

# Council Plan of Commissioning Intentions

2016/17 – 2019/20



## Introduction

This is the County Council's first forward plan of commissioning intentions. It sets out what the Council will do, and the commissioning decisions it intends to make, over the next 4 years to make the best use of all the available resources. This includes making use of all the resources available within Leicestershire's local communities, our partners and suppliers.

This document should be read in conjunction with the following:

- County Council's Strategic Plan 2014-18: [www.leics.gov.uk/leics\\_strategic\\_plan.pdf](http://www.leics.gov.uk/leics_strategic_plan.pdf)
- Medium Term Financial Strategy 2016/17 – 2019/20: <http://politics.leics.gov.uk/ieListDocuments.aspx?CId=134&MId=4427&Ver=4>
- Communities Strategy: [http://www.leicestershire.gov.uk/sites/default/files/field/pdf/2016/3/23/Communities\\_Strategy.pdf](http://www.leicestershire.gov.uk/sites/default/files/field/pdf/2016/3/23/Communities_Strategy.pdf)
- Enabling Growth Plan: [http://www.leicestershire.gov.uk/sites/default/files/field/pdf/2016/3/23/Enabling\\_Growth\\_Plan.pdf](http://www.leicestershire.gov.uk/sites/default/files/field/pdf/2016/3/23/Enabling_Growth_Plan.pdf)
- Commissioning & Procurement Strategy: [http://www.leicestershire.gov.uk/sites/default/files/field/pdf/2016/3/24/Commissioning\\_Strategy.pdf](http://www.leicestershire.gov.uk/sites/default/files/field/pdf/2016/3/24/Commissioning_Strategy.pdf)
- Departmental Commissioning Strategies:
  - Adults and Communities: [http://www.leicestershire.gov.uk/sites/default/files/field/pdf/2016/3/23/ASC\\_Strategy\\_2016\\_2020\\_0.pdf](http://www.leicestershire.gov.uk/sites/default/files/field/pdf/2016/3/23/ASC_Strategy_2016_2020_0.pdf)
  - Children and Families Services: <http://cexmodgov1/ieListDocuments.aspx?CId=135&MId=4601&Ver=4>
  - Environment and Transport: <http://cexmodgov1/ieListDocuments.aspx?CId=135&MId=4601&Ver=4>
  - Public Health: Under review
- Better Care Fund Plan<sup>1</sup>: [www.leics.gov.uk/bcfsubmission](http://www.leics.gov.uk/bcfsubmission) (Final version of Plan to be available later in June 2016.)

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<sup>1</sup> The individual services within the Better Care Fund (BCF) plan are commissioned by Clinical Commissioning Groups, the County Council and other partners, such as District Councils depending on the lead commissioning arrangements for the specific service(s). Those services that are commissioned by the County Council within the BCF have been cross checked to ensure they are reflected in the strategic commissioning intentions of the relevant department (primarily adults & communities and public health) where appropriate.

## Key Themes

There are 4 key themes which feature throughout our commissioning intentions to help us reduce demand on Council services, so that we can focus our scarce resources on those areas which can make the biggest impact:

**Preventative measures** by investing (for example) in:

- wide scale population measures to promote health;
- the provision of information, guidance and advice about the support available in the community;
- increasing the use of self-service and the greater use of online technology;
- preventative maintenance treatments of our roads to increase their lifespan;
- waste prevention initiatives to reduce the amount of waste generated in the first place;
- deliver infrastructure, where appropriate, to support sustainable travel;
- enabling local people, communities and businesses to solve problems without having to involve the council.

**Reducing need** by targeting our approach to the 'right people and/or the right location, at the right time' and to stop any escalation. Examples include investing in measures to:

- reduce the volume of waste being sent to expensive landfill through reusing and recycling materials;
- reduce our energy consumption;
- manage flood risk to reduce longer-term costs;
- promote independent travel for pupils with Special Educational Needs;
- provide targeted and time limited interventions for families to reduce the level of needs that already exist;
- support carers to continue their caring role.

**Delaying the development of need** by investing in those measures which:

- minimise the effect of disability or deterioration for people with established or complex health conditions;
- support people to regain their skills and independence.

**Meeting need** when all other options have been explored. This includes investing in those solutions, which:

- support and deliver key infrastructure improvements to enable planned economic growth within the County;
- provide just enough support to carers;
- deliver waste disposal requirements;
- ensure compliance with our statutory requirements.

## Next Steps

Our commissioning intentions are being shared openly with local stakeholders, including current and potential suppliers. Our next steps will also be to develop this high level Plan into a set of detailed projects/activities which will be delivered through a range of mechanisms. Our first consideration will be whether local people, communities and businesses can do this for themselves. This will make sure that we target our resources only at those areas where our support is needed the most.

Our commissioning intentions will act as the focus of service improvement and service re-design over the next 4 years, though we will consider whether we need to update any of this material in an annual basis, for example, as legislation changes, as our evidence base develops or as new policy initiatives are introduced.

We intend to improve our approach in future years as we develop a new corporate outcomes framework (as part of the Council's Strategic Plan) and as we continue to strengthen our evidence base. For example, we have commissioned a review of our approach to early intervention and prevention approach to help us determine the most cost effective solutions.

## PREVENT NEED

Signpost people to information, advice and guidance, promoting independent action and self-help

Give people the opportunity to self-serve via digital means

Enable local people, communities and businesses to solve problems without having to involve the council

Undertake preventative work to improve value-for-money and achieve longer term sustainability

### Public Health

- Review and procure a 0 – 19 Healthy Child Programme public health service
- Review and rationalise young people services within the wider public health offer in order to create a core offer for children and young people. This will include services to promote healthy eating, emotional health and resilience, and sexual health promotion services. This could also include an extended and potentially traded offer for Healthy Schools and Healthy Tots programme
- Design and procure a new integrated lifestyle service to include elements of smoking cessation, sexual health promotion, mental health promotion and food and weight management
- Decommission current services that will form part of the integrated lifestyle service in order to achieve a new service start in April 2017
- Redesign the physical activity offer currently provided by district councils to become a more streamlined targeted offer working with LRS
- Decommission both the Health element and the core element of the current travelling families' service and re invest into an internal redesigned service
- Work with other stakeholders and partners to support mental health promotion and services to ensure the early detection and treatment of mental health problems for children, young people and adults

### Children & Families

- Ensure that all services are focussed on supporting families to remain or become successful
- Ensure all schools in Leicestershire are active members of school-to-school support networks
- In our role as strategic commissioners, deliver an effective process for schools seeking academy conversion, including sponsorship
- Ensure fair access to a sufficient supply of high quality school places and early years and childcare provision
- Manage and develop Keep Safe Places

## PREVENT NEED

### Adults & Communities

- Support improved access to a broad range of information, advice and support that can promote wellbeing and independence
- Actively work to ensure there is an aligned, coherent offer of information and advice
- Ensure all contracted suppliers provide quality, accessible information as part of their service delivery
- Work with Public Health to ensure services are commissioned that actively encourage people to take responsibility to improve their own physical and mental wellbeing and to maintain a healthy lifestyle
- Support people who may have care needs in the future for as long as possible through access to universal, community based services, by ensuring that information about such services is shared and utilised by strategic and operational partners

### Environment and Transport

- Continue to maintain our highway assets e.g. through delivery of our maintenance programme
- Work with partners to reduce waste, divert waste from landfill and optimise levels of recycling and composting in a cost effective way e.g. by delivering a programme of waste initiatives and volunteer schemes
- Incorporate a customer focussed approach throughout service planning and delivery informed by our Customer Focussed Approach Project e.g. use of customer information to monitor queries about grass cutting in real-time
- Develop partnerships including with communities to deliver joint outcomes e.g. Enable Heart of the Forest Volunteers Group to deliver area wide trail signing and promotion
- Work across the Council and with other partners to promote sustainable travel (walking, cycling, public transport, car share etc) and identify opportunities to bid for external funding where available e.g. Wheels to Work Project, Local Sustainable Transport Fund
- Deliver infrastructure, where appropriate, to support sustainable travel e.g. The Hinckley Area Project
- Improve road safety and prevent road accidents through partnership working with the Leicester, Leicestershire and Rutland Road Safety Partnership
- Work with key partnerships which support the development of high quality open spaces and protect valuable heritage/habitat rich sites in Leicestershire e.g. Charnwood Forest Regional Park, Stepping Stones, River Soar Grand Union Canal Partnership and the Ashby Canal restoration project
- Continue to support the delivery of the County Council's Environment Strategy to improve our green credentials and save money, where possible
- Continue to implement outcomes from the Flood Risk Management Strategy and deliver flood prevention initiatives
- Work with partners to seek innovative projects and sources of funding that support community energy initiatives and the low carbon economy

## PREVENT NEED

### Chief Executives

- Maximise Broadband rollout to the county and businesses
- Explore community-led deployment options for rural broadband services
- Develop a new approach to tourism support in the context of reduced public sector funding support
- Commission services that provide information, advice, infrastructure, group support, social enterprise advice and capacity building to enable communities to help themselves and support the devolution of services
- Phased reduction of community grants with remaining funding targeted to maintain maximum impact

### Corporate Resources

- Continue to increase automation of tasks, reporting and self-service arrangements for staff and customers
- Deliver further standardisation of equipment, systems and processes and simplify the Council's technology estate with a proposed capital investment of £4.1m in I&T infrastructure by 2020
- Continue to support access to employment opportunities across the Council (and develop the future workforce), by increasing the number of apprenticeships and work opportunities
- Move new and additional work into the Customer Services Centre promoting this as a corporate asset
- Support the join up our social care customer service operation with health
- Increase the number of customers accessing digital online services
- Continue our work to help communities and businesses to become more resilience and able to help themselves in the event of an emergency, e.g. through our nationally recognised Prepared Citizens initiative

## REDUCE NEED

Actively support and facilitating communities to help themselves

Target our approach to the 'right people and/or the right location, at the right time' and to stop any escalation

Optimise alternative approaches to high cost interventions and facilities

### Public Health

- To review and procure a 0 – 19 Healthy Child Programme public health service
- To reduce isolation and enable people to be active in their community
- To continue to build community capacity through the use of Local Area Co-ordinators (LAC) working with community networks
- Through the LAC offer to communities improve health, wellbeing and independence for community members
- To expand the LAC pilot to ensure a county wide offer is created and evaluated accordingly
- Expand the current First Contact Plus offer to include a triage system in order to facilitate a more informed referral process for complex individuals
- Expand the current First Contact Plus service to be able to take self-referrals from member of the public
- Develop a new online system for internal stakeholders, partners who refer individuals and self-referrers to be able to use a more streamlined and efficient portal for information

### Children & Families

- Offer the right, proportionate help to children and families at the right time, with a focus on children with developmental delay/additional needs
- Deliver a targeted youth offer focussed on vulnerable groups
- Extend use of education provision where appropriate as an alternative to coming into care
- Investigate reasons for underachievement of vulnerable groups across all stages and create capacity within mainstream and special school sector to meet the needs of their vulnerable learners
- Re-commission pathways of alternate provision for pupils outside mainstream education
- Ensure that children missing education are identified early , offered the right support and that their progress is tracked
- Work with parents and carers to support more effective commissioning of special educational needs and disabilities (SEND) services and provide access to a SEND Local Offer
- Identify maintained schools and early years settings and providers requiring intensive, targeted and collaborative support



## REDUCE NEED

- Raise awareness of Hate Incidents and ensure consistent response to anti-social behaviour

### Adults & Communities

- Alongside our partners, further develop a new model of early intervention and prevention support (this includes a range of services, e.g. preventative mental health services, peer support and advocacy )
- Ensure that funding is targeted towards those at greatest risk of needing social care support
- Develop monitoring and reporting systems to understand the impact and maximise the benefits of early identification and prevention services. Only those interventions that have significant cost benefits will be funded
- Support carers to continue in their caring role by remaining mentally, emotionally and physically well. This will be achieved through ongoing identification within primary care settings, continued investment in cost effective carer support services, and the use of carers' personal budgets

### Environment & Transport

- Work with partners to reduce waste, divert waste from landfill and optimise levels of recycling and composting in a cost effective way for example by seeking opportunities to construct / utilise additional waste transfer facilities to allow less waste to be sent to landfill
- Engage with regional and national partners to influence policies/programmes which will have an impact on the County, optimising benefits and minimising the risk of negative impacts for Leicestershire e.g. HS2, Midland Mainline Electrification
- Promote independent travel for pupils with special educational needs (SEN)
- Develop a programme of improvements and spend to save projects that reduce impact on the environment e.g. upgrading of all street lighting throughout Leicestershire to LED reducing the cost of electricity, on-going maintenance and reducing CO2 emissions

### Chief Executives

- Decommission existing rural housing activity in a planned way
- Utilise secured funding through LEADER to support Rural Businesses
- Enable the Voluntary and Community Sector, through the commissioning of services that provide information, advice, infrastructure, group support, social enterprise advice and capacity building to enable communities to help themselves and support the devolution of services
- Phased reduction of community grants with remaining funding targeted to maintain maximum impact
- Pilot a new community support service for Leicestershire Welfare Provision

## DELAY NEED

Minimise on-going or long-term need

Maintain people in family/home settings where possible

Support individuals/families to better manage 'crisis' situations

### Public Health

- Redesign and commission a new targeted Health Checks service to ensure financial alignment with other authorities and targeted invitations for those hard to reach elements of the community
- Decommission the current Stop Smoking service and redesign and commission a new more targeted service including a quit line and face to face support

### Children & Families

- Provide a clear family support 'offer' to address the needs of the most vulnerable cohorts based on 'what works'
- Where necessary, provide support that prevents children leaving their family and coming into care
- Where a child does come into care steps will be made promptly to re-unify the child with their family, unless it is demonstrably harmful to do this
- Offer respite care for families for children with complex emotional and behavioural needs
- Where difficulties occur in a child in care placement, flexible and practical help is offered to overcome these
- Appropriate and proportionate support is offered after an adoption placement to maximise success
- Sufficient CFS staff and resources are dedicated to ensure young people leaving care make a successful transition to independent adulthood including access to education, employment or training and safe housing
- Planning and commissioning for 16+ supported living options
- Ensure effective participation in MARAC and MAPPA, PREVENT processes
- Manage joint commissioned support services for adult and 13+ primary victims of domestic abuse and sexual violence
- Respond to and embed support for child secondary victims of domestic abuse within children's services.

### Adults & Communities

- Support people who may have care needs in the future for as long as possible through access to universal, community based services, by ensuring that information about such services is shared and utilised by strategic and operational partners
- Enable more people with social care needs to access mainstream support and services, and reduce the numbers of people receiving care that

## DELAY NEED

limits their independence

- Develop effective employment pathways for working age adults
- Provide a programme of adult learning opportunities
- Maximise the use of equipment and technology which can deliver less intrusive and more cost-effective care
- Bed based reablement will offer a time limited intervention designed to support people to regain independent living skills in settings with flexible levels of support
- Support people to achieve maximum possible independence, by moving to service models (including home care provision) which are focused on reablement and recovery, to delay the need for higher levels of support

### Chief Executives

- Enable the Voluntary and Community Sector, through the commissioning of services that provide information, advice, infrastructure, group support, social enterprise advice and capacity building to enable communities to help themselves and support the devolution of services
- Phased reduction of community grants with remaining funding targeted to maintain maximum impact
- Pilot a new community support service for Leicestershire Welfare Provision

## MEET NEED (when all options have been explored)

### Support and deliver key infrastructure improvements

Provide support to the small proportion of individuals/families needing support that cannot be provided in other ways, including providing just enough support to carers

### Comply with statutory requirements

#### Public Health

- Work with the newly commissioned provider for substance misuse services to ensure that the new combined criminal justice and treatment services are fit for purpose and performing as anticipated
- Redesign elements of the sexual health service to reduce costs in line with the departments MTFS and streamline services to create a more coherent service offer
- Redesign and commission a new suite of Community Based Services working with GP's and Pharmacy's to include substance misuse, sexual health and health checks

#### Children & Families

- Provide one 'front door' for children's social care referrals and early help requests for services in order to provide the right help at the right time
- Seek to find alternative family based care from within the child's kinship group or in an alternative family setting
- Increase placement choice through increased in-house foster carers
- Provide support to family placements to ensure their success
- Make available specialist placement options for our most vulnerable children
- In a small number of placements (8-10% of children in care) provide a high quality residential setting
- Foster carers and adoptive carers are carefully assessed, approved and matched with children to ensure the best chance of success in placements
- Support is provided to carers of Children in Care to ensure they are assisted to be successful
- Identify and assess children and young people with SEND and guide the access to or provision of appropriate support
- Jointly across CFS and NHS commission targeted and specialist in-house and external SEND services to families and schools
- Ensure close working with NHS commissioners and providers to ensure that:
  - all children coming into care receive an initial health assessment with 28 days

## MEET NEED (when all options have been explored)

- all children in care take part in the SDQ process
- routine immunisations, health screening, dental checks, review health assessments take place

### Adults & Communities

- The need for publicly funded social care support will be determined only once personal and community resources and assets have been identified and fully explored
- Personal budgets will be taken as direct payments wherever possible. We will increase the proportion of Personal Budgets, facilitated through the provision of pre-paid cards. All personal budgets will be funded to the level that is just enough to meet eligible needs
- We will work with providers to embed progressive models of support, to promote increasing wellbeing, maximise independence and ensure that capacity is available to meet the demand from the growth in numbers of people needing support. In the shorter term this will be implemented through the procurement of Home Care, Supported Living and Community Life Choices – working with fewer providers to progressively achieve optimum levels of independence for service users and reduce the amount of support required
- We will be flexible in our approach to providers to allow for innovation, but this will be in the context of a greater focus on managing providers' performance to ensure we are getting the most from all of our commissioning and contracting arrangements
- To further develop alternatives to residential care, a new Accommodation Strategy will be developed in 2016 and we will promote recruitment of new shared lives carers, alongside our new Supported Living Framework
- Provide a programme of adult learning opportunities to those with social care need
- Provide business support to creative industries and artists
- Offer a range of learning and educational resources to schools, as part of a subscription based service.
- Provide a number of heritage/museum attractions
- Seek to develop the use of museum inspired techniques and resources to support meaningful interactions for those with social care needs (including dementia)
- Ensure the care of historical collections and artefacts that relate to the history and heritage of Leicestershire and its people
- Ensure provision of a comprehensive and efficient Library service for the people of Leicestershire and further explore the libraries role in delaying social care need/ enabling people to better self-manage conditions

### Environment & Transport

- Continue to develop a robust evidence base to support the delivery of a new commissioning strategy e.g. interrogation of Leicester & Leicestershire Integrated Transport Model (LLITM) and accessibility modelling for Better Care Together Continue to develop our systems and processes to deliver high quality services to customers
- Deliver waste disposal treatment capacity for the medium / long term

## MEET NEED (when all options have been explored)

- We will work with districts councils and other parties to plan for and support the future population and economic growth of Leicester and Leicestershire across all transport modes e.g. provide advice and support to Districts on the development of Local Plans and major developments
- Support and deliver key infrastructure improvements to enable planned growth and meet economic needs within the County e.g. Capacity improvement at M1 Junction 22
- Continue to manage the subsidised public transport network. e.g. Demand Response Transport and Community Bus Partnership
- Continue to deliver efficient and appropriate transport solutions to support adults receiving social care services to access care, entitled pupils and children in care in partnership with Children and Family Services
- Continue to provide recycling and household waste sites and dispose of household waste in a cost effective manner.

### Chief Executives

- Review and adopt a new Minerals Local Plan so that society has a steady and adequate supply of minerals to meet economic and social needs
- Enable the Voluntary and Community Sector, through the commissioning of services that provide information, advice, infrastructure, group support, social enterprise advice and capacity building to enable communities to help themselves and support the devolution of services
- Phased reduction of community grants with remaining funding targeted to maintain maximum impact
- Pilot a new community support service for Leicestershire Welfare Provision
- Continue to commission Translation and Interpretation Services

### Corporate Resources

- Increase the energy efficiency of our property estate and also our I&T equipment through energy efficiency and renewable energy generation on an invest-to-save basis, transferring 1% of our energy consumption to renewables on a year-on-year basis

## GENERAL

### Support frontline services indirectly including maximising efficiencies and generating income to deliver the MTFS requirements

#### Chief Executives

- Invest in business intelligence tools, so that managers have access to relevant performance dashboards and undertake analysis for themselves
- Move to a self-funded operation for environmental services
- Explore increased joint working between the Trading Standards Service, other local authority trading standards service and/or the Police
- Sustain market share to secure further growth in income for the Leicestershire Registration Service

#### Corporate Resources

- Continue to reduce the overall cost base of the whole department by a further 19% by 2019/20 and across a range of support services
- Deliver a strategic supplier management programme to ensure value for money is achieved for local taxpayers (including performance reporting for Council in-house services). This will include incentivisation approaches relevant to social care
- Integrate our support services with other public sector partners where appropriate and relevant
- Increase collaboration in property and property services across public sector partners in a project by project basis
- Promote a Leicestershire-wide approach to commissioning support
- Continue our current partnership agreement for emergency management services, raising income from selling our business continuity expertise
- Create a new sustainable commercial model for our Traded Services to compete more effectively in the open marketplace
- Secure market growth opportunities for our Traded Services including East Midlands Shared Services (EMSS)
- Invest in the development of workspace accommodation to support the development of small and new business in targeted areas of economic growth and development
- Continue to provide staff resource and expertise to the development and delivery of the Council's future Infrastructure Plan
- Achieve further efficiencies by undertaking an end-to-end review of Customer Service Centre processes
- Invest in customer insight to help target our response
- Invest in our staff capabilities to further increase their capabilities in financial management, contract management, commercial skills, process improvement, outcome-based commissioning, customer service skills and networking, to stay ahead; this includes growing and retaining talent
- Embed programme and project management disciplines across the council

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