

2013/14 Annual Report Text

Foreword

Welcome to our annual report for 2013/2014. 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 successes we provided for our residents, local businesses and visitors. It also looks to the future, showing our plans for the coming year and beyond.

In 2015 we celebrate the 800th anniversary of the signing of Magna Carta, as we are lucky to be able to display one of only four surviving original copies: Lincoln Cathedral's, at Lincoln Castle. We expect our spectacular new visitor centre – specially built to display both Magna Carta and one of only two copies of Charter of the Forest (1217) – to bring in visitors from all over the world. We will use this opportunity to make sure that Lincoln Castle helps to promote Lincolnshire, helping visitors to realise the wealth of attractions the county has.

The report also summarises how we spent our £906 million annual budget and the efficiency savings we made. During 2013/2014 these savings totalled over £27 million. We achieved these through cost-cutting activities, although we still maintained our core services for the benefit of our local population.

Grants from Central Government to local authorities have been greatly reduced, and we expect our budget to be 40% less by the end of the decade than it was in 2010.

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 £11 million from existing reserves to bridge the gap between the funding available and council spending in 2013/2014. Looking ahead to the four years after 2015, we expect to have to find another £90 million of savings. 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 efforts of all our councillors and staff.

In practical terms, we are reorganising the way we do business and have now agreed 17 areas of activity which we will review as future commissioning strategies, as a new way of delivering our activities. We will continue to develop these in 2014/2015. Commissioning strategies focus on outcomes for our residents, businesses and visitors, including: community resilience and assets; sustaining and growing business and the economy; and protecting and sustaining the environment.

At Lincolnshire County Council, as you would expect, the improvement process goes on all year, and we are constantly trying to enhance how we do things. Over the past few years, with money tight, we've been supporting local people and community groups to play a bigger part in providing services.

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, frozen for the third successive year.

In short, by reorganising the way we do business, we will continue to provide excellent services: flexibly, efficiently and at a reduced cost to Lincolnshire residents.

Welcome to Lincolnshire

Lincolnshire is England's fourth largest county. Lincolnshire County Council was created as part of the local government reorganisation of 1974. As such, we have now celebrated our fortieth birthday, as the new county council first met in May 1974.

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

Often described by local people as England's best-kept secret, Lincolnshire has one of the fastest-growing county populations as people move here from other parts of the UK and overseas. The population boom means that Lincolnshire now has 718,800 residents (the 2013 mid-year estimates) a 0.71% increase on the 713,700 residents recorded in the 2011 Census.

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 £906 million a year.

- There are 102,000 children in 356 schools, and around 600 children and young people in local authority care².
- We provide 13 household waste recycling centres, including a brand new one in Sleaford, to help increase recycling. Alongside our new Energy from Waste facility, these have dramatically reduced the amount of waste which needs to be disposed of by landfill.
- We look after about 5,512 miles of roads, 2,589 miles of footways (including pavements) and 2,481 miles of other public rights of way, and work with other organisations to keep all road users safe, to help reduce accidents.
- We provide school transport for approximately 21,111 students and pupils each day.
- In 2013/2014 we provided 12,306 people with a personal budget, giving them more choice and control over their care. We gave 4,700 carers support in their caring role, and provided 10,334 people with home care to help them live independently in their own homes.

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

² The figure is for all schools in Lincolnshire, including academies and special schools as well as those we maintain ourselves.

- 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 nine 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 2013/2014 we provided funding to Lincolnshire Police, to support neighbourhood policing and to help fund 52 Police Community Support Officers.

Your Executive Councillors

Lincolnshire County Council is made up of 77 councillors.

Ten councillors, including the Leader of the Council, form the Executive. The 2013/2014 Executive is shown below. It is responsible for making decisions about our priorities and how we spend our money.



**Councillor Martin Hill
OBE**
(Leader of the council)

Governance,
Communications and
Commissioning



**Councillor Mrs Patricia
Bradwell**
(Deputy Group Leader)

Adult Care and Health Services,
Children's Services



Councillor Colin Davie

Economic Development,
Environment, Planning,
Tourism



Councillor Richard Davies

Highways, Transport, IT



Councillor Marc Jones

Finance, Property



Councillor Peter Robinson

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



Councillor Reg Shore

Waste, Recycling



Councillor Mrs Sue Woolley

NHS Liaison, Community
Engagement



Councillor Nick Worth

Libraries, Heritage,
Culture, Registration and
Coroners Service



Councillor Barry Young

Crime Reduction, People
Management, Legal

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

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.

- 61.8% of pupils achieved five or more GCSEs at grades A* to C, including English and maths. This is 2.6% above the national average.
- There was a reduction in primary fires of 3%. In 2013/2014 there were 991 primary fires, compared with 1,020 in 2012/2013. (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 crime. This is part of our commitment to improve community safety in Lincolnshire, making sure the county remains a safe, low-crime area. The number of recorded crimes has reduced year on year for the last ten years. In the last year all recorded crime reduced by 4% compared with 2012/2013, accounting for 1,600 fewer crimes and fewer victims of crime.
- Our gritting teams routinely treated 34% of our very large road network, beating the government guideline figure. In total, we gritted 1,869 miles of our roads (all the main routes) out of the 5,512 across the county. This has helped to provide good connections for transport in Lincolnshire.
- We supported more carers. Of the 7,400 carers known to the county council, 4,700 or 63% were supported. This is an increase of 600 on the previous year, in which we supported 60% of carers.
- In 2013/2014 there were around 413,700 visits to the county's heritage sites such as Lincoln Castle, the Usher Art Gallery and the Museum of Lincolnshire Life. This is an increase of 37,600 visitors, on the previous year. There were also 5.9 million library interactions (contact with the library service in person, on the phone, by email or via the website). This is an increase of 104,000 on the 2012/2013 figures.
- 58% or 26,894 of those people aged 40 to 74 who were invited to take up an NHS health check, accepted the offer.

Our future plans are set out in our [Council Business Plan 2012 – 2015](#), which we revisited and updated in February 2014.

Feedback from our customers

In 2013/2014 we received a total of 615 compliments, 206 more than the 409 we received in 2012/2013. The number of comments we received also increased by 384, from 93 in 2012/2013 to 477 in 2013/2014.

In 2013/2014 we received almost 5% fewer complaints than last year, with a total of 835. This is 42 fewer than the 877 in the previous year.

Our Performance

Invest in infrastructure and the provision of services

This means we will invest 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.

Corporate

What we said we would do

- Lead on the superfast broadband network, to help the business community understand how to make the best use of the opportunities that this will bring. We agreed to deliver a superfast broadband (24 mbps) network to 89% of Lincolnshire premises by April 2016. The original end date of April 2015 slipped because Broadband Delivery UK were delayed in getting state aid agreement, to meet the relevant European Union conditions to get public funding from them.

What we achieved

- 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 2014 the percentage of Lincolnshire properties receiving superfast broadband speeds of 24mbps was 58.47%.
- Lincolnshire is getting a £2.35 million share of £250 million of Government funding from the national Superfast Extension Programme, to bring better broadband to the hardest to reach places. The council, which has already set aside £1.8 million for additional broadband improvements, will match this funding. This should help the authority to extend superfast broadband coverage to at least 95 per cent of the county, building on commercial roll-out and the ongoing work of the [onlincolnshire](#) project.
- From November 2013, more than 1,400 homes and businesses in Spalding were able to sign up for high-speed, fibre broadband two months early, thanks to the [onlincolnshire](#) project. They were the first to benefit from the multi-million pound partnership between Lincolnshire county and District councils, BT and the Government, which aims to boost broadband speeds across the county.
- Our procurement policies offered firms a better chance of securing council contracts, keeping local money in the area. In 2013/2014 we spent over £304 million with local suppliers.
- In 2013/2014, Procurement Lincolnshire saved the county's local authorities just over £7.5 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 with over 60% of bids coming from local suppliers.
- Over 560 suppliers 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.

Where we need to improve

- The council will help the business community to understand how to make the best use of the opportunities that superfast broadband will bring.

Our plans for the future

- The council will lead on the superfast broadband network and we will deliver a superfast broadband (24 mbps) network to 89% of Lincolnshire premises by April 2016.

Economy and culture

What we said we would do

- Implement a major promotional campaign to help visitors understand how attractive Lincolnshire is, with Lincoln Castle at the centre of this campaign.
- Continue to promote and support Growth Point activity, which outline area planning strategies, particularly recognising housing delivery targets in the local development frameworks. In particular work with partners to make sure that new employment opportunities match increasing housing numbers.
- Continue to promote Teal Park as a major employment location within central Lincolnshire and attract more occupiers.

What we achieved

- In July 2013, Lincoln Castle appeared on national television in a Timeteam special on the Secret of Lincoln Jail. In November 2013 it was on The One Show and The History Channel, featuring the Saxon sarcophagus which was found three metres below the current ground level.
- Lincoln Castle and the Cathedral hosted the prestigious European Stone Festival in June 2013, a meeting of stone masons and stone carvers, at the 1000 Years of Traditional Crafts event.
- We continued to implement the major Lincoln Castle Revealed project. All the works are on schedule and the walls are 10 weeks ahead of schedule. Work on the Georgian and Victorian prison buildings and the underground vault that will display Magna Carta and the Charter of the Forest is also on schedule. In

spite of these works, the Castle still attracted nearly 132,000 visitors during the course of the year.

- Recent investment in The Collection and Usher Gallery, and the very successful Modern Masters and Joseph Banks exhibitions have paid off, with the sites attracting over 141,000 visitors during the course of the year.
- Similarly, the new play area at the Museum of Lincolnshire Life attracted a record 11,000 visitors in August 2013 alone. Towards the end of the year the Museum's visitor experience was enhanced with a new multi-media guide and augmented reality installations. This state of the art technology gives a modified view of some of our exhibits, allowing our users to step back in time and experience what life was like in years gone by.
- During the summer of 2013 the Library Service worked with the regional dance agency Dance4 and the University of Lincoln, to deliver the House of Mystery roadshow. This brought dance to a number of libraries across the county and was inspired by the national Summer Reading Challenge theme of Creepy House.
- Between July and September 2013 we consulted at length on a new way of delivering the library service. We adapted our proposals to offer greater support to the Home Library Service, retain more mobile library stops and provide more support to community hubs offering library facilities. By the end of March 2014, we had grant applications for 37 locations across the county. 30 of these had an existing county council operated library, and a further seven either had their own community library or a mobile library stop.
- In July 2013 we joined a new national scheme, using reading to help the six million people in England who suffer from conditions such as depression and anxiety. Reading Well: Books on Prescription, allowed GPs and other health professionals to recommend 30 self-help titles for people to borrow from the local library service, or online through the interlibrary loan system.
- Lincolnshire Archives put more than 600 years' worth of documents on display, as part of a new exhibition telling the story of the county's medical history. This included letters, photographs and illustrations, with the oldest dating to 1349 and bringing together a unique collection about the county's health, illnesses and treatments through the centuries. Many of these documents are now available online through the [Lincs to the Past](#) website, along with over 5,000 records about the manufacturing firms of Robey and Aveling and Barford.
- We continued to support a flood barrier for Boston, to improve flood protection and provide a safe and attractive route through the Fens waterways link.
- Boston's St Botolph's bridge was lifted into position over the River Witham, in February 2014. The structure is 65 metres long, with easy access for wheelchairs and pushchairs. Lincolnshire County Council and the European Regional Development Fund met the cost of the bridge, which was constructed by Britcon in Scunthorpe.

- We injected £22m into Teal Park: the region's premier business park, retaining 2,000 local jobs with Siemens and opening the door to £500m of investment in the next 10 to 15 years.
- 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 195 jobs and safeguarded 231 jobs.
- We helped 894 businesses across the county. They received advice in innovation, going green and winning new contracts from both the public and private sector. A small investment from the council helped us to attract grants, making our money go further and allowing us to help almost 50% more businesses than we did last year.
- 8,360 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.
- Alford Sports Hall Association, Sleaford Tennis Club and Horncastle Community Members' Squash Club received funding through Sport England's Inspired Facility Fund, which aims to improve sports clubs and facilities up and down the country.

Where we need to improve

- We need to work with our partners to make sure that we coordinate the Lincoln Castle events programme and its marketing, throughout the City. We will put in place working practices with Visit Lincoln and the Chamber of Commerce. Good communication will be vital.

Our plans for the future

- 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.
- We will continue to work with the community hubs wishing to deliver library services in 40 locations across the county. This is made up of the 37 applications received in 2013/2014, plus three existing community run facilities at Belton Lane (Grantham), Saxilby and Waddington.
- We are due to complete the Lincoln Castle Revealed project in December 2014 and will re-open Lincoln Castle in April 2015 as a top quality visitor attraction. This will be in time to celebrate the 800th anniversary of Magna Carta. We will put a celebratory 2015 events programme in place, with an extensive marketing and PR campaign to promote the Castle to local, regional, national and international audiences. Castle Connections will be

developed to make sure that Lincoln Castle acts as a catalyst to help visitors realise the wealth of attractions the county has.

- We will continue to offer high levels of satisfaction with library services.
- We will continue to offer high levels of satisfaction with heritage services.

Highways and transportation

What we said we would do

- Start to invest the additional £6.451 million of government funding (provided over a two year period: 2013/2014 and 2014/2015) in our roads. This would use improved technology to carry out maintenance treatments, helping to reduce the number of potholes and maintain the condition of the highway network.
- Continue to deliver our major highway schemes to help to stimulate the economy and provide an effective winter maintenance service, improving movement around the county.
- Publish legal orders to acquire the land for the Lincoln East West Link Road and the Lincoln Eastern Bypass and agree a preferred route for the Spalding western relief road with our partners.
- Continue to deliver the AccessLN6 project, including the new cycle infrastructure. We would also support businesses to explore green transport options as well as promoting bus, train and cycle journeys.
- 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.

What we achieved

- We have continued to develop our partnership working to ensure we deliver effective and efficient highway services. Cranfield University carried out a review of our service, identifying it as one of the best performing arrangements in the country and providing an action plan to ensure continuous improvement.
- Via the Lincolnshire Highways Alliance we spent £3.5 million of the £6.451 million additional Government funding (over two years). This money has allowed us to increase the amount of surface dressing we carry out on our roads, in line with our asset management plan. It was also used on works which use new technologies, aimed at increasing efficiency and reducing potholes.
- We repaired 50,000 potholes over the course of the year and have seen a drop of 13% in the number reported.
- We made the most of capital investment in our highways by successfully bidding for external funds in partnership with district councils and Local Enterprise Partnerships.

- Over winter 2013/2014, we used 13,156 tonnes of salt. Each of our gritters has been on 63 runs since October 2013. Our popular Gritter Twitter account attracted around 3,183 followers, after three winters of keeping the public up to date with winter road conditions, safety advice and gritting activities.
- Lincolnshire County Council submitted a planning application to South Kesteven District Council for the Grantham Southern Quadrant Link Road which was approved.
- We published legal orders to acquire the land for the Lincoln Eastern Bypass and Lincoln East West Link, which needed public inquiries, held in February and March of 2014.
- We have carried out the detailed design for Lincoln Eastern Bypass and completed the procurement, including the tenders for the works.
- We have carried out the detailed design for the Lincoln East West Link and started the procurement process ready for tenders.
- The Department for Transport awarded £1.7 million of Government funding to improve Canwick Road, at the Washingborough Road and South Park Avenue junctions in Lincoln, and we started the detailed design and preparation for securing the land to build the schemes.
- In October 2013, a multi-million pound project started on Whisby Road in North Hykeham. The changes will improve access to the A46, the Energy from Waste site, Teal Park and Kingsley Road Business Park.
- The Department for Transport and the county council jointly funded major improvements to Newark Road Lincoln, which were completed during the year.
- 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.
- We delivered the AccessLN6 project, which included building the new cycle infrastructure in 2013/2014. 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 125 mopeds available. The scheme has given over 200 people access to employment and training in the last year.
- We also encouraged stronger community car schemes, which provide a lifeline in isolated parts of the county. 39,000 journeys were made to support individuals in Lincolnshire last year.
- The council continued to work with bus companies to help maintain rural services by linking them to school transport and supporting others where necessary.
- In 2013 approximately 265,000 passenger journeys were made via CallConnect, which provides public and community transport, especially to those in more isolated areas, across the county. This is an increase of 4.6% on the previous year.

- We helped youngsters aged five to 17 stay in touch and have fun with their friends over the summer break with Lincolnshire County Council's CallConnect service. School children and young people facing the summer holiday away from their friends, things to do and places to go, were able to travel for free every Monday.
- We issued around 28,758 concessionary bus passes in 2013/2014. There are well over 100,000 concessionary pass holders in the county. We now support 63 of the 102 bus routes on the county bus map and have agreed a two-year deal for concessionary fares with the county's bus operators.
- Hire bikes became available from various locations in Lincoln and Hykeham from the end of August 2013.
- We have agreement from Network Rail to put new footbridges over the rail crossing in Lincoln.

Where we need to improve

- We will continuously improve our highways service with a view to increasing efficiency and reducing costs while maintaining our service to the public.
- We will use innovative and improved technology to carry out maintenance treatments to our roads, helping to maintain the condition of the highway network.
- We will carry out more patching and surface dressing, helping to prevent potholes in line with our asset management plan.

Our plans for the future

- We will continue to invest phase two of the additional £6.451 million of Government funding for road improvements, as well as bidding for a share in the Government's £168 million Pothole Fund.
- We will begin construction on several major highways schemes over the period, specifically geared to reduce congestion and stimulate the economy.
- We will continue keep our roads in a good state of repair during winter weather, to help people, goods and services move around the county.
- We will support businesses to explore green transport options.
- We will continue to support the Wheels to Work project in its success in supporting people by providing them with transport to access work, education and/or training.

Road safety

What we said we would do

- Upgrade Lincolnshire Road Safety Partnership's safety camera stock to digital film and use the latest technology to protect cameras from vandalism.

- Introduce a safe cycling campaign, as the national trend showed that the biggest increase in casualties was amongst cyclists, and expand the programme of driver awareness courses.

What we achieved

- Lincolnshire Road Safety Partnership delayed its programme to replace film cameras with digital cameras, to wait for the Home Office to approve more advanced camera equipment. This will allow us to benefit from improvements in technology which will make the cameras operate better. They will also be more difficult to vandalise.
- The number of fatal road casualties in Lincolnshire during 2013 was the lowest ever recorded. There were 36 of these, 3 fewer than the previous year, making a reduction of about 8%.
- The number of people seriously injured was 415, 11 fewer than the previous year, a reduction of almost 3%.
- 223 motorcyclists completed the Performance Plus programme and 85 participated in the Bike Safe programme during 2013. These assess riders' ability and practical riding skills, helping to reduce the risk of having a collision.
- 50 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 five novice drivers have a collision within six months of passing their test.
- Some 3,500 students attended the acclaimed 2Fast2Soon programme and 3,257 year 11 (15 to 16 years-old) students attended the young passenger awareness course during 2013/2014. In 2013 there was a reduction of 21% of the number of killed or seriously injured casualties when one or more of the drivers was aged 17 to 24, compared to the 2010 to 2012 baseline.
- 98 mature drivers completed a training programme covering defensive driving, personal safety and other road safety issues.
- 12,997 clients attended speed awareness workshops during 2013/2014. This provides drivers with an educational alternative to prosecution.
- We delivered BikeAbility (nationally accredited cycle training) to over 6,000 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.
- In response to a rising trend in casualties to pedal cyclists, we worked with Lincs FM radio station and local businesses and ran a cycle safety campaign, which raised awareness of the benefits of high visibility clothing and wearing a cycle helmet.
- We expanded the range of driving courses we can deliver and this now includes taxi, mini-bus, and fleet driver training. We also delivered modules of

the Certificate of Professional Confidence (CPD) for drivers of light goods and passenger carrying vehicles.

Where we need to improve

- We will make sure we are fully engaged with our partners, with a focus on the people who use our roads, making road users safer through awareness and education. We need to work with Health, Children's Services, Police and Community Safety, to avoid duplication and improve the way we intervene to improve road safety, especially for young people.
- We will enable our communities to lead safeguarding on road safety. This will include continuing to rollout community speedwatch, carrying on the work with our schools and developing the role of volunteers, (ranging from volunteer Police Community Support Officers to Neighbourhood Watch).

Our plans for the future

- Lincolnshire Road Safety Partnership will continue to analyse and review collision data and focus education, engineering and enforcement resources to areas of greatest priority. It will deliver the actions set out in its 2014/2015 delivery plan. These will include: educational and driver training programmes specifically designed to reduce casualties in the most vulnerable groups.
- We will also implement a county-wide programme of local engineering safety schemes. These are low-cost, high-value schemes such as signing, lining, resurfacing and junction improvements. In addition we will also support police enforcement by providing collision and speed data to Police meetings.
- We will review all fixed and mobile camera sites in the county to make sure they are at the best locations to reduce speed-related road traffic casualties.
- We will replace ten film cameras with digital ones and introduce an average speed camera system on the A15 at Metheringham.
- In view of the rising trend in casualties among riders of two wheeled motor vehicles, up to 125cc, we will look into supplying educational programmes for those riders.
- We will also introduce the national driver offending retraining scheme for riders of two wheeled motor vehicles, called Riders Intervention Developing Experience (RIDE). We plan to start these courses later in 2014/2015.
- Lincolnshire Road Safety Partnership will also hold more Performance Plus sessions in 2014/2015. This is a full-day session, at Cadwell Park race circuit aimed at over 125cc two-wheeled motor vehicle users. The intensive skills-based instruction is coupled with practical sessions, to challenge and increase knowledge and ability while riding.

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. Commissioning for Lincolnshire is a programme which will help to change the way the council uses its resources and influence, to achieve outcomes for the people of Lincolnshire, with the best combination of cost and quality.

Corporate

What we achieved

- We agreed upon 17 commissioning strategies, from safe and healthy children; to supporting business and growth; and protecting the public. See pages 40 to 41.

Our plans for the future

- The council will sharpen its focus on outcomes to direct our effort and expenditure to best effect. We will define those outcomes through 17 commissioning strategies, based on evidence of needs and political priorities. We will share responsibility for the commissioning strategies among the Corporate Management Board, who will ensure that the best providers are chosen and managed.
- We will reorganise ourselves around our intended outcomes rather than our services, to improve customers' experience.

Adult care

What we said we would do

- Improve engagement with people who need or use social care, as well as their families and friends. This will help us to share the responsibility in delivering support to people, their carers and the wider community.
- Update the dementia strategy for Lincolnshire.
- Produce a new strategy for autism.
- Develop further our intermediate care services for Lincolnshire in partnership with health colleagues. These services are designed to avoid admitting people to hospital, and to ease the move back to independence after a hospital stay, reducing the amount of time the patient has to spend in hospital.
- Increase the number of customers working out their queries through the Customer Service Centre, so that customers are provided with professional Adult Care support earlier.

What we achieved

- We have increased the number of people with a direct payment from 2,500 at the end of 2008/2009 to 6,000 in 2013/2014. This year, people have received their direct payments faster than they have done in previous years and, in the last quarter of 2013/2014, 84% of payments were processed within 14 days.
- A total of 4,700 carers received support. This means that 600 additional carers have been supported compared to the previous year, a 15% increase. The service has responded to an increase in demand by using the Trusted Assessor network of carer support organisations; with 60% of carers supported by this network, giving them real choice and relevant expertise.
- The carers' service has also become more efficient; by the end of April 2014, waiting times for carers' assessments improved significantly.
- We successfully transferred the reablement service (which helped people recover the skills and confidence to return to their own homes, perhaps after a lengthy spell in hospital) to the NHS.
- We developed the [Lincolnshire Joint Strategy for Dementia 2014 – 2017](#) in partnership with a wide range of individuals and organisations, to identify the priorities for dementia services over the next three year period.
- We were delayed slightly in producing an autism strategy, as we broadened the scope of the project to develop a county-wide strategy for Lincolnshire children and adults. We expect to have this in place during summer 2014.
- The Proactive Care Board commissioned a full and wide-ranging review of Intermediate Care services in Lincolnshire on behalf of Lincolnshire Health and Social Care. We have also started to research what health and social care across Lincolnshire will need to look like in the future.
- More clients accessed preventative services via the Customer Services Centre, with more people going through reablement needing no ongoing support and fewer people going into hospital.
- With regard to the reablement service, 50% of clients accessing the intensive service, have regained their independence and need no ongoing support from Adult Care, compared to 40% in 2012/2013. Also, the percentage of clients admitted to hospital after reablement has dropped to a record low of 17%, which further demonstrates its effectiveness and reduces the pressure on acute care. (This is because the reablement service was joined with the Lincolnshire Community Health Service NHS Trust Community Response and Rehabilitation teams, to create a countywide Independent Living Team).
- In 2012/2013, Adult Care produced a balanced end-of-year budget.
- Our Executive agreed funding for the Responders to Warmth (R2W) scheme, to help vulnerable residents to keep warm, by offering them a range of products and services and directing them to other services. This is now a community interest company (which means that it works for the benefit of the local community.)
- As at 31 March 2014, Adult Care supported 4,097 people in residential care and 10,806 people in the community.

- Last year we reviewed more than 85% of Adult Care clients in residential care or who received a personal budget, to make sure that we made the most appropriate support services available to them.
- Despite increased numbers of carers asking for support, waiting times for assessments were reduced substantially.
- 62% of clients in our Experience Survey were “extremely” or “very” satisfied, with over 90% quite satisfied with Adult Care and 84% said their care and support made them feel safe. Only 3.5% of respondents were dissatisfied and complaints about the service dropped from 211 in 2012/2013 to 142 during the year.
- Delays in transfers of care from acute hospitals have continued to reduce in 2013/2014, particularly in cases where Adult Care was the cause of the delay. As at 31 March 2014, 1.4 per 100,000 people were delayed leaving hospital due to Adult Care.
- 40% of people receiving services in the community received Telecare equipment as part of their care package. This means that 5,600 people received this service, an increase of 1,250 people compared to 2012/2013.
- In between 1 April 2013 and 31 March 2014 the independent Care Quality Commission (CQC) inspected 363 care services across Lincolnshire for vulnerable residents, looking at care homes, care homes with nursing and home support, and supported living services. They found that 83% of the services they inspected met the national essential standards of quality and safety.
- A peer review team visited Lincolnshire in November 2013, looking particularly at quality and safeguarding in Adult Care, were impressed and highlighted various strengths. They also praised the ambition of the health and care review.

Where we need to improve

- We need to make sure more people who use adult care take up direct payments, particularly older adults. We will make sure that the contract for direct payment support services helps more people to choose this option. This will also involve making the system more efficient, so that the time taken to get a direct payment is shorter.
- Although the number of placements in long term care is high, we need to be certain that there is enough investment in the two main alternatives to residential care. Extra care housing is housing which has been modified to suit people with long-term conditions or disabilities that make living in their own home difficult. Intermediate care helps people to stay in their own home or a care home, instead of going into hospital, or helps them get home after a hospital stay.
- We need to strengthen the homecare market in Lincolnshire, making sure that it provides good quality care at an affordable cost. We will achieve this

through better contracting arrangements and our ongoing negotiations on price.

- Adult Care will work closely with Children's Services to make sure that the move from children's to adults' care is as smooth as possible and delivers the best outcomes for young people and their families.
- Adult Care needs to work closely with our NHS partners to reduce the number of avoidable emergency admissions to hospital and carry on making sure that delayed discharges stay at a low level.

Our plans for the future

- We will complete the intermediate care review and make recommendations for future service provision across health and social care, in autumn 2014.
- We will continue to prepare for changes to how people pay for their care and support needs as introduced in the Care Bill in 2014/2015.
- In 2014/2015 we expect that carers will only have a maximum wait of 28 days to be assessed.

Children's services

What we said we would do

- 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.
- Increase the number of school places we offer to students across the county. We also proposed to open new primary academies in Lincoln (September 2013), Skegness (September 2014), Spalding (September 2014) and Bourne (September 2014).
- Improve access to post 16 education and training for all young people with learning disabilities.
- 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.

What we achieved

- Through the Families Working Together Partnership, Lincolnshire identified over 1,200 of the families it needs to work with and worked with over 1,000 families with complex needs. Families Working Together has now turned around one-third of these families. Turning a family around means reducing the number of times support services get involved and saving public money, focusing on reducing antisocial behaviour, youth offending, and absence from school and worklessness.

- We also saw an increase in school admissions. There were 7,649 places at primaries (up from 7,325), with 93.6% of parents getting their first choice. At secondary level, the figure was 7,530 (up from 7,063), with a first-choice percentage of 93.2%.
- We worked with a range of partners to make sure that high quality advice and guidance was available to young people aged 16 or 17, especially those with additional needs or vulnerabilities, so they continue to engage in education or training when they leave school.
- A new measure for the achievement gap for the Early Years Foundation Stage has also been introduced. Nationally this is 36.6% and in Lincolnshire it is narrower by 7% at 29.6%. This places Lincolnshire in the top 10 local authorities nationally.
- During 2013/2014, a total of 1,725 of the least advantaged two year-olds across Lincolnshire benefited from free childcare places.
- During the last year we have had three Ofsted Inspections under the new framework in Stamford, Swineshead and Sutterton, plus Lincoln North. Each of these centre groups have achieved a good rating in all areas. In the data released by Ofsted for the first six months of the year, Lincolnshire have 86% of their children's centres rated good or outstanding, compared to an average of 58% for other authorities in the East Midlands.
- Attendance rates at children's centres have continued to rise during the year with 86% of youngsters under-five registered.
- Lincoln Carlton Academy opened its doors in September 2013 with two reception classes, offering provision up to Year 6. This is an exciting new school that was set up to respond to the local demand for early years and primary places. The academy works in partnership with Mount Street Academy which is also run by our partners, the Centre for British Teachers (CfBT) Schools Trust.
- A new national assessment system for the Early Years Foundation Stage was introduced in the 2012/2013 academic year. Nationally 52% of children achieved a good level of development, compared with 65% of Lincolnshire children. This places Lincolnshire in the top five local authorities nationally and the highest achieving local authority in the East Midlands and against its statistical neighbours.
- Lincolnshire's Key Stage 1 results were at the highest level for three years. In 2013 Level 2+ performance in writing and maths were 1% above the national average for the first time in three years.
- Level 4+ reading and writing at Key Stage 2 has maintained its 2012 position: above the national average this year by 1%.
- 61.8% of all Year 11 children achieved five or more A* to G grades including English and maths, this was well above the national rate of 59.2%.
- Lincolnshire is 4.2% above national figures for the percentage of pupils achieving A* to C in all English Baccalaureate subjects (Lincolnshire 27.2% and national 23%).

- 82% of students achieved at least three A level passes, compared to a national figure of 79%.
- The gap in achievement at Key Stage 2 narrowed by 2.3 percentage points in 2013.
- 85% of our young people achieved level 2 qualifications by the age of 19, compared with 84% nationally, an improvement on last year.
- Over 95% of school leavers entered education, employment or training: an increase on last year.
- We have invested in supporting apprenticeships and confirm that Lincolnshire continues to buck the national trend for 16 to 18 year-olds with growth of 5.1% compared to a drop of 4.9% regionally and 11.6% nationally.
- As at the end of the academic year the number of Lincolnshire residents participating in apprenticeships rose against a falling national average. Increases were seen in the number of advanced and higher apprenticeships. The percentage increase for Lincolnshire residents was 7.1%.
- In March 2014, the Skills Funding Agency awarded the council £18,500 to help promote local apprenticeships. This coupled with the work our apprentice champions do to promote apprenticeships, shows the council's leadership in this area.
- Lincolnshire's early help strategy and an early help offer document were published and included contributions from a range of agencies and services. This provided a clear statement of the early help services available across Lincolnshire.
- We cared for about 600 looked-after children: below the national rate and that of similar authorities for 2013. Most were fostered or placed for adoption (86%), with 79% waiting less than 20 months to move into their adoptive family, compared to 55% nationally in 2013.
- The third annual FAB! Awards (Fantastic, Amazing, Brilliant) for looked-after children took place in March 2014 at the EPIC centre in Lincoln. Looked after children and young people received multiple awards for their achievements in sport, education, arts and music, personal endeavour and positive activities.
- Youth Cabinet elections took place from October to December 2013 in schools, using real voting booths and ballot boxes. 11 members were elected and were invited, along with schools, to an initial Question Time event in February.
- The Duke of Edinburgh's Award in Lincolnshire has recently received congratulations from the central England regional office, as the first authority to pass the 3,000 mark for new entrants. A total of 3,035 new participants registered between 1 April 2013 and 31 March 2014. This was a 5.75% increase on the previous year.
- A disabled 19 year-old from Lincoln received the Gold Duke of Edinburgh award from HRH Prince Edward at a ceremony at St James Palace in

February 2014 and was also nominated for a Lincolnshire Media Education Award.

- Every Day Matters, a multi-agency, multi-partnership school attendance strategy was launched during the year. This aims to increase school attendance and challenge families to make sure that their children receive an appropriate education.

Where we need to improve

- Although we are raising educational outcomes for very young children through the Early Years Foundation Stage (EYFS), more work is needed. For the next 12 months we will work with schools to close the gap for the most disadvantaged and vulnerable children and families. We will achieve this by increasing access to free childcare for all three and four year-olds and the most disadvantaged two year-olds as well as improving standards of teaching and learning.
- The increase in the financial value of the pupil premium means that we need to introduce better monitoring to make sure schools help children who are eligible for free school meals to make better than expected progress. This will narrow the educational attainment gap with their peers.
- We need to transform the way our adoption services operate, to achieve the Government's aspirations on reducing the time it takes for children to be adopted.
- We need to improve the way we work with young people who have a learning disability and are between the age of 17 and 25 years, to support them better into education or employment with training.
- We need to review our early help continually, to make sure that we deliver effective, research-based interventions to families early, so that support services get involved to stop problems from getting worse and help them to turn their lives around.

Our plans for the future

- 78% of our pupils are on roll in good or outstanding schools matching the national figure. We will continue to strive for the best outcomes for our children and young people and will see further improvements over the coming 12 months.
- Children's centres will continue to play a pivotal role in delivering early help to support families in their parenting role.
- We will roll out the Families Working Together project further, supporting families with the most complex needs by working with partners such as the Police, Jobcentre Plus and the voluntary sector.
- We will work with a range of partners to make sure that high quality advice and guidance is available to young people aged 16 or 17, especially those

with additional needs or other vulnerabilities up to the age of 25. This will enable them to continue with education or training when they leave school.

- The council will deliver its responsibilities to bring about raising the participation age, meaning that young people must get involved in accredited learning – leading to nationally recognised qualifications – when they leave school.
- We will continue to make sure high quality school improvement support services are available to all schools and academies and continue to drive up educational attainment and progress.
- We will support small and medium sized primary schools within communities through collaborative working: schools working together to share best practice and learn from one another.
- Our youth and community development project will help to develop and sustain a wide range of positive activities that will be attractive to young people and will support their personal and social development.
- The priorities for the Youth Cabinet for the coming year will be votes at 16 and affordable travel.
- We will carry out the Special Educational Needs and Disabilities (SEND) reforms from the Children and Families Act. This includes the move from statements of special educational needs and disabilities to a single, all encompassing, Education, Health and Care (EHC) Plan. This puts service users at the centre of the assessment and planning process and local services. We will also develop a website which will allow parents and carers, plus children and young people with SEND, to access information about services available in Lincolnshire to meet their needs: this is called the Local Offer.

Public Health

What we said we would do

- County councillors voted to continue with the Big Society fund at the July 2013 council meeting, which provides them with an allowance each year to give to local community groups. This was to help the groups to make a positive difference and improve quality of life and wellbeing in their local communities.
- Undertake a series of service reviews to make sure Public Health services are delivered as effectively as possible. 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*.
- Protect the health of the population by assuring the quality of screening programmes, immunisation programmes and health emergency planning, commissioned and delivered by the NHS. Work with others to ensure that infections are prevented and managed.
- Introduce a payment by results system with our partners for drug and alcohol treatment services, to increase the numbers of people accessing support.

What we achieved

- Grants from the Big Society fund have benefited residents of all ages across Lincolnshire, by funding a range of projects from village halls to sports clubs, and play areas to rescue boats. For example, some of the awards have helped to provide sporting opportunities, such as curling or sailing. Other awards have: supported local food banks and community larders; developed a wildlife facility; supported unemployed people with CV writing and completing job applications; and provided community defibrillators around the county.
- Some of our largest Public Health commissioned services have now been remodelled to focus on client outcomes and continue to improve service quality.
- The new health and social care watchdog launched its website: [Healthwatch Lincolnshire](#). This was created to gather and represent the views of local people and help them get the best services.
- In the 12 months before the drug and alcohol payment by results pilot began in 2012, 845 people with an alcohol problem in Lincolnshire accessed services. This compared with 1,320 people by the end of March 2014. Eight out of 53 people with problems caused by alcohol misuse achieved abstinence in the year before the changes, compared with 231 out of 761 people quitting in the last year.
- Lincolnshire's chlamydia screening programme tested 25% of 15 to 24 year-olds last year, with many more offered information. The county has screened a high proportion of its target population, coming second in the East Midlands.
- The [Managed Care Network](#), a Lincolnshire community mental health partnership, won a Local Government Chronicle award at a ceremony in London on 12 March 2014. The network has 67 member groups and organisations, providing 72 projects that support over 3,000 people across Lincolnshire. The network makes a real difference to people's lives by providing a variety of support, activities and help to those with mental health needs outside of traditional health and social care services.
- The Wellbeing Service introduced a major change to the way the council delivers prevention in Lincolnshire. This more integrated model with Public Health and Adult Care has now been commissioned and has started work to increase the number of people living independently across the county.
- The work of Lincolnshire's [Joint Health and Wellbeing Strategy](#), to improve the health and wellbeing of older people, continued to coordinate and promote projects delivered across partners and communities. The partnership has increased the ways for older people to participate in designing, delivering and evaluating these projects. We have completed this work successfully.

Where we need to improve

- We need to commission services that are able to prioritise people based on how vulnerable they are to losing their independence and offering a one-stop shop.

- In coming years, opportunities to improve the services we deliver to the residents of Lincolnshire will mean further challenges ahead. We need to seek improvement continually in the services we commission. This will ensure that in future, services continue to be fit for purpose and able to evolve with the needs of residents.
- It is increasingly important for commissioners of services across the authority to work jointly with each other: making sure services are aligned and that we achieve service users' outcomes in the best way possible.
- We will develop the work linked to Lincolnshire's [Joint Health and Wellbeing Strategy](#) to improve the health and wellbeing of older people, next year. This will help us to understand and develop ways to reduce the impact of poverty and social isolation or loneliness which some older people experience.

Our plans for the future

- Now that all services have been subject to a full review, it is important that the decisions we have reached become a reality as quickly and efficiently as possible, by aligning services to best meet service user needs and the changing local health and care landscape.
- Public Health in Lincolnshire will continue to be active in promoting and driving health and planning in the county. Although developments are in the early stages, we expect that bringing these two areas together will bring about positive health and wellbeing outcomes across communities.
- The shared priorities and outcomes set out in the [Joint Health and Wellbeing Strategy](#) for Lincolnshire, and the outputs of Lincolnshire Health and Care Review, will form the basis for our future joint commissioning decisions.
- Following the successful move of sexual health from the NHS to the council, we will review local needs and make sure that we commission services appropriately.
- We will produce the report on the state of health of the people of Lincolnshire, outlining key issues that call for the attention of local people and organisations.
- The Wellbeing Service will carry on helping people stay independent. We will review the effectiveness of our services, build on success and address any issues. We will develop services further, to integrate them and be ready for the future, in line with the Care Act and to integrate health and social care services.

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.

Environmental Planning

What we said we would do

- Agree our second five-year Carbon Management Plan, committing to cut emissions by 22%, by April 2018.
- Start operating our Energy from Waste facility during 2013, so that we can use most of what isn't recycled to generate electricity. The North Hykeham plant is designed to distribute heat locally and divert 150,000 tonnes of waste from landfill each year, generating enough electricity for 15,000 homes.

What we achieved

- We continued to implement carbon management action plans and agreed a corporate Climate Change Adaptation Risk Management Plan. This follows our sign-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 continue to invest in appropriate renewables. Solar panels have been installed on most fire stations, The Collection and the Museum of Lincolnshire Life, reducing energy bills and emissions and generating revenue.
- Our network of four new waste transfer stations around the county opened in July 2013. Along with the existing site at Louth, these sites provide local points to receive waste, which is then sent to the new Energy from Waste facility.
- The county council landfilled only 25.4% of municipal waste, a significant reduction on the previous year (47.1%). The Energy from Waste facility received the vast majority of the waste that would previously have been landfilled. It also recycled street sweepings, which would have been landfilled too.
- The council's four new waste transfer stations were shortlisted by the Chartered Institution of Wastes Management, for a national award recognising environmental excellence in sustainable buildings.
- Exercise Georgiana was one of the biggest training exercises ever held in Lincolnshire and was a mock-up of a train crash which took place at a community location in Lincolnshire in May 2013. The exercise involved more than 400 members of Lincolnshire's emergency services, other partners (such as the Environment Agency) and lots of community volunteers. The exercise challenged planning assumptions for this kind of emergency, rehearsed people in key command and control roles and helped with multi-agency co-ordination.

- Our work in the areas of flood defence and emergency planning over many years has helped Lincolnshire become better protected against flooding than at any time since the disaster of 1953. This was proved in December 2013, when our coastal defences and emergency planning coped well with the largest surge to hit the east coast in 60 years.
- The council continued to develop its new role as Lead Local Flood Authority during 2013/2014 and carried out 11 formal investigations into flooding incidents that happened in that period.
- We continued to be recognised as national leaders in flood risk management, sought out by others for comment and advice. We carried out the [Joint Local Flood Risk and Drainage Management Strategy](#) as part of these responsibilities, including publishing an action plan: a works programme for 2014/2015.
- The Coastal Country Park has continued to develop, creating a sustainable coastal environment which provides high quality facilities for communities and visitors. It has also made improvements for wildlife and contributed to the local economy as a green tourism destination. We started work on a new 46-acre nature reserve, creating dune grassland and grazing marsh habitat. As part of the programme, we created three new gateway sites, featuring information panels to help visitors explore and enjoy the area.
- We worked closely with local communities to build upon our sustainable transport strategy for the Coastal Country Park. The car park at Anderby Creek has been refurbished, completing an extensive programme of works to improve council owned facilities along this part of the coast, including car parks, picnic areas and accessible nature reserves.
- One of Lincolnshire's most cherished landscapes celebrated its fortieth year as an area of outstanding natural beauty. The Lincolnshire Wolds marked its anniversary with a packed conference and the launch of a new management plan, ensuring the area continues to be protected and enhanced.
- The [Lincolnshire Wildlife Trust](#) continues to manage visitor destinations such as Gibraltar Point National Nature Reserve (188,000 visitors) and Snipeholes Country Park (45,000 visitors) on behalf of the council. They attracted visitors to the county, as with our annual event programmes for the Lincolnshire Coastal Country Park, Lincolnshire Limewoods and the Wolds Walking Festival.
- We continued with our investment of over £140 million in a combined heat and power plant, which has been built in North Hykeham, plus associated transfer stations. This began receiving waste during 2013, and is now fully operational, allowing us to minimise household waste sent to landfill.
- We have used an invest-to-save fund to reduce energy consumption in our own buildings, including schools. To date over £2 million has been invested reducing annual bills by £400,000.
- We have continued to support Lincolnshire schools to reduce energy bills and invest in energy efficiency and renewables through the [Schools Collaboration on Resource Efficiency \(SCoRE\)](#) scheme. Investment in boiler room insulation and technologies will typically save schools over 10% on their bills.

- The Hedge and Small Woodland Grant Scheme planted over 16,000 new trees, funded through 22 grants.

Where we need to improve

- The Local Health Resilience Partnership will continue to ensure that all organisations are prepared for public health incidents, and the Resilience Forum has been selected for a national exercise, focusing on readiness for an influenza pandemic in October 2014/2015.
- We will make sure that we use the lessons learnt about how we recover from major emergencies, such as the tidal surge in December 2013.

Our plans for the future

- We will make sure our expertise in water management is fully exploited as a driver for economic growth and inward investment, through the Greater Lincolnshire Economic Partnership.
- The council will develop our role as lead local flood authority and work with the Environment Agency on the statutory Flood Risk Management Plan. As part of this, we will consider an assessment process for all sources of flood risk in the county for the first time.
- The report into the major coastal surge flood event of December 2013 will be published during 2014/2015.
- We will work with the Department for Environment and Rural Affairs (Defra) on the implications of sustainable drainage legislation, and shape an approach that meets local needs.
- We will work with partners to create and promote a green tourism destination of the Wild Coast of Lincolnshire through environmental improvements.
- We will continue to divert waste from landfill to the Energy from Waste facility. Along with our recycling efforts, we anticipate that in future, landfilling will be minimal.

Safer Communities

What we said we would do

- Continue to increase the number of fire engines across the county which are staffed 24 hours a day by wholetime firefighters to nine, by 2015.
- Progress a number of joint programmes of work with the Police and Crime Commissioner to reduce antisocial behaviour, tackle domestic abuse and improve data sharing to target preventative work.
- Work with Lincoln Prison on its improvement plan and enhance its work with local partners to help reduce reoffending.

- Support economic growth by tackling rogue traders and unfair trading practices, helping businesses to comply with the law and protect consumers from scams and unsafe products. We also make sure essential safety and welfare standards are achieved in the farm-to-fork food chain.

What we achieved

- We increased the number of fire engines across the county which are staffed 24 hours a day by wholetime fire-fighters, from six to seven.
- We have developed a countywide antisocial behaviour (ASB) strategy and commissioned two new services; the first the Mediation for Neighbourhood Related Cases of ASB provides alternative methods to resolve long standing ASB issues in local communities. Following a successful pilot in North Kesteven, the Antisocial Behaviour and Vulnerable Victim Service was commissioned countywide. We expect this to provide victims of ASB with the right levels of support, help to address their needs and achieve long term solutions. In the first six months, both services supported 42 ASB cases through mediation, addressing neighbourhood disputes and advocacy, to deal with other support needs.
- Our prison development group has introduced a way of managing a prisoner's release, ensuring that prisoner and family needs, such as housing, health and employment support, are in place before they are released back in to the community. This ensures that support services and key functions, such as appointments with substance misuse and employment advisors, are immediately available, to help break the cycle of reoffending.
- We also started to work with private sector partners to deliver NVQ courses such as building, joinery and hygiene, to help prisoners gain qualifications. This will increase employment potential when they are released and help to deliver a paid service within the prison.
- Trading Standards have taken tough action on counterfeit goods, which fund organised crime, undermine local businesses and put consumers at risk from potentially unsafe products. This resulted in seven successful prosecutions in 2013/2014, which concluded during the year. Nine warning letters were issued, several tonnes of goods were forfeited and over £100,000 claimed back through the courts, from those profiting from trading in counterfeit goods.
- We continued our work with partners in the Lincolnshire Resilience Forum, to help services and communities plan for and cope with the impact of major emergencies.
- We continued to conduct youth engagement schemes, promoting fire safety and delivering wider community outcomes. In 2013/2014 we ran 12 Prince's Trust courses, helping up to 180 disadvantaged, unemployed young people.
- The gardens of Ayrshire House in Long Bennington received a new lease of life by 12 young volunteers taking part in the area's Prince's Trust TEAM programme, run by Lincolnshire Fire and Rescue. The volunteers funded this entirely from scratch, with money raised from bag packing in a local supermarket. The programme gives 16 to 25 year-olds a once-in-a-lifetime

opportunity to develop skills which are essential for success. For some, it's the chance to turn around a difficult past and improve future prospects.

- Lincolnshire Fire and Rescue ran 'stay safe' workshops for over six hundred year six school children, teaching essential skills about keeping safe in Lincolnshire, including how to stay safe on Facebook. We worked with Lincolnshire Police, Lincolnshire Safer Communities Board, the British Red Cross, Western Power and Stagecoach, to deliver this multi-agency event.
- One of Lincolnshire Fire and Rescue's Watch Managers celebrated 50 years of service and was presented with the High Sheriff's Award in March 2014. He was one of only 13 local residents to receive the award during the year and was nominated for the honour for his ongoing commitment to the service and the safety of the residents of Billingborough.
- The number of people killed or injured in fires continued to be low, with four fire fatalities in 2013/2014. A further 17 people suffered injuries that needed more treatment than could be given at the scene of the fire.
- We reduced the number of arson and criminal damage offences. The number of deliberate primary fires reduced by 21%, down from 266 in 2012/2013 to 211 in 2013/2014. In the same period, criminal damage offences reduced by 9% (559 fewer offences) across the whole county.
- We helped at first-responder incidents on 88% of occasions in 2013/2014. First-responder incidents are those in which Lincolnshire Fire and Rescue respond to medical emergencies, in partnership with [East Midlands Ambulance Service \(EMAS\)](#) and [Lincolnshire Integrated Voluntary Emergency Services \(LIVES\)](#).
- Spalding Fire Station has been redeveloped, with new facilities and a new training area to support our new wholetime crews.
- As part of our ongoing collaboration with Hertfordshire, Humberside and Norfolk Fire and Rescue services, we have improved our mobilising system. This computer system holds information about all fire appliances and Fire Officers in the county. It makes sure that the nearest available appliance will be sent to an incident, making our responses more efficient.
- Our fire safety work in the community, which includes spreading clear messages about fire protection, had a positive effect. Fires in commercial premises reduced further, from 201 in 2012/2013 to 179 in 2013/2014.
- Fire and Rescue water rescue assets were used to help reduce the impact of flooding in Boston in December and we also supported colleagues in the South West of England in February.
- We carried out 7,454 free home fire-safety checks in 2013/2014 as part of our ongoing drive to make Lincolnshire households safer. We also completed 2103 fire safety audits in commercial premises in our risk-based inspections programme, all of which had a positive effect on keeping our communities safe.
- 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) as a visible presence on our streets.

- We carried on with our work in community safety partnerships across the county and with the Police and Crime Commissioner, so that Lincolnshire continued to be a safe place where people can live free from the fear of crime. Our priorities were drugs harm, alcohol harm, antisocial behaviour, domestic abuse and reoffending.
- We continued with our programme of publicity to increase awareness of domestic abuse and promote the services available, encouraging victims to report incidents and seek help. For the first time the number of domestic abuse incidents reported to Lincolnshire Police exceeded 10,000 in 2013/2014. The number of reported incidents in the last year represented a 3% increase in domestic abuse incident reporting, or 260 more incidents reported to the Police. Some of these were victims accessing help for the first time.
- We commissioned the Independent Domestic Violence/Sexual Violence Advisor service (IDVA/ISVA) to support high and very high risk victims of domestic abuse. The service supported victims through court cases and helped them get access to legal advice and counselling services. It worked to improve household security and increased victims' personal safety and that of their children. This approach supported 336 victims and their families in the last year.
- We reduced the repeat victimisation rate of high and very high risk domestic abuse cases, through our Multi Agency Risk Assessment Conference (MARAC) approach, to safeguard victims and their children. In 2013/2014 we reduced the overall repeat rate to 19.6% whilst supporting 795 high risk cases of domestic abuse, 140 more cases than 2012/2013.
- We introduced a domestic abuse charter, of 10 standards for agencies to work towards, embedding their commitment as an organisation to recognising and tackling domestic abuse. This has been adopted by all partners with some agencies already achieving all 10 standards in 2013/2014.
- We have established a School Link Worker post to include domestic abuse awareness within schools' policies and make domestic abuse a safeguarding issue for teachers and support staff.
- We have also delivered training to over 150 staff from partner organisations covering female genital mutilation, forced marriage, honour based violence, male victims and e-safety (the safe and responsible use of technology). We have also refreshed our domestic abuse website and revised our domestic abuse e-learning module for partners.
- We commissioned the school engagement project to identify the educational resources which were already delivering crime prevention activities in schools. The project was started to help us understand the needs in the different parts of our communities and the gaps in providing crime prevention education.
- We continued our work with the Police and other partners to reduce the harm caused by legal highs in the county. This included commissioning treatment

services to deliver training and awareness courses around legal highs to educational establishments and other identified priority groups.

- Trading Standards have taken tough action on counterfeit goods, which fund organised crime, undermine local businesses and put consumers at risk from potentially unsafe products. This resulted in seven successful prosecutions in 2013/2014, which concluded during the year. Nine warning letters were issued, several tonnes of goods were forfeited and over £100,000 claimed back through the courts, from those profiting from trading in counterfeit goods.
- Following a successful pilot, we launched Lincolnshire's **Operation REPEAT**, to prevent vulnerable and elderly residents becoming victims of doorstep crime and scams. As at 31 March 2014, the Operation REPEAT Partnership ran 22 awareness training events for 330 health and social care professionals who work with over 4,233 older and vulnerable people on a daily basis.
- Through working with our partners, we helped to reduce recorded crime by a further 4%, resulting in 1,600 fewer crimes. Violent crime reduced by 5% (355 fewer crimes) and the number of antisocial behaviour incidents has reduced by 18% (4830 fewer incidents).
- Trading Standards visited over 1,300 businesses to check compliance and support businesses in ensuring they traded fairly and safely. We sampled over 330 goods to check for compliance, including sending some for expert analysis. This included sampling food for description and safety, based on local priorities and the nationally coordinated sampling programmes. Species checks on food, including looking for and finding horsemeat, formed part of this work. We also seized over 12,000 consumer products, removing non-compliant unsafe goods from the market.
- Trading Standards supported a national priority by conducting 121 feed hygiene audits at feed manufacturers, food manufacturers, hauliers, stores and farms to ensure the safety of animal feed. This prevents feed contamination and disease, and upholds the safety and standards of food entering the human food chain. 60 food hygiene inspections at farm level were also carried out as part of this work, together with formal testing and analysis of feed samples and inspections at the ports of Boston and Sutton Bridge.
- In partnership with the Police and HM Revenue and Customs, we continued to tackle the sale of illicit tobacco and alcohol, seizing over 134,000 cigarettes and 45kg of hand rolling tobacco.
- Our final end-of-year figures show that the number of first-time entrants to the criminal justice system fell by 24% in 2013/2014, with young people sentenced to custody for serious crimes down by 50%.
- The Youth Offending Service (YOS) delivered 3,500 hours of reparation in 2013/2014 and engaged with antisocial behaviour teams across the county. This ensured that we supported court orders such as Antisocial Behaviour Orders (ASBOs) which were given to young people.
- The Youth Offending Service continued to focus resources on young people at greatest risk of reoffending and who cause the greatest harm, ensuring that

custody was used only for young people whose risk could not be managed in the community.

- Our final end-of-year figures show that reoffending by young people working with the Youth Offending Service fell to 28.9%. This is the fourth drop in a row and the 16th lowest national rate.
- We continued our work with the criminal justice agencies and other public services to break the cycle of reoffending through the integrated offender management programme.
- Serious acquisitive crime (vehicle crime, robbery and burglary: those closely associated by persistent repeat offenders) reduced by 12% (652 fewer crimes).
- For the fourth year running, our Registration and Celebratory Service achieved customer service excellence and 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, continue to notify local and Central Government departments of a birth or a death. Early in 2014, they took part in a national pilot, informing NHS partners of the death of pension holders.
- 569 people became British Citizens through formal citizenship ceremonies in 2013/2014.
- In line with Government legislation, the Registration Service prepared for the introduction of same-sex marriage. This was available from March 2014, and ensured equality for all.
- We moved the registration offices successfully in Bourne and Skegness, with improved facilities in Skegness for ceremonies and car parking.

Where we need to improve

- The Immigration Act 2014 will bring in new responsibilities for registration officers, connected with data sharing. We will also need to apply further changes to marriage/civil partnership by April 2015, with the extension of the notice period from 15 days to 28 days.
- The Coroners and Justice Act 2009 will continue to have a positive effect on senior coroners' investigations of deaths. We will introduce the new role of medical examiner, as a further proposal in this legislation and we expect national public consultation to take place in 2014/2015.

Our plans for the future

- In 2014/2015 the Community Safety Partnership will focus on safeguarding and improved information sharing. Partnerships will concentrate more on prevention by identifying the signs for crime, disorder and antisocial behaviour. There will be a focus on the family and community needs and

tackling the cause rather than the symptom. We will also look to develop our partnership approach to working together on emerging issues, such as organised crime, cyber-crime, human trafficking and modern slavery.

- The Youth Offending service, working with Police and our Families Working Together programme, will develop a restorative approach to crime and disorder; concentrating on victims' needs whilst reducing the risk of young people becoming criminalised.
- We will continue to review future appliances and equipment provision within Fire and Rescue, through the contract and maintenance of fire fleet project.
- The school engagement project will help educational establishments to address their community safety needs, through a personalised and tailored package for each establishment. This may include addressing areas such as hate crime, domestic abuse and the law in general.

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

Some highlights of what we will do are listed below.

What we said we would do

- Help the [Local Enterprise Partnership](#) to produce its growth plan. This plan sets out how the county council, other public organisations and the private sector speed up growth in the county's economy over a 20 year period. It also forms the basis for the Government and European Union to allocate grants between 2014 and 2020.
- Lobby for the Government and others to prioritise rural enterprise as part of their economic development actions.
- 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.
- Continue to lobby for improvement to the rail services across the county as part of the national rail franchise re-letting programme, in particular increase direct services between Lincoln and London, as well as to other nearby major cities.
- Deliver high quality public health advice to the local NHS.

What we achieved

- We helped businesses to develop and grow our economy. This included supporting the [Local Enterprise Partnership](#), a voluntary partnership between councils and businesses. This helped to identify local economic priorities and lead economic growth and job creation.
- Greater Lincolnshire was awarded more than £110 million to stimulate economic growth and jobs in the region. This is the area's share of the European Regional Development Fund (ERDF) and the European Social Fund (ESF) for 2014 to 2020 and represents a significant increase from the £28 million we were awarded last time.
- We took every opportunity to promote Lincolnshire to businesses and investors, for example our chairman made visits to important employers. Our Leader and Portfolio Holder for Economic Development led a major business event at Belton, near Grantham. We worked with the Lincolnshire Enterprise Partnership on their promotional visit to the MIPIM Trade Fair (the international trade fair of real estates and investment opportunities).
- County councillors voted to continue with the Big Society fund at the July 2013 council meeting, which provides them with an allowance each year to give to local community groups. This helped the groups to make a positive difference and improve quality of life and wellbeing in their local communities.

- We provided expert public health advice to local NHS commissioners, including Clinical Commissioning Groups. This included producing health profiles for each of Lincolnshire's four groups.
- Each of the Joint Health and Wellbeing Strategy theme sponsors, who also sit on the Health and Wellbeing Board, were supported and advised by a public health consultant.

Where we need to improve

- We will continue to build strong relationships with Clinical Commissioning Groups and Health Provider Trusts.
- We will carry on supporting the Health and Wellbeing Board in delivering the Joint Health and Wellbeing Strategy to ensure continuous improvements.

Our plans for the future

- We will need to make the best case possible for our share of future funding for the rural areas of the county, and decide how best we can help these areas in the years to come.
- We will assemble EU and other grants to promote prosperity. We will commission a broad range of high quality schemes that will help us to continue the county's economic growth.
- We will use the health profiles alongside local intelligence, to help shape all aspects of health work in Lincolnshire.
- We will improve the health of the groups in society who have the worst health deprivation and inequalities, by involving other organisations, helping to lead to greater health benefits. Their role in raising the awareness of healthy lifestyle habits is a crucial one and we will carry on supporting these organisations in their Public Health role.

Make the best use of all of our resources

What we said we would do

- Benefit from annual savings of £1.3 million starting in 2013/2014 from our Next Generation Platform project. This is our major information and communication technology (ICT) programme for change, helping us to cut costs and provide a more robust, modern and flexible ICT system for the future.
- Continue to progress the Future Delivery of Support Services (FDSS) programme, to ensure that our services are fit for the future and deliver further efficiencies.
- Continue to review and rationalise the council's properties.
- Review a further 50 buildings to continue to reduce the cost of accommodation per employee.
- Continue to raise health awareness issues with Lincolnshire public sector employees, through iCount.
- Work together with Procurement Lincolnshire and our partners to deliver further savings and work with local businesses, within our sustainable procurement strategy.

What we achieved

- Legal Services Lincolnshire continued to offer a responsive and competitive service that continued to deliver efficiency savings to each partner.
- Our Customer Services Centre kept its Contact Centre Association (CCA) accreditation for another year. The CCA Global Standard recognises best practice in contact centres. The assessment covered key aspects including staff engagement, training and development, future plans and performance management.
- We continued to improve information governance (the ways we manage information to make sure it is secure and available to the right people at the right time).
- Annual Savings of £1.3 million were realised, following the implementation of the Next Generation Platform project.
- At the end of a tender process, a five-year contract worth £71 million was awarded to Serco, an international company, which will provide our IMT, finance, HR and customer services from April 2015, following a year of transforming services through new IT systems and business processes.
- We put the contract for the council's property services out for procurement. This aims to rationalise our property portfolio and achieve savings.
- The council exceeded its target for the sale of surplus land and buildings, generating £3.2 million against a planned £2 million. We also rationalised our

property portfolio, to reduce office space and met the projection of more than £1 million savings, by the end of March 2014.

- We took part in the [Global Corporate Challenge](#) project, with county council staff walking a total of 222,144 miles and coming second in the whole world in the government sector category.
- Lincolnshire became one of just two county councils in central England and the first in the East Midlands to be awarded Investors in People Bronze status. This demonstrates the authority's commitment to the success of its employees and reflects their passion to deliver excellent services.
- The council started to review its terms and conditions of employment and has undertaken extensive consultation with staff to modernise terms and conditions of employment.
- The new online [County News](#) website was launched for residents in August 2013, including extra content and new multimedia. This put all the features in one convenient place, with some extra interactive information, such as audio and video. Popularity has grown significantly from just over 200 visits a month before the re-launch, to more than 500 visits a day for some individual articles.
- We secured business rate pooling agreements (which allow us and partner authorities to collect business rates together, to avoid paying a levy to Government on rates collected) with two district councils. This meant that we kept almost £550,000 of local income that would otherwise have gone to Central Government.
- Our sustainable procurement strategy has seen [Procurement Lincolnshire](#) achieve savings totalling over £7.5 million for all partners.

Where we need to improve

- We will introduce employee self-service, using the Agresso programme to improve HR and payroll services to employees and managers. This will make systems more efficient and provide more accurate information for managers.
- Although we have significantly reduced employee sickness levels through robust management and support from Occupational Health, we intend to reduce this further during 2014/2015.
- Improved information governance has highlighted a need to review the council's approach to records management (where and how we store paper and electronic records, and how and when we destroy them).

Our plans for the future

- We will introduce a new case management system, starting with social care and Public Health, to deliver operational efficiencies and cost savings.

- The council will undertake a fundamental review of services' priorities and associated budgets before the start of 2015/2016, to make sure that we deliver the spending reductions which the Government have requested.
- We will continue to develop and support our leaders and managers to lead change effectively and deliver the council's commissioning objectives, ensuring that staff are clear about their personal leadership responsibilities for effective services, community empowerment and value for money.
- We will continue to make sure that we keep, develop and deploy key skills, working collaboratively with our strategic partners and service providers, to meet the needs of our customers and communities.
- We will support our senior managers to assess their staffing needs across the council, based on our review of service priorities and associated budgets. We will ensure that the right organisational and workforce change is managed effectively, by adopting best practice HR processes.
- We will work with Serco to transform our systems and business processes and ensure a smooth transition before they take over delivering IMT, HR, Finance and Customer Services in April 2015.
- We are planning a further saving from our property rationalisation programme for 2017/2018 which will save another £1 million.
- The contract for the council's property services, worth up to £10m a year, is also out for procurement. We will appoint a new partner in autumn 2014 and work with the new contractor, in readiness for the start of the new contract in April 2015. This will begin the corporate landlord model roll-out, which will move us towards centralised management for the property estate and drive down its operational costs.
- We will agree a partnership with another Local Government Pension Fund for a new pensions' administration service.
- We will update all our standard procurement documents to make sure they comply with the new EU procurement directives, which will come into effect in the UK during 2014/2015.
- We will continue to work with IT service providers to make sure that IT remains a key enabler of service improvements and efficiency savings. We will achieve this by reviewing systems (contracts and costs) and promoting opportunities to share services with partner organisations.

Commissioning council

Being a commissioning council means that we will carefully assess the best way to deliver what our customers need; sometimes using internal and sometimes external delivery arrangements. Commissioning is a way of focusing on the best way to improve life for our customers, effectively, efficiently and on time. This means that we will not always deliver our outcomes directly. Instead, these may be provided by partners and organisations we have commissioned to supply on our behalf.

We are developing 17 commissioning strategies, to focus on priority outcomes to provide for our residents, visitors and businesses, in the following areas.

- **Children are safe and healthy**, which aims to ensure all children and young people will be safe and healthy.
- **Learn and achieve**, which aims to ensure all children and young people will learn and achieve, enabling them to reach their potential.
- **Readiness for adult life**, which aims to ensure all young people will be prepared and ready for adult life.
- **Readiness for school**, which aims to ensure all children will be ready to learn when they start school, enabling them to achieve their full potential.
- **Adult specialities**, which aims to improve outcomes for adults with mental health, learning disabilities and/or autism.
- **Carers**, which aims to ensure that carers feel respected and are able to balance their caring roles and maintain their quality of life.
- **Adult frailty, long term conditions and physical disability**, which aims to ensure that individuals receive appropriate care and support that enables them to feel safe and live independently.
- **Safeguarding adults**, which aims to ensure that all vulnerable adults' rights are protected to live in safety and free from abuse and neglect.
- **Enablers and support to the council's outcomes**, which will include the enablers required to support the delivery of the council's agreed outcomes.
- **How we do our business**, which will include the overarching governance and standards for the council, including decision making through the democratic process.
- **Protecting the public**, which will cover all of the work required in order to protect the communities in Lincolnshire.
- **Sustaining and growing business and the economy**, which covers how the council will help businesses to be the drivers of economic growth through supporting a climate in which they are able to invest, enhance their business performance, and offer attractive jobs to a skilled workforce.
- **Protecting and sustaining the environment**, which covers how the council will protect, enhance and balance our environmental needs.
- **Sustaining and developing prosperity through infrastructure**, which facilitates growth and prosperity through encouraging investment and enhancing the economic potential of the county.

- **Community resilience and assets**, which aims to assist communities in the county to support themselves. It will also include the community response to emergencies.
- **Wellbeing**, to assist improvements in the health and wellbeing of the population as a whole, it covers advice, information and preventative services.
- **Enablers and support to key relationships**, which encompasses the council's corporate strategies and the support to our relationships with the public, service users, partners and outside bodies.

Equality and Diversity

Our approach to equality and diversity puts people, both our customers and our staff, at the heart of what we do. 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 activity, commission or begin a new project, we 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 is called impact analysis and it helps us to make better informed decisions.

What we said we would do

- Continue to review our human resources policies including: absence management; recruitment and selection and flexible working.
- Analyse our equality and diversity training to make sure it is comprehensive and fit for purpose. Also, provide the right levels of training to those employees using Dragon (voice-activated) software, following the training needs analysis.
- Seek the two ticks: **Positive about Disability** accreditation for our activities, from the Jobcentre.
- Improve the way we consider the impact of our projects on people.
- Continue to identify innovative ways to comply with the Equality Act 2010 **Public Sector Duty**, to publish information about people who use our services.

What we achieved

- We involved relevant staff in discussing the impact of people management policy changes. These are ongoing because of the nature of large scale change in the council.
- The council continued to review our human resources plans with staff, to lessen any negative effects of new policies during 2013/2014.
- We updated our e-learning system, Lincs2Learn, to make sure we included our approach to impact analysis. This is now included in management training and our electronic learning module for relevant staff. We updated our online equality and diversity training for managers and employees.
- We provided Dragon software training for 15 employees.

- The county council was re-accredited with the two ticks, **Positive about Disability** symbol by the Jobcentre. We achieved this by meeting five commitments about employing, keeping, and developing disabled employees.
- We reviewed our project management standard, making sure the requirement to analyse the impact on people of our projects and programmes was clear. We also developed a how-to module for project teams, to help project managers and staff working on projects, understand the best ways to consider the impact of our policies on local people. Methods might include discussion groups to get a wide range of views on the benefits of our projects and how they might affect local communities and staff.
- We continued to review our work on complying with the Equality Act 2010 to begin to make sure that our commissioning approach complies with the Act. We began by reviewing our equality objectives, published in our updated **Business Plan** which was approved by council in February 2014.
- We began work to look at the personal data we ask our customers for; whether it's appropriate to gather this data and how it is used.

Where we need to improve

- Our ability to report on staff equality and diversity monitoring will be improved by introducing new technology during 2015/2016.
- We will promote further e-learning training on equality and well-being.

Our plans for the future

- We will continue to review our workforce information and monitoring, to make sure practices are fair and equitable, using the new systems available to us.
- We will continue to use new and existing processes to embed equality and diversity in our activities, whether this involves delivery, procurement, contracting or commissioning We will use new HR technology, including the Agresso system to gather reporting data for staff involved in each of these activities, and will review our training and provide regular communications to help us achieve this.
- We will continue to embed equality and diversity within our people management policies and procedures.
- We will continue to develop the work on monitoring customer data, so that we have a helpful approach that informs council decision making.
- We will review our website to make sure that we comply with the requirements of the Equality Act 2010 and that the site is easy to navigate.

Summary of 2013/2014 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 2013 to 31 March 2014, 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 £906 million on the day-to-day running of services in 2013/2014. That is £1,238 for every person in Lincolnshire.³

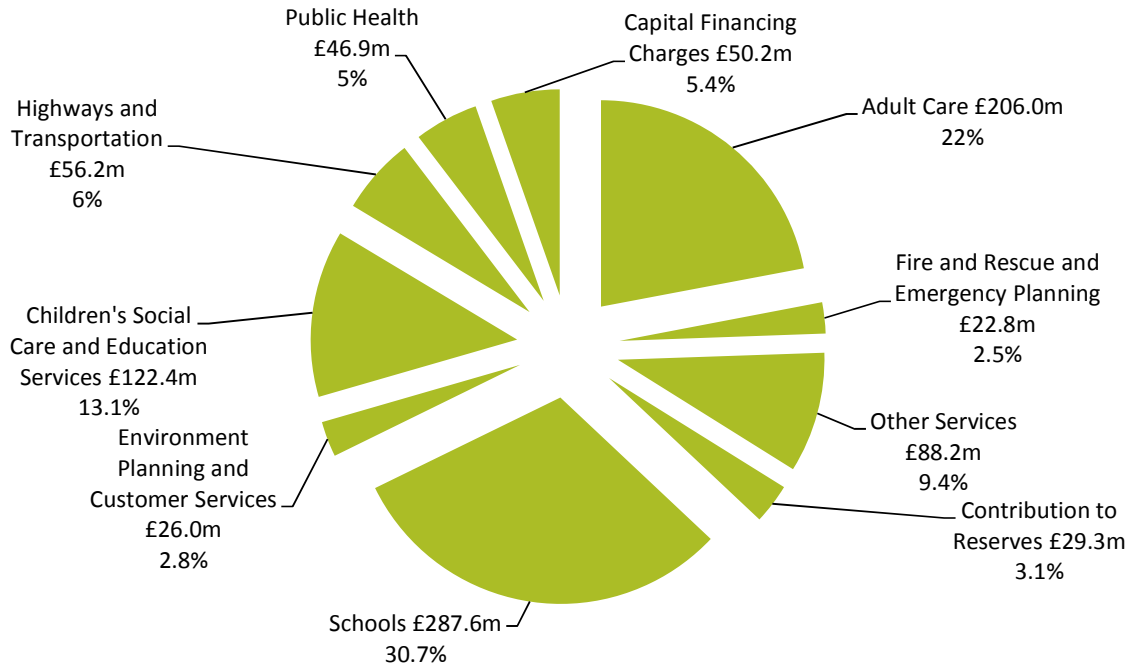
Before the beginning of each year we set ourselves a budget of how much we can spend over the coming year. By managing our spending, we have been able to provide the same level of services at a lower cost and secure substantial cash efficiencies. In total we spent £62.373 million less than our budget. 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 2013/2014, we divided our spending as shown below:

³ The £1,238 spend per head of population is based on a population forecast of 731,723 provided in the Department for Communities and Local Government's 2013/2014 Local Government Finance Settlement. This notified the council of the amount of Central Government funding it would receive for the year.

Gross Expenditure - Service Analysis (£'m)



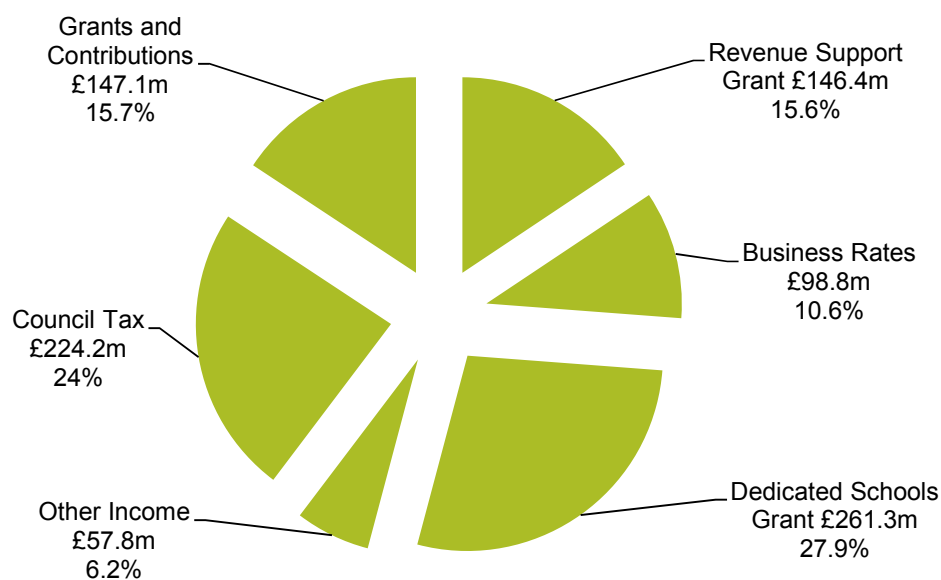
Other Services includes: Economy and Culture, Community Safety and Support Services (including: Finance, IMT and HR).

31% of our spending on services went on schools, and a further 13% was spent on other services for children. Adult Care received the second biggest share at 22%.

Where the money for services comes from

In 2013/2014 we received income from the following sources:

Sources of Income (£'m)



Our income was £936 million. This came from several sources, including grants from the Government, council tax, business rates and charges residents paid for services.

- 16% of our income came from general Government funding. We received £146.4 million in revenue support grant in 2013/2014. This is a general grant paid to local councils by the Government to support the services they provide.
- In addition to this we received £261.3 million (or 28%) of dedicated schools grant which is used for funding education in Lincolnshire.
- 24% 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 2014

Our reserves – or the amounts we have set aside to be used in the future – now amount to £136.1 million. £33.896 million of this is the savings made by schools and is held on behalf of individual schools. £85.8 million is set aside for future spending on specific services or projects. The remaining £16.4 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 £458.9 million, which we borrowed to pay for assets which will last many years, such as 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% of our annual income. Last year our repayments and interest were less than 5.9% of our income.

Contacts

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' Service 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
Heritage 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 to 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 Service 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 Service 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

Department	Available	Number
Adult Learning Service Offering information and advice on adult education	9am to 5pm every day	01522 782011
Public Health Health care, improvement and protection community engagement	8am to 5pm weekdays	01522 553729
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 Service The first point of contact for school transport for children aged 4 to 18	8am to 6pm weekdays	01522 782020
Adult Care Team Social care services for adults	8am to 6pm weekdays (for out-of-hours emergencies please see below)	01522 782155
Children's Social Care Team Social care services for children	8am to 6pm weekdays (for out-of-hours emergencies please see below)	01522 782111
Tourism Service 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