

Lancashire Health and Wellbeing Board
Meeting to be held on 15 July 2024

Corporate Priorities:
Caring For the Vulnerable
Delivering Better Services

Lancashire Better Care Fund Plan 2023 to 2025

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Brief Summary

This report provides the following:

- A response to the queries raised at the last Board.
- A brief summary of the 2024/25 Better Care Fund Plan submission.
- A brief update and progress on the three Lancashire Better Care Fund support projects.
- A brief update on the Lancashire and South Cumbria Integrated Care System Better Care Fund review project.
- Governance and role of the Better Care Fund Board.
- A focussed summary of the outputs of the Lancashire Leadership and Governance of the Better Care Fund support project.

The report shares with the Board the final 2024/25 Better Care Fund Plan submission, following the run through of the draft template in the last session on 7 May 2024. The final version was signed off by the relevant executives in the Council and the Integrated Care Board, as well as County Councillor Michael Green in his delegated role as Chair of the Lancashire Health and Wellbeing Board.

There were some challenges in finalising the plan across the partnership, mainly relating to how the additional NHS contribution would be displayed. The system has received informal feedback that the Plan may not move through the national assurance process as smoothly as hoped, due to not yet having an agreed plan around this element of the Better Care Fund. At this stage however, formal notification is awaited of the outcome of the assurance panel.

Also detailed in the report are progress reports on the three Lancashire Better Care Fund support projects. More detailed feedback will be provided on the Leadership and Governance support piece at the Health and Wellbeing Board meeting. The Demand and Capacity support piece is continuing, however has encountered difficulties in progressing to



the desired outcome due to the system data quality issues. The Discharge to Assess support piece is nearing conclusion and the draft outputs are now being shared widely.

The Lancashire and South Cumbria Better Care Funds support piece has now commenced, with initial conversations with key people across the system, and some initial analysis taking place.

The role and function of the Better Care Fund Board is shared in the report, enabling the Health and Wellbeing Board to better understand the role in assurance, and the connectivity across the system partnership. Linked to the leadership and governance support piece, how the Lancashire Better Care Fund Board is shaped may be a matter for review.

Recommendations

The Health and Wellbeing Board is asked to:

- (i) Formally note the final version of the 2024/25 Better Care Fund Plan, and its sign off on behalf of the Board by County Councillor Michael Green in his delegated capacity as Chair of the Board.
- (ii) Note the progress updates from the various Better Care Fund support projects and share any questions and/or observations.
- (iii) Discuss the outputs from the Leadership and Governance support project and consider any next steps and proposed actions.
- (iv) Consider the request from the Integrated Care Board regarding how regularly the Board want an update from the Integrated Care System support project.

Detail

Response to the Queries Raised in the Last Board

- (i) *The Board requested that Lancashire County Council and NHS officers collaborate to provide accurate information about activity levels and the number of people supported by all Better Care Fund schemes, so that the Board, in its assurance role, has visibility on the impact of those schemes.*

The Council and the Integrated Care Board recognise the need to be able to share more accurate detail about activity levels. This will be more possible for those spend lines that have activity-based measurements and outcomes; however, a bigger challenge is those spend lines that are linked to staff and the quality of the system data which is a recurring theme. The Better Care Fund Board is actively considering how the reporting can be improved and displayed, for all schemes, to enable the Health and Wellbeing Board to undertake its assurance role.

- (ii) *Requested Lancashire County Council officers approach the North West Better Care Manager to understand whether there is an obligation to detail the proposed and actual position of pooled funding, as part of the Better Care Fund submissions and governance.*



The regional Better Care Manager was approached, and advice was shared in advance of the 2024/25 Plan, plus the responsibilities of the Fund host regarding when it needs to escalate any financial challenges. Issues should be discussed on a case by case basis, and escalated where a partnership is unable to fulfil the planning requirements.

The National Better Care Fund Team have requested that Lancashire Executives attend a call with them, to discuss the challenges with the fund.

Lancashire Better Care Fund Reset Progress: Support Offer Projects

The Better Care Fund national support team shared three support offers that Lancashire agreed to take up. The support is provided as part of the overall Better Care Fund programme and is at no cost to the system. The support offers to Lancashire are in three defined areas:

1. Leadership and Governance
2. Discharge to Assess
3. Intermediate Care Demand and Capacity Modelling

Leadership and Governance

This project is now in its final stages and a final report is being drafted.

The findings outline the challenges, absent behaviours and missed opportunities they found in the system based on the stakeholder interviews and relational survey. The findings also outline some positives on which to build, including, system leaders recognising the urgency to act in light of demand pressures, the system having a good understanding of the importance of relationships, as evidenced by the Relational Value (Rv) survey, and a genuine commitment to improvement by all partners.

To align with the findings in the diagnostic and build a meaningful strategic relationship, the system needs to consider how it can:

1. **Improve Communication:** Enhance transparency and consistency in communication to ensure all stakeholders are on the same page.
2. **Identify Unintended Consequences:** Understand the potential unintended consequences of complex system change and take proactive measures to mitigate them.
3. **Respect Contributions:** Acknowledge and respect the contributions of all partners, fostering a collaborative environment.
4. **Build Trust:** Establish trust through effective delegation, open and shared data, and constructive challenge and action.
5. **Leverage Missed Opportunities:** Learn from past missed opportunities and apply good practice and progress across the system.
6. **Involve Other Partners:** Engage other partners to improve outcomes and maximise the contribution of District Councils to key prevention and flow challenges.
7. **Adopt Place-Based Working Principles:** Implement an agreed set of principles for meaningful Place-based working, potentially expressed through a Memorandum of Understanding (MoU). These principles include Subsidiarity, Difference, Holistic, Community, Workforce, and Learning.



8. **Develop an Action Plan:** Create a Place Based strategic and transformation plan under the following headings: Decision Making and Governance, Partnership Working, Measurement, Data and Intelligence, and People and Learning.

Intermediate Care Demand and Capacity Modelling

This project is continuing to develop, although has encountered challenges due to the data quality across the system. The partnership is advised that the local NHS data quality is not sufficient in its current format to be able to meaningfully use in the modelling.

The support team are therefore using the Council's data to develop an initial modelling tool on which the partnership will be able to build when the whole system data is more mature.

Discharge to Assess

The four modules have now been completed and the information has been collated into a draft set of outputs. Several engagement sessions will be taking place during July to share, and sense check the outputs with all staff involved in hospital discharge across Lancashire and collate the priority actions required to improve.

Some of the initial feedback includes:

1. People have a mixed experience of hospital discharge.
2. Information is not always well communicated with people about what will happen after they are discharged about their care, support, and assessments.
3. People are generally pleased with the care they get after they have been discharged.
4. Staff report not enough is done to maintain peoples' independence whilst in hospital.
5. Many people wait longer than they need to, to be discharged.
6. There is an over-reliance on bed based support following discharge.
7. Some people do not get their 'ideal outcome' and could have either returned directly home or returned home with non-commissioned support.
8. Our system data is not of sufficient quality or accessible enough via a single point to enable sufficiently meaningful analysis. Many assumptions will therefore require additional work to explore and evaluate.

The final report summary will be shared with the Board once complete, along with the agreed priority actions.

There will be interconnectivity and co-dependencies across all three of the Lancashire support projects, with the leadership and governance being critical to the improvements and integration required to progress.

Integrated Care System Better Care Fund Review Project

The Board has previously received information on the proposed Integrated Care System review of four of the six Better Care Funds that the Integrated Care Board is party to and signalled its agreement to the work taking place.



This piece of work has now been commissioned via the LGA/Partners in Care and Health, and an organisation called 31ten has commenced the project across Lancashire and South Cumbria.

The support piece will cover in detail a review of the current status of each Better Care Fund, explore a predictive modelling tool, analyse the information each system has relating to how their Better Care Fund schemes meet the aims and objectives of their Plans, understand value for money, and support financial modelling.

A working group has been established with partners from each Place and the Integrated Care Board to coordinate the activity and information required throughout the project, plus understand and wherever possible unblock barriers.

The Integrated Care Board would like to understand from the Health and Wellbeing Board at what intervals would they like an update; at each Board or at the point where a specific milestone has been reached?

A stakeholder briefing from the first working group has been circulated to members of the Health and Wellbeing Board.

Better Care Fund Plan 2024/25

The Board received an overview of the 2024/25 Plan at its last meeting in May 2024, which at that point had some elements outstanding still in relation to the expenditure and activity, and the intermediate care demand and capacity.

The Plan was finalised across the partnership, with the required information being collated ready for the 10 June 2024 submission deadline. The information required for the template included updates to the expenditure plan, the mandated metrics, the intermediate care demand and capacity plan, and a short set of narrative questions relating to how the partnership is meeting the Better Care Fund objectives.

There were substantial discussions between the Integrated Care Board and the Council relating to the element of Integrated Care Board additional contribution, and as this remains unresolved from 2023/24 and for 2024/25 the partnership agreed the inclusion of the same wording used to explain the position in the 2023/24 End of Year submission. The Plan was signed off by the mandated individuals from the Council and the Integrated Care Board, and by County Councillor Michael Green in his delegated role as Chair of the Health and Wellbeing Board.

As yet, Lancashire has not received the outcome of the assurance process, however, has been advised informally that due to the unresolved issue of the Integrated Care Board additional contribution, it may be difficult to secure assurance of the Plan. The decision is awaited and outcomes will be shared with the Board on any actions that Lancashire is required to take.

The final plan has been circulated to members only of the Health and Wellbeing Board.



The Governance and Role of the Better Care Fund Board

As part of the reset programme for the Lancashire Better Care Fund, a gap was identified in terms of a Better Care Fund Board, across the partnership, to oversee and steer the Lancashire fund and Plan.

Still in its infancy, the Board has developed Terms of Reference and is Chaired and Co-Chaired by the Council and the Integrated Care Board. The Board is designed to provide joint governance and leadership for the effective management of the Lancashire Better Care Fund.

As outlined in the Terms of Reference, the Board oversees both the routine activity of the Better Care Fund and the transformation work of the Lancashire Better Care Fund Reset programme. It will provide strategic direction, performance oversight, and financial management for all partners involved in developing and delivering plans for integration within the remit of the pooled fund. The Board also ensures that key outcomes are achieved and agrees on mitigating actions where these are at risk. Members of the Board will hold each other and their respective organisations accountable for the effective delivery of the Better Care Fund to achieve the objectives and ambitions outlined in the Lancashire Better Care Fund Plan.

Through the development and effective operation of the Lancashire Better Care Fund Board, the Health and Wellbeing Board will be better assured and able to discharge its duties more effectively as the accountable body for the Better Care Fund.

List of background papers (confidential to Board members only)

1. Lancashire BCF Plan 2024/25
2. Lancashire and South Cumbria Better Care Fund Review: Working Group Briefing 24 June 2024

