

Oxfordshire Place-base Partnership: Health and Wellbeing Board Update March 2025

1.0 BOB ICB Board meetings

The most recent BOB ICB Board meeting took place on 14 January 2025. The papers can be found on then [BOB ICB website](#) . The next meeting will take place on 11 March 2025. Please see the website for papers which are published seven days before the meeting date.

2.0 Financial planning for 2025/26

At the time of writing BOB ICB is awaiting the new system planning guidance for the new financial year which will begin in April. Work has already been undertaken in preparation for this across the BOB system. A system planning leaders' group was established in October which includes representatives from primary care and public health, alongside planning leads from the five provider trusts.

Developing a [system plan](#) within what we know will be a limited budget will be a considerable challenge and one we can only meet through ensuring improved productivity and closer system working.

3.0 BOB ICB Operating Model – next steps

We have now transitioned to our new **Operating Model** and associated structure.

Our [operating model](#) was developed through consultation, collaboration and engagement with both our staff and partner organisations. The work we have done will allow the ICB:

- Focus on what we are uniquely placed to do as a system leadership organisation
- Deliver our core functions effectively and efficiently
- Build the right culture and behaviours to work well across our teams and in collaboration with our partners.

Our commitment to strongly support Place development and Place partnerships is reflected in our new operating model, with an ICB senior executive sponsor for each Place.

Rachael Corser, Chief Nursing Officer, is the executive sponsor for Buckinghamshire, Matthew Tait, Chief Delivery Officer, for Oxfordshire, and Dr Ben Riley, Chief Medical Officer, will be for Berkshire West. The Berkshire West model will be supported by the wider executive and clinical leadership team to ensure effective engagement across all three of its local authority areas. Dr Abid Irfan as Interim CMO will be the executive sponsor for Berkshire West until Ben joins the ICB later in March.

The executive sponsors will work closely with the Dan Leveson, Director of Place and Communities and through the Place-based partnerships to enhance integration and efficiency by supporting the alignment of the NHS, local authorities, and voluntary organisations. This partnership working is crucial to support proactive and preventative care at a local level to help address health inequalities and improve overall population health.

They executive sponsors will join key discussions with partners at local meetings including Health and Wellbeing Boards, Health Overview and Scrutiny Committee and Place based partnership meetings to ensure an effective senior connection with the ICB's executive team and Board and raising the profile of Place and its long-term development.

4.0 Working with local people and communities

As we implement our new operating model, we are strengthening and improving our approach to working with our local people and communities, putting more dedicated resource and focus to support this aim.

BOB ICB wants to ensure we are embedding a [public involvement approach](#) across the organisation and drawing insights from our partners and communities to inform our work as we commission services for our population.

We aim to create more meaningful and inclusive opportunities for public involvement, ensuring that our residents' voices are heard and valued in our decision-making processes.

We are currently supporting the national engagement on the NHS 10-year plan which is due to be published later in spring 2025.

It aims to deliver three main shifts:

- Hospital to community: Moving more care from hospitals to communities
- Analogue to digital: Making better use of technology in health and care
- Treatment to prevention: Focusing on preventing sickness, not just treating it.

For the BOB submissions, we are taking the following approach:

- Summarising existing insights – in BOB we already have a lot of from our engagement work including focus groups with refugees, people experiencing homelessness, asylum seekers, young people and people experiencing alcohol or drug problems.
- Working with our partners – we are working with BOB Voluntary, Community and Social Enterprise Health Alliance (BOB VCSE) to facilitate workshops with voluntary organisations and community groups. We have engaged with our Healthwatch partners to spread awareness of the engagement and have offered to facilitate workshops with their members.
- Delivering workshops / focus group – identifying and delivering workshop sessions across the BOB geography.
- Staff workshops / events - we will be running two workshop sessions in February for ICB staff. NHS Trust colleagues are also running staff sessions across their organisations.

5.0 New provider for BOB non-emergency patient transport services

NHS Buckinghamshire, Oxfordshire and Berkshire West Integrated Care Board has appointed EMED Group to provide NHS non-emergency patient transport services after a thorough and competitive procurement process, with the new enhanced service starting on 1 April 2025.

EMED is working with South Central Ambulance Service NHS FT and other subcontracted providers to ensure affected staff are transferred to EMED in accordance with Transfer of Undertakings (Protection of Employment) Regulations 2006. There are no redundancies resulting from this change.

The contract has been awarded for an initial five-year period with the option to extend for a further five years – 10 years in total.

A range of quality indicators are detailed in the contract, linked to delivery of the service specification which will be reviewed and managed through regular contract management meetings. Non delivery of the quality/performance indicators will be managed via this mechanism and in accordance with the NHS National Standard Contract as necessary.

More information is available on the [Buckinghamshire, Oxfordshire, Berkshire West and Frimley - EMED Group](#) website and will be updated regularly as the launch date approaches.

6.0 Oxfordshire Place-based Partnership (PBP)

Membership of the PBP has increased as Matthew Tait (Chief Delivery Officer at BOB ICB) was welcomed as a core member in his capacity as BOB ICB's Executive Sponsor for Oxfordshire. The role and function of the PBP has largely remained the same amidst the new operating model.

In December 2024, members completed a self-assessed maturity matrix to provide insight as to how much the partnership is maturing. This the third time that this annual process has taken place and initial findings have been shared with and discussed by members. Year on year, the partnerships has increased its' level of maturity across all ten "system conditions", with an increasing number of responses moving from "emerging" and "developing", to either "maturing" or "thriving". An area that remains less mature relates to engagement and insight from service users and residents; to support this area in 2024, the Oxfordshire PBP launched the Health and Social Care Connections programme. This consisted of 28 in person and 3 online stakeholder events, engaging 362 participants to seek views, share key messages and respond to questions. A draft report has been developed and will be considered by the PBP to establish learning and consider how this is further improved, as well as how the insights gathered can inform and deliver system and/or service changes.

Key processes are underway relating to health and social care planning for 2025/26. Place based delegation arrangements have been confirmed for Urgent and Emergency Care (UEC) and the Better Care Fund (BCF), robust and inclusive arrangements are in place with close working between the UEC Board and BCF Steering Group. Prevention and Health Inequalities has also been delegated to place and the Oxfordshire Prevention and Health Inequalities Forum (PHIF) will continue to play a significant role in how this priority is progressed.

Oxfordshire PBP will be hosting colleagues from the Department of Health and Social Care (DHSC) on 28 February. This opportunity to influence and inform national policies and strategies will provide Oxfordshire a platform to highlight many strengths, including the maturity of the PBP and place working, the development of neighbourhood health in Oxfordshire, and our approach to prevention and health inequalities.

6.1 Children and Young People

The Oxfordshire Local Area Partnership (LAP) SEND Strategic Improvement and Assurance Board continues to meet monthly, reflections from Stever Crocker, the independent chair can be found [here](#). The LAP is working representatives from NHS England and the Department for Education (DfE) to shift away from an inspection response via a priority action plan, into an improvement plan. Throughout January and February there was a deep dive into commissioning, whereby Oxfordshire was commended for the joint commissioning arrangements in place and the level of integration. The Section 75 agreement already

contains CYP mental health services, but the intention is to further increase the level of CYP provision in the pooled budget.

On behalf of the Local Area Partnership, the Oxfordshire Parent Carers Forum (OxPCF) is currently planning a SEND Together event that will take place on 13 March, bringing together approximately 150 parent carers and professionals. Based on a steer from parent carers, the event will largely be about sharing information through workshops and advice clinics but will also provide an opportunity to receive rich feedback and insight.

Demand for many services accessed by CYP with SEND continues to increase and outstrips capacity. Although waiting times for neurodevelopmental pathways are lower than they were in November 2023, they are increasing again. This is despite increases in capacity (for example, weekend clinics in Community Paediatrics) and innovative ways of working (for example, technology assisted triage and single assessment models). CYP, families and carers are encouraged to access help and support that is available to them from the point at which need is first identified, there are many online resources universally available, alongside the Living Well with Neurodivergence offer and Support Hope & Recovery / Resources Online Network (SHaRON) peer forum for those open to CAMHS. The process to recommission CAMHS is underway, an ongoing engagement plan has been developed to ensure that opportunities for co-production and involvement is embedded through the life of the contract, leading to continuous improvement and transformation

6.2 Adult and Older Adult Mental Health and Wellbeing

Key partners are collaborating to design, commission and deliver a new and improved mental health model of care in Oxfordshire for adults and older adults. We are exploring how the [Provider Selection Regime](#) (PSR) can be applied to enable the development of a partnership led by Oxford Health, as the NHS mental health prime provider. Our aim is to develop an integrated model of care and deliver the best outcomes and experiences with the funding available. We hope to learn lessons from the existing outcomes-based contract (OBC) to take into our future model.

Representatives from the NHS, local authorities, the voluntary sector and service users and carers are reviewing the seven original outcomes and refreshing the associated metrics and indicators to ensure that they are still relevant and meaningful. Based on learning from the OBC), financial incentives won't be applied to these, but organisations remain fully committed to achieving these for Oxfordshire residents.

6.3 Urgent and Emergency Care

Alongside the BOB ICB Urgent and Emergency Care (UEC) funding a key component and enabler of delivering improved UEC provision for Oxfordshire residents is the Better Care Fund (BCF). An Oxfordshire planning process with representation and contributions from a diverse range of organisations and sectors has been relaunched. There are also good levels of connectivity with similar planning activities in Buckinghamshire and Berkshire West, as well as further afield through the NHSE South-East region.

Uplifts to the BCF are less significant than in previous years, alongside this, the BOB ICS is financially strained meaning that an efficiency target has been applied to the uplifts. Consequentially, a key focus of BCF planning in 2025/26 will be to establish a comprehensive evidence base for funded initiatives, that precisely set out cause and effect relationships between activities and metrics. This will help inform business cases and associated decisions that need to be made for following years. The approach to developing the BCF plan and required sign off will be shared with the Oxfordshire Health and Wellbeing Board in March.

6.4 Neighbourhood Health

Oxfordshire PBP has committed to driving progress in further developing neighbourhood health in the county. For several years, Oxfordshire has dedicated an increasing resource to design and roll out several Integrated Neighbourhood Teams. There are two well developed and mature INTs, one in Bicester and another covering OX3 postcodes. These teams both carefully analysed local population data, typically at a Primary Care Network level to begin with, to better understand needs, this then informs the target patient population and the makeup of the associated INT.

There are a further seven INTs that are under development, covering a combination of characteristics; frailty, long term conditions, CYP, high intensity users and social care. Three more INTs are collating and developing a common understanding of their population data. It is proposed that the focus for this year will be on further developing and maturing these INTs, rather than seeking to establish more. This provides Oxfordshire with an opportunity to take stock of progress to date and reflect on learnings. An Oxfordshire system wide quality improvement project in partnership with the University of Oxford is also being considered in this area.

6.5 Prevention and Health Inequalities

BOB ICB has again committed to a dedicated Prevention and Health Inequalities budget that has been delegated to each place. In Oxfordshire, the Prevention and Health Inequalities Forum (PHIF) will soon review the proposal for how this is allocated and will receive updates on a regular basis. It is anticipated that funding will remain largely with voluntary sector organisations and the two largest areas of spend will be for the whole system approach to physical activity and the next phase of the Well Together programme. Alongside funded projects, BOB ICB and colleagues from public health in OCC will jointly develop a health evaluation unit which will enable a greater understanding of preventative interventions and services that are put in place.

Colleagues from many health care organisations are represented on the Oxfordshire Marmot County Steering Group. There is a specific ask from health care professionals to provide evidence and feedback relating to rural inequalities to help inform the approach to tackling this.

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February 2024