**Lincolnshire Voluntary Engagement Team [LVET] – Outline Business Development Plan**

**2022/23 - 2024/25 [3 Years]**

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**BE – Draft Outline Business Development Plan V4 – 8 August 2022**

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**Introduction**

1. LVET is a collective of VCSE sector organisations working together with a specific focus on promoting health, care, and wellbeing in Lincolnshire. LVET is working in partnership with other partner agencies from the VCSE and other sectors.
2. The ambition is to develop and deliver a joined-up approach to include the wider determinants of health. These include social, economic, environmental, cultural, recreational and leisure as well as more specifically housing, public protection, education, training, pathways through volunteering to work and employment – and the benefits of innovation in technology. The common goal being to drive health, wellbeing, independence, and choice.
3. This Business Development Plan sets out LVET’s key delivery goals over the medium term together with some aspirational objectives particularly around personalisation and organisational development.
4. This is a strategic, high level business development plan, setting out LVET’s direction of travel over the next 3-years

**Vision**

1. Lincolnshire’s VCSE sector is a valued and equal partner in the design, delivery, monitoring and evaluation of health, care, and wellbeing services in Lincolnshire.

**Mission**

1. To enable voluntary and community organisations, volunteers, and other community helpers to deliver a diverse range of health, care, and wellbeing services; working closely with our statutory partners to enable this to happen.

**LVET’s 3-year Strategic Plan - Goals**

1. This has a focus on the following:
* Creating a funding strategy for the VCSE Sector in the County including co-commissioning, co-designing, and attracting investment into the sector.
* Developing & delivering a communications and engagement strategy with the wider VCSE sector – creating stronger links and relationships with local vol/com sector organisations to develop more effective links on issues such as planning and resources.
* Developing and delivering a VCSE digital strategy working with digital partners such as Help My Street, this includes supporting the implementation of a new CRM system to support Social Prescribing, and the development of a business case for an NHS Front-Line Digitalisation Project being co-ordinated by LCVS/VCS.
* Developing a volunteering strategy for the County working with VCSE and statutory sector partners – this to embrace access to further education, training, work experience and employment – supported by a digital platform, Help My Street.
* Creating a single point of access for support from the wide range of services provided by the VCSE Sector and harnessing Information and Advice Systems such as Connect2Support – LCC’s Directory of Services and Assets.

**Additional Contemporary Themes**

1. In addition, further contemporary themes for development to include:
* The development of a children, young people and family agenda working with partner agencies such as YMCA, Childrens Links and Home Start.
* Addressing impact of COVID-19 through supporting the vaccination programme, developing, and supporting local Mutual Aid Groups, providing support to the system generally with staff and volunteer deployment to help combat staff shortages resulting from the pandemic.
* Supporting Active Lincolnshire through a collaborative/workshop stye approach as part of the Let’s Move Lincolnshire programme aimed at promoting active and healthy lifestyles as part of the Health and Wellbeing Board’s agenda.
* Developing personalisation, including SRO role for developing personalisation across the health and care system in Lincolnshire, social prescribing & building community assets working with ‘placed based teams’ as part of the CMHT and Care Closer to Home programmes, this to include specialist services including, but not exclusively, MH, Cognitive Decline, Stroke, Head Injury, Degenerative Illnesses – MS & MND, End of Life Care and Support.
* Development opportunities arising from NHS Charitable Foundation, with a focus on support services and activities for post COVID Syndrome and Carers.
* Thinking Differently – Solutions: working with Statutory and VCSE sector partners to develop and deliver services which focus on hospital avoidance and early discharge, within a Care Closer to Home strategy.
* Lincolnshire Community Strategy – working with partner agencies to develop a model which maximises the community assets of the VCSE sector and provides best VFM and undertakes reviews of key service delivery areas including Social Prescribing, Volunteering and Mental Health on a multi-agency task and finish approach.
* Responding to the challenges of the Cost of Living Crisis working with partner agencies to mitigate the impact on household finances and the VCSE sector.
* Responding to Ukraine Refugee resettlement in the UK by working with partner agencies, community groups, Sponsors and Guests to develop and deliver a refugee resettlement programme.
* Developing a system for evaluating and measuring the impact of investment through a Social Value Engine approach working with Rose Regeneration.
* Further organisational development based on additional responsibilities commissioned by statutory sector partners and the realisation of LVET’s development and delivery plans.
* Further developing governance arrangements through an ongoing ‘away day’ style approach including a skills audit to build a management board with a strategic focus and with complementary skills and aspirations with distinctive lines to operational and working groups & responding to the new ICS arrangement with membership of the ICB, Provider Collaborative/Alliance and the MHLDA Alliance Executive.

**Progress to Date**

1. COVID-19 has re-focussed LVET’s priorities and working with other agencies through the Lincolnshire Resilience Forum [LRF], LVET has brought together volunteering and the digital platform ‘Help My Street’ to support local communities through a ‘Mutual Aid’ Programme in local communities, to support the vaccination programme and the workforce challenges due to the pandemic.
2. Despite the pandemic and other external challenges LVET has made significant progressin other areas including:
* Further development of LVET’s governance structure including a Board development day and ongoing support and facilitation through NHSE resources.
* Accessing £100K per year investment for 3 years from LCC and the NHS in Lincolnshire to support the organisational development of LVET into a VCSE sector representational body.
* Developing a Lincolnshire Volunteer approach with Public Health Lincolnshire and other partners – introducing Volunteer Hosts for Visiting in Care Homes.
* The development of Social Prescribing and building Community Assets through the CMHT Programme investment working with SHINE Lincolnshire and other VCSE sector partners.
* Digital Development working with Help My Street and Social RX to develop a Customer Relationship Management system to support Social Prescribing & Volunteering; and supporting the development of Connect2Support – LCC Directory of Services & NHS Front-Line Digitalisation Project.
* Senior Leadership collaboration with statutory sector partners as part of the new ICS arrangements in Lincolnshire, with the VCSE sector working as an equal partner.
1. Plans are ongoing to extend VET’s reach in the VCSE sector through a Communications and Engagement strategy, working with HWLincs and Every-One, aimed at increasing membership by a 1,000 per year over the next 5 years, building on a VCSE Conference hosted by LVET in November 2021 and to be repeated on a bi-annual/annual basis
2. The engagement of a Project Development Manager and Project Support Officer will focus on developing and extending LVET’s reach into the wider VCSE Sector, working with key partners. The focus will be on developing and delivering Communications, Engagement, Digital Development and Volunteering together with supporting the strategic facilitation, co-ordination and commissioning of services and projects with partner agencies in the state and VCSE sectors, including amongst other things:
* Volunteer Visiting Hosts to support with visiting in Care Homes during COVID.
* Boston Empowering Communities – engagement, volunteering, and good neighbour developments.
* NHS – Charities Together – Post-Covid/Long-Covid Recovery and Support Project.
* Ukraine Refugee Resettlement Programme – community engagement and support.
* Theddlethorpe Community Fund – community investment resulting from proposed Nuclear Waste disposal.
* Cost of Living Challenge – Food, Fuel, & Finance membership of the County T&F Group with District Councils and LVET taking a co-ordinating lead.
1. Plans to appoint an Executive Lead/Managing Director to work alongside the Board of Directors to support strategic planning and co-ordinating the effective deliver of an action plan that translates the strategic plans into reality.

**Horizon Scanning**

1. Potential implications for the VCSE Sector because of the following:
* NHS Reform – ICS & Provider Collaboratives: Commissioning & Coalition/Alliance contracting within a strategic partnership approach
* Local Government Reform and possible advent of a Combined Authority approach with a Mayoral lead
* Levelling Up agenda and implications for rural & coastal communities & the VCSE sector
* Charter for social housing including developing homes for life approach and new response to homelessness
* Government White Paper – ASC: putting people at the Heart of Care and delivering care closer to home working in partnership with Adult Social Care and the NHS Commissioners and Providers.
* Current and forecasted financial challenges through inflation and recruitment and retention challenges both for staff and volunteers
* Health and Wellbeing Board’s aspirations for improved dementia services and ASC digitalisation
* Financial & economic inclusion – supporting ‘at risk’ groups and communities through the current and emerging economic climate with welfare benefits advice and access to food and clothes banks.
* Implications arising from the war in Europe and the resettlement of refugees and the ongoing economic impact.

**Action Plan**

1. An Action Plan to be developed jointly with the LVET Board of Directors, setting out the key actions required to deliver on the organisational and service development and delivery goals set out above.

**Resources**

1. A Budget Plan for the next 3-years has been prepared and this indicates that at the end of the 3-year funding cycle there will be a positive balance of c. £55K. Further investment to be sourced to support the ongoing development of LVET as an equal partner in the development and delivery of health, care, and wellbeing services across the County working alongside VCSE and statutory sector partners.
2. Human Resources – a management structure for LVET to be prepared considering further organisational and service developments – this will be one of the key priorities of the newly appointed MD.
3. Premises and Equipment – due to the pandemic the current policy is for the staff team to be home based, with regular monthly catch-up/development support opportunities with the Chair/Deputy Chair of LVET and the Secretariat – with ‘Hot-Desking’ available from partner agencies. The staff team to be equipped with the most modern and up-to-date IT and Comms systems.
4. VET Board meetings will also be held virtually, monthly, with a face2face get together at least quarterly.

**Way Forward/Next Steps**

1. The Business Development Plan has been socialised with the LVET Board of Directors, and reflects suggested amendments; it will now support the recruitment of an Executive Lead/MD and the commissioning of an Action Plan which will translate the plan into reality.