

Commissioning and Commercial Board

Collated Highlight Report

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Commissioning/Delivery Strategy	Children are Safe and Healthy		
Sponsor	Debbie Barnes	Commissioning Lead	Janice Spencer
Lead Officer (if applicable)	Mark Rainey	Stage	Commissioning Strategy completed. Tactical and operational commissioning plans are at varying stages of completion.

Summary Description

The purpose of the commissioning strategy is to ensure that Lincolnshire's children and young people are safe and healthy. This is achieved through children growing up in homes where they feel safe and where they are supported to make decisions to live a healthier life. The commissioning strategy reviews how Children's Services is performing to ensure that Lincolnshire children and young people are safe and healthy, adopting a Signs of Safety approach to understand what is working well, what we are worried about and establishes priorities to address what we are going to do about it.

<p>How have the "Needs" been established and agreed (include engagement activities)</p> <ul style="list-style-type: none"> Political priorities / risks – through engagement with the Executive portfolio holder as part of Executive Directorate Management Team meetings (DMT) along with desktop analysis. Demographic and stakeholder engagement feedback – various engagement activities are undertaken in relation to the specific commissioned services set out in the strategy. Legal framework, national and local policy and guidance – a desktop analysis has been undertaken. Current performance – summary analysis of targeted measures detailed within Appendix A. Available resources now and in the foreseeable future – a financial summary, including identified pressures and saving requirements, has been completed. Market offers (external / internal) – an overview of the marketplace has been undertaken to determine opportunities and highlight gaps. 	<p>What are the agreed "Outcomes"</p> <ul style="list-style-type: none"> Children are safe and healthy <ul style="list-style-type: none"> Children are safe and protected from harm Children and families are supported as soon as problems emerge Looked After Children feel supported and reach adulthood happy and healthy 	<p>How is success measured?</p> <table border="1" data-bbox="1435 775 2085 930"> <thead> <tr> <th>No. of measures</th> <th>Targeted/ measured?</th> <th>Of the targeted measures:</th> </tr> </thead> <tbody> <tr> <td>4</td> <td>4 Targeted</td> <td>4 achieving the target</td> </tr> </tbody> </table> <p>For information about performance in relation to targets for Q4 2017/18 please see Appendix A</p>	No. of measures	Targeted/ measured?	Of the targeted measures:	4	4 Targeted	4 achieving the target
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4	4 Targeted	4 achieving the target						

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Key Contracts (>£1m or those of a politically sensitive nature)									
Service Contracted	Provider	Duration	Review Date	Contract KPI's (Y/N)	Performance (Good/Ave/Poor)	Corrective measures (if needed)	Payment Terms (Arrears/Advance)	Performance Driven / Independent?	Volume Sensitive (Y/N)?
Independent Foster Care	Multiple providers	Linked to individual needs of child	Linked to individual needs of child	Y	Linked to individual provider – Overall Good	N/A	Arrears (monthly)	Performance Driven	Y
Independent Residential Children's Homes	Multiple providers	Linked to individual needs of child	Linked to individual needs of child	Y	Linked to individual provider – Overall Good	N/A	Arrears (monthly)	Performance Driven	Y
Intense Needs Supported Accommodation (INSA)	Multiple providers	Linked to individual needs of child	Linked to individual needs of child	Y	Linked to individual provider – Overall Average	N/A	Arrears (weekly)	Performance Driven	Y
Supported Accommodation for Unaccompanied Asylum Seeking Children	Locate Limited	Linked to individual needs of child	Sep 2017	Y	Good	N/A	Arrears (monthly)	Performance Driven	Y
Children & Adolescent Mental Health Services (CAMHS)	LPFT	2 + 1 years (Mar 2019)	Jan 2018	Y	Good	N/A	Arrears (quarterly)	Performance Driven	N
Healthy Minds Lincolnshire Service	LPFT	3 + 1 + 1 years (Sep 2022)	Jan 2019	Y	New service – October 2017	N/A	Arrears (quarterly)	Performance Driven	N
Return Interview Service (for Children who have runaway or gone missing from home or care)	Barnardo's	12 months (Mar 2018)	Oct 2017	Y	Good	N/A	Arrears (quarterly)	Performance Driven	Y
Safe Families for Children – supporting families on the edge of care	Safe Families for Children	12 months (Mar 2018)	Oct 2017	Y	Good	N/A	Arrears (monthly)	Performance Driven	Y

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Existing Pooled Budget/Co-commissioning arrangements (if any)

CAMHS - a jointly commissioned service, in partnership with Lincolnshire Clinical Commissioning Groups (CCGs), with Children's Services acting as Lead Commissioner. The pooled fund for 16/17 (£7.2m) is made up mainly via contributions from CCGs (£6.35m).
LSCB – a Pooled budget of c. £0.5m held by LCC who host the Lincolnshire Safeguarding Children Board. Contributions come from Children's Services, CAFCASS, CRC, District Councils, Health, Fire & Rescue, Lincolnshire Police, HMP Lincoln etc.

Property Implications (if any)

Desire to utilise existing Council properties – such as Fire Houses – to meet the needs of Children and Young People requiring (Intense Needs) Supported Accommodation. Some co-location as a result of partnership working with other agencies e.g. SAFE Team/Barnardo's at Grantham Police station, PCSO/ DWP secondees as part of Troubled Families programmes etc.

Commercial opportunities (if any)

Will be considered and explored as part of ongoing review of individual elements of the Commissioning Strategy. However, one immediate possibility may be to consider utilising the recent expansion of bed spaces at The Beacon, Grantham, to offer residential care to Children with a Disability (CWD) from other Local Authorities.

Commissioners Comments

Completed by: Janice Spencer (Assistant Director)

Work is being undertaken through a dedicated Looked After Children (LAC) and Care Leavers Accommodation Board to face the challenges presented by an increasing number of and enhanced level of complexity of LAC within our in-house services, and to develop and improve the commissioning of placements for children and young people across the independent sector for Foster Care, Residential Children's Homes and supported accommodation so that there is a clear pathway in place to enable step-up/step-down provision and reduce the number of expensive independent sector placements.

Status (RAG)

Supporting comment if Red or Amber

Green

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Appendix A

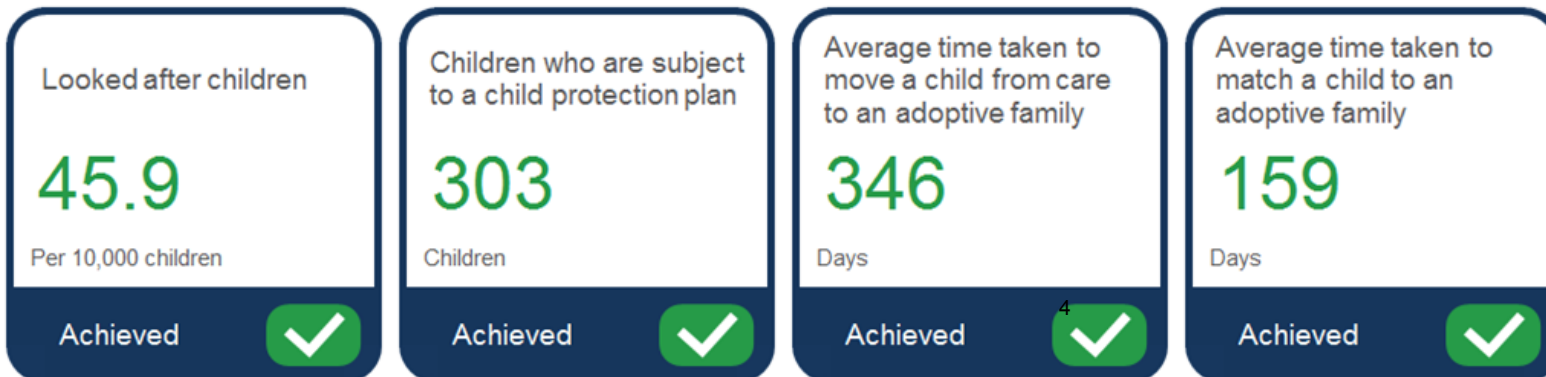


Children are safe and healthy

The purpose of this commissioning strategy is that children growing up in Lincolnshire are safe and healthy. We think this can be achieved by children growing up in homes where they feel safe and are supported to make decisions to live a healthier life.

[Show performance](#)

Children are safe and healthy



Commissioning/Delivery Strategy	Learn and Achieve		
Sponsor	Debbie Barnes	Commissioning Lead	Heather Sandy
Lead Officer (if applicable)	Caroline Jackson	Stage	Commissioning Strategy completed. Tactical and operational commissioning plans are at varying stages of completion.

Summary Description
 This commissioning strategy reviews how Children's Services is performing to ensure that Lincolnshire children and young people learn and achieve, adopting a Signs of Safety approach to understand what is working well, what we are worried about and establishes priorities to address what we are going to do about it. The principles that support Learn & Achieve are joint working, innovative practice and the perpetual pursuit of improvement.

<p>How have the "Needs" been established and agreed (include engagement activities)</p> <p>Political priorities / risks – through engagement with the Executive portfolio holder as part of Executive Directorate Management Team meetings (DMT) along with desktop analysis. Demographic and stakeholder engagement feedback – various engagement activities are undertaken in relation to the specific commissioned services set out in the strategy.</p> <ul style="list-style-type: none"> • Legal framework, national and local policy and guidance – a desktop analysis has been undertaken. • Current performance – summary analysis of targeted measures detailed within Appendix A. • Available resources now and in the foreseeable future – a financial summary, including identified pressures and saving requirements, has been completed. • Market offers (external / internal) – an overview of the marketplace has been undertaken to determine opportunities and highlight gaps. 	<p>What are the agreed "Outcomes"</p> <p>Children and young people are able to learn and achieve:</p> <ul style="list-style-type: none"> • Improve educational attainment for all pupils • Young people thrive in learning environments which best meet their needs • To improve the outcomes of our most vulnerable children 	How is success measured?			
		No. of measures	Targeted/ measured?	Of the targeted measures:	
		5	5 Targeted	2 not achieving the target 1 improving but not achieved 2 achieved	
		<p>For information about performance in relation to targets for Q4 2017/18 please see Appendix A</p>			

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Key Contracts (>£1m or those of a politically sensitive nature)									
Service Contracted	Provider	Duration	Review Date	Contract KPI's (Y/N)	Performance (Good/Ave/Poor)	Corrective measures (if needed)	Payment Terms (Arrears/Advance)	Performance Driven / Independent?	Volume Sensitive (Y/N)?
Short breaks provision for children with disabilities (CWD)	Action for Children	2 years (Mar 18)	Oct 2017	Y	Good	N/A	Arrears (monthly)	Performance Driven	N
Early support and learning provision for CWD	KIDS	3 + 1 + 1 years (Apr 2020)	Oct 2017	Y	Good	N/A	Arrears (monthly)	Performance Driven	Y
Domiciliary care for CWD	Lincolnshire Community Health Services	3 + 1 + 1 years (Sep 2020)	Oct 2017	Y	Poor	Re-tender	Arrears (monthly)	Performance Driven	Y
Challenging Behaviour Outreach Service	Family Action	3 + 1 + 1 years (Aug 2021)	Jan 2019	Y	Good	N/A	Arrears (monthly)	Performance Driven	N
Autism and Learning Disability outreach service	Gosberton House Academy	3 + 2 years (Aug 2020)	Jan 2019	Y	Good	N/A	Arrears (monthly)	Performance Driven	N
Physical Disability outreach service	St Francis Special School	3 + 2 years (Aug 2020)	Jan 2019	Y	Good	N/A	Arrears (monthly)	Performance Driven	N
Home to school and college transport	Various (315 suppliers)	Various - Ongoing	Continuous	Y	Various (Overall Good)	Dependent upon specific supplier	Arrears (monthly)	Performance Driven	Y

Existing Pooled Budget/Co-commissioning arrangements (if any)

There are no specific arrangements in place although the outreach support services for challenging behaviour, autism/learning disabilities and physical disabilities are funded by the dedicated schools budget and agreed with the Schools Forum.

Property Implications (if any)

Not applicable.

Commercial opportunities (if any)

Recent gaps in the marketplace for home to school transport have resulted in the Council developing a commercial entity to fill this void; Transport Connect Ltd. Further commercial opportunities in relation to this sector will feature as part of the Sustaining and developing prosperity through infrastructure commissioning strategy.

Commissioners Comments	
Completed by: Heather Sandy (Chief Commissioning Officer for Learning)	Status (RAG)
As well as the Permanent Exclusions measures shown in Appendix A below there are also a number of other measures reported in the Council Business Plan for Learn and Achieve. They are all annually reported measures and the latest data is shown in the table below. The Council's SEND team is on track to meet the deadline for completion of all statements transfers is 31 st March 2018. The SEN Schools' Review is currently considering the county's specialist provision and how it can be enhanced to ensure pupils with SEN and Disabilities (SEND) have access to an integrated school system where they get the right health, care and education, in the right place, at the right time, as close as possible to where they live. The Council's work on the 'Inclusive Lincolnshire Strategy' is beginning to have marked impact. While elsewhere in England, primary exclusions are rising; in Lincolnshire that trend has been reversed. The Lincolnshire Learning Partnership's first major sponsored initiative, the MOBILISE project, had a phenomenal sign-up rate with over ninety percent of Lincolnshire schools taking part and implementing evidenced best practices regarding the use of Teaching Assistants in their classrooms.	<i>Supporting comment if Red or Amber</i> Green

Appendix A

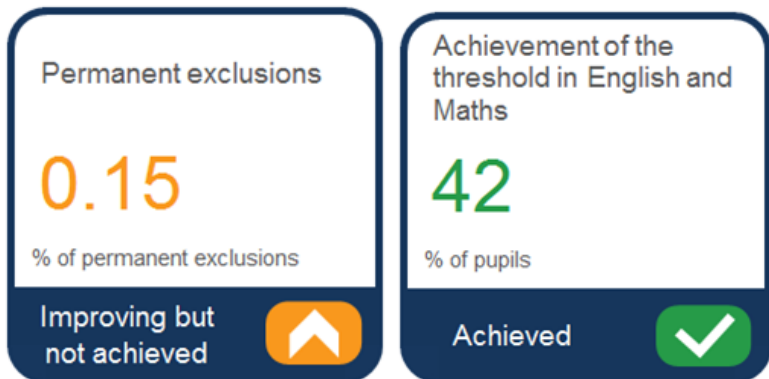
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Learn and achieve

The purpose of this commissioning strategy is for all children and young people to learn and achieve, enabling them to reach their potential.

[Show performance](#)

Improve educational attainment for all pupils



Measures Measures are how we will monitor and report progress in achieving the outcome.	Annual Target April 17 – March 18	Actual Performance and Tolerance as at 31 March 2018	Achieved/not achieved
The percentage of children achieving at least the expected level in the Early Learning Goals in the prime areas of learning and in the specific areas of Literacy and Mathematics (Good Level of Development) (Bigger percentage is better)	72%	Actual: 70%	Not achieved
Closing the Gap Early Years Foundation Stage Profile -The percentage gap in achievement between the lowest 20 per cent of achieving children in the local authority, and the score of the median (Smaller percentage is better)	19%	Actual: 20%	Achieved
Achievement gap between disadvantaged pupils (achieving the threshold in English and Mathematics) and their peers at Key Stage 4 (Smaller percentage is better)	31%	Actual: 34%	Not achieved

2019-2020

Commissioning/Delivery Strategy	Readiness for Adult Life		
Sponsor	Debbie Barnes	Commissioning Lead	Jo Kavanagh
Lead Officer (if applicable)	Andrew McLean	Stage	Commissioning Strategy completed. Tactical and operational commissioning plans are at varying stages of completion.

Summary Description

This commissioning strategy reviews how Children's Services is performing to ensure that Lincolnshire children and young people are ready for adult life, adopting a Signs of Safety approach to understand what is working well, what we are worried about and establishes priorities to address what we are going to do about it. The principles of Readiness for Adult Life are that all young people should have an equal opportunity to do well, to lead happy and fulfilled lives and make their own choices to shape the direction of their own lives.

How have the "Needs" been established and agreed (include engagement activities)

- Political priorities / risks – through engagement with the Executive portfolio holder as part of Executive Directorate Management Team meetings (DMT) along with desktop analysis. Demographic and stakeholder engagement feedback – various engagement activities are undertaken in relation to the specific commissioned services set out in the strategy.
- Legal framework, national and local policy and guidance – a desktop analysis has been undertaken.
- Current performance – summary analysis of targeted measures detailed within Appendix A.
- Available resources now and in the foreseeable future – a financial summary, including identified pressures and saving requirements, has been completed.
- Market offers (external / internal) – an overview of the marketplace has been undertaken to determine opportunities and highlight gaps.

What are the agreed "Outcomes"

- Children and young people are ready for adult life
 - Young people are supported to reach their potential
 - Care leavers are safe and are able to lead independent lives
 - Vulnerable young people are appropriately supported to be able to succeed as their peers

How is success measured?

No. of measures	Targeted/ measured?	Of the targeted measures:
3	- 3 Targeted	- 2 achieving the target -1 not achieving the target

For information about performance in relation to targets for Q4 2017/18 please see Appendix A

Key Contracts (>£1m or those of a politically sensitive nature)									
Service Contracted	Provider	Duration	Review Date	Contract KPI's (Y/N)	Performance (Good/Ave/Poor)	Corrective measures (if needed)	Payment Terms (Arrears/ Advance)	Performance Driven / Independent?	Volume Sensitive (Y/N)?
Supported Accommodation for young people at risk of homelessness	Nacro	3 + 1 + 1 years (Jun 2020)	Jun 2018	Y	Good	N/A	Arrears (monthly)	Performance Driven	N
Leaving Care services for care leavers	Barnardo's	3 + 1 + 1 years (Mar 2020)	Jul 2018	Y	Good	N/A	Arrears (monthly)	Performance Driven	N
Secure Accommodation (LCC is the supplier of a contract awarded by the Youth Justice Board)	Lincolnshire County Council Secure Unit	2 + 1 + 1 years (Mar 2018)	Oct 2017	Y	Good	N/A	Arrears (monthly)	Performance Driven	N

Existing Pooled Budget/Co-commissioning arrangements (if any)

Not applicable.

Property Implications (if any)

There are implications for the Lincolnshire Secure Unit (LSU) site should the Council be un-successful in the forthcoming Youth Justice Board tender for secure accommodation places. If LCC's bid is not successful, consideration would have to be given to the ongoing commercial viability of unit, including the property and land contained therein.

Commercial opportunities (if any)


As part of the current review for an alternative site for the LSU, there is scope to expand the size of the unit and seek to enhance the contract volume with the Youth Justice Board and also to charge for or trade Welfare bed spaces to other local authorities.

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Commissioners Comments	
Completed by: Jo Kavanagh (Assistant Director)	Status (RAG)
On-going work is taking place with district councils and other partner agencies to improve the transition for care leavers and homeless young people post 18, highlighting the particular vulnerabilities of this group of young people. There are further opportunities to improve our services to young people within this commissioning strategy through our Partners in Practice Work. We are currently exploring a delivery model which will improve the way Children's services and partner agencies intervene and support young people who are engaging in risky behaviours outside of statutory child protection arrangements, alongside complementary work to divert as many young people as possible away from the Criminal Justice system through the development of Divisionary Panels and the use of Signs of Safety to develop integrated assessments and plans.	<i>Supporting comment if Red or Amber</i> Green

Appendix A

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Readiness for Adult life

The purpose of this commissioning strategy is for all young people to be prepared and ready for adult life.

[Show performance](#)

Young people are supported to reach their potential



Commissioning/Delivery Strategy	Readiness for School		
Sponsor	Debbie Barnes	Commissioning Lead	Sally Savage
Lead Officer (if applicable)	Kevin Johnson	Stage:	Commissioning Strategy completed. Tactical and operational commissioning plans are at varying stages of completion.

Summary Description												
<p>The purpose of this commissioning strategy is for all children to have the best possible start in life so that they are ready to learn when they start school, ensuring that there is a secure foundation for all children to progress through school and life. This commissioning strategy reviews how Children's Services is performing to ensure that Lincolnshire children and young people are ready for school, adopting a Signs of Safety approach to understand what is working well, what we are worried about and establishes priorities to address what we are going to do about it.</p>												
Page 36	How have the "Needs" been established and agreed (include engagement activities)	What are the agreed "Outcomes"	How is success measured?									
	<ul style="list-style-type: none"> Political priorities / risks – through engagement with the Executive portfolio holder as part of Executive Directorate Management Team meetings (DMT) along with desktop analysis. Demographic and stakeholder engagement feedback – various engagement activities are undertaken in relation to the specific commissioned services set out in the strategy. Legal framework, national and local policy and guidance – a desktop analysis has been undertaken. Current performance – summary analysis of targeted measures detailed within Appendix A. Available resources now and in the foreseeable future – a financial summary, including identified pressures and saving requirements, has been completed. Market offers (external / internal) – an overview of the marketplace has been undertaken to determine opportunities and highlight gaps. 	<ul style="list-style-type: none"> Children are ready for school: <ul style="list-style-type: none"> There is a secure foundation for all children to progress through school and life. Children are physically and emotionally prepared for school in order to achieve their full potential. 	<table border="1"> <thead> <tr> <th>No. of measures</th> <th>Targeted/ measured?</th> <th>Of the targeted measures:</th> </tr> </thead> <tbody> <tr> <td>2</td> <td>2 Targeted</td> <td>1 achieving the target</td> </tr> <tr> <td></td> <td></td> <td>1 not achieving the target</td> </tr> </tbody> </table> <p>For information about performance in relation to targets for Q4 2017/18 please see Appendix A.</p>	No. of measures	Targeted/ measured?	Of the targeted measures:	2	2 Targeted	1 achieving the target			1 not achieving the target
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		1 not achieving the target										

Key Contracts (>£1m or those of a politically sensitive nature)									
Service Contracted	Provider	Duration	Review Date	Contract KPI's (Y/N)	Performance (Good/Ave/Poor)	Corrective measures (if needed)	Payment Terms (Arrears/Advance)	Performance Driven / Independent?	Volume Sensitive (Y/N)?
Best Start Lincolnshire: Early Years and Family Service	Pre-School Learning Alliance	3 + 1 + 1 years (June 2022)	June 2020	Y	New Service from July 2017	N/A	Arrears (monthly)	Performance Driven	N

Existing Pooled Budget/Co-commissioning arrangements (if any)

Lincolnshire Integrated Sexual Health Service: Children's Services are putting £250,000 per annum additional funding into Public Health's contract with Lincolnshire Community Health Services NHS Trust to enhance the Lincolnshire Integrated Sexual Health Service for young people from age 13-19 (up to 25 with SEND).

Property Implications (if any)

Children's Centres: Ongoing monitoring and review in relation of the usage of children's centre buildings will be undertaken in respect of early education services, children's health services, social care meetings and other uses.

Children's Health Services: Capacity in children's centres and other Council premises will become more limited with the insourcing of the Children's Health Service 0-19.

Commercial opportunities (if any)

Will be considered and explored as part of ongoing review of individual elements of the commissioning strategy.

Commissioners Comments

Completed by: Jo Kavanagh (Assistant Director)

Following a comprehensive commissioning review of early years and children's health services, a number of new commissioning arrangements have been established to ensure that children have the best possible start in life so that they are ready to learn when they start school. The new Best Start Lincolnshire Service has a greater focus on supporting those children who are not achieving the same level of development as their peers to be better prepared for learning when they start pre-school and school. With the integration of the Children's Health Service 0-19, we will be much better able to provide the right support at the right time – whether it is health visiting, early years, early help or social care – to ensure that all children have the opportunity to develop well throughout their early years.

Status (RAG)

Supporting comment if Red or Amber

Green

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Appendix A



**Readiness
for school**

The purpose of this commissioning strategy is for all children to get the best possible start in life so that they are ready to learn when they start school.

[Show performance](#)

There is a secure foundation for all children to progress through school and life

Achievement at a good level of development in the Early Years Foundation Stage

70

% of children

Not achieved



Achievement gap between the lowest 20% of pupils and their peers at Foundation stage

20

% of pupils

Achieved



Commissioning/Delivery Strategy	Sustaining and growing business and the economy		
Sponsor	Richard Wills	Commissioning Lead	Justin Brown
Lead Officer (if applicable)	Justin Brown	Stage:	Do

Summary Description

Economic development is all about facilitating private sector investments, tackling Lincolnshire's need to fill job vacancies, and creating an environment for growth.

Greater Lincolnshire Local Enterprise Partnership is an essential partnership for driving forward economic development.

This commissioning strategy has five elements: improving skills and employability; economic infrastructure and regeneration; lobbying and attracting funding for investment; encouraging enterprise through support to our businesses and sectors; and attracting and expanding business investment.

<p>How have the "Needs" been established and agreed (include engagement activities)</p> <ul style="list-style-type: none"> We undertake regular business needs surveys, including a Quarterly Economic Survey and a business confidence survey We have conducted detailed surveys into a number of parts of this strategy eg specific sectors' skills needs, what type of premises are needed to assist business growth, what business advice is most valuable to businesses, and what services the market will provide without public sector funding We actively speak to the business community, both through partnership boards as part of the GLLEP (100+ businesses are actively involved) and through direct contact with the business community We engage in national networks in order to hear about future policy direction and to learn from best practice (eg County Economic Development Officers Society, LEP Network) We debate policy, and LCC's response to it, at the Environment and Economy scrutiny committee 	<p>What are the agreed "Outcomes"</p> <ul style="list-style-type: none"> Jobs created as a result of the Council's support 	<p>How is success measured?</p> <table border="1"> <thead> <tr> <th>No. of measures</th> <th>Targeted/measured ?</th> <th>Of the targeted measures:</th> </tr> </thead> <tbody> <tr> <td>4</td> <td>- 4 Targeted</td> <td>- 4 achieving the target</td> </tr> </tbody> </table> <p>For information about performance in relation to targets for Q4 2017/18 please see Appendix A</p>	No. of measures	Targeted/measured ?	Of the targeted measures:	4	- 4 Targeted	- 4 achieving the target
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4	- 4 Targeted	- 4 achieving the target						

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Key Contracts (>£1m or those of a politically sensitive nature)									
Service Contracted	Provider	Duration	Review Date	Contract KPI's (Y/N)	Performance (Good/Ave/Poor)	Corrective measures (if needed)	Payment Terms (Arrears/Advance)	Performance Driven / Independent?	Volume Sensitive (Y/N)?
<u>Employment and skills</u> We receive government funding to commission adult and community learning	The contracts are delivered mainly by local colleges and private training providers.	Annual	December	Y	Good	n/a	Government pays LCC in advance; LCC pay our contractors a proportion of their contract in advance then the remainder on performance		Y
We have co-commissioned vocational training programmes with Job Centre Plus and the Skills Funding Agency	The contracts are delivered mainly by local colleges and private training providers. One college which is external to Lincolnshire, Calderdale, is the primary contractor for a major vocational training programme.	Three years: 2016/2017 to 2018/2019	In process	Y	Average	The timescale for delivery was compressed as a result of the Brexit vote purdah and follow up period. Contractors are being pressed to promote their programmes aggressively so that funding is not returned unused.	n/a The co-commissioning arrangement is that it is the Job Centre and SFA who operate the contracts	Y	Y
<u>Regeneration</u> Skegness Countryside Business Park	This is an internal commission to the Economic Development Services team	Three Years	August 2018	Y	Average	The private sector partner has proposed a different value for the land which makes the original project no more than marginally viable. We are therefore restructuring the project	LCC will be contract holders	Y	Y

Holbeach Peppermint Junction	This is an internal commission to the Economic Development Services team	Three Years	August 2018	Y	Average	We have recently identified that the cost of utility provision to the wider site could be substantially more than expected. We are currently opening negotiations with utility providers to seek to reduce those costs	LCC will be contract holders	Y	N
North Sea Coastal Observatory	This is an internal commission to the Economic Development Services team	Five Years	August 2018	Y	Average	Some of the costs have increased due to utilities and the nature of the site. We are now revising the budget, which will still be affordable within the overall capital programme	LCC will be contract holders	Y	N
K31 Grantham	This is an internal commission to the Economic Development Services team	Two years	September 2018	Y	Average	We continue to liaise with the land owner over the land transfers. The road layout is affecting our negotiations but we continue to keep the programme board informed of progress	LCC will be contract holders	Y	N
Lincoln High Street Public Realm	This is an internal commission to the Economic Development Services team	Two Years	August 2018	Y	Good		LCC will be contract holders	N	N

<p><u>Encouraging enterprise</u></p> <p>We receive national and EU government funding to run the Business Growth Hub advisory service</p>	<p>East Midlands Business Limited</p>	<p>Three years: 2016/2017 to 2018/2019</p>	<p>Autumn 2018</p>	<p>Y</p>	<p>Good</p>	<p>n/a</p>	<p>We receive government funding in advance and EU funding quarterly in arrears; we pay the contractor in arrears</p>	<p>Y</p>	<p>Y</p>
<p>There are no contracts >£1m in the "Lobbying and attracting funding for investment" or "Attracting and expanding business investment" elements of the commissioning strategy.</p>									

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Existing Pooled Budget/Co-commissioning arrangements (if any)

LCC and Greater Lincolnshire LEP have pooled our business investment budget in order to align our activities. We intend to attract private sector contributions to our business investment work by expanding Team Lincolnshire, a partnership of business leaders and intermediaries. This will add more to the LCC/LEP combined budget.

Property Implications (if any)

Each of the Regeneration projects will create a property as part of the LCC Economic Development property portfolio.

In the longer term we have identified several priorities for facilitating business investment –sites and premises schemes- where the market will not provide a solution without public sector input. These priorities have been shaped by the Environment and Economy scrutiny committee and agreed by the executive councillors for Economy and for Commercialisation. We are currently exploring the feasibility of these schemes, and in some cases LCC property may be able to be used to bring the schemes forward.

Commercial opportunities (if any)

As above, we have identified several priorities for facilitating business investment –sites and premises schemes- where the market will not provide a solution without public sector input. These priorities have been shaped by the Environment and Economy scrutiny committee and agreed by the executive councillors for Economy and for Commercialisation. As part of our feasibility work we are exploring the opportunity for commercial solutions to the priorities.

Commissioners Comments

Completed by:

Status (RAG)

The work with Greater Lincolnshire LEP enables us to produce a commissioning strategy which is informed by business and has the opportunity to attract government grants. We have invested time in research/intelligence which helps us to know what is required in Lincolnshire and what we as a county council should do either by commissioning it directly or by supporting others to deliver.

*Supporting comment if
Red or Amber*

Green

All of our activity is reviewed robustly, we meet our internal delivery team monthly to review progress and we meet most of our external contracts either monthly or sometimes quarterly. We operate a number of programme boards so that there is appropriate challenge in our management of these commissions.

Justin Brown

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Appendix A



Sustaining and growing business and the economy

The purpose of this commissioning strategy is for businesses in our most important sectors to be developed, to encourage investment in Lincolnshire and help to train people so that there is a skilled workforce to whom businesses can offer quality jobs.

[Show performance](#)

Jobs created as a result of the Council's support

Jobs created and safeguarded

375

Jobs

Achieved



Businesses supported by the Council

1,006

Businesses

Achieved



Qualifications achieved by adults

1,076

Qualifications

Achieved



Amount of external funding attracted to Lincolnshire

48,349,451

£

Achieved



Commissioning/Delivery Strategy	Protecting and sustaining the environment		
Sponsor	Richard Wills	Commissioning Lead	Andy Gutherson
Lead Officer (if applicable)	David Hickman	Stage: Draft Plan	Analyse, Plan, Do, Review

Summary Description				
This Commissioning Strategy sets out Lincolnshire County Council's approach to supporting economic growth by aligning its activities in flood risk and water management, carbon reduction, strategic and spatial planning, transport and access policy and environmental and waste management. The purpose of the strategy is to ensure that Lincolnshire's environment and natural resources are maintained as a key enabler for future growth and prosperity.				
How have the "Needs" been established and agreed (include engagement activities)	What are the agreed "Outcomes"	How is success measured?		
		No. of measures	Targeted/measured ?	Of the targeted measures:
Core evidence base is detailed in relevant service strategies for flood risk management, transport, carbon management, waste and historic and natural environmental management. Infrastructure delivery plans provide this detail supporting prioritisation and delivery of infrastructure, and unlocking developer contributions.	<ul style="list-style-type: none"> Flood risk and water management is co-ordinated to protect people, property and business and to enable growth The county's natural and historic environment is managed and promoted to grow Lincolnshire's economy (particularly the visitor economy) Spatial planning and transport policy is co-ordinated with adopted Local Plans to support the county's growth ambitions Provide travel choice to enable access to work, training, health and leisure Co-ordinated waste management services support economic growth and maintenance of Lincolnshire's high quality environment Harmful greenhouse gas emissions continue to reduce Whole life cycle approach to sustainability, supporting the value for money agenda Maximise external funding generation to support the County Council's priority objectives 	8	- 4 Targeted - 4 Measured	- 2 achieving the target - 2 not achieving the target
Statutory responsibilities shape flood risk, development management, spatial planning, public rights of way, open access, biodiversity and land management, and waste services in particular, with delivery plans in response to extensive public and partner consultation undertaken for each service area.		For information about performance in relation to targets for Q4 2017/18 please see Appendix A		
These are supplemented by extensive demographic, social and economic data and projections from national sources and the Lincolnshire Research Observatory, aligned with the growth objectives in the Strategic Economic Plan. Forward looking projections are informing current public and stakeholder consultations on waste management, rail franchising, water resources and flood risk partnership working.		Waste measures are currently being redeveloped as part of the new Joint Municipal Waste Management Strategy; flood risk measures are due to be reviewed during 2018-19		
		Up to date Local Plan Documents and planning applications being determined ahead of Government targets		
		Transport measures are currently being developed to include KPIs. Robust information is currently held for CallConnect usage and data collection methods for supported local bus services are being improved.		
		The development of the Total Transport project will also require a set of measures and should drive efficiencies and service improvements through pooled budgets.		

Key Contracts (>£1m or those of a politically sensitive nature)									
Service Contracted	Provider	Duration	Review Date	Contract KPI's (Y/N)	Performance (Good/Ave/Poor)	Corrective measures (if needed)	Payment Terms (Arrears/Advance)	Performance Driven / Independent?	Volume Sensitive (Y/N)?
Lead Local Flood Authority – local flood risk management	LCC	Ongoing	2018-19	N	Good			PD	Y
Land drainage consenting & enforcement	14 Internal Drainage Boards	Three years	2018-19	N	Good	N/A	Annual in arrears		N
Flood risk and water management Strategy review / GLLEP Water Management Plan	LCC & Partner Risk Management Authorities	One year	April 2018-March 2019	N	N/A	N/A			Y
Providing a statutory response to LPAs	LCC	Ongoing	N/A	Y	Good	N/A	N/A		N
Checking technical works relating to new estate roads and highway improvement schemes	LCC	Ongoing	N/A	Y	Good	N/A	Advance		
Portfleet – Gibraltar Point coastal review / Wash banks	EA & partner risk management authorities	2017-2020	April 2021						
Boston Barrier	EA/LCC/BBC	To 2019/20	Dec 2017 (post Barrier PI project board review)	N		N/A			
Appraisal of investment options that will bring economic benefits to Boston and the surrounding area	AW/LCC/BSIDB/EA/LWT/NE/LEP Private landowners	ongoing	2018, 2020 & 2025	N		N/A	Project based; as and when required		
Energy from Waste Plant	FCC Recycling	Ongoing	2039	Y	Good				Y
Household Waste Recycling Centres & Waste Transfer Stations	All in-house apart from Kirkby-on-Bain and Boston from April	Ongoing	Reviewed as new contracts are awarded	Y	Ave	Development of new Waste Management Strategy			Y
Waste treatment / disposal / operational admin	Various	Ongoing	Reviewed as new contracts are awarded	Y	Ave	Development of new Waste Management Strategy			Y

New Municipal Waste Management Strategy	Largely in-house, but with various small contracts	Two years	April 2017-March 2019	N	Good	N/A	Project based, as and when required	PD	N
Carbon management plan	Lincolnshire County Council	CMP2 will conclude in March 2018	New plan is currently in development	Measured within the CBP	Good	n/a	n/a	n/a	n/a
Local Transport Plan	Lincolnshire County Council	Ongoing	Review to commence during 2017/18						
Supported local bus services and demand responsive transport (CallConnect)	LCC	Ongoing	Multiple contracts regularly review and retendered	KPIs being developed	Multiple contracts regularly review and retendered	Multiple contracts regularly review and retendered	Multiple contracts regularly review and retendered	Multiple contracts regularly review and	Multiple contracts regularly review and retendered
Influencing Local Plans & planning policy	LCC	Ongoing	Various district local development schemes	N	Good	N/A	N/A	PD	Y
Influencing rail enhancements and investment	DfT, Network Rail & Train Operating Companies	Ongoing							
Planning Services	LCC	Ongoing	N/A	N	Good	N/A			N
Historic environment advice to districts, LCC & statutory undertakers	LCC	Ongoing	N/A	Y	Good				Y
Linking people and places	LCC	Ongoing projects		Y					
Strategic place-shaping in the historic environment	LCC, in partnership with Historic England	Renewable projects	Plans in development	Y					
Natural environment & countryside services, AONB; LCC sites; projects incl. Lincolnshire Chalk Streams, Coastal Country Park, Heritage Coast	LCC, strategic partners (eg GLNP, LWT, EA, NE) and small contracts	Ongoing	Natural Environment Strategy – 2017-18	N	Good		AONB & GLNP – annual	PD	Y

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Existing Pooled Budget/Co-commissioning arrangements (if any)

Co-commissioning flood risk programme (Common Works Programme) through Lincolnshire Flood Risk and Water Management Partnership
 Developing co-commissioned programme through revised Joint Municipal Waste Management Strategy
 Co-commissioned programme through Wolds AONB partnership (Wolds Management Plan) – pooled budget arrangement
 Co-commissioned planning advice from Heritage Lincs

Property Implications (if any)

Potential for greater use of energy efficient technologies in LCC estate

Commercial opportunities (if any)

Energy efficiencies
 Property enhancements
 Provision of specialist services – archaeological planning advice
 Potential for charging for pre-application planning advice
 Transport Services Group provides support for Demand Responsive Transport for 5 other local authorities
 Permitting for Household Waste Recycling Centres

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Commissioners Comments

Completed by:	Status (RAG)
	<p><i>Supporting comment if Red or Amber</i></p> <p>Red</p> <p>Amber</p> <p>Green</p>

Appendix A



Protecting and sustaining the environment

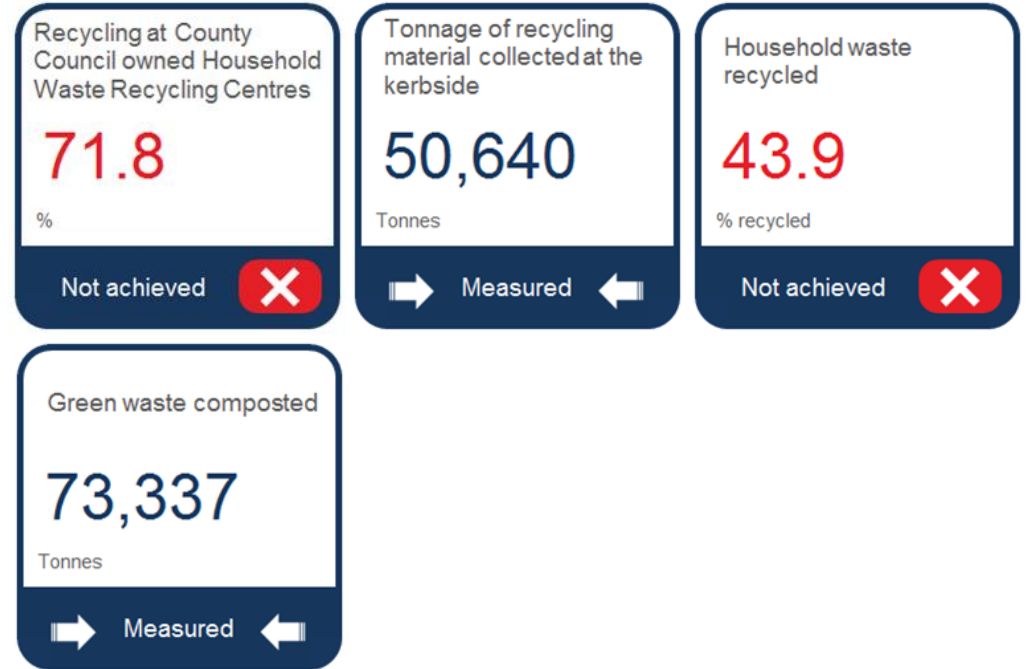
The purpose of this commissioning strategy is an environment that supports economic growth. We think this can be best achieved when the environmental opportunities for investment are emphasised whilst still making sure that the natural environment is protected.

Show performance

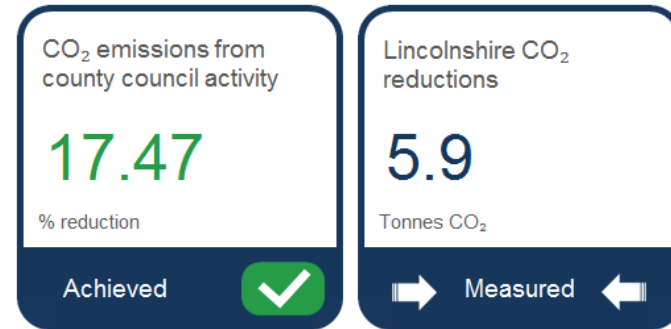
Reduce the risk of flooding



Increase recycling



Reduced carbon emissions



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Commissioning/Delivery Strategy	Sustaining and Developing Prosperity Through Infrastructure		
Sponsor	Richard Wills	Commissioning Lead	Paul Rusted
Lead Officer (if applicable)		Stage: (delete as applicable)	Analyse, Plan, Do, Review

Summary Description									
<p>The strategy describes the approach used by the Council to build new and maintain existing infrastructure. New and existing infrastructure is a key element in sustaining and developing the prosperity of the County. An effective highways and transport service is one of the Wider Determinants of Health and can help to improve access to services and to tackle social exclusion.</p>									
<p>How have the "Needs" been established and agreed (include engagement activities)</p> <p>The need for major capital schemes is usually established through the development of a Major Schemes Business Case.</p> <p>The need for other new infrastructure is usually established through the development of Integrated Transport Strategies for the main areas of population or Route Action Plans for the most used elements of the highway network.</p> <p>New Capital Improvements are initially agreed at the Capital Programme Steering Group and then through the appropriate Scrutiny, Portfolio Holder and Executive process.</p> <p>Needs for the existing highway infrastructure is determined through a combination of the yearly National Highways and Transportation Survey which measures customer satisfaction with, and the importance of services and a range of asset related machine and visual surveys. Treatment decisions are then defined against the Highways Asset Management Policy, Strategy and Plan. This includes decisions related to the Winter Maintenance Service..</p> <p>Other Network Management decisions are defined against the current Network Management Plan.</p> <p>All highway infrastructure provision and maintenance decisions are framed by an overarching Local Transport Plan.</p>	<p>What are the agreed "Outcomes"</p> <p>LTP 4 sets out a vision for a transport system that provides for a high performing economy within a safe, reliable and well managed environment. This vision is aligned to enhancing the overall performance of the economy and delivering business success and growth</p> <p>Investment in infrastructure will be aligned to the delivery of the Strategic Economic Plan priorities so that infrastructure investment delivers economic benefits including housing growth and economic development as a result of delivery eg GSRR</p> <p>There is an identified hierarchy to the network providing the context for targeted improvements which will allow for a consistent approach to policy application and interpretation to deliver:</p> <ul style="list-style-type: none"> • Eased congestion • Improved road safety • Improved and more reliable journey times • Reduced response times for complaint resolution • Reduction in the percentage of the network requiring maintenance across all road classes <p>These outcomes will form the basis of an agreed prioritised programme of works for investment in the network</p>	<p>How is success measured?</p> <p>There are three agreed key measures within the Council Business Plan (CBP) used to determine successful delivery. These relate to the overall condition of the highway network</p> <table border="1"> <thead> <tr> <th>No. of measures</th> <th>Targeted/measured ?</th> <th>Of the targeted measures:</th> </tr> </thead> <tbody> <tr> <td>3</td> <td>- 3 Targeted</td> <td>- 3 achieving the target</td> </tr> </tbody> </table> <p>For information about performance in relation to targets for Q4 2017/18 please see Appendix A</p> <p>Further to the CBP measures there are other regimes that are used as a measure of schemes to deliver the outcomes. For example: -</p> <ul style="list-style-type: none"> • For DfT funding allocations and grant awards received - Currently LCC is a Band 3 authority resulting in maximum allocation of incentive fund monies. • LRSP develop an annual Delivery Plan to be approved by the LRSP Board. The Delivery plan will set out the key outcomes, tasks necessary to achieve those outcomes and identify key risks. The LRSP Board will monitor and review progress 		No. of measures	Targeted/measured ?	Of the targeted measures:	3	- 3 Targeted	- 3 achieving the target
		No. of measures	Targeted/measured ?	Of the targeted measures:					
3	- 3 Targeted	- 3 achieving the target							

against the Delivery Plan at their quarterly meetings, including safety camera effectiveness, scheme assessment, trends, connections, and casualty reduction. Delivery of adopted transport strategies and delivery of projects highlighted within those strategies eg Lincoln E-W link, LEB.

- Capital project delivery - Major scheme post construction monitoring to DfT and other are usually subject to post construction monitoring to evaluate the success in achieving pre construction predictions of performance for issues such as improvements in journey times.

In addition,

- Complaints and service request are monitored and a reduction in complaints along with targeted service requests would be considered to be a success
- The Highways Alliance Contracts are subject to a suite of performance measures which are reported to the Highways and Transport Scrutiny Committee on a quarterly basis which ensures an improvement in the network condition and that agreed programmes of work are delivered eg length of carriageway surface dressed.
- Civil Parking Enforcement is the subject of a statutory annual report to ensure that the enforcement of the regulations results in improved traffic flows, lower congestion and allows the public and businesses to gain access to services, businesses and retail areas.

Key Contracts (>£1m or those of a politically sensitive nature)

Service Contracted	Provider	Duration	Review Date	Contract KPI's (Y/N)	Performance (Good/Ave/Poor)	Corrective measures (if needed)	Payment Terms (Arrears/Advance)	Performance Driven / Independent?	Volume Sensitive (Y/N)?
Highway Works Term Contract	Kier	Up to 10 Years	Yearly	Y	Good		Arrears	PD	Y
Traffic Signals Term Contract	Dinniq	Up to 10 Years	Yearly	Y	Good		Arrears	PD	Y

Professional Services Contract	WSP	Up to 10 Years	Yearly	Y	Good		Arrears	PD	Y
Midlands Highways Alliance Medium Schemes Framework 2	Various	4 years	Yearly	Y	Good/Average		Arrears	PD	Y
Lincolnshire County Council Highways Works Select List Framework Contracts	Various	4 years	Yearly	Y	Good		Arrears	PD	Y
Lincoln Eastern Bypass	Carillion	2 years	N/A	Y	Average		Arrears	PD	Y
Civil Parking Enforcement	APCOA	5years	N/A	Y	Good		Arrears	PD	Y
Gritter Fleet Lease inc maintenance	Essential	Various	N/A		Good		Arrears	PD	N
Salt	ESPO	4 years	N/A		Good		Advance		Y

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Existing Pooled Budget/Co-commissioning arrangements (if any)

Property Implications (if any)

Highway depots are required for the efficient operation of the highway service with shared opportunities with supply chain partners and neighbouring authorities.

Commercial opportunities (if any)

Potential traded service opportunities for LincsLab and for the Technical Services Partnership.
Traded service for highway and Infrastructure Client Intelligence with Cranfield University (Proving Ltd.)

Commissioners Comments	
Completed by:	Status (RAG)
	Supporting comment if Red or Amber Red

Appendix A



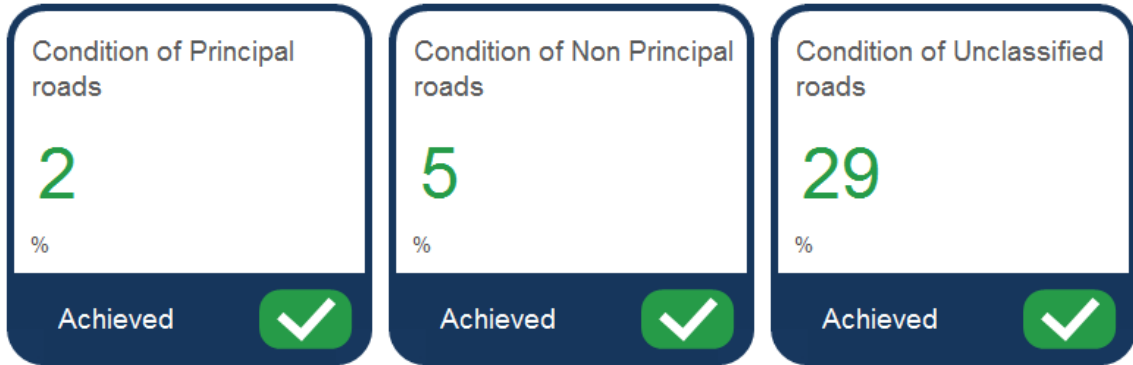
Sustaining and developing prosperity through infrastructure

The purpose of this commissioning strategy is to develop infrastructure that supports economic growth and prosperity. We want to encourage investment and enhance the economic potential of Lincolnshire. We think this can be achieved by encouraging new investment in transport, supporting business, managing and maintaining a high quality network and encouraging a reliable and accessible transport service.

[Show performance](#)

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Reduce barriers to business growth



Commissioning/Delivery Strategy	Community Resilience and Assets		
Sponsor	Richard Wills	Commissioning Lead	Nicole Hilton
Lead Officer (if applicable)	Bev Finnegan, Michaela Finan, Will Mason	Stage: (delete as applicable)	Analyse/Plan/Do/Review

Summary Description
 Lincolnshire County Council recognises the importance of having flourishing, healthy communities in Lincolnshire, and believes that resilient citizens are supported by successful communities. An active community can deliver a great deal for its citizens. As such, it is the ambition of the Community Resilience and Assets strategy to commission services that will deliver outcomes where citizens are supported to identify and meet their needs and those of their communities; however they may come to exist.

<p>How have the "Needs" been established and agreed</p> <p>All: LCC Policy Framework Statutory/Legislative Duty What Citizen's Want Lincolnshire Research Observatory Intelligence</p> <p>Library: <ul style="list-style-type: none"> Library Service LNA. Feedback from customers Library Service users survey National Library Needs Framework </p> <p>Culture: <ul style="list-style-type: none"> Feedback is obtained via site surveys and trip advisor comments Visit England's Visitor Attraction Quality Assurance Scheme, report, which assesses everything a visitor will expect to find at all our sites In-service regular qualitative and quantitative evaluation Heritage Business Plan </p> <p>Engagement: <ul style="list-style-type: none"> Soft intelligence & feedback obtained through relationship with Town & Parish councils to understand local issues Service evaluations by those using Citizens Advice/VCS/LCVS Survey on volunteer support services CSC Intelligence </p>	<p>What are the agreed "Priorities"</p> <p>The Community Resilience and Assets have sets five key priorities. These are broken down into 29 outcomes as defined in the strategy.</p> <ul style="list-style-type: none"> Our citizens are informed and engaged Citizens do it for themselves Facilitation of the transfer of resource to enable community action Our assets are protected and celebrated Develop a strong sense of place 	<p>How is success measured?</p> <table border="1"> <thead> <tr> <th>No. of measures</th> <th>Targeted/measured ?</th> <th>Of the targeted measures:</th> </tr> </thead> <tbody> <tr> <td>6</td> <td>- 6 Targeted</td> <td>- 5 achieving the target - 1 not achieved</td> </tr> </tbody> </table> <p>For information about performance in relation to targets for Q4 2017/18 please see Appendix A</p>	No. of measures	Targeted/measured ?	Of the targeted measures:	6	- 6 Targeted	- 5 achieving the target - 1 not achieved
No. of measures	Targeted/measured ?	Of the targeted measures:						
6	- 6 Targeted	- 5 achieving the target - 1 not achieved						

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Key Contracts (>£1m or those of a politically sensitive nature)									
Service Contracted	Provider	Duration	Review Date	Contract KPI's (Y/N)	Performance (Good/Ave/Poor)	Corrective measures (if needed)	Payment Terms (Arrears/Advance)	Performance Driven / Independent?	Volume Sensitive (Y/N)?
Library services contract	Greenwich Leisure Limited (GLL)	5 years +5 <small>Midnight 31 March 2021 or Midnight 31 March 2026 if extended</small>		Y	Good	none	Monthly in arrears		N
Volunteer Support Grant Funding agreement	VCS	Two years ending March 2019	December 2018	Y	Good	None	Quarterly in arrears	Indepen-dent	N
Citizen's Advice Bureau Grant Funding Agreement (CAB core & Income Max)	CAB	One year ending March 2018	Report to Portfolio Holder 10 October 2017	Y	Good	None	Quarterly in arrears	Indepen-dent	N
Chance to Share Contracts	Peele School (SHDC)								
	Kirton Middlecott (Nuffield Health/David Ross Academy)	2027		N	Not rated	None	Inc. Annually in arrears Exp. Quarterly in arrears	Indepen-dent	N
	ONENK (NKDC/One Life)	2021		N	Not rated	None	Annual in arrears	Indepen-dent	N
Customer Service Centre	Serco	2020 + 2 + 2 years	2018	Y	Good	None	Monthly in arrears	Performance Driven	Y

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Existing Pooled Budget/Co-commissioning arrangements (if any)

None

Property Implications (if any)

Library – 13 of the 15 core library sites are located in pre-existing Teir1 and Teir2 library sites consisting of 10 freehold and 3 leasehold properties. These properties are leased by Greenwich Leisure Limited (GLL) for the duration of the contract.

Cultural – Heritage services have a number of properties that have leasehold arrangements. These arrangements would need to form part of the wider strategic direction of the service.

The Archive building has specific risks associated with the maintenance infrastructure, in that its air handling systems will need replacing at some stage in the near future. This forms part of the wider Archive Capital Build Project, which is being addressed.

Engagement – Lease three facilities in connection with Chance to Share programme.

Customer Service Centre – None. Serco privately lease Thomas Parker House.

Commercial opportunities (if any)

Library - IT – at the request of the Council, GLL have provided an updated version of their ICT 'To Be' model bid submission. This will provide clarity on how they could provide an IT service offering to both library core sites and Community Hubs going forward. It is hoped that this will demonstrate savings to the Council while enhancing service delivery. This outcome of this is inconclusive at present.

Mobile Service – an options paper is currently being prepared by GLL. It is hoped that this paper will demonstrate that with greater utilisation of smaller vehicles cost savings can be made while innovating the current service offering.

Culture - In October 2016 the County Council Executive gave approval for the Heritage Service to explore ways to reduce the costs of its service whilst improving and enhancing its public offer. The Service could retain any yearly surplus achieved as an offset to service delivery. The aim is to reduce the overall net cost of operating the Heritage Service to a point where the service is self-sustaining. This requires a £1.8 million pound saving from the heritage service net operating costs. To achieve this the Heritage service have developed a business plan to address existing cost pressures, as well as developing opportunities to both generate income, identify efficiency savings and enhance the offer. As of September 2017, Heritage is evaluating the viability of alternative governance options to deliver the service.

Engagement – In 2016 a business case was compiled to establish whether community engagement services could be 'sold'. A draft business plan has since been created, with supporting documentation (such as engagement planning, market research and skills audit). Team representatives are active members of the Commercialisation Community of Practice to ensure any commercialised service would work within a corporate framework. The business plan is currently under review as the programme moves from the 'preparation' stage to the 'development' phase.

Customer Service Centre – The contract has the flexibility to absorb existing or new services and the option remains to the Council should it look like a cost effective option. A number of channel shift projects are in train such as a Council payment gateway and web chat facilities which will leverage future opportunities when in place.

Commissioners Comments

Completed by:	Status (RAG)
	<i>Supporting comment if Red or Amber</i> Red Amber Green

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Appendix A



Community Resilience and Assets

The purpose of these commissioning strategies is for communities to be resilient and to improve the health and wellbeing of people in Lincolnshire. We think this can be best achieved when people and communities have the information they need to come together, solve the problems they face and build the county they want, when people are supported to be independent, make healthier choices and live healthier lives.

[Show performance](#)

Enable and encourage people to participate in Lincolnshire's culture



Communities and residents are supported to be involved in local decision making and have their views taken into account



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