

# Annual report | 2013 / 2014



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## Foreword

Welcome to our annual report for 2013/2014. We can rightfully look back with pride at what we have accomplished for our residents, local businesses and visitors, especially when facing severe financial challenges.

Our achievements have included the new Energy from Waste facility in North Hykeham. At 75 metres tall, it's one of the most extraordinary buildings ever constructed in Lincolnshire and is one of the most modern facilities in the country. This state of the art facility uses most of what isn't recycled to generate enough electricity for 15,000 homes.

Significant progress has been made with the ambitious £22 million Lincoln Castle Revealed project, to restore this building dating from 1068. We intend to reveal the restored Lincoln Castle in time to celebrate Magna Carta's 800th anniversary in 2015.

We continue to have amazing exam results at our schools with GCSE grades above the national average. To meet the need for more school places we awarded £3.3 million for the new Lincoln Carlton Academy which opened its doors for the first time to primary aged children.

We planned for major infrastructure projects such as the Grantham Southern Relief Road and superfast broadband to benefit even more households and businesses. This is all part of our aim to support our local economy.

We realise that many residents are still having a tough time financially so we took the unprecedented step of freezing our share of council tax for the third consecutive year. We have one of the lowest council tax rates in country. We achieved this while making over £27 million in savings and still funding vital front line services, which are important for public safety such as: child protection; fire and rescue; and road maintenance. We are also on track to meet our initial target of £125 million savings by 2015.

Although our plans for the coming year are also summarised in this report, you can find more details in our business plan. The challenge ahead, in economic times that will continue to be difficult, is to get value for every pound we spend. Looking ahead to the four years after 2015, we expect to have to find another £90 million of savings. This has been, and will continue to be, a major challenge. However, it is one that we believe we are meeting successfully, thanks to the efforts of all our councillors and staff.

We are reorganising the way we do business and have now agreed 17 areas of activity which we will review as future commissioning strategies. These are a new way of delivering our activities, focusing on outcomes for our residents, businesses and visitors, flexibly and efficiently.



**Leader of the Council**  
Cllr Martin Hill OBE



**Chief Executive**  
Tony McArdle

## Welcome to Lincolnshire

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

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

Often described by local people as England's best-kept secret, Lincolnshire has one of the fastest-growing county populations as people move here from other parts of the UK and overseas. The population boom means that Lincolnshire now has 724,500 residents (the 2013 mid-year estimates) a 1.51% increase on the 713,700 residents recorded in the 2011 Census.

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

Our Organisational Strategy summarises the challenges and influences for the council.

## Your county council

We provide vital services to our residents through a budget of £906 million a year.

- There are 102,000 children in 356 schools, and around 600 children and young people in local authority care.<sup>2</sup>
- We provide 13 household waste recycling centres, including a brand new one in Sleaford, to help increase recycling. Alongside our new Energy from Waste facility, these have dramatically reduced the amount of waste which needs to be disposed of by landfill.
- We look after about 5,512 miles of roads, 2,589 miles of footways (including pavements) and 2,481 miles of other public rights of way, and work with other organisations to keep all road users safe, to help reduce accidents.
- We provide school transport for approximately 21,111 students and pupils each day.
- We support some of the most vulnerable people in our society through Adult Care. Of these 1,060 people have mental health needs, 1,760 have profound learning disabilities, 13,440 are older people with multiple needs, 2,115 are adults with physical disabilities.
- We currently offer learning, culture and entertainment through 52 libraries. 44 directly run by the county council and we support the remaining eight libraries. We also have nine mobile libraries and six museum and heritage sites.
- We have 38 fire stations across the county and continually aim to improve fire safety in the home.
- We work with other organisations to tackle crime and disorder, antisocial behaviour and substance misuse. We provided funding to Lincolnshire Police, to support neighbourhood policing and to help fund Police Community Support Officers.

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

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

## Your Executive Councillors

Lincolnshire County Council is made up of 77 councillors.

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



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

Governance,  
Communications and  
Commissioning



**Cllr Mrs Patricia Bradwell**

(Deputy group leader)

Adult Care and Health  
Services, Children's  
Services



**Cllr Colin Davie**

Economic Development,  
Environment, Planning,  
Tourism



**Cllr Richard Davies**

Highways, Transport, IT



**Cllr Marc Jones**

Finance, Property



**Cllr Peter Robinson**

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



**Cllr Reg Shore**

Waste, Recycling



**Cllr Mrs Sue Woolley**

NHS Liaison, Community  
Engagement



**Cllr Nick Worth**

Libraries, Heritage,  
Culture, Registration and  
Coroners Service



**Cllr Barry Young**

Crime Reduction, People  
Management, Legal

## Our vision and purpose

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

### Our vision

Lincolnshire County Council – working for a better future

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

### Our purpose

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

Daffodil field in Cowbit



## 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.

## Some of our achievements

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

- 61.8% of pupils achieved five or more GCSEs at grades A\* to C, including English and maths. This is above the national average.
- Lincolnshire is 4.2% above national figures for the percentage of pupils achieving A\* to C in all English Baccalaureate subjects (Lincolnshire 27.2% and national 23%).
- 82% of students achieved at least three A level passes, compared to a national figure of 79%.
- Lincolnshire's Key Stage 1 results were at the highest level for three years. In 2013 Level 2+ performance in writing and maths were 1% above the national average for the first time in three years.
- Level 4+ reading and writing at Key Stage 2 has maintained its 2012 position: above the national average this year by 1%.
- The Duke of Edinburgh's Award in Lincolnshire has recently received congratulations from the central England regional office, as the first authority to pass the 3,000 mark for new entrants. A total of 3,035 new participants registered between 1 April 2013 and 31 March 2014. This was a 5.75% increase on the previous year.
- The number of primary fires reduced to 991 from 1,020 in 2012/2013. (Primary fires are fires in buildings, vehicles and outdoor structures, fires including casualties or rescues, or fires attended by five or more fire engines.)
- We have worked within the Lincolnshire Community Safety Partnership to help reduce crime. This is part of our commitment to improve community safety in Lincolnshire, making sure the county remains a safe, low-crime area. In the last year all recorded crime reduced by 4% compared with 2012/2013, accounting for 1,600 fewer crimes and fewer victims of crime.
- Our gritting teams routinely treated 34% of our very large road network: in total we gritted 1,869 miles of our roads (all the main routes) out of the 5,512 across the county. This has helped to provide good connections for transport in Lincolnshire.
- There was a 10% increase in visits to attractions such as the Usher Art Gallery, Museum of Lincolnshire Life and Lincoln Castle. That's 413,700 visitors, about 37,600 more than in the previous year.
- Approximately 265,000 passenger journeys were made via CallConnect, which provides public and community transport, especially to those in more isolated areas, across the county. This is an increase of 4.6% on the previous year. School children and young people facing the summer holiday away from their friends, things to do and places to go, were able to travel for free every Monday.

- We issued around 28,758 concessionary bus passes in 2013/2014. There are well over 100,000 concessionary pass holders in the county. We now support 63 of the 102 bus routes on the county bus map and have agreed a two-year deal for concessionary fares with the county's bus operators.

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

### **Feedback from our customers**

Customer satisfaction remains high, at 94%. We received a total of 615 compliments, 206 more than the 409 we received in 2012/2013. The number of comments we received also increased by 384, from 93 in 2012/2013 to 477 in 2013/2014.

We also received almost 5% fewer complaints in 2013/14 than last year, with a total of 835. This is 42 fewer than the 877 in the previous year.

In 2014/15 we are introducing more meaningful measures to tell us about customers experience when they contact us and their experience when they receive services.

## Our Performance

### Invest in infrastructure and the provision of services

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

#### Corporate: Superfast broadband

##### What we said we would do

- The internet is transforming our lives, at home, at work and at school. However many parts of the county are still missing out on all that digital technology has to offer because of poor broadband speed. So we led on the onlincolnshire project to help the business community understand how to make the best use of the opportunities that this will bring. As a rural county there are certain parts of Lincolnshire that struggle to attract commercial broadband suppliers. At the same time more and more services are moving online. We agreed to deliver a superfast broadband (24 mbps) network to 89% of Lincolnshire premises by April 2016. The original end date of April 2015 slipped because Broadband Delivery UK were delayed in getting state aid agreement, to meet the relevant European Union conditions to get public funding from them.

##### What we achieved

- 58.7% of Lincolnshire properties had access to superfast broadband speeds of 24mbps.
- From November 2013, more than 1,400 homes and businesses in Spalding were able to sign up for high-speed, fibre broadband two months early, thanks to the onlincolnshire project. They were the first to benefit from the multi-million pound partnership between Lincolnshire county and district councils, BT and the Government, which aims to boost broadband speeds across the county.

##### Where we need to improve

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

##### Our plans for the future

- 72% of Lincolnshire premises will have superfast broadband speeds in 2014/2015, increasing to 89% of Lincolnshire premises by April 2016.
- Lincolnshire is getting a £2.35 million share of £250 million of Government funding from the national Superfast Extension Programme, to bring better broadband to the hardest to reach places. The council, which has already set aside £1.8 million for additional broadband improvements, will match this funding. This should help the authority to extend superfast broadband coverage to at least 95% of premises by December 2017.

#### Corporate: Procurement

##### What we said we would do

- In order to support the local economy, increase bids from local suppliers so that 40% of all bids were from local suppliers and 52.69% of total council spending on procurement is on local businesses.

## What we achieved

- Procurement Lincolnshire saved the county's local authorities just over £7.5 million. It also continued its work with local companies, offering them advice on winning public sector business. 50.7% of the county council's procurement spend was with Lincolnshire businesses, a 3.4% increase on the 2012/2013 figure.
- Procurement Lincolnshire also continued to work with the Chamber of Commerce and Federation of Small Businesses to support the local business economy. This work made it easier for small businesses to bid for contracts with over 60% (1,359) of bids coming from local suppliers.
- Over 560 suppliers attended training workshops or meet-the-buyer events with Procurement Lincolnshire. These provided top tips and practical guidance to suppliers, to help them to understand how to put together bids for public sector contracts.

## Our plans for the future

- Support local business where we can and aim to have 50% of all bids received from local suppliers and to have over 52% of the total procurement spending to local businesses.

## Economy and culture: Business growth

### What we said we would do

- Continue to promote and support Growth Point activity, which outline area planning strategies, particularly recognising housing delivery targets in the local development frameworks. In particular work with partners to make sure that new employment opportunities match increasing housing numbers.
- Support businesses to develop and grow our economy.
- Continue to promote Teal Park as a major employment location within central Lincolnshire and attract more occupiers.

### What we achieved

- Paved the way to deliver the East West link road and gained full planning permission for the Grantham Southern relief road.
- Supported companies looking to invest in the county or to find new alternative larger business premises. As a result of this we created 195 jobs and safeguarded 231 jobs.
- Helped 894 businesses across the county. They received advice in innovation, going green and winning new contracts from both the public and private sector. A small investment from the council helped us to attract grants, making our money go further and allowing us to help almost 50% more businesses than we did last year.
- Injected £22m into Teal Park: the region's premier business park, retaining 2,000 local jobs with Siemens and opening the door to £500m of investment in the next 10 to 15 years. The Teal Park project completed in August 2013.
- 8,360 people attended adult learning courses which provide targeted help to disadvantaged groups, vocational training, and lifelong learning. We worked with our partners and the learners to make sure that we delivered quality courses.

## Our plans for the future

- Continue to help Lincolnshire's businesses to thrive and grow by helping them develop into new markets, attract finance, and adapt to new technology.
- Meet the skills needs of the local economy by commissioning training and employment support.

Teal Park, Lincoln



## Economy and culture: Flood barrier for Boston and St Botolph's bridge

### What we said we would do

- Support a multifunctional flood barrier for Boston to improve flood protection and provide safe and attractive navigation through the fens waterways link.
- Complete work to improve St Botolph's bridge in Boston

### What we achieved

- This is an Environment Agency led project, with the county council contributing £11 million to increase the ability to use the river for leisure activities.
- Boston's St Botolph's bridge was lifted into position over the River Witham, in February 2014. The structure is 65 metres long, with easy access for wheelchairs and pushchairs. Lincolnshire County Council and the European Regional Development Fund met the cost of the bridge, which was constructed by Britcon in Scunthorpe.

### Plans for the future

- The project recently passed an important Gateway Assurance Review, which will allow us to go on to the next stage of development. We will also work with stakeholders to consider how the barrier will operate and the impact it will have on water level management.
- We will continue to work with the Environment Agency and other partners to make sure the flood barrier for Boston is constructed as planned. Construction is due to begin in summer 2017 and we expect this to be complete by winter 2019.

Boston Stump and St Botolph's Bridge



## Economy and culture: Visitor attractions

### What we said we would do

- Implement a major promotional campaign to help visitors understand how attractive Lincolnshire is, with Lincoln Castle at the centre of this campaign.
- Increase contact by the public with the Heritage Service either in person, on the phone, by email or via the website

### What we achieved

- In July 2013, Lincoln Castle appeared on national television in a Timeteam special on the Secret of Lincoln Jail. In November 2013 it was on The One Show and The History Channel, featuring the Saxon sarcophagus which was found three metres below the current ground level.
- Lincoln Castle and the Cathedral hosted the prestigious European Stone Festival in June 2013, a meeting of stone masons and stone carvers, at the 1000 Years of Traditional Crafts event.
- Continued to implement the major Lincoln Castle Revealed project. All the works are on schedule and the walls are 10 weeks ahead of schedule. Work on the Georgian and Victorian prison buildings and the underground vault that will display Magna Carta and the Charter of the Forest is also on schedule. In spite of these works, the Castle still attracted nearly 132,000 visitors during the course of the year.
- Recent investment in The Collection and Usher Gallery, and the very successful Modern Masters and Joseph Banks exhibitions have paid off, with the sites attracting over 141,000 visitors during the course of the year.
- Similarly, the new play area at the Museum of Lincolnshire Life attracted a record 11,000 visitors in August 2013 alone. Towards the end of the year the Museum's visitor experience was enhanced with a new multi-media guide and augmented reality installations. This state of the art technology gives a modified view of some of our exhibits, allowing our users to step back in time and experience what life was like in years gone by.
- There was a 10% increase in visits to attractions such as the Usher Art Gallery, Museum of Lincolnshire Life and Lincoln Castle.

### Where we need to improve

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

### Our plans for the future

- We are due to complete the Lincoln Castle Revealed project in December 2014 and will re-open Lincoln Castle in April 2015 as a top quality visitor attraction. This will be in time to celebrate the 800th anniversary of Magna Carta. We will put a celebratory 2015 events programme in place, with an extensive marketing and PR campaign to promote the Castle to local, regional, national and international audiences. Castle Connections will be developed to make sure that Lincoln Castle acts as a catalyst to help visitors realise the wealth of attractions the county has.
- Continue to offer high levels of satisfaction with Heritage Services.

## Economy and culture: Libraries

### What we said we would do

- Deliver an affordable Library Service to meet Lincolnshire's needs through the library needs assessment.
- Increase contact by the public with the Library Service either in person, on the phone, by email or via the website.

### What we achieved

- Between July and September 2013 we consulted at length on a new way of delivering the Library Service. More than 6,000 people took part in the consultation and we also received a number of letters, emails and petitions. In response to feedback we adapted our proposals to offer greater support to the Home Library Service, retain more mobile library stops and provide more support to community hubs offering library facilities. By the end of March 2014, we had grant applications for 37 locations across the county. 30 of these had an existing county council operated library, and a further seven either had their own community library or a mobile library stop. Following the High Court decision in July 2014, we are reconsidering our proposals.

## Lincoln Castle Heritage Centre



- There were 5.9 million contacts with the Library Service, either in person, by phone, email or the website. That's an increase of just under 1.8% or 104,000 contacts. 2.56 million visits were made to libraries, an increase of 31,000.
- During the summer of 2013 the Library Service worked with the regional dance agency Dance4 and the University of Lincoln, to deliver the House of Mystery roadshow. This brought dance to a number of libraries across the county and was inspired by the national Summer Reading Challenge theme of Creepy House.
- In July 2013 we joined a new national scheme, using reading to help the six million people in England who suffer from conditions such as depression and anxiety. Reading Well: Books on Prescription, allowed GPs and other health professionals to recommend 30 self-help titles for people to borrow from the local Library Service, or online through the interlibrary loan system.
- Lincolnshire Archives put more than 600 years' worth of documents on display, as part of a new exhibition telling the story of the county's medical history. This included letters, photographs and illustrations, with the oldest dating to 1349 and bringing together a unique collection about the county's health, illnesses and treatments through the centuries. Many of these documents are now available online through the Lincs to the Past website, along with over 5,000 records about the manufacturing firms of Robey and Aveling and Barford.

### Our plans for the future

- Reconsider our proposals for the future of the Library Service in the light of the High Court decision of July 2014 whilst continuing to work with the community groups who have expressed a wish to deliver community hubs, including Library Services, in 40 locations across the county. This is made up of the 37 applications received in 2013/2014, plus three existing community run facilities at Belton Lane (Grantham), Saxilby and Waddington.
- Continue to offer high levels of satisfaction with Library Services.



## Highways and transportation

We recognised that some areas of our highway network had suffered from the impact of previous harsh winters and we wanted to introduce further efficiencies by working with partners to help us improve the condition of our highways in challenging financial times.

### Highways and transportation: Investment in our roads

#### What we said we would do

- Start to invest the additional £6.451 million of Government funding (provided over a two year period: 2013/2014 and 2014/2015) in our roads. This would use improved technology to carry out maintenance treatments, helping to reduce the number of potholes and maintain the condition of the highway network.

#### What we achieved

- Continued to develop our partnership working to ensure we deliver effective and efficient highway services. Cranfield University carried out a review of our service, identifying it as one of the best performing arrangements in the country and providing an action plan to ensure continuous improvement.
- The Department for Transport awarded £1.7 million of Government funding to improve Canwick Road, at the Washingborough Road and South Park Avenue junctions in Lincoln, and we started the detailed design and preparation for securing the land to build the schemes.
- In October 2013, a multi-million pound project started on Whisby Road in North Hykeham. The changes will improve access to the A46, the Energy from Waste site, Teal Park and Kingsley Road Business Park.
- The Department for Transport and the county council jointly funded major improvements to Newark Road Lincoln, which were completed during the year.
- Sustainable transport schemes across the county have helped to create better road layouts and improve public transport: protecting the environment, reducing congestion and boosting economic growth.
- Made the most of capital investment in our highways by successfully bidding for external funds in partnership with district councils and Local Enterprise Partnerships.
- Via the Lincolnshire Highways Alliance we spent £3.5 million of the £6.451 million additional Government funding (over two years). This money has allowed us to increase the amount of surface dressing we carry out on our roads, in line with our asset management plan. It was also used on works which use new technologies, aimed at increasing efficiency and reducing potholes.
- 50,000 potholes were repaired over the course of the year and we have seen a drop of 13% in the number reported.
- Over winter 2013/2014, we used 13,156 tonnes of salt. Each of our gritters has been on 63 runs since October 2013. Our popular Gritter Twitter account attracted around 3,183 followers, after three winters of keeping the public up to date with winter road conditions, safety advice and gritting activities.
- 97% of our A roads, 87% of our B roads and 71% of the unclassified roads did not need maintenance in 2013/2014.

#### Where we need to improve

- Continuously improve our highways service with a view to increasing efficiency and reducing costs while maintaining our service to the public.

- Use innovative and improved technology to carry out maintenance treatments to our roads, helping to maintain the condition of the highway network.
- Carry out more patching and surface dressing, helping to prevent potholes in line with our asset management plan.

### **Our plans for the future**

- Continue to invest phase two of the additional £6.451 million of Government funding for road improvements. We will match this funding and bid for a share in the Government's £168 million Pothole Fund. (Since the end of the 2013/2014 year, the Government awarded additional road repair funding of £5.5 million, meaning thousands more potholes can be prevented or repaired over the coming year.)
- Continue keep our roads in a good state of repair during winter weather, to help people, goods and services move around the county. During 2014/2015 we want to treat 34% of the roads before ice and frost forms. We would also like to keep road maintenance down to just 4% of our A roads; 12% of our B roads; and 30% of our unclassified roads.

**Highways road workers**



## Highways and transportation: Major highways schemes

### What we said we would do

- Continue to deliver our major highway schemes to help to stimulate the economy and provide an effective winter maintenance service, improving movement around the county.
- Publish legal orders to acquire the land for the Lincoln East West Link Road and the Lincoln Eastern Bypass and agree a preferred route for the Spalding western relief road with our partners.

### What we achieved

- Our planning application to South Kesteven District Council for the Grantham Southern Quadrant Link Road was approved.
- Paved the way to deliver the Lincoln East West link road by publishing legal orders to acquire the land for the Lincoln Eastern Bypass and Lincoln East West Link, both of which needed public inquiries, held in February and March of 2014.

### Our plans for the future

- Since the end of March 2014, the Department for Transport (DfT) has decided not to grant legal orders for the Lincoln Eastern Bypass, because of safety concerns relating to a cycle way connection with a side-road. We are currently addressing the issues outlined in the inspector's report, ready to resubmit our application for legal orders.
- Begin construction on several major highways schemes over the period, specifically geared to reduce congestion and stimulate the economy.

## Highways and transportation: AccessLN6

### What we said we would do

- Continue to deliver the ambitious AccessLN6 project, in the busy LN6 area of south Lincoln, which has more than 30,000 cars travelling in and out each day. This will include the new cycle infrastructure and support businesses to explore green transport options as well as promoting bus, train and cycle journeys. Access LN6 is funded with £4.9 million from the Government's Local Sustainable Transport Fund.

### What we achieved

- Built the new cycle infrastructure and made improvements to the amount of public transport in LN6 through £6.5 million of funding.
- Hire bikes became available from various locations in Lincoln and Hykeham from the end of August 2013.
- Encouraged stronger community car schemes, which provide a lifeline in isolated parts of the county. 39,000 journeys were made to support individuals in Lincolnshire last year.
- Access LN6 improved facilities at Hykeham Station, and worked with local businesses and residents to encourage more people to use the train. Improvements include a resurfaced 20-space car park, new lighting and CCTV, new cycle storage and a hirebike stand. Extended bus services now also serve Station Road to make Hykeham Station into a 'transport hub' for LN6.

## Our plans for the future

- The LN6 project will run until March 2015. By then we will have changed and improved travel options in the area, for both leisure and work.

## Highways and transportation: Wheels to work

### What we said we would do

- Continue to support the Wheels to Work provider to enable them to deliver a sustainable and effective service to people with no access to public transport, for work, education and training.

### What we achieved

- The Wheels to Work project continued to be a success, with over 125 mopeds available. The scheme has given over 200 people access to employment and training in the last year.

### Hire bikes in Lincoln



## Road safety

Make sure road safety initiatives had maximum impact on reducing the number of casualties.

### Road safety: Safety cameras

#### What we said we would do

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

#### What we achieved

- Lincolnshire Road Safety Partnership delayed its programme to replace film cameras with digital cameras, to wait for the Home Office to approve more advanced camera equipment. This will allow us to benefit from improvements in technology which will make the cameras operate better. They will also be more difficult to vandalise.

#### Our plans for the future

- Following Home Office approval, we will replace ten film cameras with digital ones and review all fixed and mobile camera sites in the county, to make sure they are at the best locations to reduce speed-related road traffic casualties.

### Road safety: Safe cycling campaign and driver awareness courses

#### What we said we would do

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

#### What we achieved

- Worked with Lincs FM radio station and local businesses and ran a cycle safety campaign, which raised awareness of the benefits of high visibility clothing and wearing a cycle helmet.
- Delivered BikeAbility (nationally accredited cycle training) to over 6,000 children, with the help of funding from the Department for Transport.
- 223 motorcyclists completed the Performance Plus programme and 85 participated in the Bike Safe programme during 2013. These assess riders' ability and practical riding skills, helping to reduce the risk of having a collision.
- 50 young drivers completed the Safe Young Drivers' programme which includes the Pass Plus programme. This is aimed at new young drivers, as national statistics show that one in five novice drivers have a collision within six months of passing their test.
- 98 mature drivers completed a training programme covering defensive driving, personal safety and other road safety issues.
- 12,997 clients attended speed awareness workshops during 2013/2014. This provides drivers with an educational alternative to prosecution.

- Expanded the range of driving courses we can deliver and this now includes taxi, mini-bus, and fleet driver training. We also delivered modules of the Certificate of Professional Confidence (CPD) for drivers of light goods and passenger carrying vehicles.

## **Our plans for the future**

- In view of the rising trend in casualties among riders of two wheeled motor vehicles, up to 125cc, we will look into supplying educational programmes for those riders.
- Introduce the national driver offending retraining scheme for riders of two wheeled motor vehicles, called Riders Intervention Developing Experience (RIDE).
- Hold more Performance Plus sessions in 2014/2015. This is a full-day session, at Cadwell Park race circuit aimed at over 125cc two-wheeled motor vehicle users. The intensive skills-based instruction is coupled with practical sessions, to challenge and increase knowledge and ability while riding.

## **Road safety: Make people safer on our roads**

### **What we said we would do**

- Work with the Lincolnshire Road Safety Partnership to make people safer on our roads.

### **What we achieved**

- The number of fatal road casualties in Lincolnshire during 2013 was the lowest ever recorded. There were 36 of these, 3 fewer than the previous year, making a reduction of about 8%.
- The number of people seriously injured was 415, 11 fewer than the previous year, a reduction of almost 3%.
- There were fewer child fatalities or serious injuries in road traffic collisions, 10 fewer than 2012 and six fewer than 2011.
- Some 3,500 students attended the acclaimed 2Fast2Soon programme and 3,257 year 11 (15 to 16 years-old) students attended the young passenger awareness course during 2013/2014. In 2013 there was a reduction of 21% of the number of killed or seriously injured casualties when one or more of the drivers was aged 17 to 24, compared to the 2010 to 2012 baseline.
- Carried out 30 local safety improvement schemes across the county. These were low cost, high value schemes targeted at sites with a history of collisions resulting in injury.

### **Where we need to improve**

- Make sure we are fully engaged with our partners, with a focus on the people who use our roads, making road users safer through awareness and education. We need to work with Health, Children's Services, Police and Community Safety, to avoid duplication and improve the way we intervene to improve road safety, especially for young people.
- Enable our communities to lead safeguarding on road safety. This will include continuing to rollout Community Speed Watch (allowing active members of the community join together with the support of the Police, to monitor speeds of vehicles using speed detection devices). We will also carry on the work with our schools and develop the role of volunteers, ranging from volunteer Police Community Support Officers to Neighbourhood Watch.

## **Our plans for the future**

- Continue to analyse and review collision data and focus education, engineering and enforcement resources to areas of greatest priority. It will deliver the actions set out in its 2014/2015 delivery plan. These will include educational and driver training programmes specifically designed to reduce casualties in the most vulnerable groups.
- Implement a county-wide programme of local engineering safety schemes. These are low-cost, high-value schemes such as signing, lining, resurfacing and junction improvements. In addition we will also support police enforcement by providing collision and speed data to Police meetings.

## Commission for outcomes based on our communities' needs

This means we will make sure that we or other organisations provide services which meet our communities' needs. Commissioning for Lincolnshire is a programme which will help to change the way the council uses its resources and influence, to achieve outcomes for the people of Lincolnshire, with the best combination of cost and quality.

### Corporate

#### What we said we would do

- Transform the approach the council takes to commissioning.

#### What we achieved

- Agreed upon 17 commissioning strategies, from safe and healthy children; to supporting business and growth; and protecting the public. See pages 49 to 50.

#### Our plans for the future

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

### Adult care

In between 1 April 2013 and 31 March 2014 the independent Care Quality Commission (CQC) inspected 363 care services across Lincolnshire for vulnerable residents, looking at care homes, care homes with nursing and home support, and supported living services. They found that 83% of the services they inspected met the national essential standards of quality and safety.

A peer review team visited Lincolnshire in November 2013, looking particularly at quality and safeguarding in Adult Care. The team was impressed and highlighted various strengths. They also praised the ambition of the health and care review.

### Adult care: Choice and control

#### What we said we would do

- Continue to help people using Adult Care and carers have greater choice and control over how they receive their care.

#### What we achieved

- Increased the number of people with a direct payment (payments made directly to carers or the people needing care) from 2,500 at the end of 2008/2009 to 6,000 in 2013/2014. This year, people have received their direct payments faster than they have done in previous years and, in the last quarter of 2013/2014, 84% of payments were processed within 14 days.

- Reviewed more than 85% of Adult Care clients in residential care or who received a personal budget, to make sure that we made the most appropriate support services available to them.
- Provided 12,306 people with a personal budget, giving them more choice and control over their care and supported 4,700 carers in their caring role (of which 125 were young carers), We also provided 10,334 people with home care to help them live independently in their own homes, and 4,097 people were supported in residential settings.

### **Where we need to improve**

- Make sure more people who use Adult Care take up direct payments, particularly older adults. We will make sure that the contract for direct payment support services helps more people to choose this option. This will also help to make the system more efficient, so that the time taken to get a direct payment is shorter.

### **Our plans for the future**

- 38% of people assessed as needing help from Adult Care will receive a direct payment which will allow them to arrange and pay for their own care and support services.

## **Adult care: Intermediate care services**

### **What we said we would do**

- Develop further our intermediate care services for Lincolnshire in partnership with health colleagues. These services are designed to avoid admitting people to hospital, and to ease the move back to independence after a hospital stay, reducing the amount of time the patient has to spend in hospital.

### **What we achieved**

- The Proactive Care Board commissioned a full and wide-ranging review of Intermediate Care services in Lincolnshire on behalf of Lincolnshire Health and Social Care. We have also started to research what health and social care across Lincolnshire will need to look like in the future.

### **Our plans for the future**

- Complete the intermediate care review and make recommendations for future service provision across health and social care, in autumn 2014.

## **Adult care: Preventative services and reablement**

### **What we said we would do**

- Increase the number of customers working out their queries through the Customer Service Centre, with a focus on preventative services, so that customers are provided with professional Adult Care support earlier.

### **What we achieved**

- More clients accessed preventative services via the Customer Services Centre.
- 40% of people receiving services in the community received Telecare equipment as part of their care package. This means that 5,600 people received this service, an increase of 1,250 people compared to 2012/2013.

- 4,100 people received the reablement service, an increase of 1,200 people. The service helped people recover the skills and confidence to return to their own homes, perhaps after a lengthy spell in hospital. 2,050 people were discharged from the service with no ongoing support needs from Adult Care, 900 more people than the previous year.
- 50% of clients accessing the intensive service have regained their independence and need no ongoing support from Adult Care, compared to 40% in 2012/2013. Also, the percentage of clients admitted to hospital after reablement has dropped to a record low of 17%, which further demonstrates its effectiveness and reduces the pressure on acute care.
- Successfully transferred the reablement service to the NHS.

## **Our plans for the future**

- Aim to have 55% of people leaving reablement not needing on-going support.

## **Adult care: Dementia**

### **What we said we would do**

- We estimate that 10,502 Lincolnshire residents live with dementia and this figure could rise to over 15,000 by 2021. With that in mind we will update the dementia strategy for Lincolnshire.

### **What we achieved**

- Developed the Lincolnshire Joint Strategy for Dementia 2014 – 2017 in partnership with a wide range of individuals and organisations to identify the priorities for dementia services over the next three-year period.
- Engaged and worked together with patients, service users, people with dementia and carers, plus supporting agencies and partner organisations, to help shape strategy and commissioning for the future.
- Developed joint ways of working with health partners to make sure that we deliver the outcomes of the strategy and that the community can hold us accountable.
- Introduced additional support for individuals through our Dementia Short Breaks Programme.
- Delivered dementia awareness sessions across the county, with our partners.
- Supported the national initiatives for dementia friends and dementia champions including training councillors and staff.
- Signed up as an organisation to the two Lincolnshire Dementia Action Alliances.

### **Our plans for the future**

- Continue to develop joint commissioning arrangements for dementia, with health partners. We will also consider other opportunities to support people at the various stages of dementia, including getting access to services, preventative support and interventions following diagnosis.
- Work with people with dementia, carers and partners to improve the services available to people affected by dementia throughout the stages of the condition.
- We will consider the emerging demands and needs of the Lincolnshire population, reviewing long-term health and Adult Care services and end of life care provision.

## **Adult care: Autism**

### **What we said we would do**

- Produce a new strategy for autism.

### **What we achieved**

- We were delayed slightly in producing an autism strategy, as we broadened the scope of the project to develop a county-wide strategy for Lincolnshire children and adults. We expect to have this in place during autumn 2014.

## **Looking ahead for Adult Care**

### **Where we need to improve**

- Although the number of placements in long term care is high, we need to be certain that there is enough investment in the two main alternatives to residential care. Extra care housing is housing which has been modified to suit people with long-term conditions or disabilities that make living in their own home difficult. Intermediate care helps people to stay in their own home or a care home, instead of going into hospital, or helps them get home after a hospital stay.
- Strengthen the homecare market in Lincolnshire, making sure that it provides good quality care at an affordable cost. We will achieve this through better contracting arrangements and our ongoing negotiations on price.
- Work closely with Children's Services to make sure that the move from Children's to Adults' Care is as smooth as possible and delivers the best outcomes for young people and their families.
- Work closely with our NHS partners to reduce the number of avoidable emergency admissions to hospital and carry on making sure that delayed discharges stay at a low level. We aim to continue to be below the national average for delayed transfers of care, from hospital to the community, which are attributable to Adult Care, with 2.3 per 100,000 against a national average of 3.3.
- Waiting times for carers' assessments have been reduced and are currently within the 28 day target. We aim to improve carers' access to information, advice and assessments by remodelling carers' support services. This will allow us to support more carers in the future.

### **Our plans for the future**

- Continue to prepare for changes to how people pay for their care and support needs as introduced in the Care Act in 2014/2015.
- We will continue to work closely with the Lincolnshire Carers and Young Carers' Partnership on the Joint Lincolnshire Carers' Strategy, to make sure the strategy's key priorities are carried out.

## **Children's services: Families working together**

### **What we said we would do**

- Continue to work with troubled families to help them turn their lives around. We aim to help 1,370 families in Lincolnshire before March 2015. 40 key workers will make sure that the Families Working Together initiative is able to focus on those with the most complex needs.

## What we achieved

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

## Where we need to improve

- Review our early help continually, to make sure that we deliver effective, research-based interventions to families early, so that support services get involved to stop problems from getting worse and help them to turn their lives around.

## Our plans for the future

- Roll out the Families Working Together project further, supporting families with the most complex needs by working with partners such as the Police, Jobcentre Plus and the voluntary sector.

## Children's services: School places

### What we said we would do

- Increase the number of school places we offer to students across the county. We also proposed to open new primary academies in Lincoln (September 2013), Skegness (September 2014), Spalding (September 2014) and Bourne (September 2014).

### What we achieved

- The new academy in Lincoln opened in September 2013 in temporary accommodation and transferred to a new school building in January 2014.
- Increase in school admissions. There were 7,649 places at primaries (up from 7,325), with 93.6% of parents getting their first choice. At secondary level, the figure was 7,530 (up from 7,063), with a first-choice percentage of 93.2%.

## Children's services: Post 16

### What we said we would do

- Improve access to post 16 education and training for all young people with learning disabilities.

### What we achieved

- Worked with a range of partners to make sure that high quality advice and guidance was available to young people aged 16 or 17, especially those with additional needs or vulnerabilities, so they continue to engage in education or training when they leave school.
- 85% of our young people achieved level 2 qualifications (such as GCSEs with grades C to A\* or equivalent) by the age of 19, compared with 84% nationally, an improvement on last year.
- Over 95% of school leavers entered education, employment or training: an increase on last year.

- In March 2014, the Skills Funding Agency awarded the council £18,500 to help promote local apprenticeships. This coupled with the work our apprentice champions do to promote apprenticeships, shows the council's leadership in this area.
- Invested in supporting apprenticeships and confirm that Lincolnshire continues to buck the national trend for 16 to 18 year-olds with growth of 5.1% compared to a drop of 4.9% regionally and 11.6% nationally.
- As at the end of the academic year the number of Lincolnshire people participating in apprenticeships rose against a falling national average. Increases were seen in the number of advanced and higher apprenticeships. The percentage increase for Lincolnshire residents was 7.1%.

### **Where we need to improve**

- Improve the way we work with young people who have a learning disability and are between the ages of 17 and 25 years, to support them better into education or employment with training.

### **Our plans for the future**

- Deliver our responsibilities to bring about raising the participation age, meaning that young people must get involved in accredited learning – leading to nationally recognised qualifications – when they leave school. We aim to see 95% of pupils aged 16 in summer 2014 participating in learning.
- Work with a range of partners to make sure that high quality advice and guidance is available to young people aged 16 or 17, especially those with additional needs or other vulnerabilities up to the age of 25. This will enable them to continue with education or training when they leave school.

## **Children's services: Early years**

### **What we said we would do**

- Raise educational outcomes for very young children through the Early Years Foundation Stage (EYFS) and narrow the gap for the most disadvantaged and vulnerable children and families.

### **What we achieved**

- A new measure for the achievement gap for the Early Years Foundation Stage has also been introduced. Nationally this is 36.6% and in Lincolnshire it is narrower by 7% at 29.6%. This places Lincolnshire in the top 10 local authorities nationally.
- A new national assessment system for the Early Years Foundation Stage was introduced in the 2012/2013 academic year. Nationally 52% of children achieved a good level of development, compared with 65% of Lincolnshire children. This places Lincolnshire in the top five local authorities nationally and the highest achieving local authority in the East Midlands and against its statistical neighbours.
- During the last year we have had three Ofsted Inspections under the new framework in Stamford, Swineshead and Sutterton, plus Lincoln North. Each of these centre groups have achieved a good rating in all areas. In the data released by Ofsted for the first six months of the year, Lincolnshire have 86% of their children's centres rated good or outstanding, compared to an average of 58% for other authorities in the East Midlands.
- During 2013/2014, a total of 1,725 of the least advantaged two year-olds across Lincolnshire benefited from free childcare places.

- Attendance rates at children's centres have continued to rise during the year with 86% of youngsters under-five registered.

### **Where we need to improve**

- Although we are raising educational outcomes for very young children through the Early Years Foundation Stage (EYFS), more work is needed. For the next 12 months we will work with schools to close the gap for the most disadvantaged and vulnerable children and families. We will achieve this by increasing access to free childcare for all three and four year-olds and the most disadvantaged two year-olds as well as improving standards of teaching and learning.

### **Our plans for the future**

- 66% of reception aged children will achieve a level of good level of development in the Early Years Foundation Stage.
- Children's centres will continue to play a pivotal role in delivering early help to support families in their parenting role.

## **Children's services: GCSE exam results**

### **What we said we would do**

- 68% of pupils achieving 5 A\* to C grades or equivalent including English and maths taken at the end of Key Stage 4.

### **What we achieved**

- 61.8% of all Year 11 children achieved five or more A\* to G grades in the summer of 2013, including English and maths, this was well above the national rate of 59.2%.

### **Our plans for the future**

- Continue to have higher than the national rate of pupils achieving 5 A\* to C grades or equivalent, including English and maths taken at the end of Key Stage 4 in summer 2014.

## **Children's services: Looked after children and child protection**

### **What we said we would do**

- Have an appropriate number of looked after children who are under 18 years old. Our assessments suggest that this is approximately 600.
- Monitor the number of children under 18 who need intervention from a child protection plan so we have an appropriate number.

### **What we achieved**

- We cared for about 600 looked-after children: below the national rate and that of similar authorities for 2013. Most were fostered or placed for adoption (86%), with 79% waiting less than 20 months to move into their adoptive family, compared to 55% nationally in 2013.

- The third annual FAB! Awards (Fantastic, Amazing, Brilliant) for looked-after children took place in March 2014 at the EPIC centre in Lincoln. Looked after children and young people received multiple awards for their achievements in sport, education, arts and music, personal endeavour and positive activities.
- At the end of March, there was a reduction in the number of children with a child protection plan compared with December 2013. We regularly look at themes and trends and know that the reasons can be several and complex, for example an increased number of large sibling groups and changes in legislation. Lincolnshire's numbers per 10,000 are 24.62 which are still lower than other councils, placing us in the upper quartile.

### **Our plans for the future**

- Maintain an appropriate number of looked after children, which we think is 43 per 10,000 of population under 18.
- Have an appropriate number of children subject to a child protection plan per 10,000 which we think is 26.

### **Children's services: Attainment gap**

#### **What we said we would do**

- Reduce the attainment gap between disadvantaged pupils and their peers at Key Stage 2, Level 4 in English and maths to 18% in summer 2013 results.
- Reduce the attainment gap between disadvantaged pupils and their peers at Key Stage 4, 5 A\* to C at GCSE including English and maths to 29% in summer 2013 results.

#### **Gipsey Bridge Academy sports day**



## **What we achieved**

- The gap in achievement at Key Stage 2 narrowed by 2.3 percentage points in summer 2013, although results were 3.7% below our target. Immediate action was put in place in autumn 2013 including focusing on using the pupil premium effectively. This means that more funding is available in schools, to help children who are eligible for free school meals to achieve their potential.
- We recognise that Lincolnshire did not perform well enough in closing the gap at Key Stage 4 and as a result we have worked with Nottinghamshire County Council who have been successful in this area. This has also been a focus at head teacher briefings, to challenge them to make it a priority in their schools.

## **Where we need to improve**

- The increase in the financial value of the pupil premium means that we need to introduce better monitoring to make sure schools help children who are eligible for free school meals to make better than expected progress. We will set up systems to share and celebrate good practice amongst schools. This will narrow the educational attainment gap between pupils who are eligible for free school meals and those who are not.

## **Children's services: National priorities**

### **Our plans for the future**

- Transform the way our adoption services operate, to achieve the Government's aspirations on reducing the time it takes for children to be adopted.
- Carry out the Special Educational Needs and Disabilities (SEND) reforms from the Children and Families Act. This includes the move from statements of special educational needs and disabilities to a single, all encompassing, Education, Health and Care (EHC) Plan. This puts service users at the centre of the assessment and planning process and local services. We will also develop a website which will allow parents and carers, plus children and young people with SEND, to access information about services available in Lincolnshire to meet their needs: this is called the Local Offer.

## **Public Health: Supporting communities to help themselves**

### **What we said we would do**

- Lincolnshire communities have a strong tradition of people volunteering and getting active in their local communities, so we build on all the good things already in place in the county. County councillors voted to continue with the Big Society fund at the July 2013 council meeting, which provides them with an allowance each year to give to local community groups. This was to help the groups to make a positive difference and improve quality of life and wellbeing in their local communities.

### **What we achieved**

- Grants from the Big Society fund have benefited residents of all ages across Lincolnshire, by funding a range of projects from village halls to sports clubs, and play areas to rescue boats. For example, some of the awards have helped to provide sporting opportunities, such as curling or sailing. Other awards have: supported local food banks and community larders; developed a wildlife facility; supported unemployed people with CV writing and completing job applications; and provided community defibrillators around the county.

## Public Health: Service review

### What we said we would do

- Undertake a series of service reviews to make sure Public Health services are delivered as effectively as possible. Support the Health and Wellbeing Board to manage its relationships with local people, other partnerships and organisations and deliver the Joint Health and Wellbeing Strategy. We recognised that we needed to ensure that health and social care services are more joined up. 60% of people should complete alcohol treatment with 90% of those accessing treatment having a waiting time of three weeks or under.

### What we achieved

- In the 12 months before the drug and alcohol payment by results pilot began in 2012, 845 people with an alcohol problem in Lincolnshire accessed services. This compared with 1,320 people by the end of March 2014. Eight out of 53 people with problems caused by alcohol misuse achieved abstinence in the year before the changes, compared with 231 out of 761 people quitting in the last year. 61% of people completed alcohol treatment and 100% accessed treatment in three weeks or under.
- The Wellbeing Service introduced a major change to the way the council delivers prevention in Lincolnshire. The more integrated model with Public Health and Adult Care has now been commissioned and we have started work to increase the number of people living independently across the county.
- Some of our largest Public Health commissioned services have now been remodelled to focus on client outcomes and they continue to improve service quality.
- The work of Lincolnshire's Joint Health and Wellbeing Strategy, to improve the health and wellbeing of older people, continued to coordinate and promote projects delivered across partners and communities. The partnership has increased the ways for older people to participate in designing, delivering and evaluating these projects. We have completed this work successfully.

### Where we need to improve

- We will develop the work linked to Lincolnshire's Joint Health and Wellbeing Strategy to improve the health and wellbeing of older people, next year. This will help us to understand and develop ways to reduce the impact of poverty and social isolation or loneliness which some older people experience.

### Our plans for the future

- We will align services to best meet service user needs and respond to the changing local health and care landscape.
- The shared priorities and outcomes set out in the Joint Health and Wellbeing Strategy for Lincolnshire, and the outputs of Lincolnshire Health and Care Review, will form the basis for our future joint commissioning decisions.
- 60% of people referred for alcohol treatment will complete treatment in a planned way.
- Expect 90% of people receiving support from the Wellbeing Service to maintain their independence and improve their physical and mental health.
- Promote healthier lifestyles, with 70% of those starting an exercise referral programme completing it successfully. The programmes support people to improve health conditions through lifestyle changes, such as increasing physical activity levels.

## Public Health Screening programmes

### What we said we would do

- Protect the health of the population by assuring the quality of screening programmes, immunisation programmes and health emergency planning, commissioned and delivered by the NHS. Work with others to ensure that infections are prevented and managed. This included chlamydia diagnosis for 15 to 24 years olds.
- Offer health checks to 20% of people aged 40 to 74 who do not have a pre-existing health condition, with 57% of those taking up the health check. This reflects national guidance and the regional average. Evidence indicates that people who are lower risk are likely to have a lower take-up.

### What we achieved

- Lincolnshire's chlamydia screening programme tested 25% of 15 to 24 year-olds last year, with many more offered information. The county has screened a high proportion of its target population, coming second in the East Midlands.
- 58% of the population aged 40 to 74 took up an NHS health check. That's 26,894 people out of the 46,559 who were invited to attend. The contract has incentive targets payments set at 60%, 65% and 70% uptake rates to encourage GP practices to follow up patients who have not responded in the first instance.

### Our plans for the future

- In line with national guidance we will: maintain access to sexual health services; reduce excess weight in 4 and 5 year-olds and 10 and 11 year-olds; maintain the percentage of health checks offered.

## Commissioning in Public Health

### Where we need to improve

- Commission services that are able to prioritise people based on how vulnerable they are to losing their independence and offer a one-stop shop.
- In coming years, opportunities to improve the services we deliver to the residents of Lincolnshire will mean further challenges ahead. We need to seek improvement continually in the services we commission. This will ensure that in future, services will continue to be fit for purpose and are able to evolve with the needs of residents.
- It is increasingly important for commissioners of services across the authority to work jointly with each other: making sure services are aligned and that we achieve service users' outcomes in the best way possible.

### Other plans for the future

- Public Health in Lincolnshire will continue to be active in promoting and driving health and planning in the county. Although developments are in the early stages, we expect that bringing these two areas together will bring about positive health and wellbeing outcomes across communities.
- The Wellbeing Service will carry on helping people stay independent. We will review the effectiveness of our services, build on success and address any issues. We will develop services further, to integrate health and social care services and be ready for the future, in line with the Care Act.
- Following the successful move of sexual health from the NHS to the council, we will review local needs and make sure that we commission services appropriately.

- Produce the report on the state of health of the people of Lincolnshire, outlining key issues that call for the attention of local people and organisations.

## Promote community wellbeing and resilience

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

### Environmental Management: Carbon Management

#### What we said we would do

- Agree our second five-year Carbon Management Plan, committing to cut emissions by 22%, by April 2018.

#### What we achieved

- Continued to implement carbon management action plans and agreed a corporate Climate Change Adaptation Risk Management Plan. This follows our sign-up to Climate Local (demonstrating our ongoing commitment to reduce carbon emissions and improve resilience to the effects of our changing climate and extreme weather).
- Continued to invest in appropriate renewables. Solar panels have been installed on most fire stations, The Collection and the Museum of Lincolnshire Life and waste transfer stations. These reduce energy bills and emissions and generate revenue.
- Used an invest-to-save fund to reduce energy consumption in our own buildings, including schools. To date over £2 million has been invested reducing annual bills by £400,000.
- Continued to support Lincolnshire schools to reduce energy bills and invest in energy efficiency and renewables through the Schools Collaboration on Resource Efficiency (SCoRE) scheme. Investment in boiler room insulation and technologies typically save schools over 10% on their bills.

#### Our plans for the future

- Progress the Carbon Reduction Plan, with a 22% reduction by 2018 and a 4% reduction in 2014/15.

### Environmental Management: Energy from Waste facility

#### What we said we would do

- Start operating our Energy from Waste facility, so that we can use most of what isn't recycled to generate electricity. The North Hykeham plant is designed to distribute heat locally and divert 150,000 tonnes of waste from landfill each year.

#### What we achieved

- Continued with our investment of over £140 million in a combined heat and power plant, which has been built in North Hykeham, plus associated transfer stations. This began receiving waste during 2013, and is now fully operational, allowing us to minimise household waste sent to landfill.
- Four new waste transfer stations around the county opened in July 2013 and were shortlisted by the Chartered Institution of Wastes Management, for a national award recognising environmental excellence in sustainable buildings. Along with the existing site at Louth, these sites provide local points to receive waste, which is then sent to the new Energy from Waste facility.
- Landfilled only 25.4% of municipal waste, a significant reduction on the previous year (47.1%) and 49.4% of waste was reused, recycled or composted. Since its opening part way through the year, the Energy from

Waste facility received the vast majority of the waste that would previously have been landfilled. We have also recycled street sweepings, which would previously have been landfilled.

## **Our plans for the future**

- Continue to divert waste from landfill to the Energy from Waste facility. Along with our recycling efforts, we anticipate that in future, landfilling will be minimal. We expect to exceed the national target, sending 54.5% of household waste for reuse, recycling and composting. We will review this as part of our Joint Municipal Waste Management Strategy.

## **Environmental Management: Lead Flood Authority**

### **What we said we would do**

- Help communities to be less likely to flood and more resilient to flooding if it does occur.

### **What we achieved**

- In December 2013, our coastal defences and emergency planning coped well with the largest surge to hit the east coast in 60 years.
- Continued to develop our new role as Lead Local Flood Authority during 2013/2014 and carried out 11 formal investigations into flooding incidents that happened in that period. Carried out the Joint Local Flood Risk and Drainage Management Strategy as part of these responsibilities, including publishing an action plan: a works programme for 2014/2015.

## **Energy from Waste facility, North Hykeham**



## Our plans for the future

- Make sure our expertise in water management is fully exploited as a driver for economic growth and inward investment, through the Greater Lincolnshire Economic Partnership.
- Develop our role as lead local flood authority and work with the Environment Agency on the statutory Flood Risk Management Plan. As part of this, we will consider an assessment process for all sources of flood risk in the county for the first time.
- The report into the major coastal surge flood event of December 2013 will be published during 2014/2015.
- Work with the Department for Environment and Rural Affairs (Defra) on the implications of sustainable drainage legislation, and shape an approach that meets local needs.
- See 126 properties protected from surface water flood risk as a result of our contribution to flood defence schemes.

## Safer Communities: Resilience forum

### What we said we would do

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

River Witham in flood



## **What we achieved**

- Tested plans for dealing with a serious train crash through Exercise Georgiana, one of the biggest training exercises ever held in Lincolnshire. This involved a simulated crash site, survivor's reception centre and the County Emergency Centre, where the multi-agency response was coordinated. The exercise, held in May 2013, involved more than 400 members of Lincolnshire's emergency services, other partners (such as the Environment Agency) and lots of community volunteers. The exercise challenged planning assumptions for this kind of emergency, rehearsed people in key command and control roles and helped with multi-agency co-ordination.

## **Where we need to improve**

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

## **Fire and Rescue: Appliances and equipment**

### **What we said we would do**

- Continue to increase the number of fire engines across the county which are staffed 24 hours a day by whole-time firefighters to nine, by 2015.

### **What we achieved**

- Increased the number of fire engines across the county which are staffed 24 hours a day by whole-time firefighters, from six to seven.
- Spalding Fire Station has been redeveloped, with new facilities and a new training area to support our new whole-time crews.

### **Our plans for the future**

- We will continue to review future appliances and equipment provision within Fire and Rescue, through the contract and maintenance of fire fleet project.

## **Fire and Rescue: Prevention and protection**

### **What we said we would do**

- Continue with our fire prevention and protection work with low numbers of fatalities in primary fires and arson.

### **What we achieved**

- The number of people killed or injured in fires continued to be low, with four fire fatalities in 2013/2014. A further 17 people suffered injuries that needed more treatment than could be given at the scene of the fire.
- Reduced the number of arson and criminal damage offences. The number of deliberate primary fires reduced

by 21%, down from 266 in 2012/2013 to 211 in 2013/2014. In the same period, criminal damage offences reduced by 9% (559 fewer offences) across the whole county.

- Our fire safety work in the community, which includes spreading clear messages about fire protection, had a positive effect. Fires in commercial premises reduced further, from 201 in 2012/2013 to 179 in 2013/2014.
- We carried out 7,454 free home fire-safety checks in 2013/2014 as part of our ongoing drive to make Lincolnshire households safer. We also completed 2,103 fire safety audits in commercial premises in our risk-based inspections programme, all of which had a positive effect on keeping our communities safe.
- The gardens of Ayrshire House in Long Bennington received a new lease of life by 12 young volunteers taking part in the area's Prince's Trust TEAM programme, run by Lincolnshire Fire and Rescue. The volunteers funded this entirely from scratch, with money raised from bag packing in a local supermarket. The programme gives 16 to 25 year-olds a once-in-a-lifetime opportunity to develop skills which are essential for success. For some, it's the chance to turn around a difficult past and improve future prospects.
- Ran 'stay safe' workshops for over six hundred year six school children, teaching essential skills about keeping safe in Lincolnshire, including how to stay safe on Facebook. We worked with Lincolnshire Police, Lincolnshire Safer Communities Board, the British Red Cross, Western Power and Stagecoach, to deliver this multi-agency event.

## **Our plans for the future**

- Continue with our fire prevention and protection work with low numbers of fatalities in primary fires and arson.

## **Fire and Rescue: Co responders**

### **What we said we would do**

- Continue to help at 85% of co responder incidents.

### **What we achieved**

- We helped at first-responder incidents on 88% of occasions. First-responder incidents are those in which Lincolnshire Fire and Rescue respond to medical emergencies, in partnership with East Midlands Ambulance Service (EMAS) and Lincolnshire Integrated Voluntary Emergency Services (LIVES).

## **Our plans for the future**

- Help at 91% of co responder incidents.

## **Fire and Rescue: Mobilising system**

### **What we said we would do**

- Continue to work in collaboration with Hertfordshire, Humberside and Norfolk Fire and Rescue services to provide a modern and resilient system.

### **What we achieved**

- As part of our ongoing collaboration with Hertfordshire, Humberside and Norfolk Fire and Rescue services, we have improved our mobilising system. This computer system holds information about all fire appliances

and Fire Officers in the county. It makes sure that the nearest available appliance will be sent to an incident, making our responses more efficient.

## Crime and disorder

### What we said we would do

- Progress a number of joint programmes of work with the Police and Crime Commissioner to reduce antisocial behaviour, tackle domestic abuse and improve data sharing to target preventative work.
- Work with Lincoln Prison on its improvement plan and enhance its work with local partners to help reduce reoffending.

### What we achieved

- Through working with our partners, we helped to reduce recorded crime by a further 4%, resulting in 1,600 fewer crimes. Violent crime reduced by 5% (355 fewer crimes) and the number of antisocial behaviour incidents has reduced by 18% (4,830 fewer incidents).
- Serious acquisitive crime (vehicle crime, robbery and burglary: those closely associated by persistent repeat offenders) reduced by 12% (652 fewer crimes).
- The number of first-time entrants to the criminal justice system fell by 24% in 2013/2014, with young people sentenced to custody for serious crimes down by 50%.
- Reoffending by young people working with the Youth Offending Service fell to 28.9%. This is the fourth drop in a row and the 16th lowest national rate.
- The Youth Offending Service (YOS) delivered 3,500 hours of reparation in 2013/2014 and engaged with antisocial behaviour teams across the county. This ensured that we supported court orders such as Antisocial Behaviour Orders (ASBOs) which were given to young people.

Fire engine in Castle Square, Lincoln



- Developed a countywide antisocial behaviour (ASB) strategy and commissioned two new services; the first, the Mediation for Neighbourhood Related Cases of ASB, provides alternative methods to resolve long standing ASB issues in local communities. Following a successful pilot in North Kesteven, the Antisocial Behaviour and Vulnerable Victim Service was commissioned countywide. We expect this to provide victims of ASB with the right levels of support, help to address their needs and achieve long term solutions. In the first six months, both services supported 42 ASB cases through mediation, addressing neighbourhood disputes and advocacy, to deal with other support needs.
- For the first time the number of domestic abuse incidents reported to Lincolnshire Police exceeded 10,000 in 2013/2014. The number of reported incidents in the last year represented a 3% increase in domestic abuse incident reporting, or 260 more incidents reported to the Police. Some of these were victims accessing help for the first time.
- We commissioned the Independent Domestic Violence/Sexual Violence Advisor service (IDVA/ISVA) to support high and very high risk victims of domestic abuse. The service supported victims through court cases and helped them get access to legal advice and counselling services. It worked to improve household security and increased victims' personal safety and that of their children. This approach supported 336 victims and their families in the last year.
- Reduced the repeat victimisation rate of high and very high risk domestic abuse cases, through our Multi Agency Risk Assessment Conference (MARAC) approach, to safeguard victims and their children. In 2013/2014 we reduced the overall repeat rate to 19.6% whilst supporting 795 high risk cases of domestic abuse, 140 more cases than 2012/2013.
- Introduced a domestic abuse charter, of 10 standards for agencies to work towards, embedding their commitment as an organisation to recognising and tackling domestic abuse. This has been adopted by all partners with some agencies already achieving all 10 standards in 2013/2014.
- Established a School Link Worker post to include domestic abuse awareness within schools' policies and make domestic abuse a safeguarding issue for teachers and support staff.
- Commissioned the school engagement project to identify the educational resources which were already delivering crime prevention activities in schools. The project was started to help us understand the needs in the different parts of our communities and the gaps in providing crime prevention education.
- Delivered training to over 150 staff from partner organisations covering female genital mutilation, forced marriage, honour based violence, male victims and e-safety (the safe and responsible use of technology). We have also refreshed our domestic abuse website and revised our domestic abuse e-learning module for partners.
- Continued our work with the Police and other partners to reduce the harm caused by legal highs in the county. This included commissioning treatment services to deliver training and awareness courses around legal highs to educational establishments and other identified priority groups.
- Our prison development group has introduced a way of managing a prisoner's release, ensuring that prisoner and family needs, such as housing, health and employment support, are in place before they are released back in to the community. This ensures that support services and key functions, such as appointments with substance misuse and employment advisors, are immediately available, to help break the cycle of reoffending.
- Started to work with private sector partners to deliver NVQ courses such as building, joinery and hygiene, to help prisoners gain qualifications. This will increase employment potential when they are released and help to deliver a paid service within the prison.

## **Our plans for the future**

- In 2014/2015 the Community Safety Partnership will focus on safeguarding and improved information sharing. Partnerships will concentrate more on prevention by identifying the signs for crime, disorder and antisocial behaviour. There will be a focus on the family and community needs and tackling the cause rather than the symptom. We will also look to develop our partnership approach to working together on emerging issues, such as organised crime, cyber-crime, human trafficking and modern slavery.
- The Youth Offending service, working with the Police and our Families Working Together programme, will develop a restorative approach to crime and disorder; concentrating on victims' needs whilst reducing the risk of young people becoming criminalised.
- The school engagement project will help educational establishments to address their community safety needs, through a personalised and tailored package for each establishment. This may include addressing areas such as hate crime, domestic abuse and the law in general.

## **Trading Standards**

### **What we said we would do**

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

### **What we achieved**

- Taken tough action on counterfeit goods, which fund organised crime, undermine local businesses and put consumers at risk from potentially unsafe products. This resulted in seven successful prosecutions in 2013/2014, which concluded during the year. Nine warning letters were issued, several tonnes of goods were forfeited and over £100,000 claimed back through the courts, from those profiting from trading in counterfeit goods.
- Following a successful pilot, we launched Lincolnshire's Operation REPEAT, to prevent vulnerable and elderly residents becoming victims of doorstep crime and scams. As at 31 March 2014, the Operation REPEAT Partnership ran 22 awareness training events for 330 health and social care professionals who work with over 4,233 older and vulnerable people on a daily basis.
- Visited over 1,300 businesses to check compliance and support businesses in ensuring they traded fairly and safely. We sampled over 330 goods to check for compliance, including sending some for expert analysis. This included sampling food for description and safety, based on local priorities and the nationally coordinated sampling programmes. Species checks on food, including looking for and finding horsemeat, formed part of this work. We also seized over 12,000 consumer products, removing non-compliant unsafe goods from the market.
- Supported a national priority by conducting 121 feed hygiene audits at feed manufacturers, food manufacturers, hauliers, stores and farms to ensure the safety of animal feed. This prevents feed contamination and disease, and upholds the safety and standards of food entering the human food chain. 60 food hygiene inspections at farm level were also carried out as part of this work, together with formal testing and analysis of feed samples and inspections at the ports of Boston and Sutton Bridge.
- In partnership with the Police and HM Revenue and Customs, we continued to tackle the sale of illicit tobacco and alcohol, seizing over 134,000 cigarettes and 45kg of hand rolling tobacco.

## Registration and celebratory service

### What we achieved

- For the fourth year running, our Registration and Celebratory Service achieved customer service excellence and met the Government Standard. This registers births, deaths, marriages and civil partnerships. It conducts a range of ceremonies, including wedding, civil partnership, citizenship, naming, renewal of vows, funeral and memorial services.
- Tell us Once, delivered by our Registration Service, continue to notify local and Central Government departments of a birth or a death. Early in 2014, they took part in a national pilot, informing NHS partners of the death of pension holders.
- 569 people became British Citizens through formal citizenship ceremonies in 2013/2014.
- In line with Government legislation, the Registration Service prepared for the introduction of same-sex marriage. This was available from March 2014, and ensured equality for all.
- Moved the registration offices successfully in Bourne and Skegness, with improved facilities in Skegness for ceremonies and car parking.

### Where we need to improve

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

Registration and Celebratory Service team



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

Some highlights of what we will do are listed below.

### Enterprise

#### What we said we would do

- Help the Local Enterprise Partnership, a voluntary partnership between councils and businesses to produce its growth plan. This plan sets out how the county council, other public organisations and the private sector speed up growth in the county's economy over a 20 year period. It also forms the basis for the Government and European Union to allocate grants between 2014 and 2020.
- Lobby for the Government and others to prioritise rural enterprise as part of their economic development actions.
- Work together with all parties interested in Lincolnshire's prosperity to raise the profile of Lincolnshire as a place to live, work, invest and visit, particularly promoting new opportunities.
- Continue to lobby for improvement to the rail services across the county as part of the national rail franchise re-letting programme, in particular increase direct services between Lincoln and London, as well as to other nearby major cities.

#### What we achieved

- Helped businesses to develop and grow our economy. This helped to identify local economic priorities and lead economic growth and job creation.
- Greater Lincolnshire was awarded more than £110 million to stimulate economic growth and jobs in the region. This is the area's share of the European Regional Development Fund (ERDF) and the European Social Fund (ESF) for 2014 to 2020 and represents a significant increase from the £28 million we were awarded last time.
- We took every opportunity to promote Lincolnshire to businesses and investors, for example our chairman made visits to important employers. Our Leader and Portfolio Holder for Economic Development led a major business event at Belton, near Grantham. We worked with the Lincolnshire Enterprise Partnership on their promotional visit to the MIPIM Trade Fair (the international trade fair of real estates and investment opportunities).
- Agreement from Network Rail to put new footbridges over the rail crossing in Lincoln.

#### Our plans for the future

- We will need to make the best case possible for our share of future funding for the rural areas of the county, and decide how best we can help these areas in the years to come.
- We will assemble EU and other grants to promote prosperity. We will commission a broad range of high quality schemes that will help us to continue the county's economic growth.

## Health

### Where we needed to improve

- Build relationships with Clinical Commissioning Groups and Health Provider trusts.

### What we achieved

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

### Where we need to improve

- Carry on supporting the Health and Wellbeing Board in delivering the Joint Health and Wellbeing Strategy to ensure continuous improvements.

### Our plans for the future

- Use the health profiles alongside local intelligence, to help shape all aspects of health work in Lincolnshire.
- Improve the health of the groups in society who have the worst health deprivation and inequalities, by involving other organisations, helping to lead to greater health benefits. Their role in raising the awareness of healthy lifestyle habits is a crucial one and we will carry on supporting these organisations in their Public Health role.

## Make the best use of all of our resources

### Modern and flexible IT systems

#### What we said we would do

- Benefit from annual savings of £1.3 million starting in 2013/2014 from our Next Generation Platform project. This is our major information and communication technology (ICT) programme for change, helping us to cut costs and provide a more robust, modern and flexible ICT system for the future.

#### What we achieved

- Annual Savings of £1.3 million were realised, following the implementation of the Next Generation Platform project.

#### Our plans for the future

- Introduce a new case management system, starting with social care and Public Health, to deliver operational efficiencies and cost savings.
- Continue to work with IT service providers to make sure that IT remains a key enabler of service improvements and efficiency savings. We will achieve this by reviewing systems (contracts and costs) and promoting opportunities to share services with partner organisations.

### Transforming our systems and business processes

#### What we said we would do

- Continue to progress the Future Delivery of Support Services (FDSS) programme, to ensure that our services are fit for the future and deliver further efficiencies.

#### What we achieved

- At the end of a tender process, a five-year contract worth £71 million was awarded to Serco, an international company, which will provide our IMT, finance, HR and customer services from April 2015, following a year of transforming services through new IT systems and business processes.

#### Where we need to improve

- Introduce employee self-service, using the Agresso programme to improve HR and payroll services to employees and managers. This will make systems more efficient and provide more accurate information for managers.

#### Our plans for the future

- Work with Serco to transform our systems and business processes and ensure a smooth transition before they take over delivering IMT, HR, Finance and Customer Services in April 2015.

### Property

#### What we said we would do

- Continue to review and rationalise the council's properties and review a further 50 buildings to continue to reduce the cost of accommodation per employee.

## What we achieved

- Put the contract for the council's property services out for procurement. This aims to rationalise our property portfolio and achieve savings.
- Exceeded our target for the sale of surplus land and buildings, generating £3.2 million against a planned £2 million. We also rationalised our property portfolio, to reduce office space and met the projection of more than £1 million savings, by the end of March 2014.

## Our plans for the future

- Plan a further saving from our property rationalisation programme for 2017/2018 which will save another £1 million.
- Appoint a new partner in autumn 2014 and work with the new contractor, in readiness for the start of the new contract in April 2015. This will begin the corporate landlord model roll-out, which will move us towards centralised management for the property estate and drive down its operational costs.

## Procurement Lincolnshire

### What we said we would do

- Work together with Procurement Lincolnshire and our partners to deliver further savings and work with local businesses, within our sustainable procurement strategy.

### What we achieved

- Our sustainable procurement strategy has seen Procurement Lincolnshire achieve savings totalling over £7.5 million for all partners.

### Our plans for the future

- We will update all our standard procurement documents to make sure they comply with the new EU procurement directives, which will come into effect in the UK during 2014/2015.

## Employee wellbeing

### What we said we would do

- Continue to raise health awareness issues with Lincolnshire public sector employees, through iCount.

### What we achieved

- We took part in the Global Corporate Challenge project, with county council staff walking a total of 222,144 miles and coming second in the whole world in the government sector category.

### We also

- Became one of just two county councils in central England and the first in the East Midlands to be awarded Investors in People Bronze status. This demonstrates the authority's commitment to the success of its employees and reflects their passion to deliver excellent services.

- Started to review our terms and conditions of employment and undertook extensive consultation with staff to modernise terms and conditions of employment.
- The new online County News website was launched for residents in August 2013, including extra content and new multimedia. This put all the features in one convenient place, with some extra interactive information, such as audio and video. Popularity has grown significantly from just over 200 visits a month before the re-launch, to more than 500 visits a day for some individual articles.
- Secured business rate pooling agreements (which allow us and partner authorities to collect business rates together, to avoid paying a levy to Government on rates collected) with two district councils. This meant that we kept almost £550,000 of local income that would otherwise have gone to Central Government.

### **Where we need to improve**

- Although we have significantly reduced employee sickness levels through robust management and support from Occupational Health, we intend to reduce this further during 2014/2015.
- Improved information governance has highlighted a need to review the council's approach to records management (where and how we store paper and electronic records, and how and when we destroy them).

### **Our plans for the future**

- The council will undertake a fundamental review of services' priorities and associated budgets before the start of 2015/2016, to make sure that we deliver the spending reductions which the Government have requested.
- We will continue to develop and support our leaders and managers to lead change effectively and deliver the council's commissioning objectives, ensuring that staff are clear about their personal leadership responsibilities for effective services, community empowerment and value for money.
- We will continue to make sure that we keep, develop and deploy key skills, working collaboratively with our strategic partners and service providers, to meet the needs of our customers and communities.
- We will support our senior managers to assess their staffing needs across the council, based on our review of service priorities and associated budgets. We will ensure that the right organisational and workforce change is managed effectively, by adopting best practice HR processes.
- We will agree a partnership with another Local Government Pension Fund for a new pensions' administration service.

## Commissioning council

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

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

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

- Enablers and support to key relationships, which encompasses the council's corporate strategies and the support to our relationships with the public, service users, partners and outside bodies.

Lincolnshire County Council offices



## Equality and Diversity

Our approach to equality and diversity puts people, both our customers and our staff, at the heart of what we do. Our objectives relating to equality are as follows:

- We value our entire workforce and want to make sure they can do the best job. We will be reviewing the most significant staff management policies to make sure they are consistent yet flexible, and fit for a modern local authority.
- We want to make a positive difference for our communities. When we review or introduce a policy or activity, commission or begin a new project, we look at the effect it will have on people. Similarly, when we start a new project we will carefully consider the effects and review these throughout the life of the project, supporting people through the change. This is called impact analysis and it helps us to make better informed decisions.

### What we said we would do

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

### What we achieved

- Involved relevant staff in discussing the impact of people management policy changes. These are ongoing because of the nature of large scale change in the council.
- Continued to review our human resources plans with staff, to lessen any negative effects of new policies during 2013/2014.
- Updated our e-learning system, Lincs2Learn, to make sure we included our approach to impact analysis. This is now included in management training and our electronic learning module for relevant staff. We updated our online equality and diversity training for managers and employees.
- Provided Dragon software training for 15 employees.
- We were re-accredited with the two ticks, Positive about Disability symbol by the Jobcentre. We achieved this by meeting five commitments about employing, keeping, and developing disabled employees.
- Reviewed our project management standard, making sure the requirement to analyse the impact on people of our projects and programmes was clear. We also developed a how-to module for project teams, to help project managers and staff working on projects, understand the best ways to consider the impact of our policies on local people. Methods might include discussion groups to get a wide range of views on the benefits of our projects and how they might affect local communities and staff.
- Continued to review our work on complying with the Equality Act 2010 to begin to make sure that our

commissioning approach complies with the Act. We began by reviewing our equality objectives, published in our updated Business Plan which was approved by council in February 2014.

- Began work to look at the personal data we ask our customers for; whether it's appropriate to gather this data and how it is used.

### **Where we need to improve**

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

### **Our plans for the future**

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

## Summary of 2013/2014 accounts

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

This summary shows how we performed during the financial year from 1 April 2013 to 31 March 2014, and our financial position at the end of that year.

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

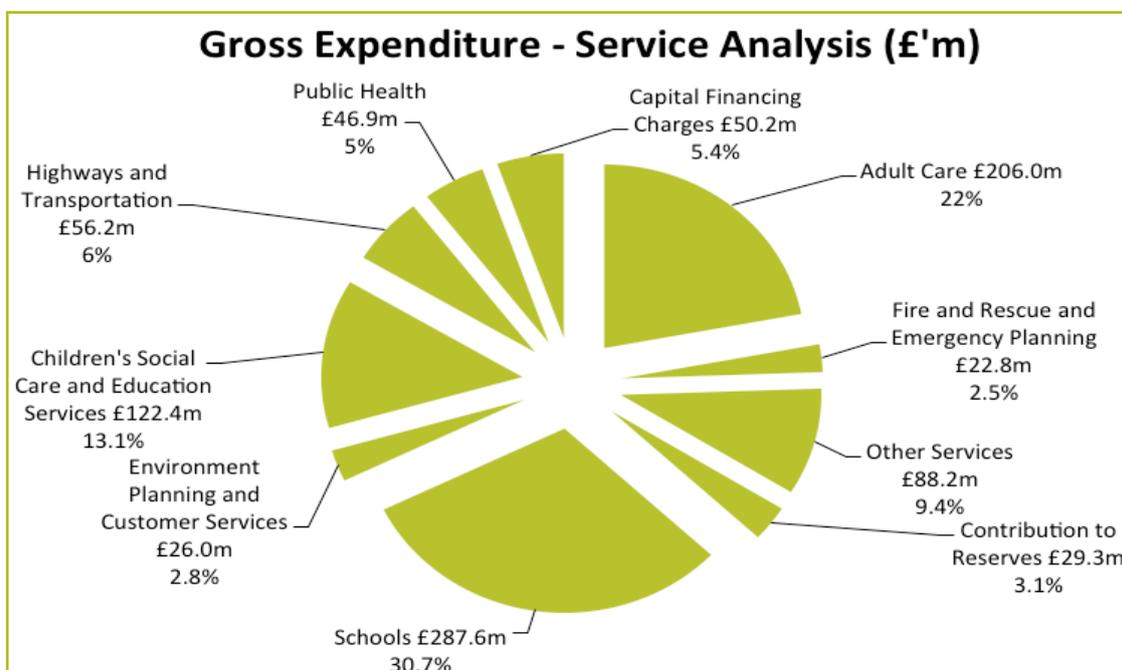
By phone 01522 553648 (leave a message asking for a copy)  
Website [www.lincolnshire.gov.uk/finance](http://www.lincolnshire.gov.uk/finance)  
By email [finance@lincolnshire.gov.uk](mailto:finance@lincolnshire.gov.uk)

### Money for day-to-day services

We spent £906 million on the day-to-day running of services in 2013/2014. That is £1,238 for every person in Lincolnshire.<sup>3</sup>

Before the beginning of each year we set ourselves a budget of how much we can spend over the coming year. By managing our spending, we have been able to provide the same level of services at a lower cost and secure substantial cash efficiencies. In total we spent £62.373 million less than our budget. Most of this underspend relates to school budgets and will be carried forward for our schools to spend in future years.

### How the money was shared between different services



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

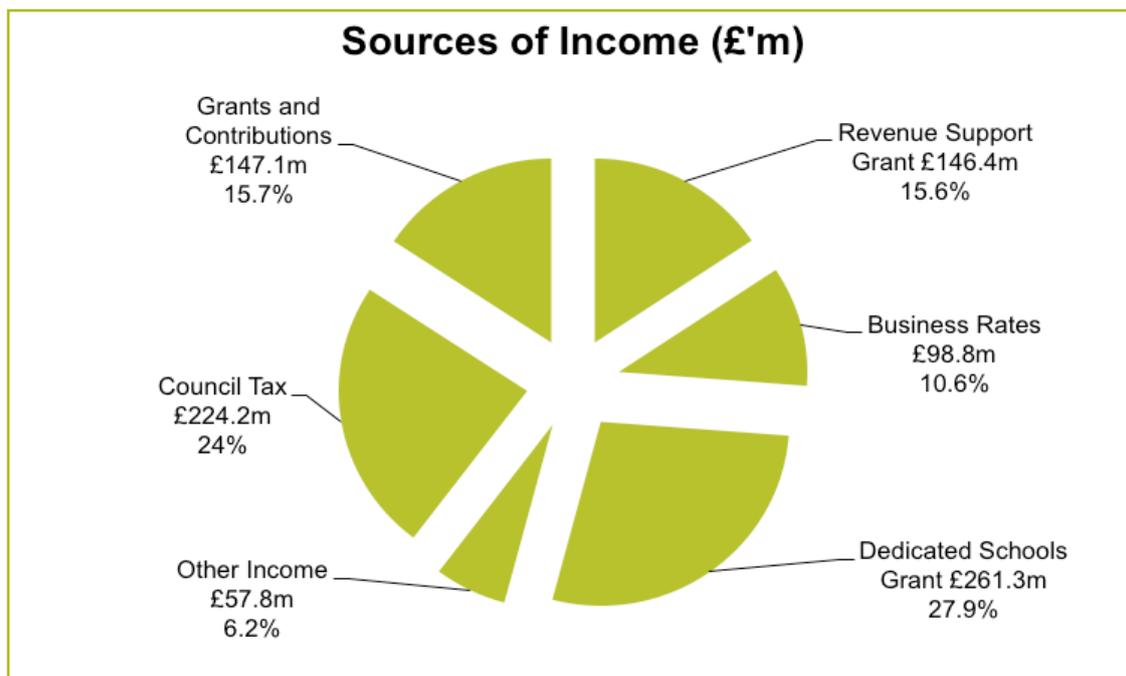
In 2013/2014, we divided our spending as shown above.

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

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

### Where the money for services comes from

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



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

- 16% of our income came from general Government funding. We received £146.4 million in revenue support grant in 2013/2014. This is a general grant paid to local councils by the Government to support the services they provide.
- In addition to this we received £261.3 million (or 28%) of dedicated schools grant which is used for funding education in Lincolnshire.
- 24% of our money came from council tax. Our level of council tax stayed one of the lowest in the country, with only two out of 27 counties setting a lower rate.

### Our financial position on 31 March 2014

Our reserves – or the amounts we have set aside to be used in the future – now amount to £136.1 million. £33.896 million of this is the savings made by schools and is held on behalf of individual schools. £85.8 million is set aside for future spending on specific services or projects. The remaining £16.4 million is a general reserve which we need to protect us against financial risks such as unexpected extra costs or losses in the future.

We owe £458.9 million, which we borrowed to pay for assets which will last many years, such as schools and roads. What we borrow is limited by what we can afford to repay each year. We make sure that the borrowing we have to repay each year and the interest we pay on our borrowing is not more than 10% of our annual income. Last year our repayments and interest were less than 5.9% of our income.

## Contacts

### By phone

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

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

Department	Available	Number
<b>Adult Learning Service</b> Offering information and advice on adult education	9am to 5pm every day	01522 782011
<b>Public Health</b> Health care, improvement and protection community engagement	8am to 5pm weekdays	01522 553729
<b>Registrations and Celebratory Services</b> Registration of births, deaths, marriages and civil partnerships	8am to 6pm weekdays and 9am to 4pm on Saturdays	01522 782244
<b>Schools Transport Service</b> The first point of contact for school transport for children aged 4 to 18	8am to 6pm weekdays	01522 782020
<b>Adult Care Team</b> Social care services for adults	8am to 6pm weekdays (for out-of-hours emergencies please see below)	01522 782155
<b>Children's Social Care Team</b> Social care services for children	8am to 6pm weekdays (for out-of-hours emergencies please see below)	01522 782111
<b>Tourism Service</b> Information about tourism in Lincolnshire	9am to 5pm every day (including bank holidays)	01522 782332
<b>Trading Standards</b> Handling trading standards enquires	8:45am to 5:15pm Monday to Thursday and 8:45am to 4:45pm on Fridays	01522 782341
<b>Minicom</b> Contact point for people who are deaf or hard of hearing		01522 552055
<b>Emergency Duty Team (Social Care)</b> Handling out-of-hours emergency social care contacts	5pm to 8:45am Monday to Thursday, and 4:45pm on Fridays to 8:45am on Mondays (24-hour service on bank holidays)	01522 782333
<b>Highways and Planning out-of-hours emergencies</b> To report a road emergency outside office hours please contact Lincolnshire Police.	8am to 6pm weekdays	0300 111 0300

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

**By letter**

Lincolnshire County Council  
County Offices  
Newland  
Lincoln  
LN1 1YL

**On our website**

[www.lincolnshire.gov.uk](http://www.lincolnshire.gov.uk)

**By email**

For non-social care enquiries: [customer\\_services@lincolnshire.gov.uk](mailto:customer_services@lincolnshire.gov.uk)

For social care enquiries: [csc\\_socialcare@lincolnshire.gov.uk](mailto:csc_socialcare@lincolnshire.gov.uk)