

Third Sector Lancashire input into the Lancashire BCF Steering group and plan

Voluntary Sector support to the Lancashire BCF Plan 2016/17

The voluntary sector is represented at the Lancashire BCF Steering group by the Chief Executive of Lancashire Sport Partnership. This lead Officer is a nomination of Third Sector Lancashire; the voluntary sector leadership body.

During 2016, in line with the commitment made in the 2016/17 Lancashire BCF action plan to effectively engage the voluntary sector, the Lancashire "Active Ageing Alliance" was formed. This group of voluntary sector bodies (including MIND, Age UK, the Alzheimers Society, Stroke Association etc), worked collaboratively with the CSU and the Public health teams to identify how we could assist the BCF in the delivery of their outputs and outcomes; developing opportunities for collaborative design and investment to improve patient satisfaction and outcomes.

In October 2016, the Active Ageing Alliance made a bid to Sport England for £1m of additional investment to enable preventative approaches to manage frailty and the onset of degenerative diseases. Unfortunately this bid was unsuccessful, however it enabled a closer working relationship with health, social care and voluntary sector partners.

Voluntary Sector proposed actions to be undertaken in 2017-19

The Sport England bid, although unsuccessful did enable the Active Ageing partnership to develop other options and consider the formation of an outline business case that would assist Lancashire BCF with the delivery of its outputs and improved outcomes for communities in the longer term.

During the spring of 2017, the Lancashire BCF Steering group agreed to support the development of a proposal from the Active Ageing Alliance (through Lancashire Sport) for Social Investment (Big Potential) funding to enable the sector to develop a business case which would see the increased use of the voluntary sector (As 2016/17 Lancashire plan) to deliver services. It was proposed that the application for a non-repayable grant from Big Potential would allow the sector, working with BCF commissioners to develop a revised service model and business case. This business case could see the revision of existing contracts and or de / recommissioning of provision, based on the outcome of the review. This process is also the stepping stone to a possible further (repayable) investment (loan) from the Social Investment Band in the form of a bond (c£2m) which would allow critical pump priming investment to enable alternative model of provision to be tested ahead of further evaluation and possible service remodelling.

On this basis a bid to Big Potential for £120 000 of specialist consultant time was made (July 2017) which will enable consultation with commissioners and partners to understand gaps and weaknesses in the existing system, alongside recognising strengths and good practice. Through this collaborative work, collectively we are aiming to create a revised service model, which will be sustainable; harnessing the best of experienced existing providers, alongside voluntary sector and Local

Authority assets and resources. We aim to build skills and capacity within communities and providers, which will create a business case to remodel services. This remodelling exercise will largely be about revising existing commissions, building effective collaborative relationships within the landscape and having a shared vision based on customer satisfaction and community resources. We have the support of existing providers (including Lancashire Care Foundation Trust) to undertake this exercise.

We anticipate the key milestones during this period to be:

- **August:**
 - Meet with NHS England BCF lead (Justine Howe)
 - Arrange partner briefing dates
 - Agree / arrange partner consultation dates / format
- **September:**
 - Start consultation with partners
 - Identify best practice and impactful customer outcomes
 - Form project steering group
- **October – December:**
 - Service model development, where we would expect to see
 - Development of a shared vision for services
 - Identified best practice (services, partnerships, outcomes)
 - Identified areas for development (barriers, gaps and blockers)
 - Reflections on commissions, operational practice & partnerships
 - **Options for change and development**
- **January 2018:**
 - Findings and recommendations
 - Lancashire BCF (Also shared with Blackpool & BwDarwen BCFs)
 - CCGs, ASC and Public health teams
 - Voluntary sector organisations
 - Local Authorities (Districts: reference DCGs and wider services)
- **March 2018:**
 - Draft recommendations to Lancashire BCF & Health and Wellbeing Board
- **April 2018:**
 - Implementation plan and next steps for consideration by partners

Options:

Based on the feedback and support from BCF partners, there are options to be implemented from the Spring of 2018. These options would see the voluntary sector, working collaboratively with existing NHS partners and Local Authorities to deliver a new model of health and social care driven through the Big Potential development process and business care. Resources to deliver the model would be provided through:

- Variations to existing BCF contracts
- Decommissioning of existing BCF contracts
- Recommissioning of existing BCF contracts
- Approval for the voluntary sector to seek additional funding for areas / items identified in the implementation plan. Possible sources of funding may include:
 - Access to voluntary sector grants and funding opportunities
 - Consideration of a Social Investment Bank loan to undertake preventative / pump priming activity (which can generate surpluses for repayment of that loan)
 - Negotiation with other areas of Health (including Public Health Services) and Local Authorities for use of existing commissions and grants to contribute to Better Care outcomes.

It is proposed that during the summer of 2018, integration of the new model of working into existing commissions and practice will begin.

It is proposed that through the service remodelling process and our consideration of progressive customer focused outcome measures, the Lancashire BCF Steering group may also wish to adopt an additional set of measures to triangulate BCF impact from a customer perspective.

Communications and system change

It is proposed that this piece of work is enabling; in that it encourages reflection on the customer journey, the best use of resources and skills and builds a collaborative culture across sectors to get the job done.

On this basis, communications will be transparent and proactive. We anticipate that Lancashire BCF will be seen as a progressive enabler of change within the STP and nationally. If successful we anticipate that this model of cooperative reflection and system model redesign has the potential to be replicated elsewhere within the STP and beyond; potentially as a national pilot.