

Commissioning for Lincolnshire

In Lincolnshire, by the end of the decade, our council budget is likely to be at least 40% less than it was in 2010. The Chief Executive has set out a new form to organise the council with rigorous efficiency and effectiveness so as to reduce running costs, whilst commissioning and delivering priority services, whether either on our own or with our partners. Significant change is already underway in the way in which we work and in reducing our expenditure so that we can continue to meet Council objectives.

The County Council is changing its officer structure to integrate commissioning into its operational approach so as to best achieve its priorities. Each Director will be accountable for one or more of the 17 Commissioning Strategies, which together cover the full spectrum of Council activity. Directors as part of the Corporate Management Board are responsible for ensuring that the outcomes associated with these strategies are delivered. CMB will shortly be embarking on a programme of reviews which will redesign what we do now and how we do it, in order to live within the financial constraints described above. To further support this, a new role of Chief Information and Commissioning Officer has been appointed, reporting to the Chief Executive, to support the Corporate Management Board to achieve consistency of the commissioning approach across the council providing assurance that quality standards are maintained and best practice is adopted.

For several years the Council has undertaken a wide range of commissioning activity to enable improvements to service delivery and value for money. The current changes to the organisation of the Council build on this experience to ensure that a systematic approach to commissioning supports all Council activities.

Commissioning is the cycle of assessing need and priorities, identifying outcomes and the most appropriate method to achieve delivery of the outcomes, putting the right delivery arrangements in place and reviewing the outcomes that are delivered. Commissioning includes:

- Consistently making decisions based on evidence of needs and political priorities
- Working with partners to get the best results
- Focusing on outcomes for people and places
- Using the best means of delivering those outcomes, whether that is inside or outside the Council
- Holding all service providers to account with appropriate rigour

This clarity about commissioning and delivery responsibilities will enable reporting to focus on the outcomes to be delivered for the people of Lincolnshire rather than the service structures of the Council; budgets and outcomes will be reported for each of the 17 Commissioning Strategies (see Annex 1).

ANNEX1: Allocation of Commissioning Strategies

No.	Chief Officer	Draft Commissioning Strategy Title & Description	Activities in scope
1	Debbie Barnes	<p>Children are Safe and Healthy</p> <p>This commissioning strategy aims to ensure all children and young people will be safe and healthy.</p>	<ul style="list-style-type: none"> • School Nursing • Child protection (contract, referral and assessment) • Looked after Children • Fostering and adoption • Residential homes • CAMHS (Section 75) • Children with disabilities • Family support
2	Debbie Barnes	<p>Learn and Achieve</p> <p>This commissioning strategy aims to ensure all children and young people will learn and achieve, enabling them to reach their potential.</p>	<ul style="list-style-type: none"> • School Support Services including education welfare and behavioural support • School Improvement • Statementing process and interventions (to be replaced with new health, education and social care plan) • Out of school team • Home to school/college transport • School admissions
3	Debbie Barnes	<p>Readiness for Adult Life</p> <p>This commissioning strategy aims to ensure all young people will be prepared and ready for adult life.</p>	<ul style="list-style-type: none"> • 14-19 education / training and apprenticeship • Career guidance • Teenage pregnancy • Supported accommodation/lodgings • Leaving Care • LD / PD etc. transition • Positive activities for young people
4	Debbie Barnes	<p>Readiness for School</p> <p>This commissioning strategy aims to ensure all children will be ready to learn when they start school enabling them to achieve their full potential.</p>	<ul style="list-style-type: none"> • Healthy child programme • Children Centres • Early education (2, 3 & 4 year olds accessing 15 hrs of education) • Therapy Services

No.	Chief Officer	Draft Commissioning Strategy Title & Description	Activities in scope
5	Glen Garrod	<p>Adult Specialities</p> <p>This commissioning strategy aims to improve outcomes for adults with mental health, learning disabilities and/or autism.</p>	<ul style="list-style-type: none"> • Mental Health • Learning Disabilities • Autism <p>Does not include transition (part of Readiness for Adult Life)</p>
6	Glen Garrod	<p>Carers</p> <p>This commissioning strategy aims to ensure that carers feel respected and are able to balance their caring roles and maintain their quality of life.</p>	<ul style="list-style-type: none"> • Includes Young Carers but <u>not</u> Parenting
7	Glen Garrod	<p>Adult Frailty, Long Term Conditions and Physical Disability</p> <p>This commissioning strategy aims to ensure that individuals receive appropriate care and support that enables them to feel safe and live independently.</p>	<ul style="list-style-type: none"> • Dementia • Adult Physical Disabilities • Frail elderly
8	Glen Garrod	<p>Safeguarding Adults</p> <p>This commissioning strategy aims to ensure all vulnerable adults rights are protected to live in safety and free from abuse and neglect.</p>	<ul style="list-style-type: none"> • Support to the Lincolnshire Safeguarding Adults Board • Safeguarding investigations • Deprivation of liberty (Mental Capacity) • Policy & Strategy development • Serious case reviews
9	Pete Moore	<p>Enablers and support to the Council's outcomes</p> <p>This commissioning strategy will include the enablers required to support the delivery of the Councils agreed outcomes.</p>	<ul style="list-style-type: none"> • ICT Strategy & support • Property Strategy & support • People Strategy & support • Commissioning (including procurement, LRO, contracting and programme support) • Strategic communication

No.	Chief Officer	Draft Commissioning Strategy Title & Description	Activities in scope
10	Pete Moore	<p>How we do our business</p> <p>This commissioning strategy will include the overarching governance and standards for the Council, including decision making through the democratic process.</p>	<ul style="list-style-type: none"> • Budget & Policy Framework <ul style="list-style-type: none"> • Finance and Audit • Corporate Standards and culture • Decision making, including democratic processes
11	Pete Moore	<p>Protecting the Public</p> <p>This commissioning strategy will cover all of the work required in order to protect the communities in Lincolnshire.</p>	<ul style="list-style-type: none"> • Preventing and reducing crime • Tackling domestic abuse • Preventing and tackling fires • Protecting the public through trading standards • Protecting the public by planning for and responding to emergencies • Improving public safety by reduction in drug and alcohol misuse • Improving road safety • Preventing extremism • Reducing anti-social behaviour • Reducing youth offending
12	Richard Wills	<p>Sustaining and growing business and the economy</p> <p>This commissioning strategy 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.</p>	<ul style="list-style-type: none"> • Improving skills and employability • Readiness for Adult Life • Support our growth sectors • Lincolnshire's economy sees sustained growth in the strongest key sectors, leading to an increase in the number of high quality jobs in the county • Lincolnshire's economy offers the right conditions for growth and resilience • Encouraging local suppliers and enterprise including tourism and marketing • External funding attracted to Lincolnshire • NVQs or equivalent qualifications delivered through ESF and other funding

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13	Richard Wills	<p>Protecting and sustaining the environment</p> <p>This commissioning strategy covers how the Council will protect, enhance and balance our environmental needs.</p>	<ul style="list-style-type: none"> • Reducing carbon emissions • Flood risk <ul style="list-style-type: none"> • Fluvial • Coastal • Drainage • Protecting and enhancing the natural environment • Waste management <ul style="list-style-type: none"> • Recycling • Promote waste awareness through education and awareness campaigns • Recovery and diversion of biodegradable waste from landfill • Actively lobby and work with local, national, governmental and other organisations on sustainable waste management issues • Environmental management and spatial planning • Recycling commercial waste
14	Richard Wills	<p>Sustaining and developing prosperity through infrastructure</p> <p>This commissioning strategy facilitates growth and prosperity through encouraging investment and enhancing the economic potential of the county.</p>	<ul style="list-style-type: none"> • Transport commissioning including bus network support • Highway network management • Highways maintenance • New transport investments including highways improvements and bypasses • Support the Greater Lincolnshire LEP and related partnerships in order to maximise investment for Lincolnshire • Economic development projects including broadband and "sheds" • Encouraging enterprise through support to businesses • Operating our heritage sites as visitor attractions • Managing our farms and property portfolio to optimise its contribution to prosperity and return for the council

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15	Tony Hill	<p>Community Resilience and Assets</p> <p>This commissioning strategy aims to assist communities in the county to support themselves. It will also include the community response to emergencies.</p>	<ul style="list-style-type: none"> • Advice, information and support services from community and voluntary sector infrastructure organisations • Community engagement and development • Volunteering support • Adult Education • Schools (as an asset to the community) • Financial inclusion • Community hubs • Library and information services • Archives • Customer service centre
16	Tony Hill	<p>Wellbeing</p> <p>This commissioning strategy aims to assist improvements in the health and wellbeing of the population as a whole, it covers advice, information and preventative services.</p>	<ul style="list-style-type: none"> • Health improvement, prevention and self-management • Public health professional advisory service (statutory) • Registration, Celebratory and Coroners service • Specialist equipment • Sexual health • Responding to medical emergencies • Housing (including Wellbeing service; integrated equipment and DFGs) • Treatment of substance misuse
17	Tony McArdle	<p>Enablers and support to key relationships</p> <p>This commissioning strategy encompasses the Council's corporate strategies and the support to our relationships with the public, service users, partners and outside bodies.</p>	<ul style="list-style-type: none"> • Partnership engagement & support