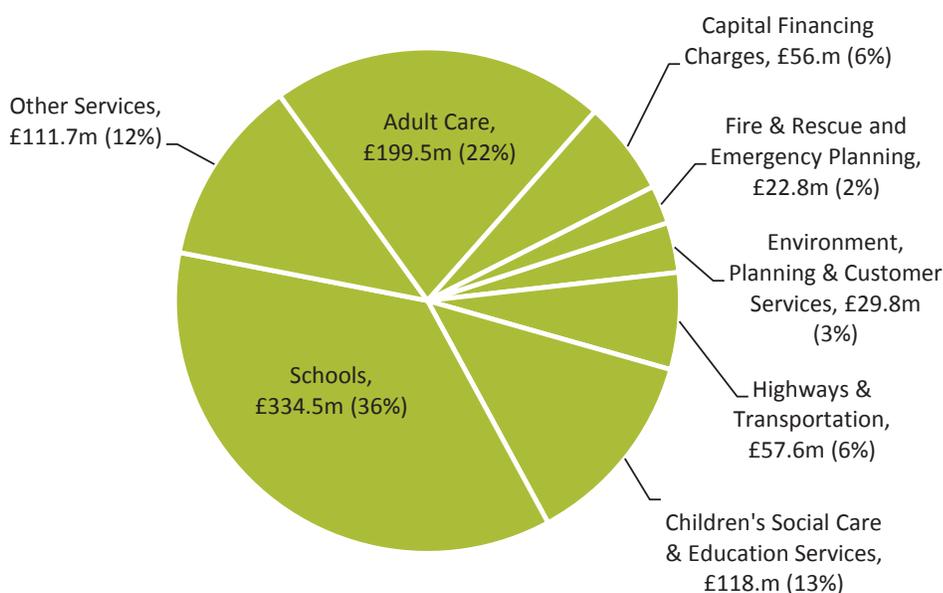
Money for day-to-day services

We spent £929.9 million on the day-to-day running of services in 2012/2013. That is £1,295 for every person in Lincolnshire.

Before the beginning of each year we set ourselves a budget of how much we can spend over the coming year. By managing our spending, we have been able to provide the same level of services at a lower cost and make large cash savings. In total we spent £55.9 million less than our budget. Most of this underspend relates to school budgets and will be carried forward for our schools to spend in future years.

How the money was shared between different services

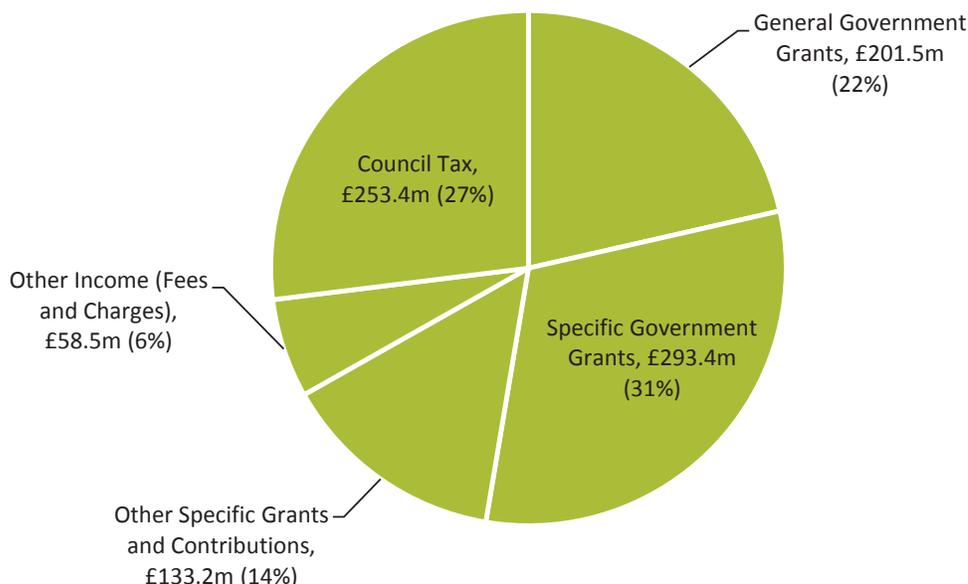
In 2012/2013, we divided our spending as shown below:



36.0% of our spending on services went on schools, and a further 12.7% was spent on other services for children. Adult Social Care received the second biggest share at 21.4%.

Where the money for services comes from

In 2012/2013 we received income from the following sources:



Our income was £940 million. This came from several sources, including grants from the Government, council tax, and charges residents paid for services.

- 21.4% of our income came as general Government funding. We received £201.5 million in general government grants in 2012/2013; this was a reduction of 7.6% from the grant received in 2011/2012.
- In addition to this we received £293.4 million (or 31.2%) of Dedicated Schools Grant which is used for funding education in Lincolnshire.
- 27.0% of our money came from council tax. Our level of council tax stayed one of the lowest in the country, with only two out of 27 counties setting a lower rate.

Our financial position on 31 March 2013

Our reserves – or the amounts we have set aside to be used in the future – now amount to £120.4 million. £37.9 million of this is the savings made by schools and is held on behalf of individual schools. £66.6 million is set aside for future spending on specific services or projects. The remaining £15.9 million is a general reserve which we need to protect us against financial risks such as unexpected extra costs or losses in the future.

We owe £455.2 million, which we borrowed to pay for assets which will last many years like schools and roads. What we borrow is limited by what we can afford to repay each year. We make sure that the borrowing we have to repay each year and the interest we pay on our borrowing is not more than 10.0% of our annual income. Last year our repayments and interest were less than 6.4% of our income.

Contact us

By phone

Our Customer Service Centre is open from 8am until 6pm from Monday to Friday (except on bank holidays or as otherwise stated) to answer your calls. The main number is 01522 552222 and the following is a list of dedicated phone numbers.

Department	Available	Number
Blue Badge	8am to 6pm weekdays	01522 782232
CallConnect Providing public and community transport across the county	8:30am to 6pm weekdays and 9am to 5pm on Saturdays	0845 2343344
Welland CallConnect Covering Stamford and Market Deeping	9am to 6pm weekdays and 9am to 5pm on Saturdays	0845 2638153
Carers Support Team Support and advice for unpaid carers	8am to 6pm weekdays	01522 782224
Community Safety Including emergency planning, crime and disorder contacts	8:45am to 5:15pm Monday to Thursday and 8:45am to 4:45pm on Fridays	01522 782050
Corporate Services Including enquiries about Lincolnshire development and freedom of information	8am to 6pm weekdays	01522 782060
Cultural Services Museums, heritage attractions and archives	9am to 5pm every day (including bank holidays)	01522 782040
Education The first point of contact for educational services for children aged 4 to 18	8am to 6pm weekdays	01522 782030
Family Information Service Providing information and advice for pre-school placements, childminders and nurseries	8am to 6pm weekdays	0800 1951635
First Contact Provides a single gateway to services designed to help people aged 60 and over live independently in their own homes	8:45am to 5:15pm Monday to Thursday and 8:45am to 4:45pm on Fridays	01522 782172
Fostering and Adoption enquiry line The first point of contact for customers looking into fostering or adoption	8am to 6pm weekdays and 9am to 4pm on Saturdays	0800 0933099
Highways and Planning Handling enquiries about the county's roads, footpaths, verges, street lighting, recycling and environmental services	8am to 6pm weekdays (for out-of-hours emergencies please see below)	01522 782070
Library Services Dealing with book renewals and reservations, computer booking and other library enquiries	9am to 5pm every day (including bank holidays)	01522 782010
Lifelong Learning Offering information and advice on adult education	9am to 5pm every day	01522 782011
Public Health Health care, improvement & protection Community engagement	8am to 5pm weekdays	01522 553729

Department	Available	Number
Registrations and Celebratory Services Registration of births, deaths, marriages and civil partnerships	8am to 6pm weekdays and 9am to 4pm on Saturdays	01522 782244
Schools Transport The first point of contact for school transport for children aged 4 to 18	8am to 6pm weekdays	01522 782020
Social care for adults Social care services for adults	8am to 6pm weekdays (for out-of-hours emergencies please see below)	01522 782155
Social care for children Social care services for children	8am to 6pm weekdays (for out-of-hours emergencies please see below)	01522 782111
Tourism development Information about tourism in Lincolnshire	9am to 5pm every day (including bank holidays)	01522 782332
Trading Standards Handling trading standards enquires	8:45am to 5:15pm Monday to Thursday and 8:45am to 4:45pm on Fridays	01522 782341
Minicom Contact point for people who are deaf or hard of hearing		01522 552055
Emergency Duty Team (Social Care) Handling out-of-hours emergency social care contacts	5pm to 8:45am Monday to Thursday, and 4:45pm on Fridays to 8:45am on Mondays (24-hour service on bank holidays)	01522 782333
Highways and Planning out-of-hours emergencies To report a road emergency outside office hours please contact Lincolnshire Police.	8am to 6pm weekdays	0300 111 0300

Outside normal working hours there is a recorded message with details of emergency numbers. Your calls may be recorded for training and quality-assurance purposes. All of your information is protected by the Data Protection Act and may be shared with other organisations.

By letter

Lincolnshire County Council
County Offices
Newland
Lincoln
LN1 1YL

On our website

www.lincolnshire.gov.uk

By email

For non-social-care enquiries: customer_services@lincolnshire.gov.uk
For social-care enquiries: csc_socialcare@lincolnshire.gov.uk



More information

For enquiries about the information in this report, contact us in the following ways.

By phone | 01522 782060

By letter | Council's Performance Manager
Lincolnshire County Council
County Offices
Newland
Lincoln
LN1 1YL

By email | performanceandprogrammes@lincolnshire.gov.uk

Other formats

For a copy of this report in a different language or format, phone us on 01522 782060.

Polish

Ta informacja jest także dostępna w innym języku i formacie. W razie jakichkolwiek pytań zadzwoń pod powyższy

Russian

Эта информация может быть предоставлена на другом языке или в другом формате. По всем вопросам пожалуйста звоните по вышеуказанному номеру.

Portuguese

Esta informação pode ser fornecida em outro idioma ou formato. Para quaisquer inquéritos, contacte o número acima.

Latvian

Ja nepieciešams, šo informāciju varat saņemt citā valodā vai citā formātā. Uzziņām, lūdzu zvaniet pa augstāk norādīto tālruni.

Lithuanian

Ši informacija gali būti pateikta kitoje kalboje ar formate. Visiem pasiteiravimam prašome susisiekti su viršuj nurodytu numeriu.

Slovak

Táto informácia môže byť poskytnutá v inom jazyku alebo formáte. So všetkými otázkami sa prosím obráťte na vyššie uvedené číslo.