



Wiltshire Alliance

# Neighbourhood Collaboratives

**Programme Update – v2. 06.10.22**

# Why are we working towards Neighbourhood Collaboratives?

- Improved population health and wellbeing outcomes
- Addressing local concerns and priorities
- Opportunity to be led by the people who live and work in our neighbourhoods
- Longer term vision and change – sustainable and meaningful
- Alignment with the Fuller Stocktake report
- PCN Network DES 2022 ; Tackling Neighbourhood Health Inequalities
- Making better use of resources – integrated working and effectiveness
- Supporting our workforce – effectiveness and wellbeing
- Alignment with our Health and Wellbeing strategy and the BSW Care Model

# What are Neighbourhood Collaboratives?

## What they are / will be

- Offer of a supported mechanism to drive change
- Informal but structured – this might be different for each Collaborative
- Inclusive groups bringing together a wide variety of partners
- Evolving over time - sustainability
- Supported by data and information and driven via a PHM approach
- Encouraging of community involvement
- Community asset based
- Opportunities to connect work across the system

## What they are not / won't be

- Performance managed / PM tools
- Contracted
- Mandated – both in terms of establishing or structurally
- Unstructured – need to be clear about governance and decision-making
- Regulated
- Independent organisations / structures / employers
- Spaces to undermine other groups / existing projects or work
- Vehicles to drive all the system work

# Principles Behind The Development of our Model

- Partnership working – solving problems together
- Data-based. Population-health approach to target solutions against need
- Communicating clearly and articulating what we are working on so people can engage and use their strengths
- Bringing to the fore some of the problems we have and building consensus and a movement for change.
- Prioritising neighbourhood working – and seeing Primary Care as integral to our approach.
- Co-production
- Work we can only do if we do it together

# Neighbourhood Collaborative Model

Neighbourhood Collaborative

**BSW Programmes and Regional Forums**  
Links with Health and Care Senate, Wiltshire Programme Board etc...  
*Learning and Sharing beyond Wiltshire borders*

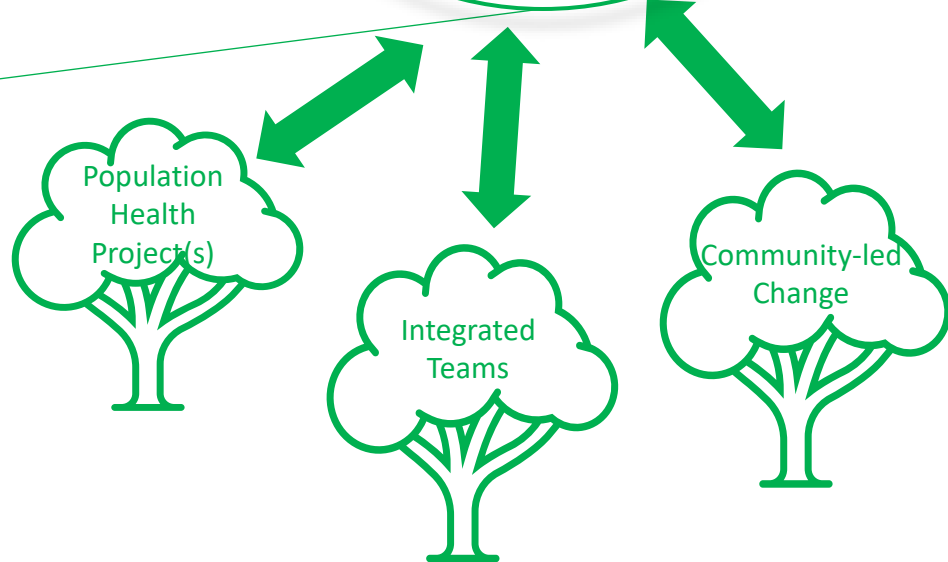
**Wiltshire Neighbourhood Collaborative**  
*Learning and Sharing across Wiltshire and between Collaboratives, Focussing on Population Health and Wellbeing Gaps across Wiltshire.*  
*Links with Health and Wellbeing Board*



← Learning and Sharing Between Collaboratives →



Most work will be community driven – some change Wiltshire -wide



# Objectives 22/23

1. To establish three Neighbourhood Collaborative sites - April 2023 (possibly broadening across Wiltshire and working with BSW colleagues to review synergies across the system).  
*- Governance and membership in place, having undertaken data and listening exercises and commenced at least 1 population health and wellbeing-led project.*
2. To develop and offer a Readiness Review to facilitate the development of the Neighbourhood Collaboratives by those living and working within each PCN footprint – Oct/ Nov '22
3. To provide additional support and advice via a series of launch/ induction events offered to those steering the project within the Neighbourhoods – Oct/ Nov '22
4. To develop and offer a toolkit of supporting resources and information for use by each collaborative.
5. To establish the Wiltshire Collaborative as a connecting, learning and sharing forum.
6. To ensure that a reporting/governance model is in situ to support the improvement process – Oct/Nov '22

To roll out the improvement work to facilitate 13 neighbourhood collaboratives to establish themselves across the footprints of the 13 PCNs - 2024

# Progress Against Objectives

Ref	Objective	Progress	Next Steps
1	To establish three Neighbourhood Collaborative sites - April 2023 - <i>Governance and membership in place, having undertaken data and listening exercises and commenced at least 1 population health and wellbeing-led project.</i>	Salisbury (both PCNs), and Devizes PCNs have agreed to participate in the programme and have been updated on progress. Trowbridge has participated in the pilot and is well place to continue. Other PCN areas are very interested and have approached us. Interest across BSW also.	<ul style="list-style-type: none"> <li>- Developing wider partnership in each neighbourhood, bringing more partners into the programme.</li> <li>- Agree induction programme dates and who will participate – part of this will be about sustainable commitment.</li> <li>- Continue to engage with neighbourhoods across Wiltshire.</li> <li>- Agree initial group formats and membership.</li> <li>- Consider how to expand the programme beyond 3 initial sites so everyone can start together.</li> </ul>
2	To develop and offer a Readiness Review to facilitate the development of the Neighbourhood Collaboratives by those living and working within each PCN footprint – Oct/ Nov '22	Readiness Review document currently in draft format and ready for pilot stage for feedback. This is not a yes / no but develops an action plan for each neighbourhood of gaps to work on and builds on strengths already in place.	Share Readiness Review and pilot with a PCN for feedback and co-development. Use Readiness Review as part of launch programme and include in toolkit.
3	To provide additional support and advice via a series of launch/ induction events offered to those steering the project within the Neighbourhoods – Oct/ Nov '22	Programme development nearing completion - currently in first draft stage. 6 sessions – can be offered weekly or on a longer term. Scalable to work with many collaboratives at the same time.	Finalise induction programme and review via Steering Group Ensure input from Alliance partners and neighbourhoods themselves. Agree dates and book sessions – explore whether there is interest from other areas in BSW.
4	To develop and offer a toolkit of supporting resources and information for use by each collaborative. This includes access to data and tools to interpret, support with community listening and improvement methodologies.	Toolkit is being drafted – this will map to the areas of the Induction Programme and the ICA NC Model Listening model developed via Connecting with Our Communities programme. ICB-developed data tools now available – linked to the launch programme and toolkit. Improvement resources section in draft.	Complete development list Need to review via Steering Group and finalise content Agree who will participate (data and comms in place) Pilot resources and gather feedback to inform what needs to be included. Formalise links with CWOC and Council Listening Programme
5	To establish the Wiltshire Collaborative as a connecting, learning and sharing forum.	Likely to be held early 2023. Based on previous Professional Leadership forum. Ideally in person but may have virtual engagement facility. This space is to connect, share, learn and progress our collaboratives.	Work with incoming HCPD to develop this further – plans include inviting other systems and areas to share their progress and learning as well as locally. * Develop clear comms and engagement plan.I
6	To ensure that a reporting/governance model is in situ to support the improvement process – Oct/Nov '22	Both at programme and neighbourhood level. Aligned to the Alliance model – may look difference for each neighbourhood.	This is part of the structure development and the induction process.

# Programme Enablers

- Identify and brief programme SRO – Clare O’Farrell confirmed as SRO, briefing 6/10/22
- Establish Steering Group – including widening the partners currently ‘at the table’ – to act as connecting links to partners, and drive progress, approving milestones etc...
- Establish programme management system – including risks and milestones, EQIAx
- Identify supporting resources across the system and programme points of contact
- Establish information sharing and learning platform – Glasscubes?
- Develop and implement communications and engagement plan.
- Develop and agree tests of change – specific to each neighbourhood.



# Steering Group?

Representative organisation/service	Potential named reps
Programme Director Equality, Innovation	Massimo Morelli
Area Boards – Wiltshire Council	Representation confirmed – named reps to be agreed
Wiltshire Council Social Care	Council colleagues to be requested to offer representation.
Public Health	To be confirmed – links to Public Health Team and Community Conversations
Wiltshire Council – Library Services	To be confirmed
Healthwatch	Catherine Symington
Primary Care	Nick, Catrinell, Sam Domini
VCSE	Request to be made via Alliance Leadership Group
Acute Trust -?Strategy Teams	Request for representation from Acute Alliance?
AWP	Request representation
Safeguarding	Wilts locality team rep ? Colette O’Neill
WHC	WHC colleagues to be requested to offer representation.
CYP	Representation to be sought via Children’s Board
Police	Police colleagues to be requested to offer representation
Fire	Fire colleagues to be requested to offer representation
Education	Education colleagues to be requested to offer representation
Housing	Housing colleagues to be requested to offer representation
Environment	Environment colleagues to be requested to offer representation
Community Groups	Lived experiences to represent to experiences and views from our community
Area Boards	Rich Rogers – to be confirmed

Steering Group invitations to be issued by November 2022

The Steering Group will be supported by an operational group / Task and Finish Group structure, to be confirmed.

# What we did in our ICA development session

We heard from Optum who have been supporting the Integrated Care System with developing capacity and capability for Population Health Management. The presentation and slides with embedded video is available to access here: <https://wiltshireccg.glasscubes.com/share/s/vlb6h9b1pbuikq0cnaeet1d36f>

The early learning from the Trowbridge Neighbourhood Focus Site project about their population health management pilot work. This prompted a rich discussion about our ways of working together. The presentation is here: <https://wiltshireccg.glasscubes.com/share/s/tdrs6c0nc9hmvkbnvf7r0ro103>

We were shown how the BSW system is developing tools and capability to embed population health management and these as support for localities and neighbourhoods. We had a live system demonstration and a discussion on the development path. The slides are available here: <https://wiltshireccg.glasscubes.com/share/s/k8uqsk86f10nk2vpjvj1hs8l6o>

The remainder of the session was full of rich conversation about our Neighbourhood Model 'recipe' – we talked about the key things that will be core to our Neighbourhood Model and the what else we need to agree to put in place to ensure we launch successful neighbourhood work programmes and collaboratives.



## Our Neighbourhood Model

We have committed to expanding our Neighbourhood Model across Wiltshire. Although there are some ‘building blocks’ of the model, we know that each neighbourhood is different and so the model and work itself will also be different across each area.

We have a working title of “Neighbourhood Collaborative” – but our Neighbourhoods might have a better idea of what they should be called.

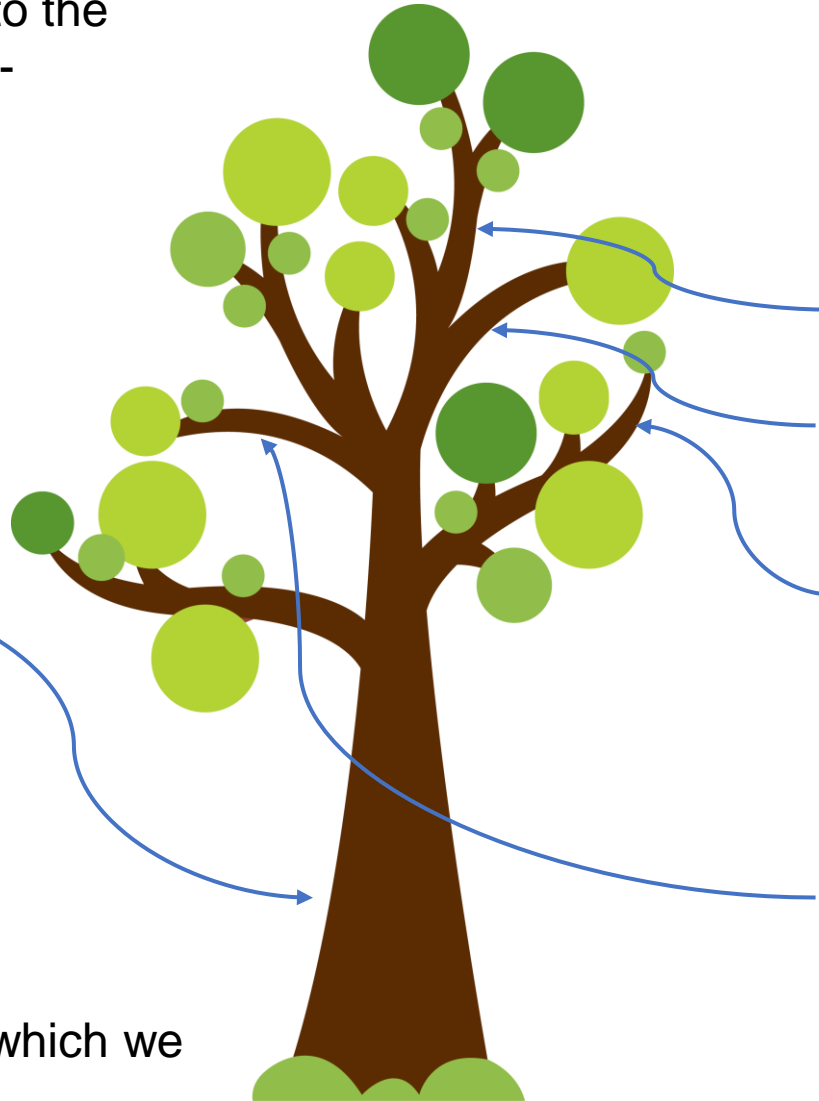
The next slides walk through our conversations and agreements about our neighbourhood way of working.

# Our Growing Neighbourhood Model

There are some things that are core to the support of our neighbourhood model:-

- Data and information – BSW population health tool and local intelligence and systems
- Working in a population health focussed way
- Integrated working between teams and organisations
- Neighbourhood (PCN) level
- Community involvement
- Longer term view – months *and* years
- Inclusive partnership
- Structured, with a process and allocated time and resource
- Connected to other ‘trees and gardens’ to learn and share.

These are the strong foundations on which we will grow our model and expand it.



There are other things (branches) that we need to put in place for our model to grow green shoots and flourish:-

- Staff and Resources, integration and behaviour
- Community voice, comms and engagement
- Partnership working and movement for change, including wider Alliance working (housing, education, environment, leisure etc...)
- Structure, systems, process, governance

These are the things we spent some time talking about in our development session.

# Partnership working and movement for change, including wider Alliance working (housing, education, environment, leisure etc...)


1. Identify what / who already exists in terms of data, needs, plans, organisations and stakeholders – create a ‘readiness framework / checklist’,
2. Use data and co-develop with the community – be honest, build trust and seek sustainability “we will...”, “you will...”, “together we will...”
3. Adopt the principle that ‘partners’ are there to meet need, not represent organisations
4. Identify a leadership framework including behaviours, values and accountability for the plan – to be successful everyone needs to ‘show up’.
5. Sustainability – neighbourhoods need to be clear about the story they tell, build resilience to continue even when operational challenges are significant, and resources must be shared,

# Staff and Resources, integration and behaviour

1. Community-led vision and response to what the community needs (equality gaps)
2. Identify and establish expectations of anchor organisations that can help with training and supervision
3. Your neighbourhood organisations and teams have recurrent funding to support sustainable teams through reallocation of resources
4. Leaders will enable and support teams to challenge the status quo and innovate.
5. Value what matters to staff and colleagues as individuals as well as communities and people living in the neighbourhood.



# Community voice, comms and engagement

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1. Listen to communities and correct insights with the data and analysis
  2. Understand the strengths and assets of the voluntary community sector partners and communities and champion them
  3. Enable and invest in local change that makes a difference
  4. Support teams, organisations and services in 'trying'. It is OK to fail.
  5. Make engagement and talking with colleagues and people working in the neighbourhood the first thing we do, not the last.

# Structure, systems, process and governance

1. Nailing the Structure – learn from other ‘saplings’ and spend time on getting this right for your neighbourhood.
2. Local decision making is key – close the gap between those affected and those making decisions.
3. Governance supports us to allocate our resources around our priorities and desired outcomes.
4. Use intelligent information – embed the voices of people living and working in the neighbourhood, as well as checking that against data and information.





# Themes

As well as the specific points for the development of our Neighbourhood Collaborative Model, some themes emerged which not only relate to the model, but the way in which we work together

- Community Focus Culture
- Co-design / co-development
- Funding and Flexibility
- Leadership in the context of Culture and Supporting a Community Focus
- Using data and information - Quantitative & Qualitative Data, improving our data and the way we share it, Narrative/ Evidence Based
- Personalisation

These are shown in more depth on the slides that follow

# Community Focussed Culture

- Understand what strengths and resources communities have already and help them develop it further, building on what's there.
- Talking and listening to community voices is critical to understand what's important to them and what they can offer.
- Respond to what the community asks and do this by understanding community needs through local groups but ..
- Avoid the 'easy' option of limiting community connection only to VCSE partners, - many people are not connected to a voluntary sector organisation.
- Build trust with the community by “walking the walk” and bringing back evidence of the change and improvement we've made.
- Networking using alternatives to formal routes – be open to using graphics, tweets and community Facebook pages to keep communications open, responsive and accessible.
- Community desires and aspirations should influence / govern the allocation of resources.
- Recognising the range of neighbourhoods – recognise that there are all sorts of diverse areas which are valued, but work to create equity across the system.
- Remember services must be available to the whole population, we should not bespoke something so far that it is accessible only to fractions of our population.
- Recognise that disadvantage and deprivation is often located in the shadow of affluence and privilege – all neighbourhoods have health gaps to close.

# Co-Design

- Create a “readiness checklist” that identifies key partners and gaps in our discussions and neighbourhood work.
- Focus on partnership working “you will, we will and together we will”.
- We should agree a blueprint designed by working in partnership, which prevents paternalism
- “Small projects working together to create ripple effect”.
- Avoid working in siloes – instead challenge ourselves to always ask who we can work with.
- As elected representatives our politicians can and should be key in representing our communities and should be part of our work – engagement with them sits alongside engagement with communities and individuals.
- Recognise different groups have different needs and different things are important to them.
- Create governance structures that don’t hinder creativity and allow for “everyone’s voice”.
- Work with ‘anchor organisations’ to bring expertise into our programmes. These skills can be disseminated out to other areas, e.g training in a particular subject could sit under one organisation but is accessible to all.

# Funding and Flexibility

- Acute hospitals were acknowledged to hold the most resources. This needs to be considered as communities increase capacity and capability. While some neighbourhoods are competing for finite resource, bigger systems / structures will be asked to recognise and offer the support they can give.
- Strong sense that sustainable funding is a minimum requirement so that there is no continuous need to apply for money to do the work. Currently funds have to be reallocated to ‘urgent priorities’, putting development at risk.

# Leadership

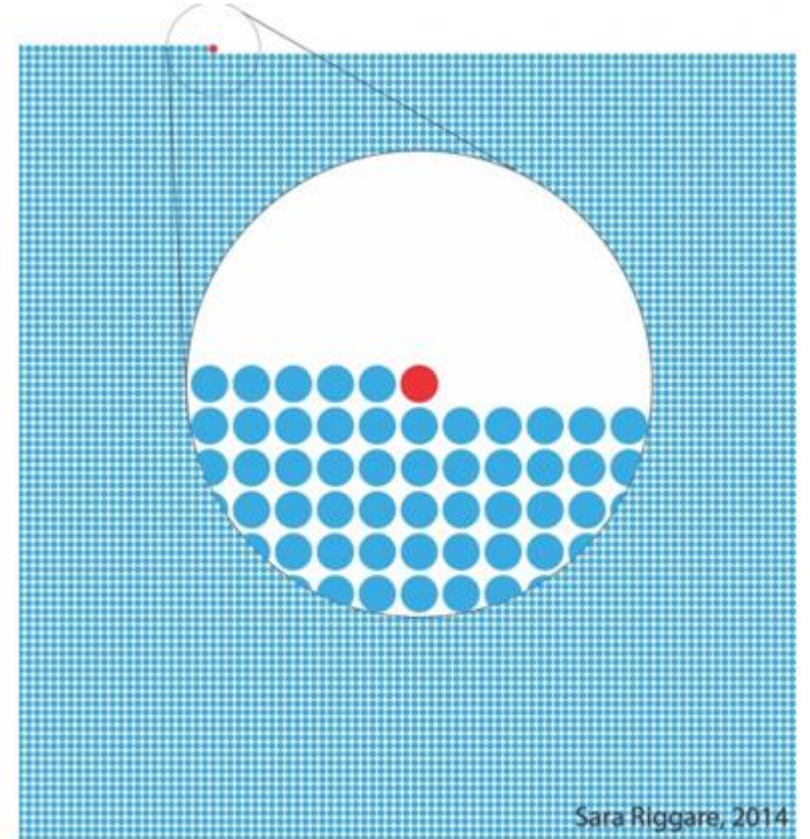
- Strong request for the creation of a leadership framework. The framework should identify behaviours and values and serve to enable a plan to be formulated and provide accountability. “Plan can be used to influence the agenda further up”.
- Leaders should offer support and can challenge strategic goals if they’re inadvertently going to create wider gaps.
- Changing the culture of working so that staff are work effectively across boundaries as a new normal. Teams should work in collaboration so that every contact counts. This will drive change as teams interconnect with others and the wider system.

# Using data and information

- We must enable appropriate information sharing across our Alliance – narrative/ comms should be open and honest about our challenges and the asks within our locality. BUT
- Our comms and engagement must also “celebrate success” and recognise when we’ve done well, so sharing the experience and the learning.
- “Story Telling” is an essential tool to help everyone understand the vision and what we’re working towards.
- Using data and information intelligently – triangulating it with experience and feedback, allows us to develop a clearer and more reliable picture on which to plan and take action.

# Personalisation

- Some groups discussed the importance of looking at the nature of the Neighbourhood e.g. needs of different age groups, cultural needs, religious beliefs etc –how can our work be representative of our population at neighbourhood level?
- The discussion around using evidence led to a reflection of work undertaken in Manchester to create vaccination centres and the discussions with residents to capture the needs of the people the centres would support. This work was also done in Wiltshire, B&NES and Swindon.
- Value what matters to people as individuals, some groups discussed that the ‘collection of blue dots’ matter (which represents all the interactions in a person’s day – most are ‘blue dots’). Think of all the resources and data we have so that we can address issues about looking through a single red lens (red dots are the number of health or social care related interactions which are far outweighed by blue) amongst all those blue dots.



# Collaboratives Pathway

## Initial Stage

- Co-Develop collaborative model
- Identify possible next collaborative areas



1

## 3 Months



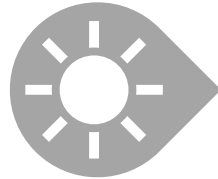
2

## Preparation

- Develop and share toolkit, including readiness checklist
- Launch Collaboratives – co-design event

## 6 Months

### Launch



3

## 12 Months



4

## Expand

Expand the collaboratives across Wiltshire to include all areas.

- Establish collaborative neighbourhoods (further 2 in 22/23)
- Test, Learn and Share – restables Professional Leadership Network

## 24 Months