



LOCSU

Forward Plan

placing LOCs front and centre

April 2023

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"If you don't know where you are going, you'll end up someplace else." — Yogi Berra

SUMMARY

This forward plan builds upon the LOCSU Strategy Summary¹, LOC feedback at NOC 22 and the 2019 action plan². It provides detail on how LOCSU is changing and the structures we are putting in place to ensure we empower and support LOCs to the best of our ability. The plan outlines specific aims, actions, and outcomes, clearly articulating how and where LOCSU will add value, thus enabling LOCs, our founder members, colleagues, and stakeholders to hold LOCSU to account.

This is a deliberately short term plan to facilitate further engagement with LOCs and the wider sector to ensure LOCSU is continuing to offer services and resources which add maximum value for LOCs.

The longer-term strategy will be developed in collaboration with LOCs and sector bodies, to take us through the next general election and developments within NHSE as Integrated Care Systems³ (ICSs) embed. Throughout 2023-2024, LOCSU engagement events will inform our longer term, 2-year and 5-year strategies.

Communications are intrinsic to the success of this plan and this document is designed to be read in conjunction with the LOCSU communications plan⁴.

“Planning is bringing the future into the present so that you can do something about it now.” Alan Lakein, writer

¹ [LOCSU Strategy Summary 2023- 2024](#)

² [LOCSU NOC19 Workshops Summary and Action Plan](#)

³ [A guide to recent NHS reforms for LOCs](#) – LOCSU film explaining the different elements of the new integrated care system

⁴ [LOCSU Communications Plan 2023 - 2024](#)

LOCSU PURPOSE, VISION AND VALUES

Our purpose, vision, and values below, will shape all we do and every interaction with LOCSU. In living these principles, as we deliver the specific activity outlined later in this plan, we will better collaborate and work jointly with LOCs, sector bodies and the wider health care system supporting LOCs to play their full role in the new NHS structures.

Above all, LOCSU will add value and clearly demonstrate this to others. This is further explored in the next section.



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Our **PURPOSE** is to support Local Optical Committees to fulfil their statutory functions, so that GOS contractors and performers can deliver NHS eyecare effectively in their areas.

Our **VISION** is to make it easier for Local Optical Committees to function and maximise opportunities to provide primary eyecare in their areas.



In doing so we will live our **VALUES** of being: Professional, Transparent, Supportive, Proactive, Inclusive, Collaborative, and Approachable.

“Vision without action is merely a dream. Action without vision just passes the time. Vision with action can change the world” – Joel A. Barker

⁵ Note: underpinning Legislation NHS Act 2006 (which replaced the NHS Act 1977)

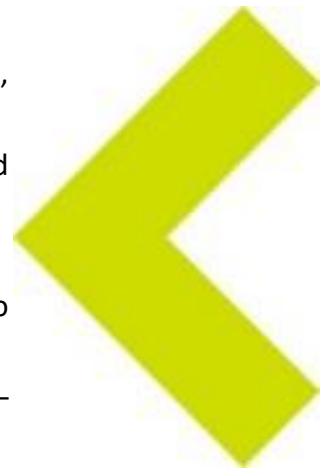
HOW DOES LOCSU ADD VALUE AND WHY DO WE NEED TO CHANGE

LOCSU is a uniquely placed national support organisation with roots in both local (LOC) and national (sector body) activity. LOCSU is, and should be, the conduit between national, regional, and local; to execute this successfully, behavioural and cultural change is required within LOCSU and within our interaction with others.

LOCSU was formed to fill a gap within the sector, the direct link between LOCs as the local representatives of NHS primary optical providers as recognised in statute and the recognised sector bodies as national representatives of the sector. This critical need remains and, as a support organisation, it is vital that LOCSU adds value for our funders. The indicative 'areas of value' list below is far from exhaustive.

LOCSU value added:

- **Deliver direct support to LOCs, making it easier** to fulfil duties & thrive as influential organisations with the health care system
- **Allocate resources & economies of scale** – guidance & expertise, services (inc. LOC payroll), documents & evidence
- **Provide leadership, guidance, knowledge & expertise** - coordinated best practice sharing & networking locally, regionally & nationally
- **Develop people & LOCs** through high quality training & development
- **Drive transformation through clinical pathway design** leading to extension of services in primary eyecare
- **Enable consistency borne of national & regional oversight** – manage relationships to enable sector understanding & development
- **Establish high standards of delivery & governance**
- **Elevate local voice on national stage.**



Flexibility ensures that LOCSU remains relevant. As a direct response to LOC views and sector body input, LOCSU is undergoing a period of managed change and redevelopment to ensure we continue to fulfil our role and add value.

Key motivators for change:

- **Renewed focus upon LOCs**, placing them front and centre in all our work as an accessible, visible and vital LOC support unit
- **Develop a new culture & structural design** – re-establish LOCSU position in the sector & shift from national emphasis to local support
- **Reduce duplication & maximise sector resource**
- **Work and behave differently** following changes in NHS structures and reflecting maturity of LOCs & PECs
- **Increase agility, efficiency and 'in-house' skills and reduce dependency on external contractors**
- **Improve transparency, accountability, communication, collaboration and value for money**
- **Maximise opportunities** including those presented with NHS changes
- **Enhance LOC support as their role grows** with the increased emphasis on local/regional commissioning.



"As for the future, your task is not to foresee it, but to enable it." Antoine de Saint Exupery

STRATEGIC PRIORITIES AND ACTIVITY


Against the backdrop of a rapidly changing political and health landscape, with an NHS that is experiencing extensive restructure, increased demand and stretched resources, there is a growing recognition of the contribution that wider primary care can provide. Whilst in this NHS phase of regional focus with commissioning and control through Integrated Care Boards (ICBs) and strategic planning through Integrated Care Partnerships (ICPs), the LOCSU and LOC relationship is vital if the sector is to capitalise on the opportunities and mitigate the risks this cycle brings.

LOCSU and LOCs must be able to respond proactively and flexibly as opportunities arise. The development of the LOCSU strategic priorities began back in 2019 through LOC engagement and input at the NOC. This was further enhanced by the subsequent NOCs and engagement events and developed, together, with the sector bodies through the LOCSU Board.

LOCSU will continue to seek input with engagement sessions and feedback opportunities throughout 2023 – 2024 to further refine the high-level priorities identified below. It is vital that the longer-term strategy is developed with and for LOCs, enabling them to fulfil their full potential and thrive as influential local organisations which form a critical element of the primary eyecare sector and wider primary care family.

Whilst plans outline a period of engagement and change, it is important that we maintain and improve our current work through actions that bring tangible outcomes and benefits for LOCs. We will learn whilst we undertake activity and refine the plans as needed.

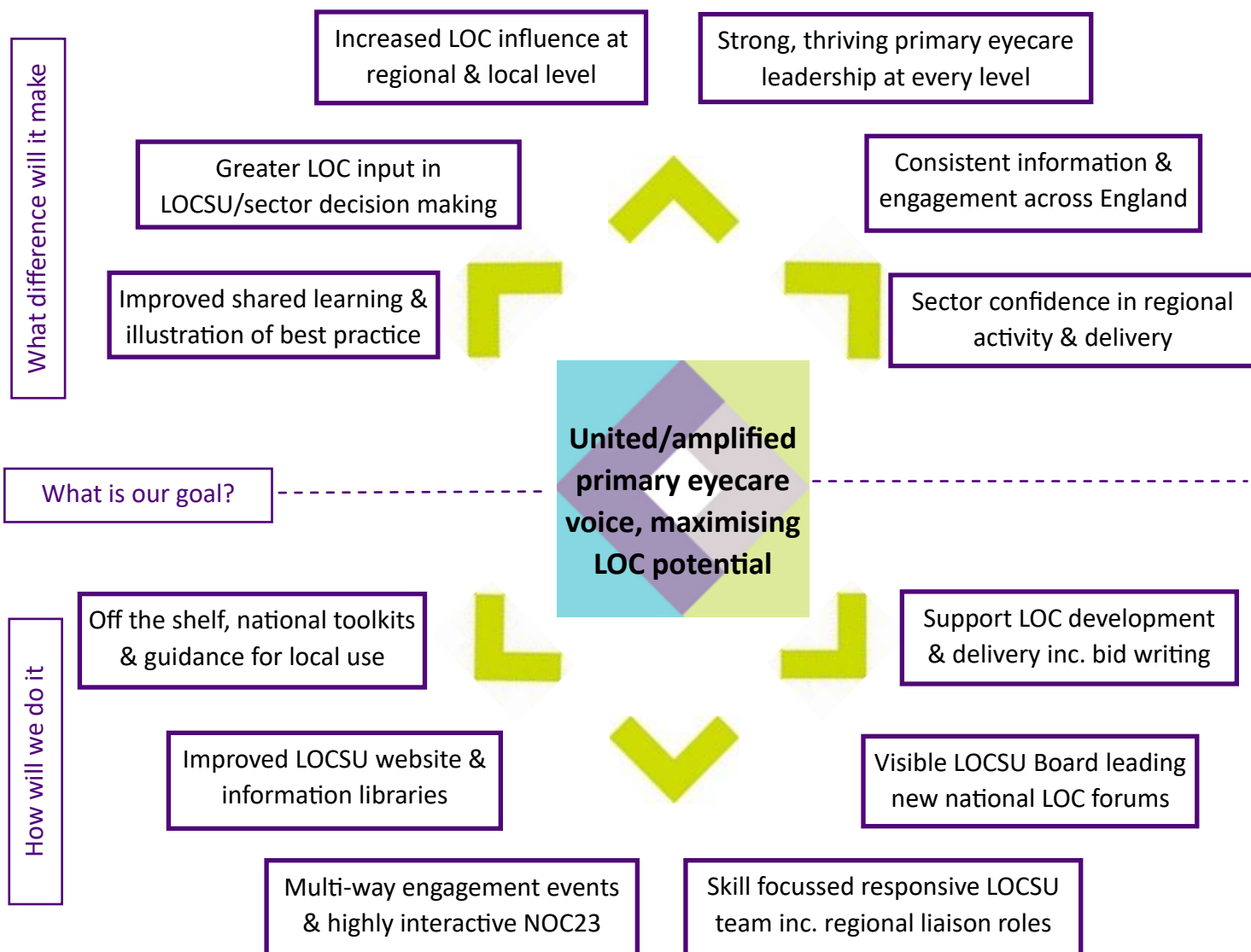
LOCSU 7 strategic priorities for 2023-2024 are:

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- **Increasing LOC focus** – undertake key activities to support LOCs
 - **LOC development** – support LOCs to review & reflect and develop an accessible programme of work to make it easier for LOCs to undertake their roles
 - **PEC relationship development** – liaise with and support PECs to review & reflect and, through a specific project, understand PEC organisation maturity to define PEC/LOCSU relationships, boundaries and collaboration opportunities
 - **Building the data and evidence base** – review & develop a comprehensive evidence base for whole sector use to inform work and influence commissioning
 - **LOCSU transformation** – review & restructure LOCSU to deliver an organisation & team with improved operational systems to best achieve LOCSU purpose
 - **Improving communications and collaboration** – proactively manage and improve communications & engagement increasing transparency, access, consistency & accountability
 - **Protecting and increasing resource in primary eyecare** – proactively assist LOCs & sector bodies in the protection of existing and identification of new investment through in-year projects and amplification of national messaging.

“Planning is a process of choosing among those many options. If we do not choose to plan, then we choose to have others plan for us.” Richard I. Winwood

1. INCREASING LOC FOCUS

Value: highly engaged, thriving LOCs benefiting from timely, accessible, effective national support which ensures they have the tools to maximise their position as profession leaders within their locality.

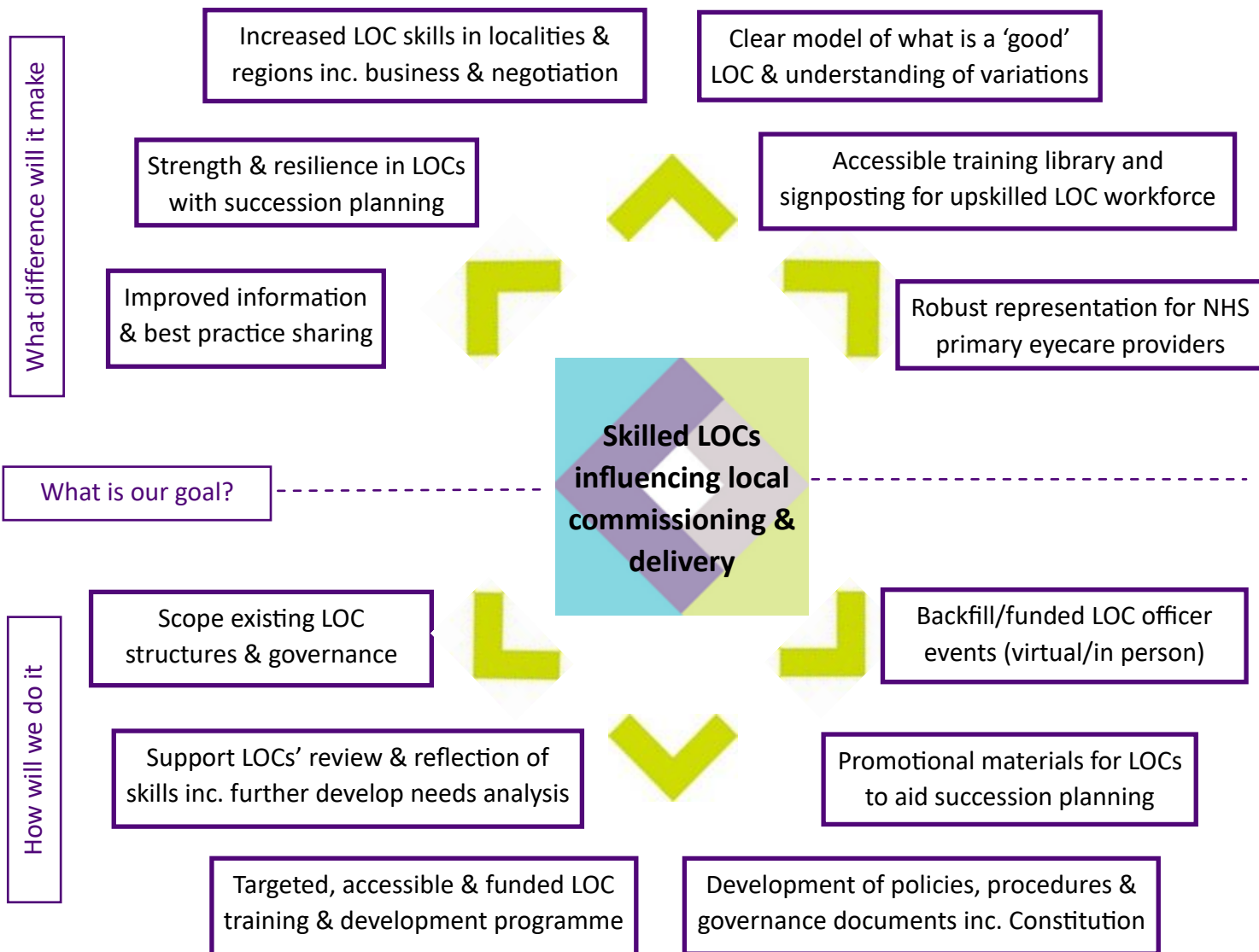


Measure of success:

- Improved LOC engagement with LOCSU monitored through qualitative and quantitative LOC feedback and input at engagement events
- Utilisation of LOCSU 'off the shelf' resources and website interaction within LOCs, the sector and wider identified through LOC feedback and resource monitoring
- Visibility of national messages throughout local work assessed through media, social and relationship monitoring
- Increased LOC involvement with local opinion and decision makers identified through LOC feedback and monitoring of service uptake and proactive engagement of LOCs at ICB and ICP level.

2. LOC DEVELOPMENT

Aim: LOCs with strong governance and depth of expertise to meet local, regional, and national needs consistently and effectively for the benefit of their members and wider primary care

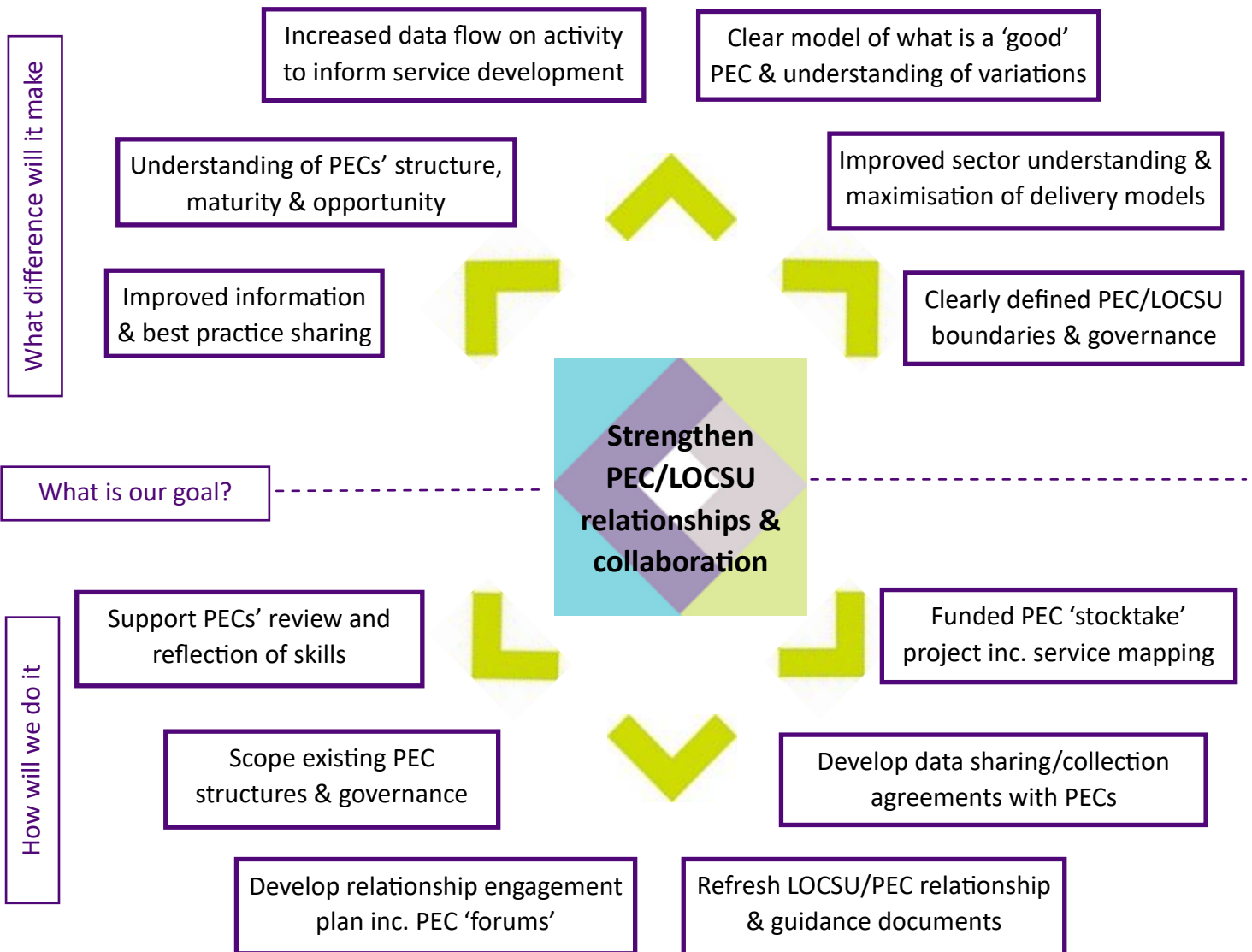


Measure of success:

- Record of needs analysis undertaken by LOCs with clear next steps/areas for development and support
- Successful delivery of training and development opportunities to meet LOC needs monitored through uptake and feedback on quality etc.
- Stocktake of existing LOC governance, structure and policies recorded with additional complementary policies and templates developed and adopted by LOCs
- 'Model' LOC template, agreed minimum standards and fit for purpose Constitution adopted by LOCs
- Improved LOC negotiation and influencing success identified through embedding of new services within regions and/or mitigation of inappropriate impositions
- Increased interest in and attendance at LOC events and meetings monitored through LOC feedback and LOC succession plans

3. PEC RELATIONSHIP DEVELOPMENT

Aim: To improve information flow between PECs and LOCSU to understand and maximise potential of all providers at scale delivery, identifying boundaries and collaboration opportunities

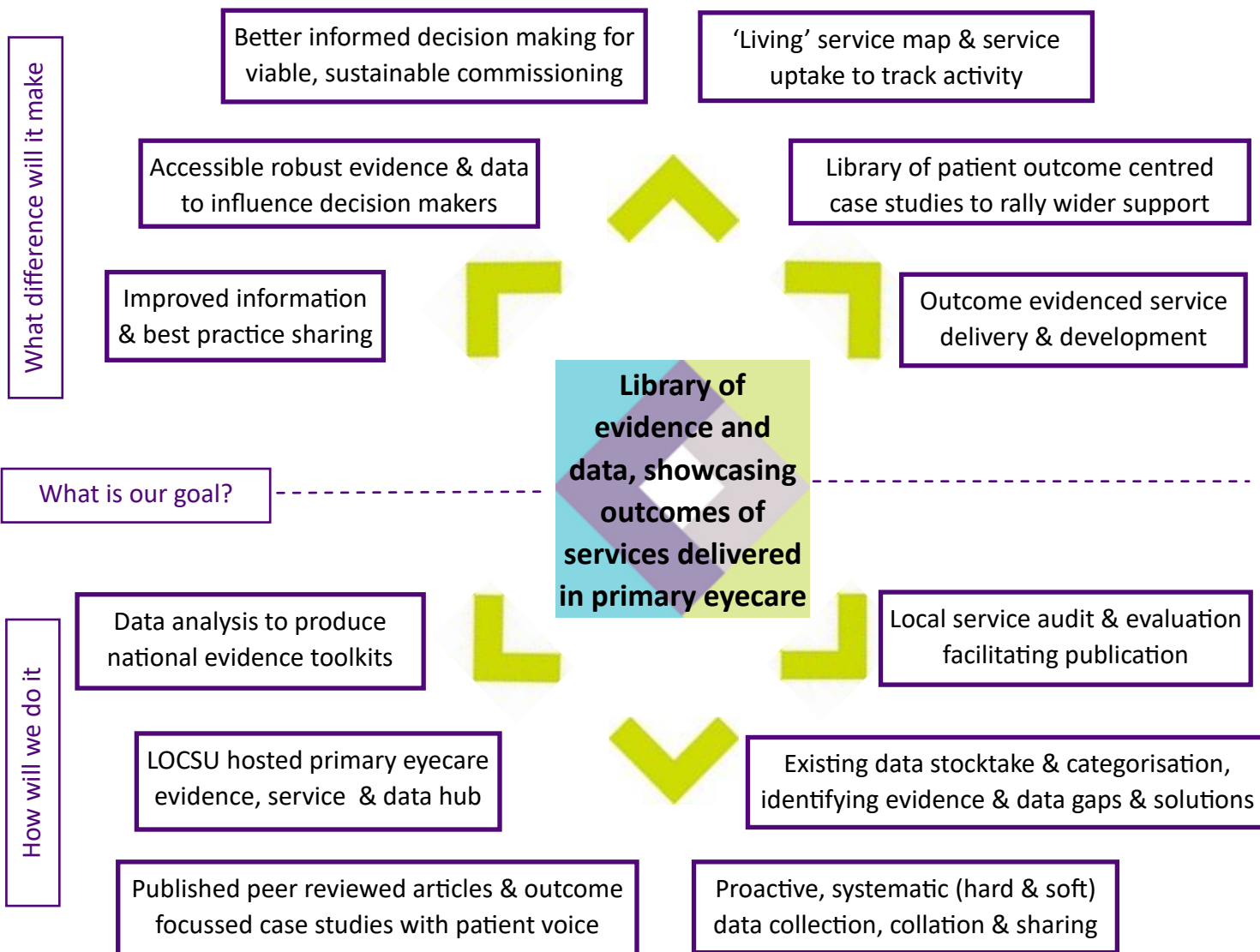


Measure of success:

- Record of outcome of a PEC 'needs analysis' style review undertaken by PECs
- Plan to respond to identified development needs/gap as requested
- Clear document/compact for PEC/LOCSU relationships outlining boundaries, responsibilities and collaboration agreed with PECs
- Introduction of successful PEC forums monitored through feedback, attendance and engagement
- Active intelligence and data sharing by PECs leading to relevant service and data mapping that is shared and utilised by the whole sector
- Sharing of intelligence gathered and published model 'good' PEC template
- Collective PEC risk monitoring for sector

4. BUILDING THE DATA AND EVIDENCE BASE

Aim: To better influence opinion makers and inform sector work through robust evidence demonstrating benefits and outcomes of services delivered in primary eyecare

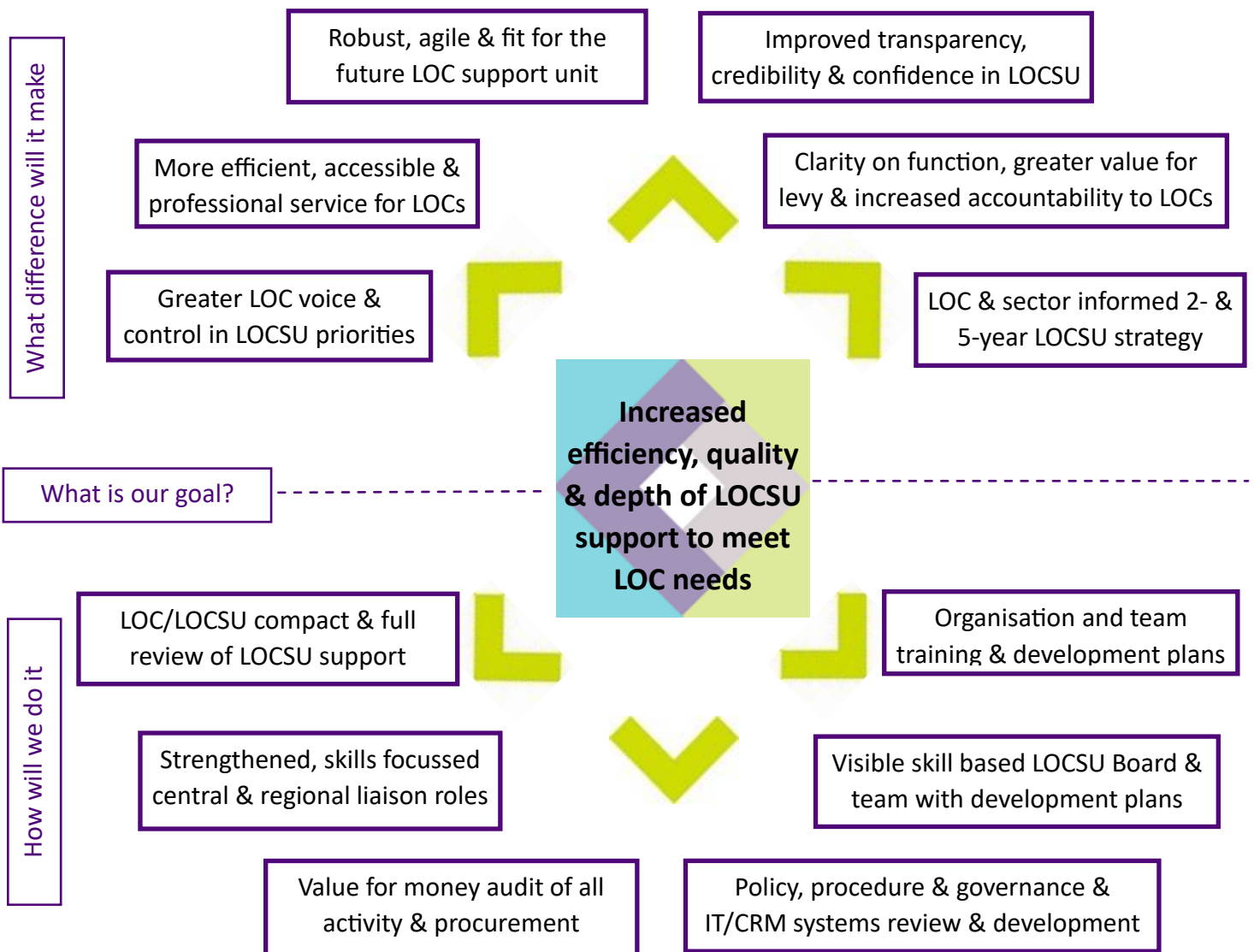


Measure of success:

- Comprehensive data hub, accessed by all, evaluated through feedback and monitoring access/ utilisation
- LOCSU becomes the 'one stop shop' for data around extended/enhanced services identified through feedback, requests and monitoring of data utilisation
- Systematic relevant data collection, analysis and dissemination evidenced through publication of structured data/evidence plan
- All data is collected with purpose, monitored through feedback
- 'Live' up to date service map identified through publication and monitoring of utilisation
- Published peer reviewed articles that inform national guidance.

5. LOCSU TRANSFORMATION

Aim: effective, efficient support to LOCs and the wider sector through improved operational and governance systems; complemented with a revised, skill-based structure centred around a 'value added' LOC focus

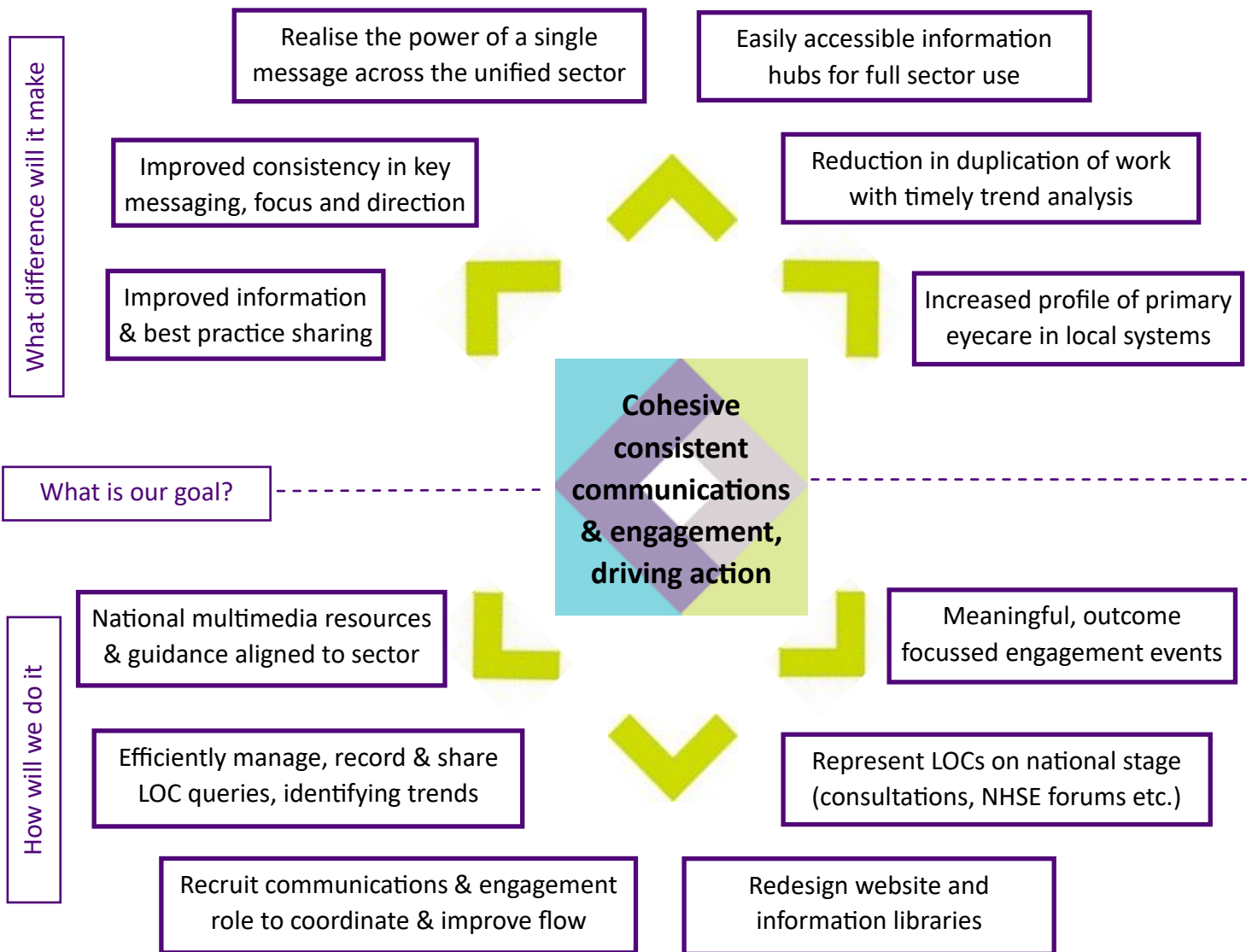


Measure of success:

- LOC/LOCSU agreement outlining relationships, commitment and & ways of working
- Improved LOC satisfaction and engagement identified through feedback surveys, engagement events and monitoring utilisation of services
- Thriving, supported LOCSU workforce monitored through recruitment and retention, uptake of training opportunities and staff satisfaction surveys
- Positive customer/stakeholder experience monitored through organisation 360 reviews
- Successful execution of forward plan identified through monitoring and evaluation and achievement of organisation, team and individual objectives
- Recorded value for money reviews.

6. IMPROVING COMMUNICATIONS AND COLLABORATION

Aim: wide engagement and joint working leading to clear, high quality, multi-way communications across the whole sector that are easy to navigate, enabling the consistent amplification of national messages

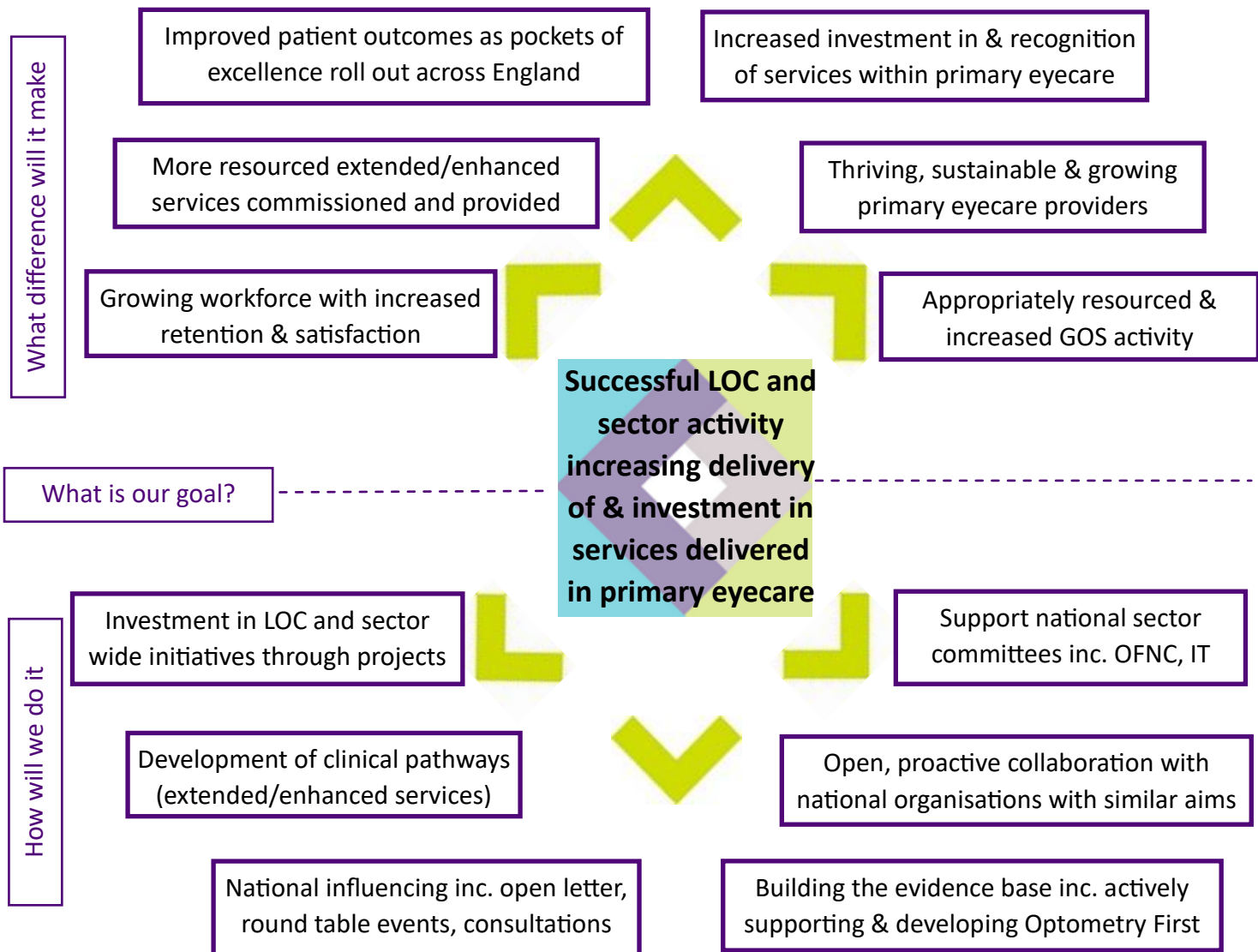


Measure of success:

- High value utilisation of resources identified through monitoring of access and usage
- Robust enquiry management, response and trend analysis monitored through feedback and measuring efficiency/turnaround times
- Uptake of national messaging locally and nationally identified through media monitoring and feedback
- High customer satisfaction monitored through surveys and 360
- Improved and relaunched LOCSU website assessed through usage and feedback and uptake of 'linked' LOC-online sites
- Established information hubs identified through information utilisation and monitoring access.

7. PROTECTING AND INCREASING RESOURCE IN PRIMARY EYECARE

Aim: supporting the sector to protect existing resource and services (including GOS) whilst proactively collaborating with the sector to identify and maximise opportunities for additional services and investment, improve existing services and ensure best possible uptake and evidenced, successful outcomes



Measure of success:⁶

- Launch/refresh viable clinical pathways (enhanced/extended services) with full implementation resources identified through monitoring uptake of services (commissioning and delivery) and feedback
- Undertake successful LOC/sector projects measured through project monitoring and feedback
- Successful support of optometry first leading to embedding of increased services across England, identified through feedback and monitoring of service uptake
- Strong evidence base in accessible, timely and meaningful resources utilised by the whole sector to influence.

⁶ True success is dependent upon sector ownership and sits beyond the remit of LOCSU. The important role is in proactive contribution rather than leadership.

MONITORING AND EVALUATION

It is essential that the effective implementation of this forward plan is systematically evaluated to facilitate long term planning, inform in-year change to ensure the strategy remains LOC focussed and to demonstrate success and value.

There is a full budget that sits behind this plan to ensure that it is adequately resourced and that LOC levies are fully reinvested into LOC support. Throughout the year, there will be a full 'value for levy' analysis of all external agents and activity to ensure that LOCSU is providing the best possible service for LOCs.

Whilst much of this plan is dependent upon whole sector success, it will be the responsibility of the CEO and the LOCSU team, held to account by the LOCSU Board, to execute, evaluate and analyse all activity against this plan.

Success reported through publication of:

- Quarterly reporting of performance and deliverables
- Consistently monitored activity mapped against strategic priorities
- Data collation and analysis
- Customer and workforce satisfaction surveys
- Regular LOC feedback and engagement
- LOCSU 360 evaluation
- Annual plan outlining achievements.



"It's easy to come up with new ideas; the hard part is letting go of what worked for you two years ago, but will soon be out of date." Roger von Oech