

Organisational Strategy

2012 – 2015



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Executive summary

Our organisational strategy provides the framework for Lincolnshire County Council's operations and organisational development.

We spend well over £400 million every year (not including schools) on ensuring that high quality services are available to more than 700,000 people in Lincolnshire. In doing so, we employ around 4,500 full time equivalents (FTE).

Because of the world wide economic situation, the environment in which we operate is much more dynamic and uncertain than ever before so we have decided to refine and re-state the County Council's vision and purpose (see page 4). One of our priorities for the next year will be aligning what we do with that new vision and purpose.

The strategy sets out our vision and purpose, where we are now, drivers and influences, where we want to be in 2015, and what we need to do to get there. It is a strategy for change so does not contain detail for all our services. Detailed activities and performance measures for delivering this strategy and for key 'business as usual' activity are in the Council Business Plan and will be performance managed by the Executive, Value for Money Scrutiny Committee and the Management Board.

The strategy is set out in detail on the pages that follow and summarised in the diagram on pages 14 and 15.

Our vision and purpose

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

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

The new vision and purpose were agreed at the County Council meeting on 9 December 2011:

Lincolnshire County Council: *working better for you*

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

The County Council's purpose

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

Work is underway to refresh our organisational values to reflect that purpose.

Where we are now

This section summarises our current position.

Delivering against existing business plan and political priorities

Despite the massive changes that have been happening in the public sector we have continued to perform well against our business plan and political priorities. These are set out in detail in our Annual Report (available on our website). Some highlights are:

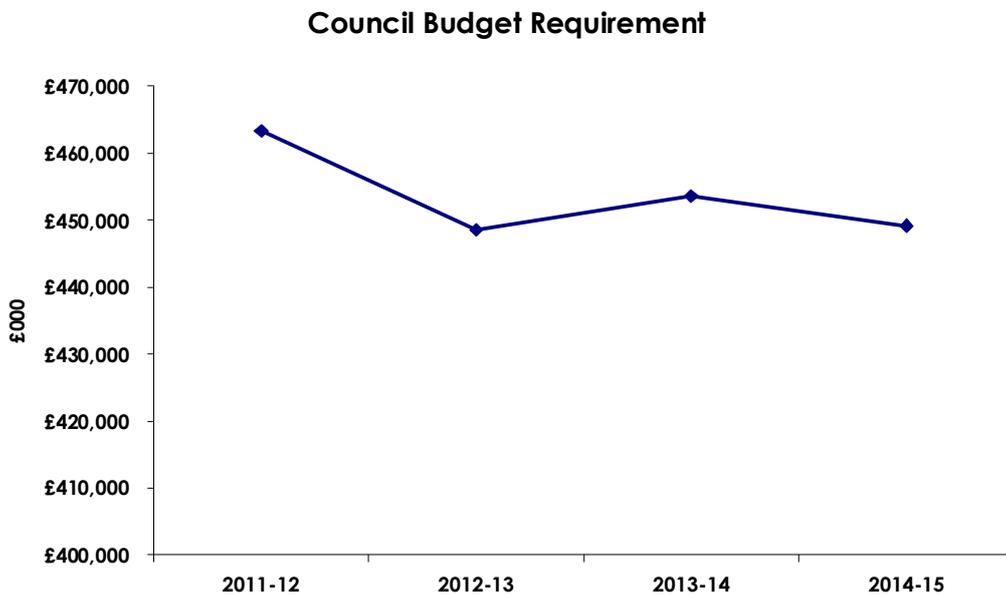
- ‘Outstanding’ rating for children’s safeguarding.
- Children achieving 5 A*-C grades improved by 3% and was 4% above national average for 2010 with further improvements in 2011.
- 7.5% reduction in primary fires.
- Outstanding commitment and performance in keeping roads open in the last winter.
- Exemplary performance in ‘Operation Watermark’ followed by national awards and further developments in innovative shared working in emergency planning.
- 23% reduction in recorded crime over the last five years, including 37% reduction in theft of or from a vehicle, 23% reduction in violent crime and 11% reduction in burglaries.
- Over 1,300 sustainable jobs created in the last few years. Only 4% of young people aged 16-18 not in education, employment or training.
- Innovative community self-help schemes developing for cultural activities.
- Already exceeding national 2015 targets for recycling. Energy from waste plant now in construction that will divert 150,000 tonnes a year from landfill.
- Improvements to mobile working and building utilisation through technology change and a network of touchdown points across the county. Shared office facilities with West Lindsey District Council and others.

Reduced funding reflected in 'core budget' and savings programme

Our Medium Term Financial Strategy reflects the impact of a £54.9 million annual reduction in government grant by March 2015. Because of additional responsibilities placed on us and inflation, we actually have to save £125 million annually by then. In other words, we must save much more than our overall change in spending.

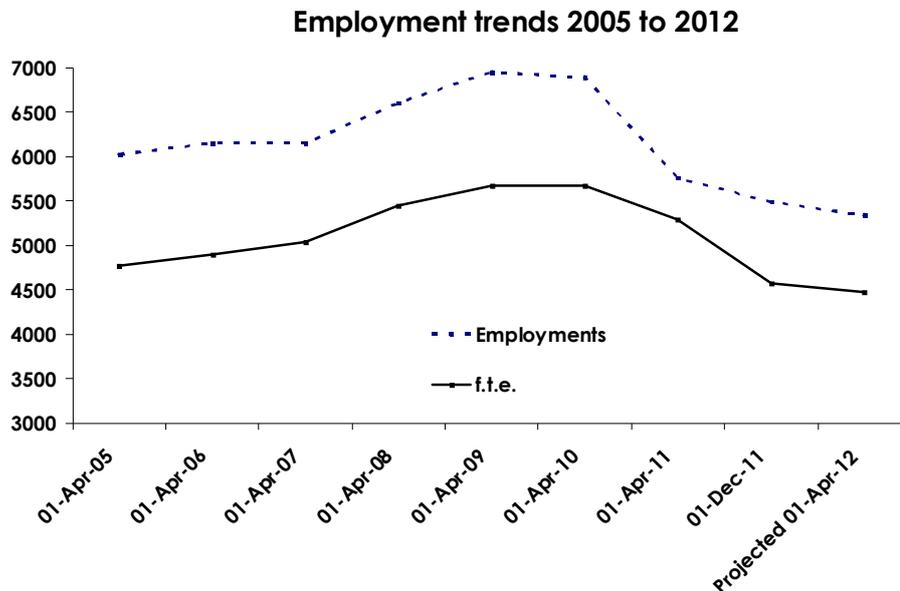
The 2011-2015 budget was called the 'core offer budget' because it was set by focusing on core services and service levels - legal requirements, political priorities etc.

The 'core offer' budget set public safety as a priority; safeguarding children, fire & rescue, road gritting and maintenance, emergency planning and police community support officers whilst continuing to invest in economic development and tourism.



Reduced management and workforce

A major element of savings has been to reduce our workforce, starting with senior management. Tighter control on vacancy management was introduced in 2009 and formal consultations with employees started last year. We now employ 16% fewer FTE than last year. Most of the posts in the 'bulge' shown in the graph below were people employed to deliver on special work funded by extra government grants.



That is a significant reduction but we are still a major service provider and employer.

For context, employment levels now are slightly lower now than in 2005.

Employee reductions to balance the 2011-2015 budget are nearing completion but we cannot rule out further change following the Chancellor's 2011 Autumn statement which increased the estimate of nation public sector job reductions from 400,000 to 710,000. There is also potential for employees to either move into the county council (like Public Health are) or move out, perhaps due to policy changes like national increased targets for personalised budgets in Social Care.

In September 2011 we were the first large local authority to be peer reviewed by the Local Government Association. Their review summarised some of our strengths as:

- Solid services, good governance and a viable financial plan in place.
- Clear drive to provide strong leadership to the organisation and place during a period of challenge and change.
- A realisation of the scale of changes required.
- The intention to become more of a commissioning council makes sense given our track record in partnering and outsourcing.

Drivers and influences acting on us

There are many drivers and influences that affect our strategy. We have grouped them under four headings: political, economic, social and technological.

Political

LCC is a politically led organisation. Our Councillors are democratically elected and operate in political groups. The political priorities of the leading group are key drivers of council policy. National politics and policies are also influential, though perhaps less so than the previous government.

We are accountable to residents and subject to detailed scrutiny through the media and through all Councillors on behalf of their constituents. The Council's reputation takes a long time to build but can quickly be damaged.

The most important political drivers and influences are:

- We have revised our vision and purpose to reflect change - see *page 4 for more details*.
- Willingness to influence, support and co-operate with partners - *we work with a wide range of partners in the NHS, police, other councils and community groups*.
- Commitment to value for money services and low council tax - *we review value for money and set targets to keep council tax increases down*.
- Need to respond to changing national priorities - *such as 'smaller government', health reforms, welfare reforms, 'Big Society', personalisation of social care, growth in academy schools, Local Government Resource Review, Localism Act etc*.
- High reputation within national and local government - *for example we are seen as leaders in joining up partners to improve local flood risk management*.
- Need to operate within European and national frameworks.
- Commitment to engage with local people - *so we can find out what really matters to them and act upon it. We are currently consulting on our approach to 'Big Society'*.
- County Council election in 2013.
- Desire to get better value from our property - *we are a much smaller organisation that does not need so much property. We also own 'county farms' producing income that supports services*.
- Core offer budget priorities - see *page 6 for more details*.

Economic

The challenging economic climate will continue to have a profound impact on the way we operate. That impact is felt directly (less funding available) and indirectly (people more reliant on public sector services).

We remain one of the county's largest employers and continue to invest in Lincolnshire's infrastructure.

- Economic downturn results in uncertainty.
- Reduced government grant resulting in 'core offer' budget - see page 6.
- Creation of a Local Enterprise Partnership (LEP) for the county - *the LEP is led by local business with support from the County Council. Our LEP is starting to attract significant extra funding into Lincolnshire.*
- Impact of our geography: sparse population, poor transport links, expense of providing rural services, uneven spread of industry, flood risk - *many of our services are expensive to provide locally because of this geography.*
- Agricultural land base supports a strong food manufacturing sector.
- Attractive coastal and country environment and rich heritage is a source of tourism - *a large part of our economy.*
- Lower value economy with slow growth and limited employment opportunities - *initiatives like investing in broadband can create economic opportunities.*
- 12% of people are in the most deprived 20% in the country - *we'll need to focus some of our services on them.*
- Impact of Council spending - *we are a major employer and property owner so our budget reductions impact on the economy. Our spending power can aid the economy so we aim to give local businesses a chance to win our contracts.*
- Lack of housing development limits growth of community infrastructure and economies - *we need to make sure that transport, schools and other infrastructure supports areas where there will be growth and that developers contribute. For example, we have underwritten developer contributions to the Lincoln Eastern Bypass so that government funding is secured.*

Social

There are some important social influences which will shape the development of LCC over the next few years. These fall into two areas: the first relates to customer service needs and requirements, for instance shaping services to respond to the growing population of older residents; the second area relates to LCC's existing culture and values.

- Demographic change:
 - *Population growing;*
 - *Large increase in over 75s projected;*
 - *Increase in birth rates; and*
 - *More people are moving to Lincolnshire.*
- Customer expectations may not reflect our reduced spending - *we think people will still expect high performance and full services despite the reductions we are having to make.*
- Demand for openness from public bodies - *the 'transparency' agenda is growing and we are spending more time responding to Freedom of Information requests and other enquiries.*
- Social impacts of the economic downturn - *Lincolnshire's economy has not been as badly affected as many but we believe more people will seek to access our services because their needs are higher. Because resources are reducing we will need to become more efficient and prioritise.*
- Need for an agile workforce - *we have made much progress but still need to be more flexible in the ways we work and reduce the need to travel.*
- Many communities in the county are resilient and support people within them - *people support each other in our communities. Some are less well prepared than others and we want to support them to improve.*
- Significant physical and social differences between communities - *there are many differences across the county so one way of doing things will not be the right way for everyone.*
- Desire to reduce our impact on the environment and manage flood risks - *Lincolnshire is an environmentally aware county, with high recycling and high awareness of some threats posed to us such as coastal and river flooding.*
- Commitment to design services around people.

Technological

Technology has the potential to help us deliver more cost effective and responsive services but should not be pursued as an end in itself. The rate of change in new technologies has been substantial over the last ten years and is likely to continue to develop at a rapid pace. LCC must therefore not only focus on harnessing today's technology but on anticipating changes in the next 5-10 years.

Technological drivers that will impact on the council's development are listed below:

- Potential to improve local outcomes and value for money through effective use of technology - *we are aiming to improve our technology and make it cheaper. This will open up more channels for people to engage with us.*
- Opportunities to enhance broadband and mobile connectivity - *government grants and investment topped up with investment by us and our partners will enable major improvements in the next few years.*
- Growth in use of social media - *people want to contact us in different ways and we need to respond to that.*
- Need to share information legally and effectively with partners - *but we need to make sure data, particularly personal data, is safe and only accessed by the right people.*

Where we want to be in 2015

We want to be clear about where we want to be so we can plan to get there, not just aim to change a bit each year.

Investing in infrastructure and provision of services

- Residents and business have access to high speed web services
- Improved economic infrastructure
- We have supported local business to emerge from the economic downturn
- Significant progress has been made on major highway improvements

Commissioning for outcomes based on our customers' needs

- Mix of public / private services provides choice
- Able to commission and manage contracts effectively
- Flexible well managed contracts in place
- Realistic expectations from customers
- Diverse, vibrant independent sector
- People have choice over their care
- Children and young people have a great start in life

Promoting community wellbeing and resilience

- Engaged with communities and responsive to their needs
- Communities are resilient to change
- Improved community support
- Improved health and wellbeing
- Communities are safe

Influencing, co-ordinating and supporting others

- We understand our partners and they understand us
- We work together to add value for Lincolnshire
- We are influential nationally in support of Lincolnshire

Making the best use of all our resources

- Delivering our vision and purpose
- Behaving within high organisational values
- Balanced budgets across all services
- Delivering political priorities after 2013 election
- All internal processes help us to work better
- Property is used more effectively - with partners
- Agile, skilled, motivated workforce
- Customers are satisfied
- Robust, sustainable organisation with a mandate from our communities

How we'll get there

This section identifies the main things we will have to do to get where we want to be in 2015. Details will be developed in the Council Business Plan.

Investing in infrastructure and provision of services

- Procure services to fill gaps in superfast broadband
- Deliver a revised Local Transport Plan
- Develop major road schemes
- Invest in winter highway maintenance
- Enhance community resilience to issues like flooding

Commissioning for outcomes based on our customers' needs

- Review commissioning and contract management for external and in-house services
- Develop local markets and inward investment to support this
- Identify the full cost of services
- Understand the financial and other benefits of preventative work
- Retender major strategic partnership contracts and manage existing contracts well
- Revise service standards
- Manage impact of rapid growth in academies
- Develop and sustain personal care

Promoting community wellbeing and resilience

- Develop our approach to engaging with communities around 'Big Society'
- Ally with others to manage major risks like flooding
- Develop and ensure delivery with partners of a Health and Wellbeing Strategy for Lincolnshire

Influencing, co-ordinating and supporting others

- Review opportunities for 'Community Budgets'
- Work with and learn from partners for the benefit of Lincolnshire

Making the best use of all our resources

- Engage and align staff and services with new vision, purpose and values
- Deliver core offer savings
- Respond to changing national policy
- Respond to the Local Government Resource Review
- Improve use of evidence to inform decisions
- Understand impact of change on staff and customers
- Update ICT systems for our changed organisation
- Make sure major processes add value
- Look to increase income where that does not put pressure on local people
- Pool budgets and share services with others

Organisational Strategy summary diagram

Political drivers

- We have revised our vision and purpose to reflect change
- Willingness to influence, support and co-operate with partners
- Commitment to value for money services and low council tax
- Need to respond to changing national priorities e.g. 'smaller government', health reforms, welfare reforms, 'Big Society', personalisation of social care, growth in academy schools, Local Government Resource Review, Localism Act etc.
- High reputation within national and local government
- Need to operate within European and national frameworks
- Commitment to engage with local people
- County Council election in 2013
- Desire to get better value from our property
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Economic drivers

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- Reduced funding reflected in 'core budget' and savings programme
- Reduced management and workforce
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Technological drivers

- Potential to improve local outcomes and value for money through effective use of technology
- Opportunities to enhance broadband and mobile connectivity
- Growth in use of social media
- Need to share information legally and effectively with partners

What do we need to do to get there?

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More information

For enquiries about this strategy, please contact us in the following ways.

By phone | 01522 782060

By email | performanceandprogrammes@lincolnshire.gov.uk