

Meeting: Trust Board Meeting in Public

Date: 26 February 2025

Agenda item	Buckinghamshire Integrated Neighbourhood Team Proposal
Board Lead	Raghuv Bhasin, Chief Operating Officer
Author	Gemma Thomas, Director of Strategic Delivery Nicola Newstone, Assistant Director of Partnership Development Buckinghamshire, BOB ICB
Appendices	N/A
Purpose	Approval
Previously considered	TB 28.01.2025 BEP 11.02.2025 EMC 18.02.2025

Executive summary

This paper asks for Board approval for the Trust to engage with and invest in the development of Integrated Neighbourhood Teams (INTs) in Buckinghamshire. INTs are the key delivery vehicle for our wider Place strategy to improve the health of the population of Buckinghamshire and are a key plank of the government's forthcoming 10-year plan.

The paper was discussed at Transformation Board (TB) on 28 January 2025 and it was agreed to continue pursuing agreement with partners. On 11 February 2025, the proposal was discussed at Buckinghamshire Executive Partnership (BEP) who approved next steps to further engage Buckinghamshire Council Children's services and agree funding of required investment. To bring back for formal agreement at BEP in April 2025.

The paper was also considered by the Executive Management Committee (EMC) on 18 February 2025 who commended the collaborative working and significant progress in this area.

Decision	The Board are requested to approve that Buckinghamshire Healthcare NHS Trust engage with, invest in and prioritise delivery of the proposed model for Integrated Neighbourhood Teams in Buckinghamshire.
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Relevant strategic priority

Outstanding Care <input checked="" type="checkbox"/>	Healthy Communities <input checked="" type="checkbox"/>	Great Place to Work <input type="checkbox"/>	Net Zero <input type="checkbox"/>
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Relevant objective

<input checked="" type="checkbox"/> Improve waiting times in ED <input checked="" type="checkbox"/> Improve elective waiting times <input type="checkbox"/> Improve safety through clinical accreditation	<input checked="" type="checkbox"/> Give children living in most deprived communities the best start in life <input checked="" type="checkbox"/> Outpatient blood pressure checks	<input type="checkbox"/> Zero tolerance to bullying
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Implications / Impact

Patient Safety	The introduction of Integrated Neighbourhood Teams will aim to improve patient safety through greater integration.
Risk: link to Board Assurance Framework (BAF) and local or Corporate Risk Register	Principal Risk 5: Failure to support improvements in local population health and a reduction in health inequalities

	Type related risk in box
Financial	£795,000 will be the annual investment required for the first 3 years, the proposal is to jointly review place allocated budgets and prioritise with ambition to release funding for INT investment. Any remaining funding gap from the investment total to be jointly funded across organisations as a proportional split, this will be agreed in April 2025.
Compliance	N/A
Partnership: consultation / communication	This proposal has been developed in partnership across Buckinghamshire and will be the next phase in building on our integration journey to improve patient outcomes and ensure sustainability of services.
Equality	One of the core aims on the Buckinghamshire INT proposal is to reduce health inequalities. A population health management profile will be developed for each neighbourhood to ensure each neighbourhood can effectively tackle health inequalities.
Quality Impact Assessment [QIA] completion required?	N/A – QIAs will be developed by individual neighbourhood teams as they implement services.

1. Partners in Buckinghamshire have a shared ambition to **help people live healthier and more independent lives** as is set out in the draft Health and Wellbeing Strategy. Integrated Neighbourhood Teams (INTs) and the transformed approach to delivery they enable is agreed as fundamental to achieving the ambition of the strategy.
2. Our current delivery model is not sustainable and moving to a prevention focussed, person centred approach is essential. The consensus on this is demonstrated by partners willingness to reorganise teams to facilitate this approach and to work together to identify funding to support.
3. **The NHS Operational Planning and Contracting guidance 2025/25 includes Neighbourhood health guidelines which** outline areas for focus in 2025/26 which provide a helpful framework to guide progress. It is anticipated that the 10-year plan will strengthen focus on a neighbourhood service approach and through this proposal we will be well placed in Buckinghamshire to deliver.
4. This paper, which was approved by Buckinghamshire Executive Partnership on 11 February, sets out the proposed approach to delivering Integrated Neighbourhood Teams in Buckinghamshire including:
 - a. Geography of the proposed Integrated Neighbourhood Teams
 - b. Teams/services to be include in the core Integrated Neighbourhood Teams
 - c. Expected outcomes
 - d. Investment proposal
 - e. High level delivery plan for 2025/26
5. The paper summarises months of work across partners to agree these proposals which have been come to by consensus and show the maturity in relationships and alignment in vision across Buckinghamshire place partners.
6. The proposals included in this paper will mean significant change to ways of working for BHT over the coming decade. It is difficult to set out the details of this change at this stage as the work and delivery will necessarily be generated bottom-up by the INTs working with their patient populations.
7. In 2025/26 the key changes for BHT will be:
 - a. Alignment of key teams – such as District Nursing – to the seven INT geographies
 - b. Significant investment of leadership time in the development of INT working starting with relationships amongst local leaders
 - c. Collective work with primary care colleagues on key priority areas – e.g. diabetes, frailty and weight management
 - d. Development of proposals for new ways of delivery of services including the supporting infrastructure, particularly estate, to support this.
8. There is significant appetite and interest across BHT in moving to this way of working. It also requires a significant cultural change amongst clinical teams and also

the leadership of the organisation given (a) the lack of clarity on the exact outputs at this stage and (b) the multi-year timescale for delivery.

9. The Board is asked to approve the proposals in the INT paper with further regular updates on progress to be provided through the year.