

Annual report | 2011/2012



Contents

Foreword	3
Welcome to Lincolnshire	4
Your county council	4
Your executive councillors	5
Our vision and purpose	6
Main achievements	8
Our performance	10
Vibrant communities where people enjoy life	10
Opportunities for good health.....	17
Rich, diverse environments.....	19
One of the healthiest economies in Europe	22
Good connections between people, services, communities and places	27
High performing organisations working together for a successful Lincolnshire	32
Equalities	34
Eliminate discrimination	34
Advance equality of opportunity	35
Foster good relations	36
Our plans for the future	37
Invest in infrastructure and the provision of services	37
Commission for outcomes based on our communities' needs	38
Promote wellbeing and resilience	38
Influence, coordinate and support other organisations that contribute to the life of Lincolnshire	40
Make the best use of all of our resources	40
Summary of 2011/2012 accounts	41
Contact us	44

Foreword

Welcome to our annual report for 2011/2012. In this report we highlight successes in the services we provide, summarise how we spent our £1,112 million annual budget and the cost savings we made.

2011/2012 was the first year of our four year budget plan, designed to maintain core services, despite a reduction in central government grants. The grant reduction means that we have to find savings of £125 million, over the four year period to 2014/2015.

The key step in our approach to dealing with these financial constraints was identifying our core offer: the services this council is committed to providing. These services have been given top priority in our budget, which also helped hard-pressed residents by freezing our council tax at the 2010/2011 level.

Beyond the core offer, other services have inevitably had to be looked at afresh. Should they still be provided? Or does it make sense, in the current financial climate, to reduce them, stop them altogether or provide them in a different way?

Our plan has been delivered successfully, despite the difficult decisions we have had to make in reviewing our services, priorities and structure. In making these decisions, this council has adopted an entirely pragmatic approach: flexible, considered and in the long-term interests of residents.

Last year, we also redefined the council's vision and purpose, to ensure that we focus clearly on what we are all about: value for money, investment for the future, strong communities and partnership working.

We were also the first large council to invite a peer review from the Local Government Association. It was extremely positive about our progress, praising our services, governance, financial planning and leadership, and confirming that we are on the right path.

Looking to the future, we face both new challenges and new opportunities and we have great confidence that we can meet those challenges and seize those opportunities for the people of Lincolnshire. Lincolnshire's long-term future remains a bright one, even though we remain in choppy economic waters.



Leader of the Council
Councillor Martin Hill OBE



Chief Executive
Tony McArdle

Welcome to Lincolnshire

Lincolnshire County Council – England’s fourth largest county council – was created as part of the local government reorganisation of 1974.

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

Often described by local people as England’s best-kept secret, Lincolnshire has one of the fastest growing county populations as a result of migration from other parts of the UK and overseas. The population boom means that Lincolnshire now has 713,700 residents (2011 census figures) a 10% increase on the 2001 census figure of 646,645. The main areas of population growth over this period were in the south of the county: Boston, which has grown by 15.9% and South Holland, by 15.4%

The 2011 census shows that 51% of residents are female and 49% male. 21% are aged 65 or over and 22% are 19 or under.

Your county council

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

- We educate 101,931 children in 357 schools, and look after 500 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 approximately 22,300 students and pupils each day.
- In 2011/2012 we provided 9,599 people with a personal budget, giving them more choice and control over their care. We gave 3,932 carers support in their caring role, and provided 4,463 people with home care to help them live independently in their own homes.
- We offer learning, culture and entertainment through 48 static and 13 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 2011/2012 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

Lincolnshire county council is made up of 77 Councillors. We have adopted a leader and cabinet model of decision making.

Nine councillors form the Executive shown below. The Executive make decisions about what our priorities are and how the money is spent.



Councillor Martin Hill OBE
(Leader of the council)

Policy, Strategy and
Communications



Councillor Kelly Smith

Finance and Human Resources



Councillor Eddy Poll
(Deputy Leader)

Economic Development



Councillor Lewis Strange

Waste Services and Green Issues



Councillor Mrs Patricia Bradwell
(Deputy Leader)

Children's Services and Lifelong
Learning



Councillor William Webb

Highways and Transport



Councillor Graham Marsh

Adult Social Care
(including Supporting People)



Councillor Mrs Sue Woolley

Health, Housing and Community



Councillor Peter Robinson

Community Safety, Cohesion and
Diversity

Our vision and purpose

In 2008 the county council adopted a vision for the county that had been agreed by a wide range of partner organisations, including NHS Lincolnshire, Lincolnshire Police Authority, Lincolnshire Police and all other councils in Lincolnshire.

That vision is still relevant as a long term statement, but the county council has decided that now is the right time for us to set out a shorter vision for us as an organisation, together with a statement of our purpose.

The new vision and purpose were agreed by the council in December 2011.

The county council's vision

Lincolnshire County Council: working for a better future

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

The county council's purpose

- Making the best use of all of our resources
- 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

2011/2012

In 2011/2012, we worked together with a number of organisations to take Lincolnshire forward, towards a better future. This annual report is based on our Business Plan 2011/2012: an interim plan which was organised around the sustainable community strategy. This aimed to provide the following.

- Vibrant communities where people enjoy life
- Opportunities for good health
- Rich, diverse environments
- One of the healthiest economies in Europe
- Good connections between people, services, communities and places



Anderby Creek on the Lincolnshire coast has a beautiful un-spoilt beach and quiet rural surroundings

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

Through on-going management of our performance we have continued to improve our services despite the economic challenges we have faced. In 2011/2012, 48% of the indicators we use to measure our performance improved in comparison with the previous year. Other achievements include the following.

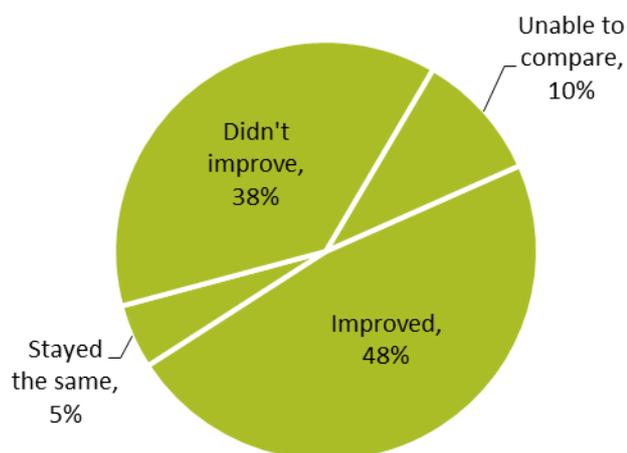
- The number of pupils achieving five or more GCSEs at grades A* to C, including English and maths, has improved by 3% on last year, and this is 4% above the national average.
- In 2011/2012 there were 1,247 primary fires compared with 1,317 in 2010/2011, a reduction of 5%.
- We have worked within community safety partnerships and the county community safety board to help reduce recorded crime. This continues our commitment to improve community safety in Lincolnshire, ensuring the county remains a low crime area. All recorded crime has achieved year on year reductions over the last eight years.
- Lincolnshire is one of the best performing counties for recycling household waste. In 2011/2012, just under 53% of household waste was either reused, recycled or composted, which is well ahead of the EU target of 50% by 2020. The amount of waste sent to landfill has also reduced from 166,358 tonnes in 2010/2011, to an estimated 162,500 tonnes in 2011/2012.
- We have helped to create a strong local economy as only 4.9% of 16- to 18-year-olds in Lincolnshire are not in education, employment or training. This is better than the national average.
- In 2011/2012, 74% of footpaths were open to the public, compared with 72% in 2010/2011. Our gritting teams routinely treat 34% of our very large road network, exceeding the government guideline figure. In total, we cover 1,869 miles (all the main routes) out of the 5,567 across the county. This has helped to provide good connections for transport in Lincolnshire.
- During 2011/2012 we made cost savings of over £49 million through cost-cutting activities, while maintaining core services.
- We have established a fund in support of our commitment to the 'Big Society' initiative. The decision by members of all political parties to forego a recommended increase in their allowances for two years has released about £160,000 a year for good causes. Currently £118,000 has been given to 276 good causes.

Did we improve?

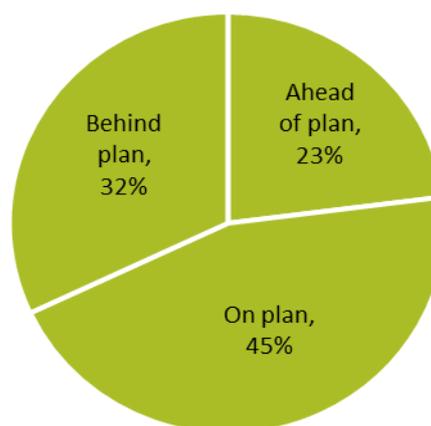
To assess our performance and measure improvement, we compare what we achieved this year against last year. The majority of our indicators are in the areas with the largest expenditure: Children's (including schools) and Adults' Social Care.

In 2011/2012 we improved against 48% of our performance targets, mainly in Children's Services (especially educational achievement and social care assessments) and Adults' Social Care (mainly in residential or nursing care and vulnerable people helped to live independently). 5% stayed the same as in the previous year: these were children's (child protection and educational achievement) and highways (waste and biodiversity) indicators. 38% did not improve and the majority of these were in Children's Services (particularly educational achievement and looked after children).

Performance Indicators



Projects



We are unable to make comparisons for 10% of our indicators, which were new in the 2011/2012 year: the majority of these were in Highways (around people killed or seriously injured on our roads and CO2 emissions).

23% of the Council's Business Plan projects are running ahead of plan, with 45% on plan and 32% behind plan.

The five projects ahead of plan include the Home Energy Lincolnshire Partnership (see page 17), Innovation Advice and Guidance Lincolnshire (see page 20), and the Lincolnshire Engineering Hub (see page 22).

Excellent ageing (see page 28), property rationalisation (see page 29), supporting vulnerable road users (see page 26) and families working together (see page 13) are amongst the ten which are on plan.

Transport for people with personal budgets (see page 25), direct Linc (now combined with the First Contact service, see page 31) are examples of the seven projects which are behind plan.

Feedback from our customers

The county council received a total of 620 compliments in 2011/2012, an increase of 439 on the 181 received in 2010/2011. The number of comments we received also increased by 29, from 89 in 2010/2011 to 118 in 2011/2012.

We received a total of 1,175 complaints in 2011/2012. Unfortunately, this is an increase of 37, or 3% on the previous year's 1,138. The biggest increase was in adults' statutory complaints, which rose from 224 in 2010/2011 to 398, in 2011/2012. The majority of these were around disagreements with decisions and service delays. By contrast, corporate complaints reduced from 340 to 263, schools from 394 to 356 and children's statutory from 180 to 159, over the same period.

Our performance

Vibrant communities where people enjoy life

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

- Increasing participation
- Helping vulnerable households
- Helping people to be and feel safe in their communities
- Helping children stay safe

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

Top: Lincolnshire County Council works closely with Lincolnshire Police and Lincolnshire Fire and Rescue to help people to be and feel safe in their communities



Bottom: £12 million funding has been secured from the Heritage Lottery Fund to create an enhanced visitor attraction for Magna Carta at Lincoln Castle

Increasing participation

What we said

- We would identify opportunities to encourage people in Lincolnshire to take part in and lead their communities.
- We would work with partners to support Lincolnshire's contribution to the 2012 Olympics.
- We would make greater use of feedback from the public to identify demand and improve the quality of services that we provide.

What we have achieved

- The county council worked with partners to help a number of Lincolnshire companies make the most of the business opportunities which the Olympics will provide. We did this by helping them with the CompeteFor process, which allows businesses to tender for contract opportunities linked to the London 2012 Games.
- We used our "voice of the customer" data to understand what our customers are telling us about the services they receive, the complaints they might have and the key issues for us to improve on. This provides us with a snap shot: a starting point for us to identify demand and improve the quality of service we provide. Services constantly analyse the data and act upon the results to improve our services to customers.
- We continued to have high levels of volunteers within the heritage and library services. This is despite the closure of some heritage sites and the end of time-limited projects within the Enhancing Engagement with Volunteers project.
- Economy and Culture have achieved the investing in volunteers quality standard, the UK quality standard for all organisations involving volunteers.
- At Lincoln Castle, we secured £12 million from the Heritage Lottery Fund to create an enhanced visitor attraction, ready for Magna Carta's 800th anniversary in 2015. This is one of the largest grants awarded, reflecting this council's vision for tourism generally and for this project specifically.
- 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.
- Visitors to The Collection can enjoy a new play area and revamped café.
- We invested in climate-control equipment in the Lincolnshire Archives to protect the county's valuable records.
- Gainsborough Old Hall re-opened to the public in April following an extensive refurbishment. Improvements included a new visitor route, a hand-held electronic guide, access to rooms which were not previously open to the public, a new shop and café, and newly conserved wall paintings.
- Council match-funding of £200,000 attracted £335,000 from Arts Council England's renaissance programme.
- The library service had over 6 million public interactions during the year (including the library catalogue) and issued almost 3.3 million items of stock.

Lincolnshire County Council

- Lincolnshire Archives were successful in securing £44,000 from the National Cataloguing Foundation to digitise the significant engineering to collections for Lincs to the Past. This site offers online access Lincolnshire's cultural heritage collections.
- Customer interactions with the Lincs to the Past website topped 5 million in its first full year of operation, exceeding all expectations.
- Introducing e-books to our library stocks has created a growing number of users in a short space of time.
- 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.
- An exceptionally high number of Lincolnshire children continue to take up music provision. Over 14,000 children across the age range accessed tuition in the last 12 months.
- Customer satisfaction in the county council remains high, at 96%.



Lincoln's Steep Hill has been confirmed as Britain's best place by the Academy of Urbanism

- The Limewoods project, to protect, enhance and promote the natural and historic landscapes and features of the Lincolnshire limewoods has been completed this year. Over 23,000 people participated in this and £320,000 worth of volunteer time was recorded on conservation, heritage, education and recreation projects.
- For the second year running, our registration and celebratory services achieved customer service excellence and 100% compliance with the Government's standard.
- The number of marriage and civil partnership ceremonies we performed increased by 7% (an increase of over 130 ceremonies).
- In addition, 464 new British citizens were formally welcomed in citizenship ceremonies in 2011/2012, an increase of 15% on the previous year.
- Our music service has won the National Music Council award for jazz and rock education for the fourth year running
- Over 96% of library and heritage customers rated these services good or very good.
- Lincoln's Steep Hill has been confirmed as Britain's best place by the Academy of Urbanism. The Roman-built street now provides a benchmark for planners and architects when designing new streets, neighbourhoods and towns.

Helping vulnerable households

What we said

- We would work with partners to improve community safety by reducing: reoffending; harm caused by substance abuse; anti-social behaviour; violent crime and domestic abuse.
- We would continue to have effective community protection, reducing deaths and injuries in fires, responding effectively to civil emergencies and providing a fair, effective, safe trading environment.

What we have achieved

- We have identified and referred 730 high- and very high-risk domestic abuse cases to Multi-Agency Risk Assessment Conferences (MARACs). We have also commissioned the Independent Domestic Violence/Sexual Violence Advisor service (IDVA/ISVA). This service has worked alongside partners, supporting high- and very high-risk MARAC victims to reduce the risk of harm to themselves and their children. The IDVA and ISVA services have provided victims with effective and timely safety and risk management planning. This planning has included actions such as supporting victims in accessing legal advice, improving household security and increasing their personal safety and that of their children. The service has contributed to a reduction in repeat victimisation, to the victims they have supported.
- We established a programme of publicity and training in the last year, to increase awareness of domestic abuse and to advise where to seek help. This has contributed to an 11% increase in domestic abuse incident reporting to the police. 21 training sessions have been delivered over the last year, covering six specialist domestic abuse areas including: male victims, honour-based violence, forced marriage and domestic abuse within different communities.

- We commissioned NACRO, the crime reduction charity, to work with the most persistent and problematic offenders by supporting them in a number of areas. These include: 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 that a number of these offenders have been rehabilitated and resettled successfully, through the support provided by the project.
- Through our partnership working, we have contributed to reductions in all recorded crime by a further 2%, resulting in 830 fewer crimes. Theft of vehicles has reduced by 19% (185 fewer crimes) and criminal damage by 12% (1,160 fewer crimes). We have also seen reductions in domestic burglary by 11% (266 fewer crimes); violent crime by 6% (572 fewer crimes); and anti-social behaviour incidents by 17% (6,208 fewer incidents).
- We achieved reductions in arson and criminal damage offences. The number of deliberate primary fires reduced by 20%, down from 415 to 332. Criminal damage offences reduced by 12.4% across the whole county.
- 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, down from 214 in 2010/2011 to 204 in 2011/2012.
- Assaults with less serious injury have reduced: those that are closely associated with both domestic abuse and the night-time economy, by 3.5%. We have commissioned both the Lincoln Street Pastors and the Evening Safety Wardens in Boston, Grantham, Skegness and Lincoln to help us to manage the night-time economy, by reducing alcohol related violence.
- When someone contacted us with concerns that a vulnerable adult suffered, or was at risk of suffering significant harm (for example, physical or sexual assault or theft of their property), in 98.7% of cases we completed the initial fact-finding within 24 hours of finding out about the concern.
- We have ten new rescue boats for moving large numbers of people to safety, which have been funded by the Department for Environment, Food and Rural Affairs (DEFRA). These are based at locations across the county; the craft will be deployed in a major flood or for search and rescue operations.
- The council won three national awards recognising its influence on national policy and east coast flood preparedness. We also published a case study, describing how working together had enhanced local resilience and encouraged individuals and communities to take action themselves, an approach now firmly regarded as 'good practice'.
- 8,837 free home fire safety checks were completed in 2011/2012. As a result, we fitted over 10,000 smoke alarms as part of our ongoing drive to make Lincolnshire households safer. In addition we completed over 1,000 risk based inspections in places of work, all of which have a positive impact on keeping our community safe.
- Lincoln is one of five towns and cities across the UK to be awarded purple flag status, acknowledging Lincoln as a leading example of a city offering a safe, diverse and welcoming centre for evening visitors.



Lincolnshire Fire and Rescue have ten new rescue boats in the event of a major flood or for search and rescue operations

Fire-safety work in the community helps spread clear messages about fire protection

Helping people to be and feel safe in their communities

What we said

- We would develop a system to apply the principles of neighbourhood management to rural Lincolnshire, to improve resolutions of community issues, increase public confidence, improve knowledge of local issues affecting residents and reduce the costs of implementing the principles of neighbourhood management.

What we have achieved

- We have improved our knowledge of anti-social behaviour (ASB) by bringing together the data and information held by all agencies into one place: a multiagency ASB case management database. This has allowed us to share information across all partners, to strengthen our response to ASB complaints and to improve case management. It has improved our ability to identify repeat victims and support the development of a risk based approach in assessing all ASB incidents. This ensures the most effective protection and response to victims; particularly the most vulnerable.
- We have also launched multi-agency risk assessment conferences across the county, for the highest risk ASB victims. The purpose of these is to reduce re-offending and the risk to the victim.
- Following a successful peer review of the council's emergency planning unit, our work also led to the creation of the joint emergency management service. This is a unique collaboration between local authority, police, fire, health and Environment Agency emergency planners. The effectiveness of the joint service is being closely followed by colleagues across the country.

Helping children stay safe

What we said

- We would help children and young people feel safe in their home, school and community through the community budget for families with complex needs.

What we have achieved

- Our fostering service was highly commended in the Local Government Association awards.
- We have some of the best children's centres in the country, ensuring all families have access to high-quality early years and health services. Of the 16 centres which were Ofsted inspected, 14 were good or outstanding.
- We have increased the range of short-term breaks available to families with a child with a disability. 138 families accessed holiday breaks and Family Links provided 382 overnight care opportunities, to enable carers to have a break.
- Our positive activities and after-school clubs have been accessed 6,500 times: a significant increase.
- Lincolnshire was one of 16 national pilot areas with a community budget to support families with complex needs. The Families Working Together/Troubled Families team worked intensively with more than 70 families and, over the last year, 12 families have left the service after turning their lives around successfully.
- Five out of six of our residential homes inspected by Ofsted were judged as outstanding.
- A member of Lincolnshire Fire and Rescue staff received Lincoln's mayoral medal for designing and delivering stay safe days for young people. These bring together a range of subjects including first aid, fire safety, anti-social behaviour, health, and staying safe online.



Lincolnshire County Council's Children's Services help children and young people feel safe in their home, school and community

Opportunities for good health

To encourage opportunities for good health, we are:

- Reducing obesity
- Providing people with choices about their lives
- Helping people to live independently and to be treated with dignity

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

Reducing obesity

What we said

- We would understand the relationship between obesity and deprivation.

What we have achieved

- The Lincolnshire childhood obesity partnership was accepted onto the East Midlands platform for food, physical activity and health in November 2011. This is a multi-agency platform designed to increase health and lifestyle through a range of approaches, sharing best practice.
- The Lincolnshire childhood obesity partnership has developed a lifecourse approach to tackling childhood obesity, from antenatal services, through early years to pre-teen age groups.
- A rigorous social marketing campaign has been initiated during the past year, to gain local customer insight into how we should tackle the issue of childhood obesity. Specific social marketing activities include providing healthy lifestyle road shows, across various areas of the county and distributing 'me size plates' to local school children.

Providing people with 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

- We continue to make progress with personal budgets and achieved the national target last year. In the 12 months to March, the proportion of people receiving a personal budget increased from 30% to 51%. About 10% of new social care contacts are signposted to universal and preventative services by the Customer Service Centre.
- People who previously used five council-provided residential homes are now able to access personal budgets, allowing them to buy in their own care and giving them increased choice over the service and opportunities they receive. Comments have described the change to personal budgets as a positive experience offering a greater sense of control.



Lincolnshire County Council helps people to live independently and remain in their own homes for as long as possible with services such as Telecare and intermediate care teams

Helping people to live independently and to be treated with dignity

What we said

- We would continue to give people choice and control in their lives and help people to live independently, in their own homes, for as long as possible.

What we have achieved

- Our in-house reablement service is continuing to improve, and the proportion of people who regain their independence as a result of intervention is increasing every month. In February, about 40% of people left the service needing no ongoing social care support.
- The decision to concentrate adult social care funding on people with substantial and critical needs has allowed this to be redirected to preventative services. Our partnership with public health is developing universal services. Many people with moderate needs are being supported to maximise their benefits and buy alternative support privately.
- Our revised charging policy has made sure that we apply charges fairly for all service user groups and support services. This has enabled us to increase the council's income, to support continued service development and provision.
- Admissions to permanent residential or nursing care in 2011/2012 reduced by 19%, leading to a significant decrease in placement costs and increased numbers of people supported to remain at home.
- An average of 144 people are referred for the Telecare service each month and, with many more interested in buying equipment without coming through the council's adult social care service, we are working with public health colleagues to develop an online shop. The technology can offer reassurance to many older people discharged from hospital.

Rich, diverse environments

We want to make the most of our environment by:

- Tackling the cause and effects of climate change
- Encouraging a rich mixture of wildlife and plants, including the creation of a coastal country park
- Undertaking carbon management, to reduce energy consumption and generate savings

Tackling the cause and effects of climate change

What we said

- We would invest in energy efficiency and reduce fuel poverty in the county through the Affordable Warmth/Home Energy Lincolnshire Partnership project.
- We would deliver an energy from waste facility, to provide a new way to dispose of waste as an alternative to landfill. This will reduce waste disposed of through land fill, help meet national targets and avoid future financial penalties and other costs. It will also generate savings of almost £12 million and the new contract would achieve efficiency savings of £1.215 million.

What we have achieved

- We continued to set new standards of best practice and we are recognised nationally for working with partner organisations. We completed the coastal study in 2010 and received coastal change pathfinder status over 2010 to 2012, which recognised best practice in supporting local communities adapt to the long-term impacts of climate change. Together these have enabled us to develop new ways of helping our coastal communities to adapt to climate change. This has opened up further opportunities to attract inward investment in the long-term future of coastal Lincolnshire.
- 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. This is being developed as an integral part of our innovative partnership approach to managing flood-risk.
- Work continues on the energy from waste facility at North Hykeham. When it is running, in 2013, the facility will burn waste as an alternative to increasingly costly and environmentally unfriendly disposal at landfill. The facility is expected to divert 150,000 tonnes of waste from landfill. As well as generating electricity to sell to the National Grid. The new facility will also have the potential to heat local homes (by producing electricity for up to 15,000 homes) and businesses.
- Along with the district councils, we maintained Lincolnshire's excellent recycling record. Lincolnshire currently recycles nearly 53% of all household waste, well ahead of the European Union target of 50% by 2020.
- We continue to support Lincolnshire's district councils by working with them to achieve shared outcomes through the Lincolnshire waste partnership.
- Since the launch of the Home Energy Lincolnshire Partnership (HELP) initiative in 2010, we have implemented 13,827 measures, for example providing cavity and loft insulation, in 11,566 Lincolnshire households. It's estimated that these measures will have reduced fuel bills by £1.355 million for residents. These measures will also reduce CO₂ emissions by over 10,000 tonnes annually: the equivalent of taking almost 3,000 cars off the road.

Encourage a rich mixture of wildlife and plants, including the creation of a coastal country park

What we said

- We would create an extensive coastal country park, located between Sandilands and Chapel St Leonards on the Lincolnshire coast, providing high quality facilities and countryside access for people and better protection for wildlife.

What we have achieved

- We have completed the early stages of creating the Lincolnshire coastal country park (LCCP) between Chapel St Leonards and Sandilands, providing high-quality facilities for visitors, while improving the habitats for all wildlife.
- A programme of over 34 events have taken place in the LCCP.
- 2.2km of the coastal strip between Anderby Creek and Chapel St. Leonards has been brought into positive conservation management, with new reedbed, and grazing marsh created.
- We have established new access opportunities for all members of the community, including the creation of an all ability wildlife trail at Chapel Six Marshes.
- We have delivered a community grant scheme and undertaken business sustainability audits.
- We have refurbished a further two coastal access sites and picnic areas.
- Since the start of the coastal country park we have secured over £900,000 of additional funding towards the project.
- 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.



Lincolnshire County Council wants to make the most of our environment by encouraging a rich mixture of wildlife and plants and creating a coastal country park



The solar panel array at Bardney fire station will offset 32 tonnes of carbon dioxide every year and generate enough energy to power 20 houses

Undertake carbon management

What we said

- We would undertake carbon management to reduce energy consumption and generate savings of £450,000.

What we have achieved

- We continue to tackle the causes and effects of climate change. Automatic metering has been installed in all our buildings and schools as part of our carbon management plan, enabling us to report better on energy use and to target investment in the worst-performing buildings. To date, we have invested over £1 million in energy efficiency and reduced our bills by £350,000 a year.
- We have completed the five year period of our first carbon management plan and signed up to the carbon management revisited programme, helping the council to identify further opportunities to cut carbon emissions.
- Lincolnshire Fire and Rescue has finished runner-up in the sustainability category of the Guardian public service awards, for providing energy to the National Grid through innovative eco-fire stations. The solar panel array at Bardney fire station will offset 32 tonnes of carbon dioxide every year and generate enough energy to power 20 houses. The Wragby station also saves energy by providing a single space where multiple agencies can work; it currently houses a library and community centre.

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
- Encouraging a diverse and entrepreneurial economy
- 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.



Lincolnshire County Council wants to see our economy grow and encourages a diverse and entrepreneurial economy

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

What we said

- We would continue to improve the visitor experience through the Historic Lincoln Partnership, boosting the local economy and providing a modern crown court facility in the city of Lincoln.
- We would aim to provide advice and guidance to businesses in the environmental industries, through the Sustain: Improve Your Energy Resource project.

What we have achieved

- We have attracted £12m of lottery funding, one of the lottery funds biggest ever grants, to put our joint plans with the Historic Lincoln Partnership into action at Lincoln Castle. Work has now started with the objective of opening a world class tourist attraction in 2015.
- We have been extremely active in supporting Teal Park in North Hykeham as a future base for Siemens and other companies. During the last year, we have started work on the major road-improvement work around this site.
- As well as strategic schemes, we have provided help at a grass-roots level to more than 480 businesses, promoting jobs across the county.
- We helped 81 companies to locate, relocate or start up in Lincolnshire premises in 2011/2012. From this, 29 jobs were created and 121 safeguarded, giving a total of 150 jobs. These figures are likely to be even higher once further work has taken place to retrospectively add successful enquiries into a new data collection system.
- We are active participants in the Greater Lincolnshire Local Enterprise Partnership, which brings together the private and public sectors to set economic development priorities, lobby for investment and co-ordinate national growth funding in the area.
- We now meet regularly with the county's leading business banks and accountancy companies, in order to understand the current business climate. This also enables us to make sure that we are able to help businesses which are struggling to access finance, or good quality financial advice.
- We have also set up the www.businesslincolnshire.com website, with information about sources of useful advice, events and initiatives.
- We have replaced road and footpath surfaces, upgraded street furniture and planting in two of our historic market places with Grantham Market Place completed and Boston Market Place due to be completed by May 2012.
- We are running a £1.4 million European Regional Development Fund project, designed to help small- to medium-sized enterprises take advantage of the opportunities from the emerging green sector, through the Sustain: Improve Your Energy Resource project. To date, we have provided 70 such businesses with a minimum of 12 hours of support, and helped eight businesses to improve their resource efficiency, resulting in financial savings of £75,000.

Encourage a diverse and entrepreneurial economy

What we said

- We would develop a child poverty strategy setting out our moral, legal and economic business case for addressing child poverty to ensure that the life chances of all children are maximised, that statutory obligations are met and that economic growth is supported.
- We would work with a partner to provide innovation, advice and guidance to businesses through the Innovation Lincolnshire £2.5 million European Regional Development Fund project.

What we have achieved

- Child poverty in Lincolnshire is lower than national levels and also lower than some of our benchmark local authorities. In 2011/2012 there were just over 142,950 children and young people aged between 0 and 19 living in Lincolnshire, of which 15.9% (22,730) lived in poverty. Of the total of those aged under 16, 16.5% (121,636) lived in poverty. These figures are below the national averages of 21.6% for under 16s and 20.9% for 0 to 19s. However, there is evidence that, in some parts of the county, the proportion of children living in poverty is much higher.
- Last year we engaged with 355 businesses by encouraging them to embrace innovation, 164 of the businesses have each received over 12 hours of support. The programme has helped Lincolnshire businesses to identify new opportunities, processes, products and services, together with new ways of doing business with suppliers and clients.
- Last year, we helped about 800 businesses by encouraging innovation, including green technologies.
- In Boston, we have agreed our £11 million contribution to the Boston barrier, which will bring major regeneration benefits to the town.

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

What we said

- We would help businesses in the county to gain both managerial and technical skills; to access cutting-edge research and development; and to gain knowledge to support their future business growth.

What we have achieved

- Over 300 businesses attended training workshops and/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.
- We helped 528 people to achieve national vocational qualifications, at levels 2 and 3.
- We helped employers to lobby government agencies for changes to the skills system and to address the skills gaps that they face. We do this by facilitating the Lincolnshire and Rutland Employment and Skills Board. This established an apprentice training agency which will place apprentices in small businesses.
- Key stage 2 results for level 4 in maths and English are once again 1% above the national average.

- 62% of pupils gained 5 A* to C grades at GCSE including English and maths. This is an increase of 3% on last year, placing Lincolnshire in the top quartile of all local authorities, and 4% above the national average.
- We also had exceptional A-level results, with 92% of pupils gaining two or more successes, reinforcing Lincolnshire's reputation as one of the best places in England to receive a secondary education.
- Lincolnshire's Children's Services received an excellent Ofsted rating in the latest annual performance assessment, helping young people in the county get the best start in life.
- Ofsted assessed the music service as outstanding and there have been superb performances by young people, encouraged by local artists in schools, in music, fashion and creative arts.
- We were awarded £22 million in 2011 for two new academy schools, in Grantham and Holbeach. .
- Our partner, the Council for British Teachers (CfBT) education trust, met the standards for ISO9001 accreditation, which is designed to help organisations ensure that they meet the needs of customers and other stakeholders.
- Two-thirds of local authority secondary schools and almost all academies have a good or outstanding Ofsted rating.
- The number of pupils achieving five good GCSEs or the equivalent increased to 84.3% in 2011 (from 80% in 2010). This was higher than any other East Midlands or similar rural authority.
- Persistent absence in secondary schools has reduced from 9.1% to 7%.
- 84.3% of our young people achieved level 2 qualifications by the age of 19 in 2011, an improvement of 0.8%. This further increases our lead over national, regional comparators and our statistical neighbours.



Lincolnshire County Council works closely with education providers such as the University of Lincoln to make sure that people gain skills and businesses benefit from good education and training establishments

- All of Lincolnshire's special schools, which were inspected in the last 12 months, have achieved a good or better rating and four have been judged outstanding. Over the last three years, none of our special schools have been judged as being less than satisfactory.
- Nationally, Lincolnshire is now in the top quartile of local authorities for Early Years Foundation Stage Profile (EYFSP) outcomes. 65% of reception age pupils achieved, 'a good level of development', according to the Early Years Foundation and this is 6% above the national average. The gap in achievement between the lowest 20% of achievers and their peers continued to reduce by a further 3.5% in 2011. It is now 2.7% less than the national average and 2.2% less than our statistical neighbours. We have performed higher than the national average for the past two years.
- We have strong and improving early years and child care provision. The Early Years Private, Voluntary and Independent sector judged 15% of providers as outstanding, 64.5% as good, 19.5% as satisfactory and 1% as inadequate.
- We introduced free education for disadvantaged two-year-olds in Lincolnshire. This is an important advance for families, bringing many of them into contact with Early Years provision and children's centres for the first time. Last year we offered 171 places.
- Lincolnshire's Birth to Five Service was awarded Nursery World's 'local authority early years team of the year' award for 2011: the second time it has won this award in three years.
- We continued to support the new University of Lincoln's Leadership and Management Centre and Engineering Hub, both now up and running. These help businesses in the county to gain skills which will support their business growth.
- We attracted £217,598 of European funding which we are using to train 213 employees in businesses.
- We worked in partnership to provide informal learning (including Information and Communication Technology) throughout Lincolnshire. By the end of the 2011/2012 academic year we will have provided over 1,400 courses.
- We continue to improve value for money in adult education by making more learning opportunities available, year on year, whilst improving the quality of the education we provide.
- We facilitate regular learner focus groups, to encourage adult learners to have a say in how and what learning opportunities are delivered.
- We are working with various community-based treatment services, to support people experiencing the effects of drug and alcohol, and improve the opportunities for them to engage in informal learning. (Informal learning is not accredited, so that learners do not receive a recognised certificate of qualification at the end of it.)
- In May 2011 we held adult learners' week across Lincolnshire, which provided a wide range of informal learner taster sessions across Lincolnshire.
- The last adult education service Ofsted Inspection took place in 2009 when the service was awarded a grade 3, satisfactory. An Ofsted monitoring visit took place in December 2011, which showed that significant progress had been made in two out of six areas inspected and reasonable progress in the other four.

Good connections between people, services, communities and places

We need to give people better access to places, facilities and services by:

- Improving access through widespread use of digital technology
- Giving people a choice of safe and well-managed transport
- Encouraging people to use Lincolnshire's roads safely
- Providing a safe and reliable highways network

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



Top: The Lincolnshire Road Safety Partnership wants to encourage people to use Lincolnshire's roads safely through schemes such as Performance Plus and 2fast2soon

Bottom: Lincolnshire County Council's Highways Alliance works on Lincolnshire's extensive road network to make sure that it is always as safe and reliable as possible

Improving access through widespread use of digital technology

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 pilot solutions to 'not spots': areas which currently have no broadband access, through grant-based intervention.
- 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 analysed and mapped broadband connectivity and developed a local broadband plan. The plan formed a bid to Broadband Delivery UK (BDUK) for funding, to improve broadband services in rural areas. The plan was approved in January 2012 and will give access to £14.3m of government investment. The website, www.onlincolnshire.org, provides broadband information, news on the plan, and has a discussion section. Visitors can register their interest and show there is demand for Superfast broadband services in Lincolnshire. We have also gained £1.2 million of European Regional Development Funding (ERDF) for the most hard-to-reach areas, business and community support, and i-visitor guides (mobile-phone applications that can be downloaded to smartphones and provide a guide to tourist attractions in Lincolnshire).

Welcome to Onlincolnshire
...making the broadband connection



The Onlincolnshire website (www.onlincolnshire.org) provides broadband information, news on the local broadband plan and offers a discussion forum

- Our Customer Service Centre handled nearly 800,000 phone calls, contacted more than 120,000 customers directly and took action on 40,000 emails.
- The Customer Service Centre also met the high standards of Customer Contact Association (CCA) accreditation, with clear customer focus, good complaint handling and effective staff training.
- Overall customer satisfaction in the Customer Service Centre remains high, at 96%.
- The Head of Customer Services also won the Customer Contact Association's member award for outstanding contribution to the contact centre industry.
- We now have 20 Twitter accounts and 13 Facebook pages, covering a range of campaign and project-based work.
- Our corporate Twitter account now has over 3,000 followers and Gritter Twitter amassed 600 followers within just 48 hours during the bad weather in February 2012.

Giving people a choice of safe and well-managed transport

What we said

- We would improve access to employment, education and training for people who live in isolated and rural communities which have a lack of appropriate public transport facilities through the Wheels to Work project.
- We would carry out an adults' transport review, to help individuals make use of their own budget allocation and contract direct with providers.

What we have achieved

- Reassessments have been taking place, to transfer people who use transport services, as part of a support package to help them onto personal budgets.
- The council continues to contract with providers and arrange transport services for those people who wish the council to manage their personal budget for them.
- We began a feasibility study to consider a demand-led transport service, to support personalisation for vulnerable adults.
- There are now two direct train services each day between Lincoln and London.
- The Wheels to Work project is proving to be a success. With over 200 mopeds/electric bikes available, the scheme has provided access to employment and training to over 250 individuals to date.
- We have produced the third local transport plan and have helped provide 11 bio-fuel buses.
- The performance of our gritting teams during winter 2011/2012 was exceptional. We beat the government target, treating 34% of our very large road network. 1,869 miles out of 5,567 across the county – all main routes – were successfully gritted.
- The A1073 Spalding to Eye Improvement was completed in October 2011, providing a new high quality route from the south-east of the county to Peterborough and the A1.
- The CallConnect bus service continues to expand, carrying out almost 250,000 passengers during the year, up 23.5% on the previous year.
- We have successfully delivered BikeAbility (nationally accredited cycle training) to 4,856 children, with Department for Transport funding.
- We have supported eight rural businesses, delivering essential services to their local community to help them become more sustainable, through the rural gain grant.
- The Government has confirmed programme entry status for Lincoln eastern bypass, allocating nearly £50 million towards the £98 million estimated cost. We intend to start construction as early as 2014.
- Much of the Boston transport strategy has now been delivered within the timescale and in accordance with our local transport plan. We also delivered the strategy within the proposed budget. With the improvements to the Market Place also substantially complete, this should provide a much-improved environment for residents and visitors.
- Discussions are continuing with Network Rail and other partners to resolve the issues associated with level crossings in Lincoln city centre and across the county.

Lincolnshire County Council

- We have submitted our application to the Government to take on parking enforcement, following agreement with all seven district councils. This will reduce congestion, improve safety and maximise the use of time-limited parking.
- We have also reached financial agreement with Northamptonshire County Council for us to deliver the booking system for its new demand-responsive transport scheme, based upon CallConnect.
- We have successfully managed the transfer of concessionary fares from the county's seven district councils. We are continuing to reimburse journeys made before 9.30am by concessionary pass holders.



Lincolnshire County Council's CallConnect bus service continues to expand, providing more demand-responsive passenger journeys than ever before

Encouraging people to use Lincolnshire's roads safely

What we said

- We would increase road safety awareness for vulnerable road users and reduce the number of people killed or seriously injured as a result of road traffic collisions on Lincolnshire roads through the Support Vulnerable Road Users project.
- We would deliver the Lincoln eastern bypass (subject to further authorisation by the Government).

What we have achieved

- The number of deaths from road traffic collisions has reduced considerably and has been below 50 for two successive years. (45 in 2010; 47 in 2011) These are well below the annual average of 79.4 for the decade 2000 to 2010 and the Government's 2005 to 2009 average figure of 63. There have been no child fatalities (0 to 16 years) caused by road traffic collisions in either 2010 or 2011.
- More 17- to 24-year-olds are killed or seriously injured in road traffic accidents than any other age groups. Consequently a variety of road safety initiatives are targeted at these vulnerable road users. These initiatives have undoubtedly contributed to an 8% reduction in 17- to 24-year-olds killed or seriously injured compared to the 2005 to 2009 average.
- Almost 3,000 young drivers or potential new drivers attended the 2fast 2soon theatre production, which was followed by small workshops in school, about the risks of driving at excessive speed.
- 500 young drivers completed the Lincolnshire Road Safety Partnership's safe young driver programme, which included the Pass Plus programme. This is aimed at new, young drivers, as casualty statistics show that one in four young drivers have a collision within the first year of passing their driving test. Since the course began, in 2008, the ratio for Lincolnshire has improved to one in 15 collisions for this group, within a year of passing their test.
- Over 300 motorcyclists completed the Performance Plus programme at Cadwell, providing riders with information and practical riding skills to reduce the risk of becoming involved in a road collision.
- Over 200 mature drivers have completed a bespoke training programme, covering defensive driving, personal safety and other key road safety issues.
- Central government approved funding for Lincoln eastern bypass, during the year. The funding is towards a single carriageway bypass. The total expected cost is £98m and the county council will make a £14m contribution. Construction will take around two years and could start as soon as 2014/2015.

High performing organisations working together for a successful Lincolnshire

Lincolnshire organisations are working together to shape a brighter future by:

- Continuing to look at ways to provide value for money by ensuring we have a flexible workforce that is motivated and delivers the best possible services while spending less.



Lincolnshire County Council's Property Rationalisation Programme is helping to make sure that we make the best use of our resources, closing 13 buildings has reduced accommodation costs and saved over £1 million

What we said

- We would continue to bring together public, private and voluntary sector organisations to work with communities and individuals and their carers to deliver improved health and wellbeing whilst reducing social and financial costs, through the Excellent Ageing programme.
- We would continue to deliver our budget cash savings through a number of projects and programmes.
- We would utilise our resources more effectively and efficiently to provide quality services, perform better, spend less and be more agile. Budget saving proposals amount to £125 million over four years from 2011/2012 to 2014/2015.
- We would work towards a 'next generation platform', to realise cashable benefits through work and business changes which will simplify current technical and business processes and deliver more streamlined information and communications technology (ICT).

- We would look to rationalise our property portfolio based on the developing property strategy, through the Property Rationalisation programme.
- We would create a workforce to meet the future needs of the council, as defined in the council's Organisational Strategy. Thus continuing to reduce workforce costs while retaining the skills to deliver our agreed council priorities going forward.
- We would implement our unified communication programme, to identify areas of new technology which would realise cashable savings through better co-ordinated management of costs.
- We would introduce a consistent method for measuring and evaluating the benefits of our major projects.

What we have achieved

- Excellent Ageing: the county's strategic partnership programme to improve the health and wellbeing of older people, and recognise their contributions has continued to make progress, working with over 60 partners from the public, private and voluntary sectors. Influencing the total spend on older people away from acute services to a wellbeing programme, to help older people maintain independence and remain at home for longer, has been a key focus of the programme.
- Procurement Lincolnshire is working with the Chamber of Commerce and Federation of Small Businesses to support the local business economy. This work makes it easier for small businesses to bid for contracts. Over 52% of the total amount of our external expenditure now goes to local businesses.
- In one area alone – Support to the Business – efficiencies during 2011/2012 and into 2012/2013 have saved just over £1.2 million (10% of base budget) by reorganising workloads and realigning the way internal support services are provided.
- As a result of cost-saving measures during 2011/2012, we made savings of over £49 million while maintaining or improving core services.
- We continued to review our staffing and restructured our organisation to reduce costs.
- We introduced a project management standard which included the methods, systems and processes we would use to make sure that we evaluate and measure the benefits of projects consistently across the county council.
- Next Generation Platform (NGP), our major Information and Communication Technology (ICT) programme for change has made excellent progress. It has enabled changes to the council's ICT platform, designed to cut cost and deliver a more robust, modern and flexible platform for the future. The programme is scheduled to run until April 2013. These changes lay the foundation for our ICT platform for many years to come and will deliver significant savings.
- 13 properties (both freehold and leasehold) have been closed and we have generated over £1 million in cost savings. The accommodation cost per full time equivalent employee has reduced. Similarly, the occupancy rate has improved, as service teams have moved to operate in a more flexible way, by sharing office accommodation and desks.

Equalities

Our equalities objectives are:

- We value all of our workforce and want to make sure they are able to do the best job. We will be reviewing all of our people management policies to make sure that 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 new policy or service, or begin a new project, we will look at the impact on people. This analysis will help us to make informed decisions.

As a public sector organisation, we also need to comply with the Public Sector Equality Duty. The duty calls for us to consider the impact of all of our policies, and the services we provide, particularly concerning vulnerable people.

There are three strands, calling for us to:

- Eliminate discrimination
- Advance equality of opportunity
- Foster good relations

The information below sets out the progress we have made in meeting our commitments to the three strands.

Eliminate discrimination

- The Young Carers project has won two national NHS awards for their work producing the Lincolnshire young carers card, which has helped to improve relationships between health professionals and young carers. The card continues to be issued to young carers in Lincolnshire, and the concept has attracted interest from the Scottish Government, who would like to start a similar scheme. The project has also been the subject of media articles as far afield as Arizona, USA.
- We increased the number of adult learners' week activities by 25%, to over 100 across the county. This initiative offers activities in community settings, so that potential learners have the chance to participate in learning in a location near to them. It gives thousands of adults, whatever their age and background, the opportunity to give learning a go. 82% indicated that they were interested in further learning opportunities and in particular job/employment training, qualification courses and volunteering.
- The short breaks initiative in Lincolnshire has gone from strength to strength as we provide a fantastic range of activities for young people who are disabled and/or sensory impaired, which also ensures breaks for parents and carers.
- Following a successful grant application in 2011, we refurbished one of the council's four permanent Gypsy/Traveller sites, located off Summergangs Lane, Gainsborough. The refurbishment was completed in September 2011 and provides 21 pitches (areas where families can station their caravans) for Gypsy/Traveller families.
- We developed a new approach to consider the ways our policies and services impact on people to minimise any unforeseen discrimination.
- We made sure that all of our managers were able to treat staff fairly and lawfully when we restructured.

Advance equality of opportunity

- Children's Services mainstreamed the 'staying put' scheme in April 2011, when the initial government pilot finished. This enables fostered children to stay with their foster families up until the age of 21. At 31 March 2012, 30 young people were benefiting from the scheme, with five at university and 25 in education, employment or training.
- In August 2011, Lincolnshire formed a new service within Children's Services known as the Equality for Minority Communities service (EMC). This service supports ethnic minority and Gypsy, Roma and Traveller communities to access schools and education provision. It includes ensuring families are familiar with the school system and receiving the education they are entitled to. As well as support for individual families, the service identifies gaps in service provision and attempts to meet these through various initiatives. Projects include; English as a second or other language (ESOL); education awareness sessions; consultation and support for supplementary schools. Since the service began in September 2011, at 31 March 2012, we had supported 102 families. The split between male and female individuals using the service was about 50:50.
- The First Contact service continues to enable the over 60s to access a wide range of services and information, by completing a simple checklist of service options, to produce a response from one of 20 partner organisations. The checklist can be completed by the customer, a relative or friend, a neighbour, volunteer or a worker from a partner agency. The service is provided through one point of contact to help over 60s stay safe and well in their own home. In 2011/2012, the service received a total of 1,736 checklists which detail the needs of the customer. This represents a 9% increase on the previous year. The checklists generated a total of 5305 referrals to partner organisations: an 11% increase on the previous year. There was an average of 3.05 referrals per checklist.



The First Contact scheme offers easy access to a range of services available to the elderly through a single contact point

- In 2011, CallConnect passenger numbers increased by 25% and are on target to hit 250,000 passenger journeys. CallConnect provides improved access to services and people for rural communities and for those unable to use conventional bus services due to disability or mobility impairment. There are now 27 minibuses operating on 16 services, carrying more than 24,000 passengers a month.
- 79% of team members were retained on the Prince's Trust programme. 75% of the young people have moved into education, employment and training within three months, compared with the East Midlands average of 68% (100% of team members were unemployed, 80% were educational underachievers, 15% are current or ex-offenders, 9% are in care or leaving care and 20% are disabled).



The Equality for Minority Communities service (EMC) supports supplementary schools to share cultures and languages with the wider community



The First Contact scheme has worked with different generations to help develop young people's understanding of the difficulties faced by older people

Foster good relations

- The Equality for Minority Communities service (EMC) has supported Lincolnshire's supplementary schools for more than five years. There are now seven supplementary schools in the county and Lincolnshire was one of the few counties that formed a supplementary school forum. This brings together representatives from all schools to plan future developments. EMC supports the schools to share their culture and language with the wider community, through events and celebrations and the schools support the county council to understand their needs and improve service delivery.
- The First Contact service undertook intergenerational activities to show how understanding can be built between different generations. For example, a 15-year-old Lincolnshire student described her experiences giving a speech to older people at the Keal Club as rewarding and confidence building. Overall, the experience demonstrated how caring, helpful and accomplished our young people can be, whilst at the same time giving her a greater appreciation of some of the difficulties faced by older people.

Our plans for the future

Our future plans are detailed in our Council Business Plan 2012-2015. Our vision and purpose are detailed on page 4 of this report.

From 2012 to 2015, we will:

- Invest in infrastructure and the provision of services
- Commission for outcomes based on our communities' needs
- Promote wellbeing and resilience
- Influence, coordinate and support other organisations that contribute to the life of Lincolnshire
- Make the best use of all of our resources

We will continue to deliver our key priorities in 2012/2013 and build on our successes from 2011/2012 over the coming year and beyond. More information about how we intend to achieve this is included below.

Invest in infrastructure and the provision of services

In addition to our business plan our service plans include more details about our services. Some highlights are included below.

- Continue to work with South Kesteven District Council on the Grantham south west relief road.
- Secure funding from the Department for Transport, to deliver BikeAbility training to 6,650 children in years five, six and seven and provide 150 places to children in years eight and nine.
- Work with rural businesses to provide an essential service to the local community, to make sure that their services are sustainable through the rural gain grant.
- Continue to push for improvements to rail services in Lincolnshire through the new national franchising programme.
- Improve the Museum of Lincolnshire Life reception, gift shop and courtyard.
- Introduce a hand-held electronic guide at The Collection – a museum specialising in art and archaeology – in Lincoln.
- Continue to digitise information about our collections for our Lincs to the Past website.
- Introduce a new, more effective and efficient library management system and upgrade our free-to-use people's network computers.
- Work in partnership with others to deliver library services.
- Work with a wide range of providers (such as schools, voluntary agencies, community groups and individuals) to design and deliver a wide range of positive activities that will be attractive to young people. This will be supported by our youth and community development workers.
- Ensure that we have an infrastructure of high quality education support services to help create the conditions for schools to thrive.

Commission for outcomes based on our communities' needs

In addition to our business plan our service plans include more details about our services. Some highlights are included below.

- Create a new high-quality, mixed-use business area at Teal Park in North Hykeham, with Siemens expected to take occupation in September 2012.
- Extend the Innovation Lincolnshire project into 2012/2013, to ensure that there will be dedicated innovation support to benefit local businesses, following the closure of the local Business Link face-to-face service.
- Adult Social Care and Public Health will work together to enable people with a number of long-term health conditions to self-care better at home, knowing their health care provider is still fully involved, through a new Telehealth service.
- Work even more closely with our health partners to provide services seamlessly, enabled by the Health and Social Care Bill, agreed in parliament.
- Target level 5 reading and attainment, and key stage 2 results for level 4 in maths and English as areas for improvement, although these are above the national average. Offer Lincolnshire's Olympic legacy programme: Live and Learn Like a Champion, to all county schools.
- Ensure that our schools are fit for the future through an ambitious capital programme. We are investing more than £15 million over the next few years, to provide new school places and improve the suitability of some schools at a time of increased birth rates in certain areas.
- Remain committed to meeting a 100% target, for people receiving a personal budget, by March 2013.
- Continue to strive for excellence and an outstanding Ofsted grade in our Adult Learning Service.



Lincolnshire County Council wants to make sure that our schools are fit for the future, investing over £15 million to provide new school places and improve the suitability of some schools

Promote wellbeing and resilience

In addition to our business plan our service plans include more details about our services. Some highlights are included below.

- As a result of views expressed in the recent consultation on day services, we will ensure that people have continued access to day opportunities in adult social care. County council staff who provide these services will have the opportunity to leave the council, start their own businesses and provide the services in the future themselves. The council is offering support to staff in setting up such enterprises.
- Continue to work with the United Lincolnshire Hospitals Trust to manage winter pressures and ensure safe hospital discharges for vulnerable people.
- Champion self-help and self-directed support and move rapidly towards providing everyone who is entitled to social care, with a personal budget. This will improve choice and control.
- Continue to develop partnerships with public health to develop community based support and early intervention.
- Make sure that people are safe, and are provided with the highest possible standards of practice and care, as a top priority.
- Continue to work with organisations across the public, private and voluntary sectors, to map current service provision from groups and organisations supporting older people, across the county.
- Influence developments between health, adult social care and children's services through our joint health and wellbeing strategy.
- Work with local communities to make sure that our rich natural environment is valued for its own sake, as well as for the amenity, health and economic benefits it provides to local people and businesses.
- Consider what role the Home Energy Lincolnshire Partnership might take in the Government 'green deal' programme, which aims to reduce carbon emission costs and launches late in 2012.
- Extend the Improve Your Energy Resource project, into the next year, to help businesses reduce energy consumption and support alternative energy, following the closure of the business link face-to-face service.
- Lead work with local parish councils to design local community emergency plans to help local people protect themselves and their businesses.
- Continue to design training and exercises for all responders in the county. Our Emergency planning service will deliver another major exercise in early 2013, to replicate a major transport accident in the county.
- Work to reduce: re-offending; the harm caused by substance misuse; antisocial behaviour; violent crime and domestic abuse, through continued partnership working, to improve community safety.
- Review our partnership structures and working arrangements to ensure that they are as effective and efficient as possible, in preparation for the Lincolnshire Police and Crime Commissioner's election, in November 2012.
- Make our communities more vibrant by working with the Police Community Support Officers to help more people feel safe.

Lincolnshire County Council

- Continue to provide a fair, effective and safe trading environment.
- Reduce repeat victimisation in high-risk domestic abuse; incidents of anti-social behaviour and repeat victimisation of vulnerable people.
- Focus youth offending resources on young people at greatest risk of re-offending and who cause the greatest harm.
- Increase our resources to be able to offer our services to more victims of youth crime. We will make greater use of restorative justice principals, designed to help young offenders take responsibility for their actions and prevent further offending.
- Develop a second phase of the Grantham scheme, extending into Wide Westgate.
- Ensure that we will have nine fire stations crewed by whole-time firefighters on a 24-hour basis by 2014. Weekly training time for the county's 500 retained firefighters is also being increased.
- Work proactively with troubled families to help them turn their lives around.
- Make sure that our young people are well supported, by raising the participation age and reducing the numbers of young people not in education, employment or training.
- Ensure we have services available that help families before things get too difficult.
- Strengthen our services and transition arrangements for children and young people with additional needs and who have a disability.
- We will ensure our children's safeguarding and regulated services are fit for the new Ofsted inspection framework.

Influence, coordinate and support other organisations that contribute to the life of Lincolnshire

In addition to our business plan our service plans include more details about our services. Some highlights are included below.

- Work with the voluntary sector to decide what infrastructure is needed in the county, as part of our 'Big Society' work.
- Run rural development programme schemes, providing £6 million for rural businesses and communities, and we have now been awarded a further £142,000 to put towards this important work.
- Continue to support the Wheels to Work scheme, by offering support to the delivery partner to help them generate income, ensuring that the scheme is sustainable for the future.
- Maintain and support small and medium sized primary schools in Lincolnshire by getting them to work together and share costs.

Make the best use of all of our resources

In addition to our business plan our service plans include more details about our services. Some highlights are included below.

- Develop a property strategy, to identify opportunities to get better value from our use of all our land and buildings. Work to launch a revised ICT service, designed to release cash savings and provide a more relevant and flexible service for ICT.



Summary of 2011/2012 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 2011 to 31 March 2012, 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

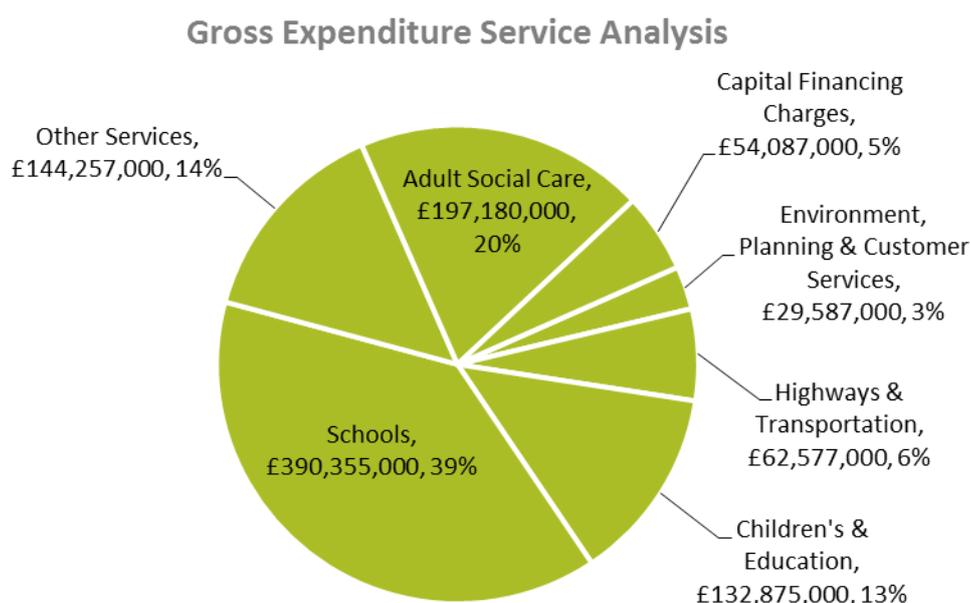
Money for day-to-day services

We spent £1,011 million on the day-to-day running of services in 2011/2012. That is £1,419 for every person in Lincolnshire (based on the 2011/2012 population estimate from the Department for Communities and Local Government, of 712,337).

Before the beginning of each year, we go through a budget process and use this to set out how much we can spend over the coming year. By managing our expenditure, we have been able to provide the same planned level of services at a lower cost. In total we spent £60.4 million less than our budget, the majority of this underspend relates to the dedicated schools budget and will be carried forward for our schools to spend in future years. This is in addition to the £49 million cost savings we made, due to the reduction in central government grants.

How the money was shared between different services

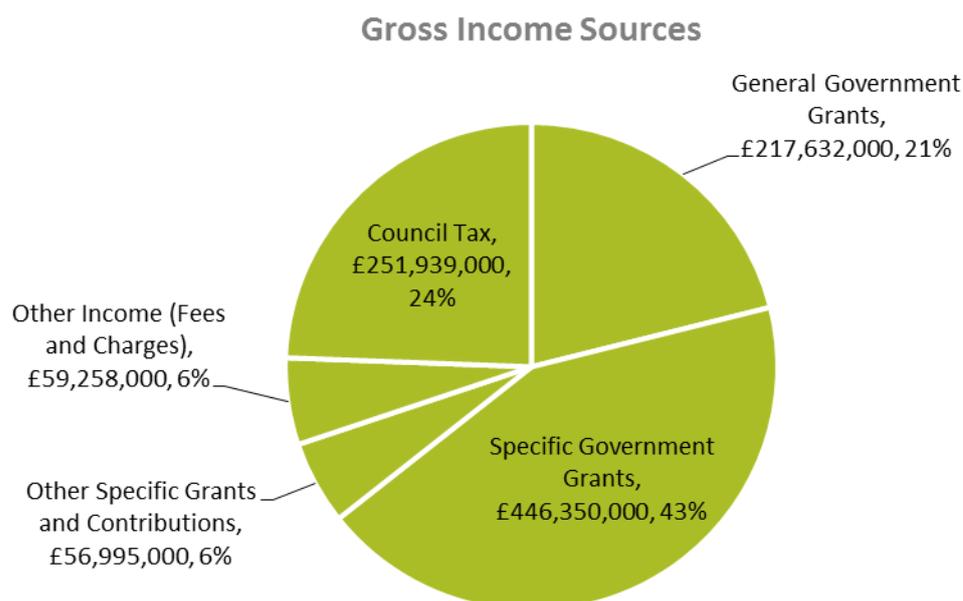
In 2011/2012, we divided our spending as shown below.



39% of our spending on services went on schools, and a further 13% was spent on other services for children. Adult social care received the second biggest share at 20%.

Where the money for services comes from

In 2011/2012 we received income from the following sources



Our income was £1,032 million. This came from several sources, including grants from the Government, council tax, and the charges which residents paid for services.

- 64% of our income came from the Government, with 43% allocated for specific purposes, such as schools. We received 11% less in government grants than we did in 2010/2011.
- 24% of our money came from council tax. Our level of council tax remained one of the lowest in the country. There was no increase on 2010/2011 levels 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 6% of income came from charges for services and other income.

Our financial position on 31 March 2012

Our savings – or reserves – now amount to £111.6 million. £46.7million of this is the savings made by schools and is held on behalf of individual schools. £49 million is set aside for future spending on specific services or projects. The remaining £15.9 million is a general reserve, which we need to protect us against financial risks such as unexpected extra costs or losses in the future.

We owe £446.9 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 5.2% of our income.

Contact us

By phone

Our customer service centre is open from 8am until 6pm from Monday to Friday (except on public holidays or as otherwise stated) to answer your calls. The following is a list of useful phone numbers.

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

Department	Available	Number
Registrations and Celebratory Services Registration of births, deaths, marriages and civil partnerships	8am - 6pm weekdays and 9am - 4pm on Saturdays	01522 782244
Schools Transport The first point of contact for school transport for children 4 to 18 years of age	8am - 6pm weekdays	01522 782020
Social care for adults Social care services for adults	8am - 6pm weekdays (for out of hours emergencies please see below)	01522 782155
Social care for children Social care services for children	8am - 6pm weekdays (for out of hours emergencies please see below)	01522 782111
Tourism development Provides information about tourism in Lincolnshire	9am - 5pm every days (including Bank Holidays)	01522 782332
Trading Standards Handling non consumer trading standards enquires	8:45am - 5:15pm Monday to Thursday and 8:45am - 4:45pm on Fridays	01522 782341
Minicom Point of access for those with hearing impairments		01522 552055
Emergency Duty Team (Social Care) Handling out of hours emergency social care contacts (Click here to find out more about Social Care Emergencies)	5pm - 8:45am Monday to Thursday and 4:45pm Fridays through to 8:45am Mondays (24-hour service on bank holidays)	01522 782333
Highways and Planning Out of Hours Emergencies If you need to report a highways emergency outside of the core hours please contact Lincolnshire Police	8am - 6pm weekdays	0300 111 0300

There is a recorded-message service outside normal working hours with details of emergency numbers. Please be aware that your call may be recorded for training and quality assurance purposes. All of your information is safeguarded by the Data Protection Act and may be shared with other partner organisations.

By letter

Lincolnshire County Council
County Offices
Newland
Lincoln, LN1 1YL

On our website

www.lincolnshire.gov.uk

By email

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

For social care enquiries: csc_socialcare@lincolnshire.gov.uk



More information

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

By phone | 01522 782060

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

By email | performanceandprogrammes@lincolnshire.gov.uk

Other formats

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

Polish

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

Russian

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

Portuguese

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

Latvian

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

Lithuanian

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

Slovak

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