



Adults, Health and Wellbeing Directorate – BCF Outline Business Case		 	
Project Sponsor(s):	Anthony Fitzgerald & Cath Doman	Project Manager:	Katy Turner
Indicative start date:	January 2019	Indicative end date:	August 2019
Proposed Service/Development			
<p>The establishment of a short term design team constituted of representatives from the Voluntary, Community and Faith (VCF) Sector. This team will be responsible for consulting with the wider sector and working with statutory partners to recommend a model of co-ordination which will underpin partnerships to deliver health and wellbeing outcomes for Doncaster.</p>			

Case for change

Doncaster's Place Plan is predicated upon early intervention and prevention and community-led support services. The local Voluntary, Community and Faith sector clearly has a huge role to play in this, but has thusfar been detached from strategic decisions and commissioning intentions. The main reason for this is that Doncaster's VCF sector lacks co-ordination; at present, there is no central co-ordinating function with which commissioners can engage. As a result, there is patchy representation on strategic boards and engagement often defaults to personal relationships, which is not fair, equitable or effective.

Over the past three months, NHS Doncaster Clinical Commissioning Group (CCG) and Doncaster Metropolitan Borough Council (DMBC) have been working with the local VCF sector to explore how they can better work in partnership to deliver health and social care outcomes and address some of the issues described above. The Innovation Unit, an external service-design and research organisation, were commissioned to undertake research with the VCF sector to understand their views, strengths and challenges.

The Innovation Unit produced a report entitled '*Working together to ensure Doncaster and its people thrive: Insights into the experience of the Health and Social Care landscape for VCF sector organisations*'. The main findings of the research (and ongoing dialogue with the sector) were as follows:

- Despite the difficult climate, there is a real desire for genuine co-production and a new kind of partnership working that allows organisations to flourish
- There is a desire to influence decisions about what is commissioned, when and how, underpinned by a belief that the VCF community has huge insight into what is needed, what works and how it should be delivered
- The VCF sector recognises the difficulty of coordinating so many organisations and there are efforts to self-organise. There is a desire in the sector to create new platforms for coordination and engagement but a lack of capacity to achieve this easily
- Austerity and the closure of Doncaster CVS has left some VCF organisations feeling vulnerable
- The lack of support and funding available has left some organisations feeling disheartened, unsupported and without a voice
- The VCF are worried about their sustainability and with an increasing focus on finance, losing the core value of what voluntary services deliver

Moving towards the establishment of a democratic co-ordinating structure which could unite the diverse and fragmented VCF sector in Doncaster and would help to address these concerns.

Moreover, it would help Doncaster's landscape to align with the national Civil Society Strategy which advocates for collaborative commissioning (where all local players are involved in a consistent and cohesive way, throughout commissioning cycles) and a stronger role for the civil society sector in strategic agendas.

Perceived Outputs in delivery towards the Strategic Vision

Overview of project approach

Approach	To establish a short-term VCF design/development team who will consult with the wider sector and work with statutory partners to recommend a model of co-ordination which will meet shared outcomes
Team Structure	5 VCF sector representatives who form a cross-section of the sector/diverse mix of organisations rooted in the borough, i.e. representation from informal group, small community organisation, registered charity and social enterprise
Skills required within team	<p>Below is a list of skills which will be required throughout the team:</p> <ul style="list-style-type: none"> • Clear understanding of the scale of the challenge and the commitment the project requires • Strategic, 'big picture' mindset – project will benefit sector as whole, rather than individual organisations • Effective communication skills – to build relationships, communicate vision and secure buy-in • Proactivity – ambitious amount of work to achieve in short timeframe • Project management – to reach milestones and complete substantial pieces of work within limit time frame • Creativity – to think of innovative ways to bring people together and learn lessons from former structures (CVS, Meeting New Horizons, voluntary sector consortiums) • Resilience – to deal with potential criticism and resolve conflict • Level of trust and credibility within the VCF sector – to prevent personal agendas taking precedence over what is best for the overall sector
Team values	<p>The team will aim to build capacity in the sector/draw upon skills and resources which already exist within the sector (i.e. using community venues, community services)</p> <p>The project will be sector-led but draw upon the support and expertise of partners as/when required</p>
Parameters for design of co-ordinating model	<p>Needs to be inclusive and open to all – not something which further contributes to the divisions and silos within the sector.</p> <p>Needs to learn from the lessons of former structures in Doncaster which have been unsuccessful. Needs to take a new, innovative approach, creating something fit for purpose and future-proof.</p> <p>The model designed needs to be sustainable and realistic in terms of scope and resource, i.e to avoid creating dependency on statutory bodies and if it is to sustain itself through income generation, needs to do this in a way which does not negatively impact on the organisations it supports. Ideally, the model should maximise inward investment into the sector.</p> <p>Needs to be flexible and agile to adapt and change with the needs of the sector</p>
Timescale	7 months (from date of appointment)
Appointment to project team	<p>Appointment to the project team would not entail a formal offer of employment, but a selection process would be used to appoint team members. The process will need to be fair, equitable and robust and at the same time ensure that the team contains the right skills and motivations to deliver the project. A Due Regard Statement will also be completed to evidence the fairness of this process.</p> <p>A discussion would need to be had with each team member's supporting organisation (where they are currently employed or volunteer) to gain agreement that they will be able to dedicate a minimum of 1 day per week (or equivalent number of hours) to the project. A reference may also be requested.</p>

Anticipated time frames:

Re-engagement with sector about	September - December
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current position of work and promotion of opportunity to be part of design team	2018
Selection process (would involve initial EOI, followed by broad discussion and then carefully selected panel to make final decision)	December 2018
Team in place	January 2019

The design team will be responsible for delivering the following outputs:

Output	Purpose	Expected delivery date
1. A clear recommendation for the form for a new democratic model/structure (to include governance arrangements, communication strategy and implementation plan)	To unite, strengthen and add value to the VCF sector and enable Team Doncaster/partners to engage with the sector in a more co-ordinated way	Month 6-7 of project
2. A clear plan for how the model/structure will be sustained	To build a structure which will serve Doncaster for the long-term, as opposed to a short-term initiative which is dependent on certain funding streams/ not embedded within the Doncaster partnership landscape	Month 6-7 of project
3. Evidence of buy-in from the sector and commitment from partners that they will support the structure once established	To ensure that the structure is successful and meets the requirements of stakeholders	Month 6-7 of project
4. Clear identification of how the structure will align with/complement existing initiatives which are building capacity in the VCF sector	To ensure that the structure is serving a clear, distinct purpose and is not duplicating or competing with work elsewhere (e.g. within third sector alliances such as Expect Youth/Social Isolation Alliance or sector-led organisations working in this space, namely Voluntary Action Doncaster)	Throughout project
5. Evaluation and learning from the design process	To inform the ongoing partnership journey, share approaches and lessons learned that may be replicated/adapted in future projects	Throughout project (flexible)

Adherence to the Better Care Fund Principles

This proposal links clearly to the following principles of the BCF:

Patient/service user experience

The VCF sector is known to be the 'gateway' to service user experience. Organisations within the VCF sector are able to work more flexibly and innovatively due their scale and operating freedoms, meaning that they are able to personalise the support they offer to users to a much greater degree than statutory services. Creating a platform which will enable the sector to feed this service-user insight into strategic and operational agendas (in a regular, co-ordinated way, as opposed to piecemeal, ad hoc involvement) will be hugely beneficial.

Design and collective ownership

Putting the people who make up the community of health – patients and service users, carers, practitioners, providers and commissioners – at the centre of its design from the start is essential to creating, fostering and leveraging collective ownership. It requires going beyond 'engagement'. This project is about fundamentally shifting the power balance between commissioners and providers. In the past, the VCF sector has been a passive receiver of commissioning agendas, with little ability to influence them at a strategic level. In terms of partnership there has been lack of parity, with the VCF sector failing to feel part of Team Doncaster and not being included in the development of the Place Plan. This project intends to restore a sense of collective ownership for the health and social care agenda, for all partners.

Perceived Outcomes in delivery towards the Strategic Vision

The establishment of a VCF design team to lead the creation of a new, democratic co-ordinating function, which aligns with the following strategic outcomes (these would be the outcomes that the eventual co-ordinating structure would address, rather than the design team itself):

- To move towards addressing the 'representation gap' that currently exists within the Team Doncaster Strategic Partnership and to provide a platform for the sector to exert strategic influence
- To better enable commissioning bodies (whether statutory or external) to engage with Doncaster's VCF sector in a more cohesive way (currently piecemeal, reliant on personal relationships, not fair/equitable, tends to be competitive rather than collaborative)
- To provide a VCF perspective on joint commissioning plans, and within the new model, finding a way that helps VCF sector organisations to jointly bid for contracts
- To create a strong and resilient VCF sector – to form a strong peer/sharing network within the sector, but to also act as a united front which has greater leverage than organisations acting alone
- To develop the sector and ensure it has the capacity and capability to take on potentially additional responsibility. Is strong, resilient and sustainable as possible - to provide infrastructure and business development support (recognising that there will need to be universal support, as well as tailored support to different tiers of VCF organisation)
- To add value to what individual organisations/existing groups and alliances within the sector are already doing

Perceived Benefits (Customer, Business, Partnership and Financial)

The approach presents the opportunity to meaningfully delegate authority to the VCF sector. It will empower and encourage the sector to demonstrate strategic leadership and take control over the future direction of the sector's development. This proposal has come about through genuine co-production and evidence suggests that structures are more likely to be successful and sustainable when designed by the beneficiaries.

The learning and development aspects which have been built into this proposal will be useful for both the VCF sector and statutory bodies. It is an opportunity to prototype a new way of working across sectors which may be replicable and applicable to other areas.

There is a strong element of social value within the proposal. The design team will build capacity within the sector through investing in voluntary sector services (i.e. if they require marketing support, they will commission someone with these skills from within the VCF sector, rather than looking to the private market) and developing colleagues' skills through the process itself and the learning which will be cascaded and shared.

For the statutory sector, it will be an opportunity to support the third sector in a meaningful way which meets need. For example, corporate volunteering could be enacted to support the design team with legal advice/other types of support.

Proposed Cost and Savings

Design team members' supporting organisations will be remunerated to release each team member for the time needed to dedicate to the project and back-fill if necessary. No funds will be paid to the individual directly. Organisations should not be incentivised financially to support the project, but nor should they be out of pocket for releasing their staff/volunteers.

Staffing costs (to cover backfill, travel and use of organisations' infrastructure to work on project)	Total
Proposed day-rate of £250 2 days per week per team member for first month 1 day per week per team member for six months thereafter	£43,750
Operational costs (to cover stakeholder engagement, publicity, events etc) £6,250	£6,250
Funding request from Joint Commissioning Management Board	£50,000

Non-financial support required

- Project steering group – including executive sponsor at senior level
- Room space
- Access to key officers/commissioners as and when required

Return on Investment

This initiative isn't about delivering cost savings, rather it is about strengthening and developing the VCF sector for the long-term as a resilient provider market, better equipped to respond to commissioning intentions. It is acknowledged that not the entire VCF sector are interested in becoming contracting organisations, but the co-ordinating function will also benefit the wider sector in terms of voice and influence, peer-networks and operational support.

Risk profileRisk of Undertaking

The approach needs to gain the support of Elected Members and the wider third sector. Without their buy-in, the approach will undoubtedly fail. Steps have been taken to mitigate this, such as briefing members on developments (some members attended the large-scale engagement event which set out the joint partnership vision between the Council, CCG and sector) and good communication with the wider sector, including targeted comms to those with a vested interest (such as Health and Social Care Forum and Voluntary Action Doncaster).

Risk of Not-Undertaking

The success of the Place Plan is dependent on fostering a strong 'provider market' within the VCF sector, which can help to deliver health and social care outcomes for Doncaster. This can only be achieved if strong and genuine cross-sector partnerships are formed. If we do not take action to work towards creating strong partnership structures which can underpin the Place Plan, there is a substantial risk of us not achieving the fully integrated health and social care landscape we have set out in the vision.

This project has been done with a true partnership ethos, around shared values and co-production. The formative engagement work which has led to this project proposal has begun to form trusting working relationships which will underpin the eventual partnership structure. If action is not taken, this progress will be undermined and will result in a more fragmented VCF sector, disengaged and mistrustful of commissioners and statutory bodies.

How have you involved stakeholders, including the public, in the decision to commission this service?

This project has come out of a three-month intensive dialogue between the Council, CCG and VCF sector (facilitated by independent research agency, the Innovation Unit).

The following stakeholders have been involved:

Research report	Interviewed following organisations: Dunscroft Youth B:Friend The Children's Sleep Charity Friends of the Mac Gallery Edlington Hilltop Centre Live Inclusive Keyring Active Independence Doncaster Minster Agape Life Chapel
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Engagement event	Attended by 100 delegates, approx. 70/30% split between VCF sector and statutory professionals	
Follow up workshops	Attended by:	
	VCF	Statutory professionals
	Healthwatch Refurnish Greenheart Man Edlington Hilltop Edlington Community Organisation Agape Life Chapel Choices 4 Doncaster Friends of the Mac Gallery Live Inclusive Keyring Home Instead DARTS South Yorkshire Housing Association Doncaster Rape and Sexual Abuse Counselling Service	Anthony Fitzgerald (CCG) Victor Joseph (Public Health) Andrea Butcher (Joint) Denise Bann (DMBC) Stephen Emmerson (CCG) Mark Wakefield (DMBC) Fay Wood (DMBC) Jane Mills (DMBC) Vanessa Powell-Hoyland (Public Health) Emma Nicholas (Public Health) Katy Turner (DMBC)

What range of potential providers have been involved in designing the proposed service?

The 'providers' in this case are the stakeholders we have been engaging with throughout, representatives from the VCF sector.

The whole sector has been invited to take part in this work from the outset and continuous efforts will be made to raise awareness and ensure the process is as inclusive as possible.

Procurement: Is there a current contract in place and how is this affected by this proposal?

There is currently no corporate contract specifically in place to cover consultancy from the VCF. There is a corporate contract for Recruitment Services via Reed if required and applicable.

What procurement route are you recommending and why?

This is dependent on who will act as the main contracting authority and whether the Council's Contract Procedure Rules (CPR's) will apply. If the Council's CPR's apply then the contract should be procured in line with them. The selection process should follow an equitable route via an Invitation to Quote (ITQ). If the CPR's cannot be adhered to then a CPR Waiver Report should be sought stating a clear rationale for why this contract cannot be procured in line with the CPR's. The Strategic Procurement Team can advise further if the funding is agreed.

Will you need additional approvals? ODR / CPR Waiver / Key Decision / Exec / Governing Body etc

A CPR Waiver Report may be required dependent on the procurement route required.

Additional Supporting Information

Approval / Decision and Date – Yes / No / Deferred		DD/MM/YY	
Template Version Control			
Version Number	Revision Date	Approved By	Summary of Changes

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