

Living Better Lives in Lancashire

Commissioning for Better Lives in Lancashire



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Creating the right mindset and way of working across
Commissioning and Quality

Final Structure



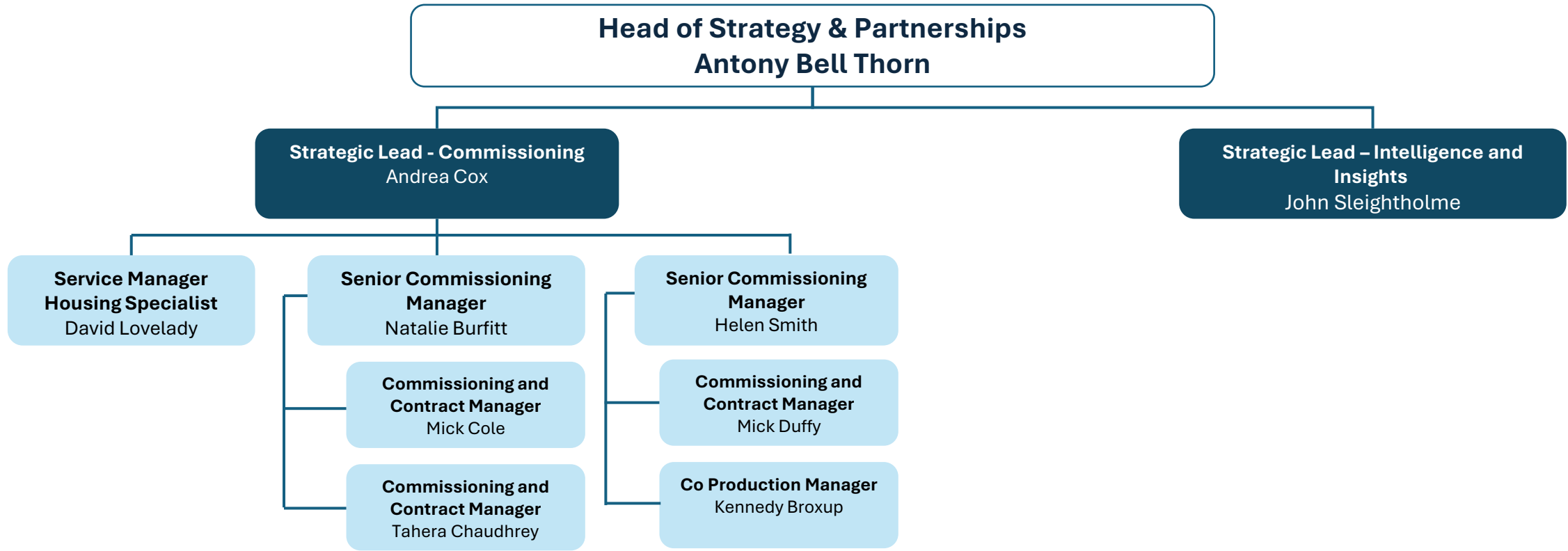
Functions – Strategy and Partnerships

This function is responsible for setting the strategic direction for Adult, Health and Wellbeing underpinned by building the partnerships needed to deliver high-quality, sustainable support.

It will:

- **Set strategic direction and commissioning intent** - Develop the overall strategic approach to delivering support, ensuring it meets statutory duties, delivers outcomes for residents, and remains affordable.
- **Design and improve end-to-end pathways** - Shape and refine care and support pathways across the system, balancing prevention, early intervention, statutory responsibilities and value for money.
- **Drive service innovation** - Lead innovation activity, including testing new approaches and developing proof-of-concept models before wider rollout.
- **Manage demand consistently and fairly** - Set clear demand management principles and thresholds so decisions are consistent, evidence-based and defensible.
- **Use insight to inform priorities** - Use data, insight and emerging trends to shape commissioning priorities and system-wide decisions.
- **Lead strategic partnerships** - Work with key partners including the NHS, district councils and the VCFSE sector to support integration, shared outcomes and system sustainability.
- **Embed co-production** - Ensure residents and people with lived experience are meaningfully involved in shaping Adult, Health and Wellbeing strategy, with learning feeding directly into service delivery.
- **Advance the personalisation agenda** - Shape and support the delivery of personalised approaches that give people more choice, control and flexibility in how their needs are met.
- **Be agile, proactive and creative**, being open to structured and informed change to develop more responsive services, engaged and resilient neighbourhoods and modern future proofed services and systems that meet the needs of Lancashire residents.





Functions – Market Management

This function is responsible for ensuring there is a sufficient, stable and affordable care market that can deliver the outcomes set through commissioning strategy. It brings together commissioning, market shaping, contract management and commercial oversight as well as Care Navigation to support safe, high-quality services.

It will

- **Shape and sustain the care market** - Ensure a diverse, resilient market that is aligned to commissioning intent and able to meet current and future needs.
- **Manage end to end commissioning** - translate commissioning strategy, intent and design into real services, commissioned effectively with robust contracts.
- **Lead contract management and commercial frameworks** - Own and manage contracts and commercial frameworks, including pricing, cost drivers, volumes, affordability and value for money.
- **Manage negotiations consistently** Lead negotiations within agreed rules and frameworks, avoiding drift, inconsistency and unintended precedent.
- **Maintain strong market intelligence** - Monitor capacity, provider behaviour and emerging risks to inform commissioning, quality and system decisions.
- **Oversee market sufficiency and sustainability** - Identify and respond to market pressures, sustainability risks and potential provider failure, working closely with Quality and Strategy





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Contract Manager**
TBC

**Commissioning and
Contract Manager**
Nigel Sanderson





Functions – Quality

Quality - Assurance, safety and continuous improvement

This function is responsible for providing assurance on quality, safety and continuous improvement across commissioned services.

- Sets and maintains quality assurance frameworks aligned to statutory and CQC expectations
- Provides safeguarding oversight and manages quality and provider risk
- Monitors performance and outcomes, leading improvement where standards fall
- Ensures legal defensibility and assurance of commissioning decisions
- Acts as an early-warning function, feeding intelligence into strategy and market decisions
- Influences practice and workforce standards across the market and internally



