

## 1. Background and Introduction

In 2015 the CCG and Council began work on a collaboration to design and deliver a programme called 'Neighbourhood Working' across Telford and Wrekin. The programme was adopted as part of the Shropshire, Telford and Wrekin Sustainability and Transformation Programme (STP). Neighbourhood working aims to develop a model of integrated working practice across community, primary and social care services which address peoples' personal goals and support the growth of vibrant and healthy communities which promote independence and effectively manage demand away from higher cost interventions. Outcomes will include:

- Communities will be connected and empowered
- People will stay healthier for longer
- Clinical outcomes will be optimised for people
- Services will be available closer to home for people
- People will feel supported during times of crisis (both physical and mental health)
- People and their carers will be supported at the end of their lives

Considerable progress has been made since 2015 against the following workstreams:

- Healthy Lifestyles
- Community Resilience
- Direct Care in the Community
- Speciality Review
- Primary Care Networks

The project is clearly able to demonstrate improved outcomes against each workstream.

Some lessons have slowed progress including:

- True ownership has not always been evidenced and hence sustaining progress may be difficult
- Competing national priorities have slowed progress. For example: discharge of complex people from our acute settings, payment by results and the conflict between focussing on a place-based approach for Telford and Wrekin versus a growing pressure to work across the STP footprint

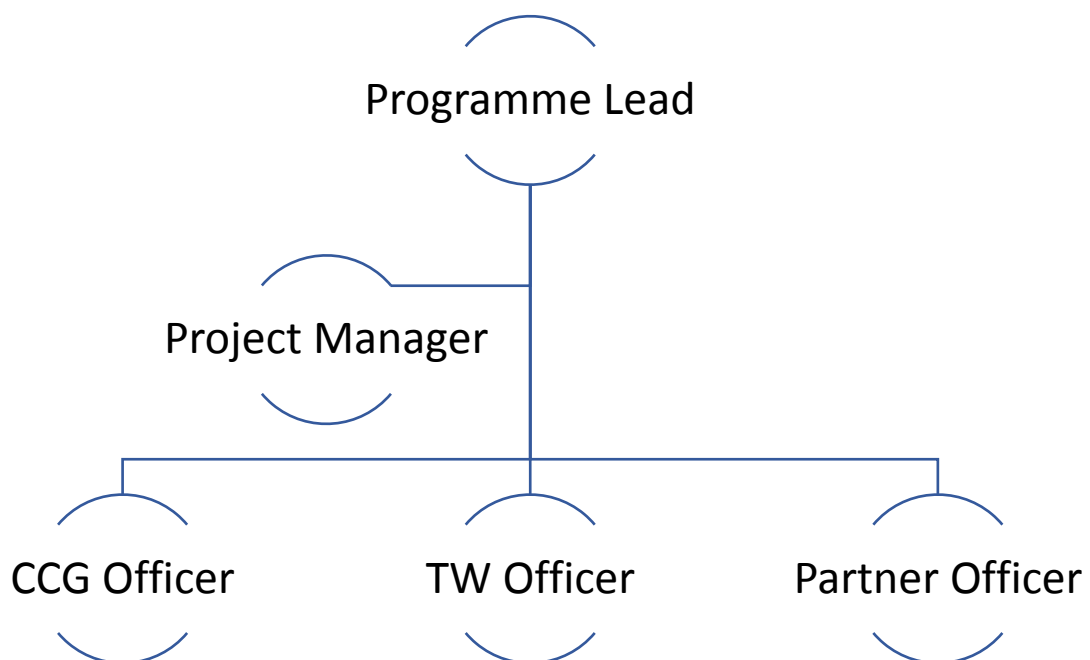
- The scale of change and resource needed to influence that change has been underestimated by some. The transformation required to influence culture, working practice, systems and processes is considerable. Senior leaders and front-line staff are so busy doing the day job they haven't the capacity to implement improvements.

All key strategic partners recently attended an event sponsored by the LGA and led by John Berwick aimed at identifying further emphasised support for our approach. There is increasing recognition across the STP that we need to focus and appropriately resource work in this area. The new STP chair has also indicated support for our place-based approach.

The question is how do we maintain momentum, ownership from the top of organisations and allow our communities and front-line staff to develop solutions capable of meeting the aims above, whilst recognising the role we play in a much bigger health and social care system with Telford and Wrekin at its heart.

## 2. Proposal

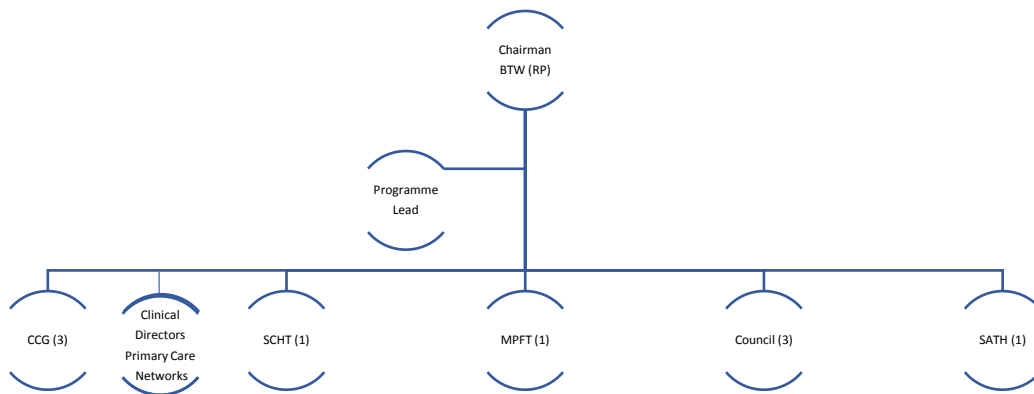
It is proposed that we establish an appropriately resourced and skilled programme team to support delivery of outcomes across each workstream. This team will also interface with STP wider system programme management. It is suggested that the following team be put in place:



It is proposed that the Programme Lead report into Sarah Dillon (Assistant Director and Tracey Jones (T&W CCG). Sarah and Tracey would be responsible for populating the structure above.

The Council and CCG would share the cost of funding the structure by making an in-kind or cash contribution to the project.

It is also proposed that governance be strengthened by adding wider system partners to the Neighbourhood Board or Telford Place Board. The following is proposed:



Initial tasks for the Programme Team will include:

- Review and update of Terms of Reference for the Programme Board
- Establish programme management infrastructure, ensuring that the project board remains focussed on progress against agreed projects
- Review workstreams and develop Project Initiation Document which sets out clearly agreed projects, project lead and timescale for delivery
- Develop working relationship with STP
- Establish success criteria

It is proposed that the Programme Lead reports into the Health & Wellbeing Board, CCG Board, STP Board and Council Cabinet and Council as required.

It is also proposed that a wider partnership group meet twice yearly to assist in shaping proposals.

Conversations have taken place with all key partners above who have indicated support for the programme and approach being taken.

### 3. Success Criteria

The programme Lead will present success criteria to the board for consideration. Consideration will also be given to how we measure success.

#### 4. Funding and Timescale

The Programme Team once in place will identify funding required to support delivery of key projects. In line with expectations set out in the STP and Future Fit, by improving practice at a neighbourhood level we will see demand for higher cost interventions decrease hence releasing ongoing savings which make these changes sustainable. It will though be necessary to consider some one off (dual running) funding to support this complex transformation programme.

If the proposals above are supported it is proposed that we put in place the programme team and set up the first meeting of the expanded programme board.