

Annual report | 2010/2011



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Foreword

Welcome to our annual report 2010/2011. We hope you find it useful.

We have worked hard to help people in the county have better lives, and this report highlights successes in the services we provide for our residents and visitors. It also summarises how we spent our £1.1 billion annual budget and the efficiency savings we made.

Looking back over the last 12 months, our record of achievement is impressive. We have made efficiency savings, taken a leading role in the growth of the county's economy, our gritting teams performed really well in the severe winter we experienced, we have signed a contract for the new energy from waste facility, we continue to see improvements in educational achievement and a reduction in school absence rates, and we launched the Excellent Ageing Programme.

Our achievements are particularly impressive in light of the major spending cuts we are facing, which have forced us to review our services, priorities and structure.

The reduction of our grants from the Government means that we have to find savings of £125 million over the next four years. This means that we are looking again at every service we provide – could it be provided differently, should it still be provided and if so, who by?

We are also committed to supporting the development of a truly 'big society', where everyone has a part to play and is happy to play a part.

We have great confidence that we will come out of this challenging time as a stronger and better council. We intend to make Lincolnshire a byword for very good services and value for money throughout the country.



Chief Executive, **Tony McArdle**



Council Leader, **Councillor Martin Hill OBE**

Welcome to Lincolnshire

Lincolnshire is a magnet for tourists from all over the UK and overseas – with good reason. They are drawn by major heritage attractions such as magnificent Lincoln Cathedral and Burghley House. Visitors also flock to the coast, with its endless unspoilt Blue Flag beaches, and to areas of outstanding beauty such as the Wolds and the Fens.

Lincolnshire – England's fourth largest county – was created as part of the local government reorganisation of 1974. The council's area boasts the bustling centres of Lincoln, Boston and Grantham. It also serves delightful towns such as Spalding, Sleaford, Gainsborough and Skegness.

Away from the urban areas, hundreds of charming villages form a large rural community of about 380 parishes.

Often described by local people as England's best-kept secret, Lincolnshire has one of the fastest growing county populations as a result of migration from other parts of the UK and overseas. According to the latest estimate from the Office for National Statistics, there are now more than 700,000 people living in Lincolnshire. This shows that the county's population has increased by 10% in the last 10 years. Our residents work in areas as varied as tourism, food and farming, construction and manufacturing.

So, welcome to Lincolnshire – a county with a fascinating past, a thriving present and a bright future.



Your county council

We provide vital services to our residents through a budget of £1.1 billion a year.

- We educate 102,219 children in 363 schools, and look after 492 children and young people in local-authority care.
- We provide 13 household-waste recycling centres to help reduce the amount of waste going to landfill.
- We look after about 5,600 miles of roads, and 2,600 miles of footways and cycleways, and work with other organisations to keep all road users safe and help reduce accidents.
- We provide school transport for more than 23,000 students and pupils each day.
- In 2010/2011 we provided 6,053 people with a personal budget, giving them more choice and control over their care. We gave 3,843 carers support in their caring role, and provided 7,833 people with home care to help them live independently in their own homes.
- We offer learning, culture and entertainment through 48 static and 14 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 2010/2011 we provided funding for 59 police community support officers to work within local neighbourhoods throughout the county and help them to stay safe.



Your executive councillors

We have 77 councillors. As of June 2002 the council adopted a new model of decision-making.

Ten councillors form the Executive (shown below). The Executive make decisions about what our priorities are and how money is spent, which is agreed by the full council.



**Councillor MJ Hill OBE
(Leader of the Council)**

Policy, Strategy and
Communications

**To be confirmed
First Deputy Group Leader**

Corporate Development



**Councillor PA Robinson
(Second Deputy Group Leader)**

Community Safety, Cohesion
and Diversity



Councillor Mrs PA Bradwell

Children's Services and
Adult Learning



Councillor GA Marsh

Adult Social Care
(including Supporting People)



Councillor EJ Poll

Economic Development



Councillor KJ Smith

Finance and Human Resources



Councillor CL Strange

Waste Services and Green Issues



Councillor WS Webb

Highways and Transport



Councillor Mrs S Woolley

Health, Housing and Community

Our vision

In November 2007, partners in Lincolnshire set out to develop a shared vision for the county in 2030.

Widespread consultation with the public and our partners over the year led to an agreement being reached in December 2008.

We set out to imagine Lincolnshire in 2030 ...

Ours is a 'Big County, with Big Skies that has a Big Future' because Lincolnshire is the place where everyone can find and enjoy the lifestyle that suits them best. Those great lifestyles come from:

- vibrant communities where people enjoy life;
- opportunities for good health;
- one of the healthiest economies in Europe;
- good connections between people, services, communities and places; and
- environments, heritage and cultures that residents and visitors enjoy.

To achieve this we need to be supported by organisations working together for the benefit of Lincolnshire.

We are working with our partners to see if this vision is still what we are all striving for given the challenges of financial pressures, changes in Government and how we can all work together to speak up for the things that are important to people in Lincolnshire.



What we are doing

We are working together with a number of organisations and people who can take Lincolnshire towards a better future.

Some are looking at our communities to make them more vibrant by:

- giving people opportunities to take part in activities and decision making;
- providing better homes;
- helping people to be and feel safe in their communities; and
- helping communities stick together.

We are also concerned about people's health needs, so we are:

- finding ways to prevent children from coming to harm through accidents or alcohol misuse;
- reducing obesity; and
- tackling situations where some people have poorer health than others.

We want to make the most of our environment by:

- tackling the causes and effects of climate change;
- helping people to enjoy our heritage and attractions; and
- encouraging a rich mixture of wildlife and plants, including creating a Coastal County Park.

The economy of Lincolnshire needs to grow so that everyone can share in improved prosperity through:

- helping industries that are working really well to grow;
- helping entrepreneurs develop new business ideas; and
- making sure that that people gain skills and businesses benefit from good education and training establishments.

There is a need to help people have better access to places, facilities and services by:

- improving access to the internet through broadband; and
- giving people a choice of safe and well-managed transport.

What it means for you

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 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.

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

Main achievements

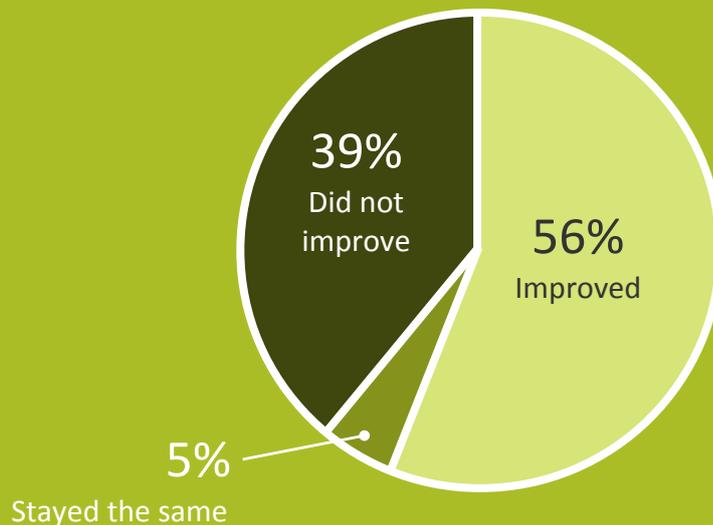
By continuing to manage our performance we have significantly improved our services. In 2010/2011, our performance against 56% of the indicators we use to measure our performance improved in comparison with the previous year. Other achievements include the following.

- The number of pupils achieving five or more GCSEs at grades A* to C, including English and Maths, has improved by 3% on last year, and this is 4% above the national average.
- Four of our schools are in the top 5% of schools in England for progress made by pupils from Key Stage 2 to Key Stage 4, with a further 15 schools in the top 25%.
- In 2010/2011 there were 1,317 primary fires compared with 1,424 in 2009/2010. This is a 7.5% reduction. Primary fires are fires in buildings, vehicles and outdoor structures, fires involving casualties or rescues, or fires attended by five or more fire engines.
- The life expectancy of newborn boys is 78.3 years, which is higher than the national average. The life expectancy of newborn girls is now 82 years.
- Over the last five years we have worked with Community Safety Partnerships and the County Community Safety Board to help reduce recorded crime. Between 2005/2006 and 2010/2011, all recorded crime reduced by 23%, resulting in 13,185 fewer victims of crime. Thefts of and from vehicles also reduced by 37%, resulting in 2,131 fewer victims. Violent crime reduced by 23%, resulting in 2,693 fewer victims, and burglary offences reduced by 11%, resulting in 789 fewer victims.
- Lincolnshire is one of the best-performing counties for recycling household waste. In 2010/2011, over 52% of household waste was either recycled or composted, which is well ahead of the government target of 50% by 2015. The amount of waste sent to landfill has also reduced from 168,000 tonnes in 2009/2010 to 166,000 tonnes in 2010/2011. Also, we are currently building a new Energy from Waste facility in North Hykeham to divert a further 150,000 tonnes of waste from landfill. This facility will be up and working from December 2013 and will produce electricity for up to 10,000 homes.
- We have helped to create a strong local economy by creating more than 1,300 jobs in the last few years, and only 4.4% of 16- to 18-year-olds in Lincolnshire are not in education, employment or training. This is better than the national average.
- The percentage of shops and services that can be reached within 30 minutes by public transport, walking or cycling increased from 90% in 2009/2010 to 95% in 2010/2011. In 2010/2011, 72% of footpaths were open to the public, compared with 71% in 2009/2010. Between October 2010 and March 2011, we gritted 97% of all roads where ice was forecast, and 99.8% of all gritting was completed within four hours. This has helped provide good connections for transport in Lincolnshire.
- During 2010/2011 we managed to meet our target of making savings of over £21 million through cost-cutting activities, while maintaining or improving services.
- The Tennyson Integrated Project won the 'Integrated Working' category of the Children and Young People Now Awards for securing the future of Mablethorpe Tennyson School.
- Lincolnshire's Carers and Young Carers Partnerships won the 'Best Partnership with People who Use Services and/or Carers' category at the national Skills for Care Accolades.

- The '2fast2soon' young person's driver-training programme, run by the Lincolnshire Road Safety Partnership, won a Prince Michael International Road Safety Award for Education and Training.
- Legal Shared Services won the In-house Innovation Award at the British Legal Awards.
- The Collection museum won the prestigious Sandford Award, which recognises historic sites and museums that provide an excellent learning experience.
- The CallConnect bus network has been featured in a new DVD as an example of best practice for supporting elderly people living in rural areas.
- The Customer Service Centre won a 'Customer Contact Association Innovation in Operational Excellence' award.
- The Registration and Celebratory Service achieved the Government's new standard of customer care. It was awarded the Customer Service Excellence standard after scoring 100% in its official assessment.
- We were chosen as a regional Apprenticeship Ambassador in recognition of our work to offer and support apprenticeships within the organisation.
- We took part in the national 'Exercise Watermark' project – a major coastal-flooding simulation and response activity.
- Lincolnshire Search and Rescue personnel and dogs took part in the international operation in the aftermath of the tsunami in Japan.

Did we improve?

To assess our performance and measure improvement, we compare what we achieved this year against last year.



In 2010/2011 we improved against 56% of our performance targets, 5% stayed the same as the previous year, and 39% did not improve.

Our performance

Vibrant communities where people enjoy life

To encourage vibrant communities where people enjoy life, we are:

- helping communities stick together;
- helping people to be and feel safe in their communities;
- providing better homes; and
- giving people opportunities to take part in activities and decision-making.

We set out our aims and achievements relating to vibrant communities in the following section.

Helping communities stick together

What we said

- We would identify opportunities to encourage people in Lincolnshire to take part in and lead their communities.
- We would work with the police, health services and district councils to provide local councillors and other community leaders with an easy-to-reach system to help solve problems identified in communities.
- We would improve access to services, how we provide services, and how we learn from what customers tell us.

What we have achieved

- Through our successful Enhancing Engagement with Volunteers Project, we have increased the number of volunteers working within the culture and adult-education service from 397 in 2009/2010 to 528 in 2010/2011.
- 3d Youth Services, who work with young people and families in the Lincoln, Gainsborough and Grantham areas, have received the Queens Award for Voluntary Service. We funded 3d to provide mentoring services to young people who attended their youth club on Lincoln's Moorland estate.
- Lincolnshire's Children's Services have been rated as excellent by Ofsted, helping young people get the best possible start in life. It follows another inspection that scored the safeguarding arrangements in Children's Services as outstanding.
- Our staff have been praised by Ofsted inspectors for their 'proactive and imaginative' support for Traveller families and children with disabilities.
- Customer satisfaction remains high at 97%. In November 2010, we were the only local authority to receive the Customer Communication Innovation in Customer Excellence award.
- We secured European funding to build two new multi-purpose paths – from Lincoln to Saxilby and from Horncastle to Woodhall Spa – which people can walk or cycle along. These paths are both now complete.

Our plans for the future

We are committed to supporting the development of a truly 'big society'. This means encouraging and supporting people to give their time and skills to their local communities. The possibilities here are almost limitless. For example, many of our rural communities need volunteer drivers to take vulnerable people to hospital or other important appointments. We will help make that possible by providing training and carrying out Criminal Records Bureau checks.

We will build multi-purpose paths from Hubberts Bridge to Boston, and from Water Rail Way to the Spa Trail in Woodhall Spa, with European funding.

At Sutton Bridge and at Hubberts Bridge we will create new facilities for boaters, which will include moorings and 'pump out' facilities.

Where we still need to improve

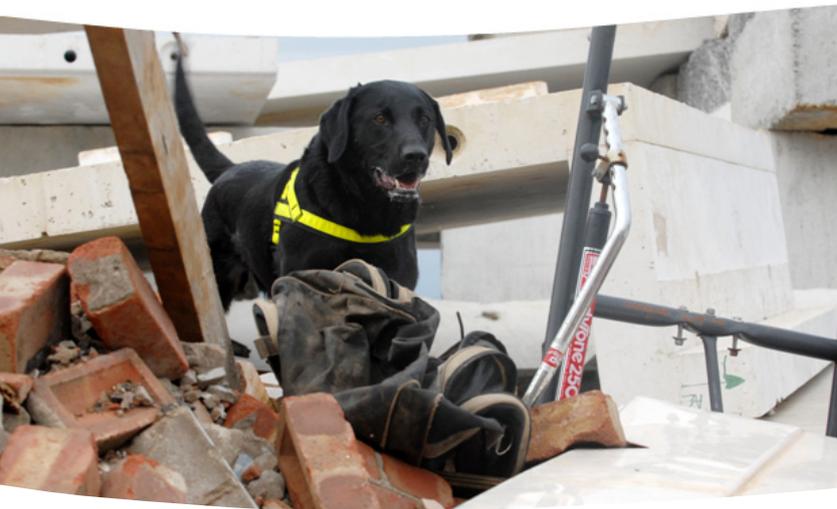
We want to involve more residents in shaping and delivering services to improve their communities. We will work with communities to help them provide a range of positive activities for young people.

We will try to increase young people's involvement in sports. A series of activities linked to the London 2012 Olympic and Paralympic Games will motivate and inspire thousands of children across the county to take part in more competitive sport.

Helping people to be and feel safe in their communities

What we said

- We would work with police community support officers to help more people feel safe.
- We would continue to improve community safety, working with partnership organisations to reduce reoffending and the harm caused by alcohol, drug and substance misuse, antisocial behaviour, violent crime and domestic abuse.
- We would help children and adults to stay safe.
- We would continue to protect the community through measures to reduce deaths and injuries from fires, responding to emergencies effectively, and providing a fair and safe trading environment.



What we have achieved

- We have reduced reoffending by the most persistent offenders in the county by 47%, compared to an anticipated reduction of 13%. A number of activities have contributed to this, including the three Prolific and Priority Offender (PPO) schemes that cover the county. The schemes were established in 2004 as part of a national initiative. There are three strands to the scheme – Prevent and Deter (preventing young people from offending and putting off those who are on the verge of becoming persistent offenders), Catch and Convict (making sure swift action is taken to catch and convict offenders), and Rehabilitate and Resettle (making sure persistent offenders are supported in getting help to tackle the causes of their offending in order to make sure they stop offending).
- We commissioned the National Association for the Care and Resettlement of Offenders (NACRO) to work with persistent offenders by supporting them in a number of areas including access to education, training and employment, financial management advice, suitable and settled accommodation, access to healthcare and treatment for substance misuse. Case studies have demonstrated the successful rehabilitation and resettlement of a number of persistent offenders through the support provided by the project.
- We have reduced the repeat incident rate of high-risk and very-high-risk domestic abuse victims from 31% in 2008/2009 to 26% in 2010/2011. Over the last year we have identified and referred 613 high-risk and very-high-risk domestic abuse victims to Multi-Agency Risk Assessment Conferences (MARACs). We commissioned the county's first Independent Domestic Violence and Sexual Violence Advisor service (IDVA/ISVA). This service has supported the high-risk and very-high-risk victims to reduce the risk of harm to themselves and their children. This included getting access to legal advice, improving household security, and increasing personal safety through effective safety and risk-management plans.
- We have launched the county's first Sexual Assault Referral Centre (SARC) to support victims of sexual violence. The ISVA service has played a major part in this. In 2010/2011, the SARC supported over 100 victims of serious sexual violence. The number of victims of sexual violence reporting the offences has also increased over the last year by just under 20%, resulting in more victims getting help and support.
- We reduced the number of assaults leading to less serious injury, and those that are closely associated with domestic abuse and nightlife by 9.5% (351 fewer offences than last year). The Street Pastor scheme in Lincoln has contributed to a 42% reduction in assaults causing injury, and a 67% reduction in public-order offences in the patrolled areas. This best-practice scheme is now being launched in other parts of the county.
- Based on the success of the Evening Safety Wardens scheme in Lincoln, we piloted the scheme in Boston, Grantham, Louth and Skegness. The wardens helped in over 1,000 incidents in the four-month pilot period. The pilot proved a success and the scheme will run in Grantham, Boston, Skegness and Louth next year.
- We achieved reductions in arson and criminal damage offences. The number of deliberate primary fires reduced by just over 20%, and deliberate secondary fires (outdoor fires, including grassland and refuse fires, unless they involve casualties or rescues, loss of property or more than five fire engines attending) reduced by 5%. Criminal damage offences reduced by 16% across the whole county.

- We are committed to making sure our children and young people lead safe, secure and fulfilled lives. Our Ofsted inspection in May 2010 graded 'safeguarding' in Children's Services as outstanding and our Looked After Children services as good with 'outstanding capacity to improve'. We and our partners were described as 'having maintained a robust, consistent and successful focus to secure the safety and well-being of children and young people across such a large and diverse county'. The grading from this inspection was again confirmed in January 2011 with a further unannounced inspection of safeguarding services. The inspectorate remained impressed with our social work services, our range of preventative services, the high morale of our staff and positive feedback from users. Looked-after children celebrated their achievements in style at this year's 5th annual 'Voices 4 Choices' Awards at the Lincoln Drill Hall. A record-breaking 174 nominations were received.
- When someone contacts us with concerns that a vulnerable adult has suffered, or is at risk of suffering, significant harm (for example, physical or sexual assault or theft of their property), in 99.3% of cases (2,213 contacts) we completed the initial fact-finding the same day we were told about the concern.
- We have continued to reduce the number of fires across the county. In 2009/2010 there were 1,424 primary fires compared with 1,317 in 2010/2011. This is a 7.5% reduction. The work of the Arson Task Force, in partnership with the police and district councils, has continued to have a positive effect, with the number of arson incidents reducing from 1,075 in 2009/2010 to 941 in 2010/2011. This is a reduction of 12.5%. Our fire-safety work in the community, which includes spreading clear messages about fire protection, is having a positive effect. We have again seen a reduction in fires in commercial premises. We have continued to support the community through our co-responder scheme, attending 2,953 incidents last year. In a life-threatening medical emergency, this service provides life-saving first aid until advanced care arrives.
- In the aftermath of the tsunami in Japan, personnel from Lincolnshire Fire and Rescue joined the International Search and Rescue team to help locate survivors and bring them to safety. As with previous events such as Haiti, our prompt and effective involvement attracted widespread interest and acclaim.

Our plans for the future

We will work with police community support officers to help more people feel safe. We will continue to improve community safety by reducing reoffending and the harm caused by substance misuse, antisocial behaviour, violent crime and domestic abuse. We will continue to have effective community protection to reduce the number of deaths and injuries from fires, respond to civil emergencies and provide a fair and safe trading environment.

We will continue to reduce violent crime through introducing the Evening Safety Wardens scheme, which was successful in Lincoln, to other towns within the county.

We will improve our knowledge of antisocial behaviour by bringing the information held by all agencies together in one place – the Sentinel multi-agency ASB case management database. This will allow all relevant organisations to share information and strengthen our response to ASB complaints. It will also improve our ability to identify and help the victims of persistent antisocial behaviour targeted specifically at them. We will introduce a risk-assessment process for all ASB cases to make sure we provide the most effective protection and response to victims, particularly the most vulnerable.

We will continue to improve the protection of victims of domestic abuse through the Domestic Abuse Homicide Review processes. This will help to make sure that all possible measures are in place to prevent a death from domestic-abuse. We will continue to increase the number of high-risk and very-high-risk victims identified and referred to MARACs and supported by the IDVA/ISVA service.

Building on the success of our Prolific and Priority Offender schemes, throughout 2011/2012 we will establish Integrated Offender Management (IOM), a nationally recognised offender-management model, across Lincolnshire. This will allow our multi-agency teams to work with a larger group of repeat offenders.

We will bring our alcohol treatment service in line with the new national Drug Strategy. This will see a change in emphasis from the number of people using the service to the number of people successfully completing treatments. Lincolnshire has been chosen as one of eight areas in the country to pilot 'Payment by Results' (PbR). This means that Lincolnshire organisations providing treatment services for alcohol, drug and substance misuse will be paid based on the individual outcomes they achieve, such as being free of dependence or getting back in to work. This will also help provide better value for money.

We will review our partnership structures and working arrangements to make sure that they are as effective and efficient as possible in time for the election of Police and Crime Commissioners in May 2012. Police and Crime Commissioners will hold the police to account on behalf of the public. They will set out objectives for the police in a five-year Police and Crime Plan, set the budget for the police, and be responsible for appointing and dismissing the Chief Constable. Commissioners will also be responsible for introducing community-safety initiatives in the county.

Where we still need to improve

Lincolnshire is a safe place to live, work and visit. In 2010/2011, the rate of all recorded crime in Lincolnshire (64 crimes per 1,000 people) was below the national rate (76 per 1,000 people) and regional rate (71 per 1,000 people). The rate of offences in Lincolnshire was the lowest recorded in the East Midlands and the 13th lowest in the 43 police force areas.

We need to further reduce burglary, vehicle crime and robbery associated with alcohol, drug and substance misuse. We will achieve this through working directly with offenders through the above mentioned IOM scheme, due to be launched across the county by September 2011, by remodelling substance-misuse treatment services, and by introducing PbR for treatment providers.

Lincolnshire is just one of 16 areas chosen by the Government for a new Community Budget project to support families with complex needs (for example, drug misuse, unemployment and school absence). The project, called Families Working Together, puts families firmly in the driving seat to choose their own priorities and allows them to design a life they can value.

A lot of evidence suggests that the parents who need most help are reluctant to contact services for children and young people. We will look for new ways to encourage people to use these services in order to support more vulnerable families earlier, before their needs get out of hand and families are in crisis. We will provide a range of parenting programmes to help change the behaviour of parents who need help with their parenting and community responsibilities.

Providing better homes

What we said

- We would continue to work with district councils and health services to develop easier ways for people to get access to the Supporting People service.
- We would continue to monitor the housing services provided by other agencies.

What we have achieved

- We have helped people to be involved in education, employment and training (2,481 vulnerable people in 2010/2011 compared with 2,240 in 2009/2010).
- We have helped more people to live independently (13,248 vulnerable people in 2010/2011 compared with 13,207 in 2009/2010).
- A new extra-care housing scheme – Boston Mayflower's Mayfield facility – has added to the range of housing options available to local people, with care and support on site.

Our plans for the future

We will provide better homes and help vulnerable households through the Supporting People programme. We will continue to be responsible for the Supporting People programme – a partnership with district councils, the Probation Service and the Health Service. The partnership provides housing-related support to help vulnerable people live independently. The services offered can prevent problems that often lead to hospitalisation, institutional care or homelessness.

We will continue to work with district councils and health services to develop easier ways for people to get access to the Supporting People service. Most of these services are provided by other agencies so we will continue to monitor them and improve their quality.

Where we still need to improve

The current economic circumstances have made it difficult for some young people leaving care to settle into good accommodation. Supporting young care-leavers as they move towards independence remains a high priority.

Giving people opportunities to take part in activities and making decisions

What we said

- We would install self-service technology at more libraries across the county and carry out extensive work to improve access to The Usher Gallery.
- We would work with more agencies to provide more adult-learning opportunities across the county, and continue to develop our websites to provide even greater online access to cultural activities.

- We would aim to work with partners to support Lincolnshire's contribution to the 2012 Olympics, and would continue to encourage more volunteers to get involved in cultural services.

What we have achieved

- Major improvements were made to The Usher Gallery, which now boasts a fully accessible entrance linking it to The Collection museum. The improvements have led to an increase in visitors.
- The Lincs to the Past website has gone live with over 500,000 high-quality images from our library, museum and archive collections.
- Libraries continue to be important in many communities. We have improved facilities at 11 libraries. These improvements include self-service technology, reconditioned or new computers with internet access and general refurbishments.
- Library members can now download e-audio and e-books through the council website.
- An unused building in Caistor has been handed over to the community. It has been transformed into a stunning arts, heritage and library centre.
- Lincolnshire Archives have met the national Standard for Record Repositories and been approved for storing public records. We received praise in particular for our work with volunteers and the improvement of access to information through storing it digitally.
- As well as winning a national award, the Music Service, which more than 14,000 young people use, was assessed as 'outstanding'.
- We have increased the number of people enrolling on adult-education courses provided by the county council to 13,420, a 70% increase on the previous academic year.

Our plans for the future

We will give people opportunities to take part in cultural activities, volunteering and decision-making. We will install self-service technology at more libraries across the county and work with an increased number of agencies to provide more adult-learning opportunities across the county. We will continue to develop our websites to provide even greater online access to cultural activities.

We will work with other organisations to support Lincolnshire's contribution to the 2012 Olympics and aim to get more young people involved in sports. A series of activities linked to the London 2012 Olympic and Paralympic Games will motivate and inspire thousands of children across the county to take part in more competitive sport. We will also continue to encourage more volunteers to get involved in cultural services and will make greater use of feedback from the public to identify demand, and improve the quality of services that we provide.

Where we still need to improve

We will contact, by phone and email, people who no longer use library services and encourage them to start using the services again.

Opportunities for good health

We will help more people enjoy good health for longer, tackle situations where some people have poorer health than others, help people to improve their own and other people's health and well-being, and give people choices about their lives.

We set out our aims and achievements relating to good health in the following section.

Helping more people enjoy good health for longer, tackling situations where some people have poorer health than others, and helping people to improve their own and other people's health and well-being

What we said

- We would help people to be more active, eat more healthily and reduce drug and alcohol misuse.
- We would contribute to Lincolnshire's Housing Strategy to help us make sure there are more healthy homes, as well as reducing health inequalities for children.
- We would help people to be involved in their communities' well-being, reduce avoidable deaths and injuries, and improve people's overall health and well-being.

What we have achieved

- A new extra-care housing scheme – Boston Mayflower's Mayfield facility – has added to the range of housing options available to local people, with care and support on site.
- Phoenix Stop Smoking Service has won first place in the Health and Improvement and Promotion category of the Military and Civilian Health Partnership Awards.
- The Birth to Five Service was graded as 'outstanding', particularly for the work it is doing with schools on the 'Every Child A Talker' project.
- More children and young people are taking part in high-quality physical education and sport (86% in 2010/2011 compared with 81% in 2009/2010).

Our plans for the future

It is important that people have choices about their lives, are helped to live independently, and are treated with dignity. We will continue to give people receiving adult social care, and their carers, real choice and control over how they are supported, and to tailor services to individual needs.

We want to see an increase in the number of volunteering opportunities, so we will develop a framework and toolkit to help volunteers find volunteering opportunities within our activities, and make sure wherever the public contact us, they receive the same support.

We are also concerned about people's health needs. We want to encourage local people to be actively involved in their own and other people's health and well-being. We need to better identify people who have more barriers to achieving good health and make sure that we are working harder with them to overcome these barriers. This will help overcome the risk that our overall improvements in health do not leave some people behind.

Where we still need to improve

We need to do better at tackling the underlying social causes of poor health, such as poor housing and financial pressures. In a time of shrinking resources, we need to constantly make sure that our efforts are focused on the things that are important to and benefit people, and be prepared to stop those that are not.

We want to reduce child poverty through increasing the take-up of services, particularly affordable childcare.

Giving people choices about their lives

What we said

- We would continue to give people receiving adult social care, and their carers, real choice and control over how they are supported, and tailor services to each person's needs.

What we have achieved

- Our latest inspection rating from the Care Quality Commission demonstrates improvement in Adult Social Care, including an 'excellent' rating for 'Improved Quality of Life'.
- Over 6,000 people are now having their needs met through self-directed support, compared to 569 in 2007/2008. This means that we have achieved our target of 30% of eligible people receiving a personal budget. For the last three years, Lincolnshire has performed well above the average for England.
- We have promoted the care ambassador programme, where people who work in health and social care visit schools and colleges to inspire young people to consider choosing a career in health or social care.
- We have worked with the Individual Budget Network Lincolnshire to help develop the skills of personal assistants.
- We have worked with colleagues in health services to improve the quality of the workforce in the independent care-service sector.
- We have been successful in getting funding to promote common standards for people working in the care sector.
- We have 48 new extra-care housing places, opened by HRH Prince Edward at Brick Kiln Place in Grantham. This housing was developed by Lace Housing and funded through a Homes and Communities grant. Extra-care housing provides varying amounts of care and support for people in purpose-built accommodation.
- A 40-bedded extra-care housing scheme, 'Boston Mayflower', will open this year. It was funded through a Department of Health grant. The development has seen a £6 million investment in the local area.

- Dementia care awareness-raising sessions have been delivered throughout 2010/2011 to help give the public and professionals greater understanding about dementia and how to manage it.
- We commissioned exercise classes for people who have had a stroke.
- We commissioned a new sensory impairment service which was developed with people and carers. This service is for people who are deaf, deafblind, hard of hearing and those with physical, sensory and learning disabilities. It offers British Sign Language interpreting and training, deaf awareness training, specialist equipment, personal and social care, advocacy services, support for tinnitus and employment support. They also provide advice and information on housing-related support to help people live independently.
- We commissioned a new advocacy and involvement service, 'Total Voice', for people who use services relating to disabilities and mental-health issues.
- We have made new guides to end-of-life care available.
- We worked with the Doorstep Crime Partnership to promote the safety of vulnerable people in the community.
- In the last quarter of 2010/2011 we saved £2 million through managing contracts more efficiently.
- A 'user-led organisation' for Lincolnshire has been set up to focus on developing support amongst peers and other quality-improvement initiatives linked to self-directed support.
- The first Lincolnshire Multi-agency Carers Strategy 2010-2013 was developed by carers.
- We received a 'Skills for Care' award for partnership working.

Our plans for the future

We will continue to give people choice and control in their lives. We want people to live independently in their own homes for as long as possible. We want to commission excellent services which deliver the outcomes people have told us they want relating to choice, control, health and well-being, and independence.

Where we still need to improve

We need to continue to provide value for money within the current financial climate. To make sure that more people have a personal budget, we need to give people more choice in how their care needs can be met. We need to make sure that people receive quality services and are protected.

One of the healthiest economies in Europe

Our economy needs to grow so that everyone shares in improved wealth by:

- helping industries that are working really well to grow;
- helping entrepreneurs develop new business ideas; and
- making sure that people gain skills and businesses benefit from good education and training establishments.

We set out our aims and achievements relating to the economy in the following section.

Helping industries that are working really well to grow, and helping entrepreneurs develop new business ideas

What we said

- We would continue to co-ordinate the Historic Lincoln Partnership, which will improve the attractiveness of the castle and cathedral areas, and continue to take advantage of any opportunities that arise while reducing any negative effects.
- We would aim to provide advice and guidance to businesses in the environmental industries, and set up programmes to support business growth by providing advice and encouraging businesses to work together to drive the economy in Grantham, Lincoln and Gainsborough.
- We would create a business park at Teal Park and look at opportunities to improve skills and employment.
- We would improve access to affordable credit, debt advice, savings schemes and insurance.



What we have achieved

- We have been very active in supporting Teal Park in North Hykeham as a future base for Siemens and other companies. During the last 12 months, we have gained planning permission for the development and made progress on the major road- improvement work.
- As well as strategic schemes, we have provided help at a grass-roots level to more than 750 businesses, promoting jobs across the county.
- More businesses moved to Lincolnshire, or set up a business here (147 in 2010/2011 compared with 100 in 2009/2010).

Our plans for the future

Lincolnshire's economy needs to grow so that everyone can share in improved wealth. We will continue to keep on top of economic trends, understanding how to take advantage of any opportunities that arise while reducing any negative effects.

We will give businesses in the environmental industries advice and guidance to help those businesses grow and succeed.

We will look at opportunities to improve skills and employment, particularly along the coast and in the agri-food sector in the south of the county.

We will improve access to affordable credit, debt advice, saving schemes and insurance.

Where we still need to improve

Although we have made considerable progress, the economic climate we are currently working in is, and will continue to be, challenging. We need to continue to improve the efficiency and effectiveness of our activities and achieve more with considerably fewer resources. We will work more closely with our partners, not only across the public sector, but increasingly with businesses, the voluntary sector and community groups. This will involve pooling our resources and expertise as well as making sure that wherever possible we support local business when we award contracts and buy goods and services.

Together we will need to help businesses thrive as the economy moves back into growth (for example, helping small businesses gain access to the finance they need to help them grow).

We will also need to improve access to services for those living in the county's more remote and rural areas, in particular stepping up our work to provide access to high-speed broadband for businesses and residents across Lincolnshire.

Finally, as the pressure on the public sector continues, we need to make sure that businesses have the necessary skills to allow them to lead economic recovery and growth in Lincolnshire.

Make sure that people gain skills and businesses benefit from good education and training establishments

What we said

- We would continue to focus on improving children's, young people's and adults' education.
- We would help to create an engineering school on the university campus and a management-leadership college, based within the faculty of business and law, designed to meet the needs of small and medium-sized businesses.
- We would work to raise the ambitions and self-esteem of young people and do everything we can to support the economy.

What we have achieved

- Lincolnshire had the highest proportion of A* or A-graded A levels in the region – almost one quarter of entries.
- The number of pupils achieving five good GCSEs or the equivalent increased to 80% in 2010 – higher than any other East Midlands or similar rural authority.
- Persistent absence in secondary schools has reduced.
- More young people are achieving a level 2 qualification by the age of 19 (86% in 2010/2011 compared with 81% in 2009/2010).
- The take-up of learning diplomas has increased significantly from 460 in 2009/2010 to 1,427 in 2010/2011.
- We supported the University of Lincoln in setting up a Leadership and Management Centre and in building an Engineering School which will help businesses in the county to gain technical skills which will support their business growth.
- We attracted £300,000 of European funding which we are using to train 550 employees in businesses.
- We bought in services to provide informal learning (including ICT) throughout Lincolnshire. By the end of the 2010/2011 academic year we will have provided over 1,200 courses.
- We improved value for money by reducing the cost for each learner while improving the quality of education provided.
- We set up learner focus groups to influence the informal learning offered.
- In May 2011 we held Adult Learners Week across Lincolnshire to provide taster sessions.
- We worked with ADDACTION – a community-based treatment service for people experiencing the effects of drug use – to improve opportunities for informal learning.

Our plans for the future

We will restructure the way education is provided to pupils with additional needs by remodelling Special School Provision, Pupil Referral Units and the Emotional and Behavioural Support services.

We will continue to develop partnerships with Academies and Free Schools to make sure every child in Lincolnshire has a good education, and respond to the Government's proposals to overhaul vocational and work-based learning.

We will help schools to meet new measures of success, such as the English Baccalaureate (gaining a GCSE A* to C grade in English, maths, science, a modern language and either history or geography), or English and Maths Basics (gaining a GCSE A* to C grade in English and maths).

We will plan for the increase in the compulsory learning age in 2013. This is the age up to which young people must be in full-time education in a college, a school sixth form or a sixth-form college, taking part in work-based learning such as an apprenticeship, or in part-time education or training if they are employed, self-employed or volunteering for more than 20 hours a week.

We will further develop and maintain provision for the arts, music and sport.

We will continue to make a strong connection between employers and the skills they need, supporting the Lincolnshire and Rutland Employment and Skills Board in improving skills levels in the county.

We will complete the learning service commissioning process for the 2011/2012 academic year.

We will work with the business community to provide relevant informal-learning courses to low-skilled employees through the learning champion initiative.

We will work with the Nomad Trust and Lincolnshire Primary Healthcare Trust to improve opportunities for the homeless and people with mental-health issues.

We will try to get extra funding from The National Institute of Adult Continuing Education (NIACE), Skills Funding Agency (SFA) and European Social Fund (ESF) so we can provide more learning opportunities through the learning service.

We will lobby government departments and agencies so that they continue to understand the importance of skills to the county's economy, and to make sure that the training they pay for is appropriate to Lincolnshire's needs and is widely available to Lincolnshire's residents and businesses.

Where we still need to improve

We need to narrow the gap in achievement between pupils from low-income backgrounds and other students to make sure that every young person has the same opportunities in life.

We need to make sure young people make good decisions about their education at the age of 13, in order to provide them with the education they need to live and work in a changing society.

We will provide better value for money by increasing learner and enrolment numbers within existing funding levels.

Good connections between people, services, communities and places

We need to give people better access to places, facilities and services by improving internet access through broadband and giving people a choice of safe and well-managed transport.

We set out our aims and achievements relating to good connections in the following section.

Improving access to the internet through broadband

What we said

- We would develop activities to improve the availability of digital services, and to support businesses, people and communities to get the most out of those services.
- We would work with providers of broadband and mobile services to provide an information service to residents, businesses and digital service providers through the OnLincolnshire website.
- We would look into organising campaigns to persuade regulators and providers of digital services of the need for increased broadband internet access in Lincolnshire.

What we have achieved

- We have attracted almost £5.3 million of funding, including money for a major broadband initiative.
- We have analysed and mapped broadband connectivity and developed a Digital Strategy. We are using this to shape a large-scale bid for Broadband Delivery UK (BDUK) funding to improve broadband services in rural areas. The website, www.onlincolnshire.org, provides broadband information, has a discussion section and is where visitors can register their demand for broadband services. We have gained £1.2 million of European Regional Development Funding (ERDF) for the most hard-to-reach areas to match BDUK investment, business support, and i-visitor guides (mobile-phone applications that can be downloaded to smartphones and provide a guide to tourist attractions in Lincolnshire).

Our plans for the future

We will look at ways to overcome problems of getting broadband internet access in rural areas, such as investigating the potential for buying goods or services in partnership with other organisations, and extending the public sector's networks. We will pilot solutions to 'not spots' – areas that currently have no broadband access, support community campaigns and communicate with broadband and mobile providers. We will provide an information service to residents, businesses and digital service providers. We will also run our own campaigns to persuade regulators and providers of digital connectivity of the need for more broadband access in Lincolnshire.

The Digital Connectivity Project will put the Digital Strategy, mentioned above, in place from 2012 onwards.

Where we still need to improve

We need to take a lead in lobbying digital service providers to invest in Lincolnshire, and continue to encourage members of the public to sign up for improved broadband services.

Giving people a choice of safe and well-managed transport

What we said

- We would complete the £80 million A1073 Spalding to Eye road scheme, on time and within budget.
- We would work with neighbouring authorities to expand CallConnect, and with train operators to provide a direct rail service from Lincoln to London.
- We would continue to encourage people to walk, cycle and take public transport to and from school and work, as well as for leisure.
- We would offer a countywide Wheels to Work scheme – a moped-loan scheme for people who would otherwise find it difficult to take up employment, training or education due to lack of any available transport.
- We would produce our third Local Transport Plan, which is important in considering future transport needs in England. The plan covers a number of years (typically five years), and is presented to the Department for Transport (DfT).

What we have achieved

- Through working with neighbouring authorities, CallConnect has extended into Peterborough, Rutland and North Northamptonshire.
- There are now two direct train services each day between Lincoln and London.
- We have held successful events at schools to encourage pupils to walk or cycle to school.
- The Wheels to Work scheme is proving to be a success, providing access to employment and training.
- We have produced the third Local Transport Plan and have helped provide 11 bio-fuel buses.
- The performance of our gritting teams during winter 2010/2011 was exceptional. We beat the government target and kept 34% of our very large road network open. That is 1,869 miles out of 5,567 across the county – all the main routes – which we successfully gritted, despite the harshest winter conditions for decades.
- The A1073 has been completed with 16km now open and in use, apart from a failed embankment due to subsidence problems which are now being solved. Remedial works is continuing on the section of road in Peterborough at Car Dyke and is expected to be completed in October 2011, allowing the whole road to be opened to the public.
- We have successfully introduced three major highways contracts to create the Lincolnshire Highways Alliance, providing some of the most cost-effective highway-maintenance work in the region.
- Last year we had the lowest number of people killed on our roads for over a decade. We will continue to invest in road safety and work with the police and other organisations.

Our plans for the future

We are working towards making the Department of Transport a 'Best and Final Offer' for the Lincoln Eastern Bypass project in September. Following the public consultation and approval by our Executive Committee, work is progressing towards making a planning application for the east-west link road in late September 2011.

We will continue to develop travel opportunities in a time when our budget is restricted. We will campaign to get more direct rail services between Lincoln and London. We will make savings in the areas of home-to-school transport and continue to develop and encourage the use of cycling, walking and using public transport.

The Road Safety Partnership will continue to develop and deliver road-safety initiatives. These will be targeted at high-risk user groups.

Where we still need to improve

We need to work with others to develop further opportunities around bio-fuels and provide a good transport service with less funding.

The Road Safety Partnership will focus on priority groups – young drivers (16- to 24-year-olds), motorcyclists, elderly drivers and business drivers.

The Lincolnshire Highways Alliance draws together four organisations responsible for providing efficient and effective highway services to the people of Lincolnshire. Along with our three partners – May Gurney, Mouchel and Peek – we are responsible for all highway-related services. Over the first year of the new contract we have faced some significant challenges. Although good progress has been made, further improvements have been identified. The Highways Alliance model will be flexible enough to allow us to continue to develop the service while encouraging our partners to improve their performance and efficiency.



Environments, heritage and cultures that residents and visitors enjoy

We want to make the most of our environment by:

- tackling the causes and effects of climate change;
- helping people to enjoy our heritage and attractions; and
- encouraging a rich mixture of wildlife and plants, including creating a Coastal County Park.

We have set out our aims and achievements relating to environments, heritage and culture in the following section.

Tackling the causes and effects of climate change

What we said

- We would work with partners to develop a Climate Change strategy and a joint approach to reducing carbon emissions.
- We would put 'smart meters' in our buildings and schools.
- With our partners we would launch the Home Energy Lincolnshire Partnership – delivering warmer, healthier, lower-carbon homes.
- We would open a household-waste recycling centre in Middle Rasen.

What we have achieved

- We continue to set new standards of best practice, being nationally recognised for working with partner organisations. The Coastal Study, which set out principles for long-term development in the coastal flood plain, led to the award of Coastal Change Pathfinder status, and grants of £810,000 over 2009-2011 to develop new ways of helping our coastal communities adapt to climate change.
- In 2010 we took on new flood-risk management duties under the Flood and Water Management Act 2010. We have set up a new partnership arrangement with all flood-risk management agencies, and the Local Government Group has published that arrangement as an example of best practice. Building on this, Lincolnshire is a pilot area for Defra's (Department of Environment, Food and Rural Affairs) Total Environment initiative, which aims to make more efficient use of resources to manage flood-risk across Lincolnshire.
- We continue to tackle the causes and effects of climate change. Automatic metering is being installed in all our buildings and schools as part of our Carbon Management Plan, enabling us to better report on energy use and to target investment in the worst-performing buildings. To date, we have invested over £900,000 in energy efficiency and reduced our bills by £300,000 a year.
- Work has started on the Energy from Waste facility at North Hykeham. Once it is running in 2013, the facility will burn waste as an alternative to increasingly costly landfill, as well as generating electricity to sell to the National Grid. It will also have the potential to heat local homes and businesses.

- The Rasens Household Waste Recycling Centre has now opened, bringing our network of recycling facilities up to 13. It will help us and the district authorities maintain Lincolnshire's excellent recycling record (Lincolnshire currently recycles over 52% of all household waste, well ahead of the national target of 50% by 2015.)
- We continue to support Lincolnshire's district councils by working with them to achieve shared outcomes through the Lincolnshire Waste Partnership.

Our plans for the future

We will continue to install smart meters in our buildings and schools, improve our understanding of how they work, and identify further investment opportunities to make buildings even more energy efficient. We will continue to invest in energy efficiency in our buildings and schools – reducing carbon and saving money. We will also continue to develop our plans to adapt all of our services to meet the challenges of climate change. We will complete the preliminary flood-risk assessment and produce the local flood-risk management strategy.

Where we still need to improve

We will continue to work with district councils and partner organisations to make sure that we use our resources in the most efficient and effective way, despite reductions as a result of our spending review.

Helping people to enjoy our heritage and attractions

What we said

- We would continue to co-ordinate the Historic Lincoln Partnership project, which will make the castle and cathedral areas more attractive to visitors.

What we have achieved

- We have worked effectively with the Heritage Lottery Fund over our bid to create a permanent home for the Magna Carta at Lincoln Castle.
- We also made sure the Visit Lincolnshire website at www.visitlincolnshire.com continued to promote the county effectively. We will continue to develop and improve this website and set up an online discussion section with the tourism industry and work with businesses.

Our plans for the future

As work progresses at Lincoln Castle, particularly on the new home for the Magna Carta, we will build on links with the United States, promoting Lincoln as the place to celebrate the Magna Carta's 800th anniversary.

Where we still need to improve

We want to maintain high levels of customer satisfaction while the building work is underway, and access to parts of the site is restricted.

Encouraging a rich mixture of wildlife and plants, including creating a Coastal County Park

What we said

- We would encourage a rich mixture of wildlife and plants, and create a Coastal County Park.

What we have achieved

- We have completed the early stages of creating the Lincolnshire Coastal Country Park between Chapel St Leonards and Sandilands, providing high-quality facilities for visitors, while improving the habitats for all wildlife.
- We have made significant contributions to a draft Green Infrastructure Plan for The Wash and to supporting the Coastal Grazing Marshes Project, the Limewoods Project and the 'Life on the Verge' roadside bio-diversity project.

Our plans for the future

We will continue to develop the Lincolnshire Coastal Country Park to provide high-quality facilities, access to the countryside, and better protection for wildlife. This will include a new state-of-the-art visitor and learning centre.

Where we still need to improve

We need to use feedback from the public and others to identify issues early, so we can improve the quality of the services that we provide.



Organisations working together for the benefit of Lincolnshire

What we said

- Our Value for Money programme would help us to manage our services with a reduced amount of funding. This would include looking at how we support the parts of the council that provide services to customers, how we should provide services in the future, whether we should provide services ourselves or through other organisations, and having an Information and Communication Technology service that is provided by a single external provider.
- Through our World Class Customer Service programme we would improve access to services, improve how we provide services and learn from what customers tell us, and set out the standard of services that customers can expect.
- Through our People Strategy we would have a workforce that is well-trained, flexible, valued and motivated to provide excellent services.

What we have achieved

- Procurement Lincolnshire is working with the Chamber of Commerce and Federation of Small Businesses to support the local business economy. This has increased by 16% the amount of money local authorities are spending within the county.
- In one area alone – Business Support – efficiencies during 2010/2011 have saved just over £1 million (11% of budget) by reorganising workloads and reducing the demand for support.
- We have started running a £1.8 million European Union (EU) scheme to help businesses take advantage of environmental opportunities, through the Sustain Lincolnshire project.
- As a result of cost-saving measures during 2010/2011, we managed to meet our target savings of over £21 million while maintaining or improving services.
- We have carried out a review of our senior management and restructured our organisation to reduce costs.

Our plans for the future

Lincolnshire organisations are working together to create a brighter future by continuing to look at ways to provide value for money by making sure we have a flexible workforce that is motivated and provides the best possible services while spending less. We will continue building alliances with other parts of the EU in order to attract funding. We will develop a new vision for Lincolnshire with other organisations.

Where we still need to improve

We need to introduce a consistent method for measuring and evaluating the benefits of our major projects.

Summary of 2010/2011 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 2010 to 31 March 2011, and our financial position at the end of that year.

Money for day-to-day services

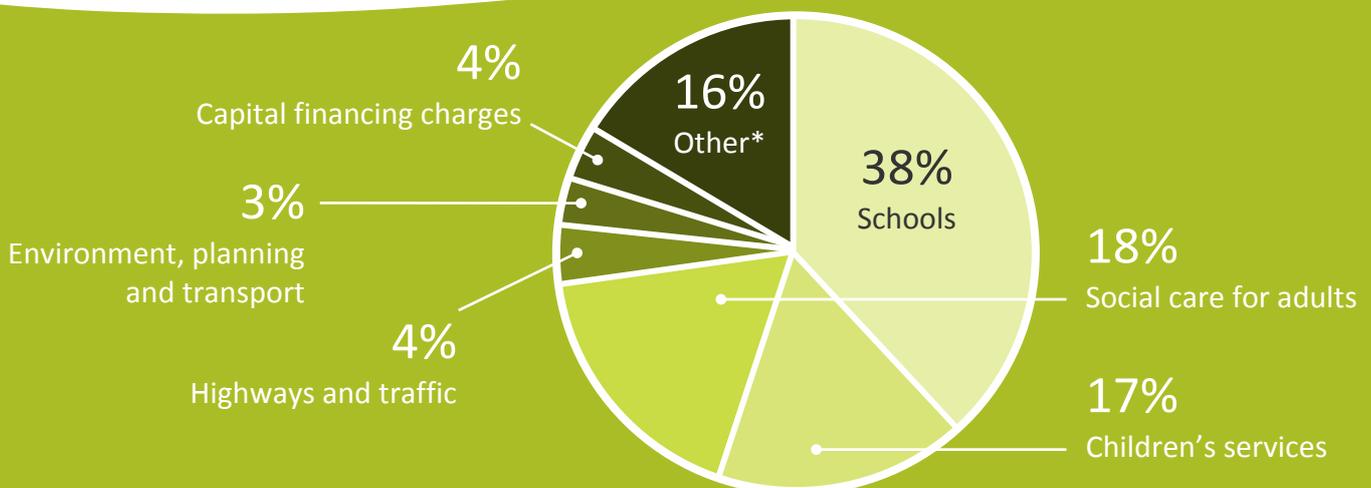
We spent £1.119 billion on the day-to-day running of services in 2010/2011. That is £1,550 for every person in Lincolnshire.

Before the beginning of each year we set ourselves a budget of how much we can spend.

By managing to provide the same level of services at a lower cost, spending was reduced by £21.4 million. We used £2.4 million of this to develop important services, such as maintaining and improving roads, social care and the Fire and Rescue service.

How the money was shared between different services

In 2010/2011, we divided our spending as shown below.

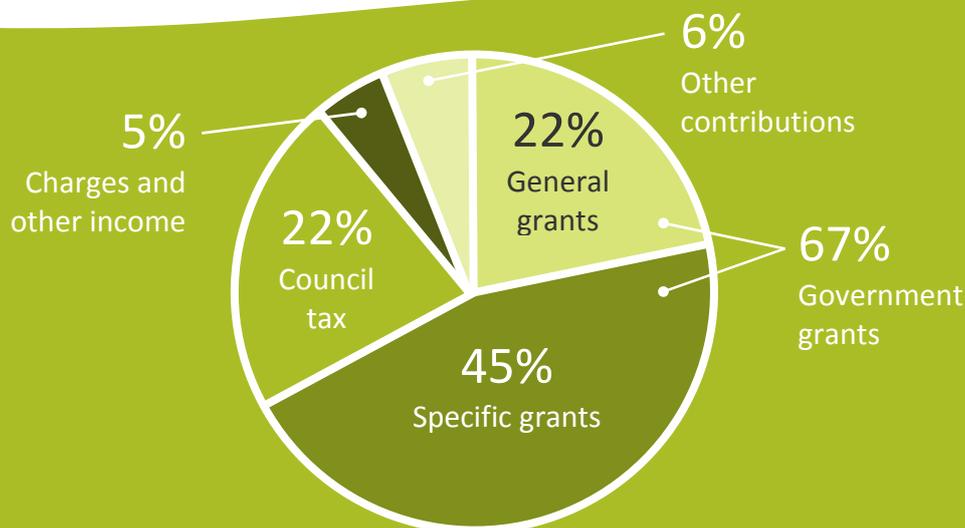


* Examples of 'Other' services include the coroners' service and travellers' sites.

38% of our spending on services went on schools, and a further 17% was spent on other services for children. Adult social care received the second biggest share at 18%.

Where the money for services comes from

Our income was £1.131 billion. This came from several sources, including grants from the Government, council tax, and charges residents paid for services.



67% of our income came from the Government, with 45% allocated for specific purposes such as schools. We received 5.5% more in government grants than we did in 2009/2010.

22% 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.

6% of income came from contributions other organisations made towards the cost of our services.

The remaining 5% of income came from charges for services and other income.

Our financial position on 31 March 2011

Our income was £12 million more than our spending in the year, and we added that amount to our savings.

Our savings – or reserves – now amount to £163 million.

£22 million of this is the savings made by schools and is held on behalf of individual schools.

£125 million is set aside for future spending on specific services or projects.

The remaining £16 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 £453 million, which we borrowed to pay for assets which will last many years like schools and roads. What we borrow is limited by what we can afford to repay each year. We make sure that the borrowing we have to repay each year and the interest we pay on our borrowing is not more than 10% of our annual income. Last year our repayments and interest were less than 5% of our income.

More information

The financial information above 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



Contact us

For general information, contact us in the following ways.

By phone – 8am to 6pm, Monday to Friday

01522 782111	Social care for children
01522 782155	Social care for adults
01522 782224	Carers Team
01522 782333	Emergency out-of-hours social care
01522 782244	Registration of births, deaths, marriages and civil partnerships
01522 782070	Highways and planning
01522 782020	School transport
01522 782030	Education
01522 782010	Libraries (8am to 7pm Monday to Friday, 9am to 4pm Saturday)
01522 782040	Cultural services, including museums, heritage attractions and archives (8am to 7pm Monday to Friday, 9am to 4pm Saturday)
01522 782060	Corporate services, including enquiries about Lincolnshire Development and Freedom of Information
01522 782050	Community safety, including non-emergency calls to Lincolnshire Fire and Rescue, emergency planning, crime and disorder
01522 782011	Adult education (8am to 7pm Monday to Friday, 9am to 4pm on Saturdays)
0800 1951635	Family information service
0800 0933099	Fostering and adoption enquiry line
0845 4040506	Consumer Direct East Midlands
01522 782070	Environmental management, including waste services

There is a recorded-message service outside normal working hours with details of emergency numbers. Your call may be monitored and recorded to help us train our staff and monitor our service.

By letter

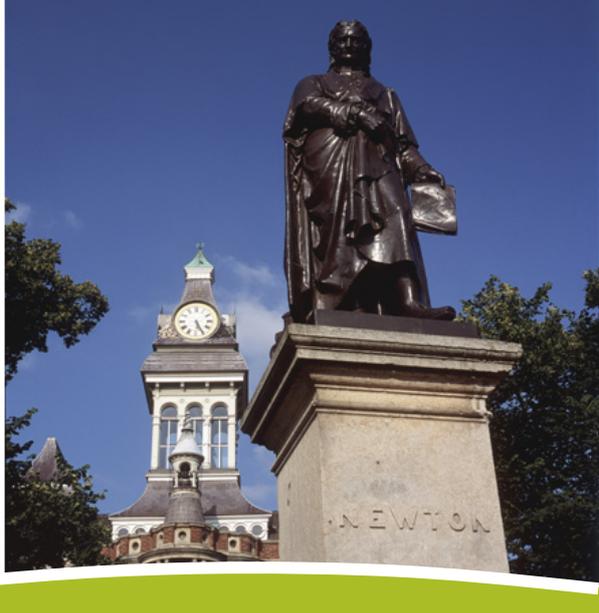
Lincolnshire County Council
County Offices
Newland
Lincoln, LN1 1YL

On our website

www.lincolnshire.gov.uk

By email

customer_services@lincolnshire.gov.uk



More information

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

By phone | 01522 782060

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

By email | performance_team@lincolnshire.gov.uk

Other formats

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

Polish

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

Russian

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

Portugese

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

Latvian

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

Lithuanian

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

Slovak

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