

Bedfordshire Luton & Milton Keynes

BLMK Portfolio Report

February 2025 Update

The BLMK Portfolio Report provides assurance on the delivery of key programmes and projects across Bedfordshire, Luton & Milton Keynes (BLMK) Integrated Care System (ICS). It is produced quarterly for the Integrated Care Board (ICB) Performance Executive, Chief Executive Officer (CEO) Group, Quality & Performance (Q&P) Committee, and ICB Board. A summary paper accompanies the BLMK Portfolio Report to the relevant forums, highlighting key observations, escalations, concerns, and any related remedial actions for Senior Responsible Owners (SROs) and programme leads.

In addition to the BLMK Portfolio Report being shared with key forums within BLMK ICS, it is available for anyone to read via the BLMK ICS Website -

<https://blmkhealthandcarepartnership.org/publications/uncategorized/blmk-ics-portfolio-report/>

The BLMK Portfolio Report is generated by Verto 365. Verto 365 is a cloud-based project management and collaboration system used to manage our programmes and projects in real-time. If you have any questions on Verto 365 or would like access, please speak to the ICB PMO team (blmkicb.pmo@nhs.net).

The BLMK Portfolio Report has grouped programmes and projects into

- (1) Bedfordshire & Milton Keynes Footprint, Place Priority & System Transformation Team (STT) Programmes – collaborative programmes singled out by the Board of the ICB as fundamental to achieving our strategic vision as a system.
- (2) Organisational Programmes and Projects – programmes or projects, delivering on key organisational priorities.
- (3) Emerging Programmes – programmes that are newly established or gaining momentum due to 2025/26 ambitions and will be highlighted more prominently in the next update of the BLMK Portfolio Report.

Hierarchy diagrams are included in the report for all three groups of programmes and projects. Governance reports are included in the report for Bedfordshire & Milton Keynes Footprint, Place Priority & STT Programmes.

If you have any questions regarding the Portfolio Report, please contact the ICB PMO - blmkicb.pmo@nhs.net




112	Total number of programmes and projects
34	Total number of governance reports
16	Total number of key milestones complete
104	Total number of key milestones on-track
16	Total number of key milestones at risk of slipping
7	Total number of key milestones that have slipped
12	Total number of key milestones not RAG Rated



Portfolios, Programmes and Projects

The BLMK Portfolio Report classifies all change initiatives into one of three categories: Portfolio, Programme, or Project. These categories are outlined in the hierarchy diagrams found between pages 4 and 20. Understanding this classification is crucial, as it determines how each change initiative will be managed and executed, as well as what can be expected in terms of inputs, outputs, and outcomes. The definitions for Portfolio, Programme, and Project are based on the Association of Project Management (APM) and are provided below:

Association of Project Management (APM) Definitions of Portfolio, Programme and Project

	Strategic Grouping, Focus on maximising return on investment, Balanced mix of projects and programmes, Ongoing, Higher risk
	Focus is on outcomes, Higher Complexity than projects, Longer Timescale, Higher Budget, Scope is less defined, Higher Risk
	Focus is on outputs, Less Complex, Defined start and end dates, Agreed total budget, Defined Scope, Less Risk

Complete, On-Track, Slipping or Slipped

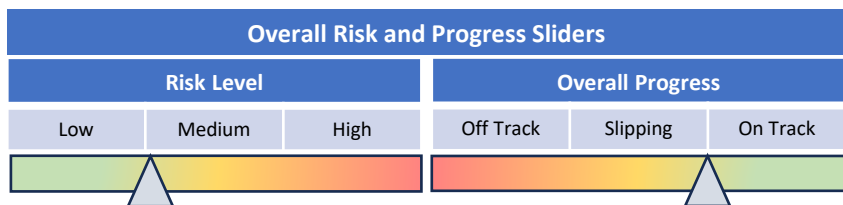
The BLMK Portfolio Report provides an update on the progress of each programme and project, indicating their status in relation to their plan. The progress can be classified as Complete, On-Track, Slipping, or Slipped (see the table below). This status is visually represented by a coloured glow around each programme and project on the hierarchy diagrams, which can be found between pages 4 and 20. The status is derived from the Overall Progress Status Box in Verto 365. Any remedial actions taken to address programmes or projects that are slipping or have slipped are detailed in governance reports and recorded on Verto 365

BRAG Glow – Status for the Programme or Project

	Complete		On-Track		Slipping		Slipped
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Overall Hierarchy Progress and Risk

Each hierarchy diagram in the BLMK Portfolio Report includes an overall progress and risk status. This assessment is based on the combined progress and risk evaluations of the individual programmes and projects within the hierarchy. The overall progress and risk status are displayed as coloured sliders at the bottom of each hierarchy diagram, which can be found between pages 4 and 20.



Bedfordshire & Milton Keynes Footprint, Place Priority & System Transformation Team (STT) Hierarchy

Lead Team	Slide No.
BCA	4
Bedford Place	5
Central Bedfordshire Place	6
Luton Place	7
MK Place	8

Organisational Programmes and Projects Hierarchy

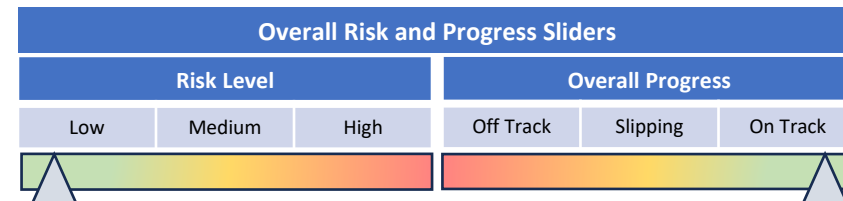
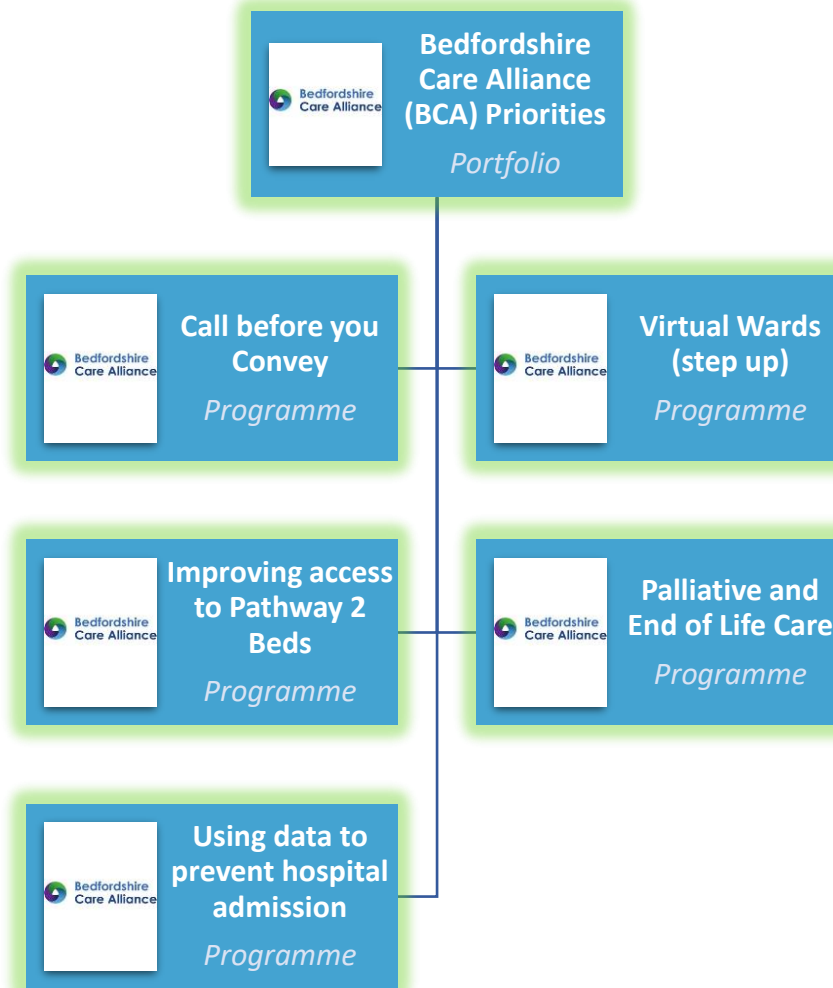
Lead Team	Slide No.
System Transformation Team (STT) and wider ICB	9
Personalisation	10
Digital	12
Innovation	12
Primary Care	13, 14
Workforce Development Academy (WDA)	15
Quality Improvement (QI)	16
Children & Young People (CYP) & Local Maternity & Neonatal System (LMNS)	17
Environmental Sustainability & Growth	18
Estates	19
Emerging Programmes	20

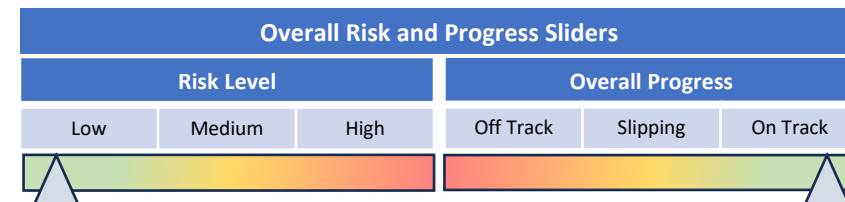
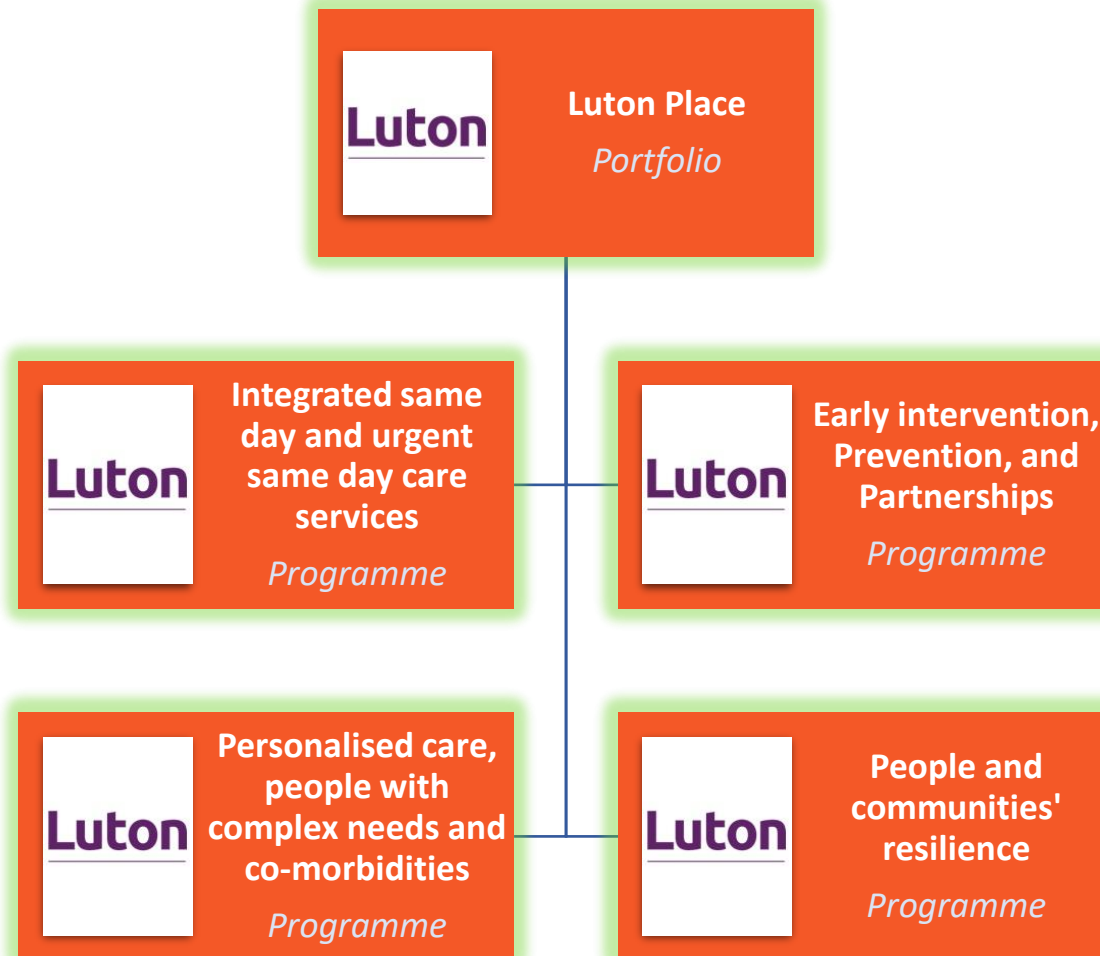
Highlight Reports

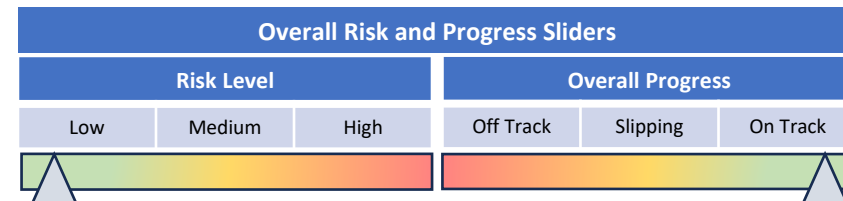
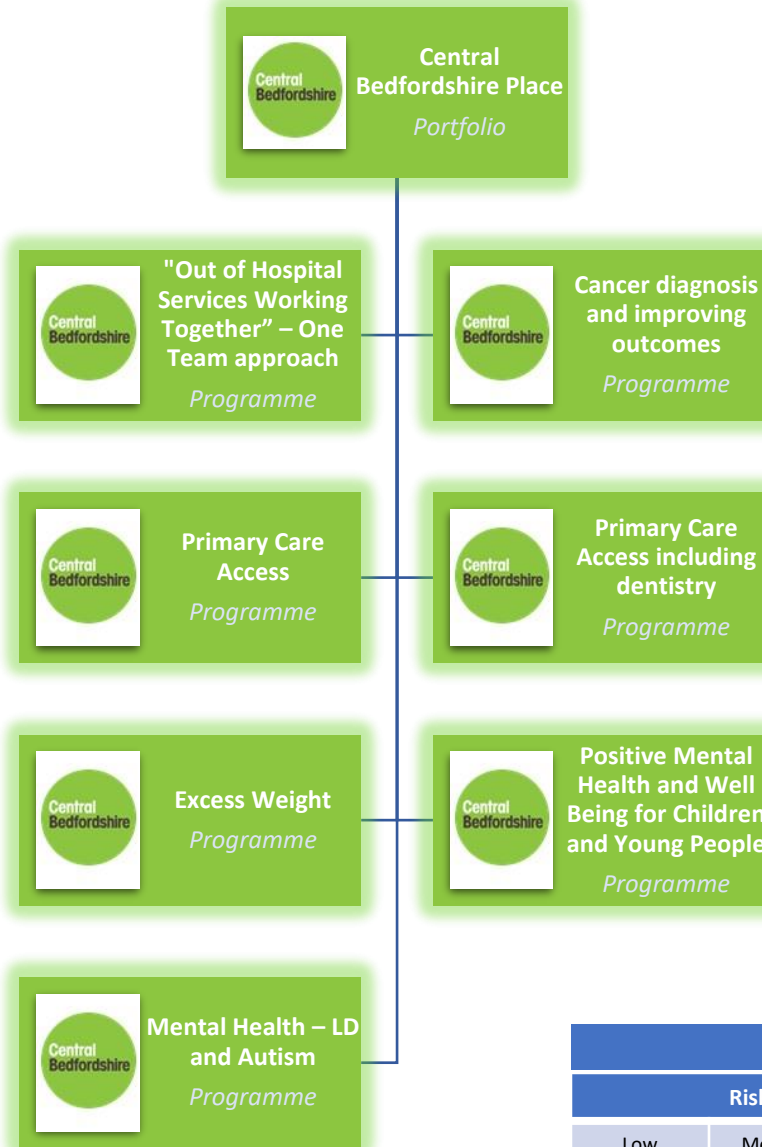
Lead Team	Portfolio/Programme/Project	Slide No.
BCA	Call before you Convey	21-25
BCA	Virtual Wards (step up)	26-29
BCA	Improving access to Pathway 2 Beds	30-33
BCA	Palliative and End of Life Care: what matters most in your last year?	34-36
BCA	Using data to prevent hospital admission	37-39
Bedford	Placed Based Plan Priorities – 1. Starting Well	40-43
Bedford	Placed Based Plan Priorities – 2. Living Well	44-46
Bedford	Placed Based Plan Priorities – 3. Ageing Well	47-49
Bedford	Placed Based Plan Priorities – 5. Health Estate	50-54
Bedford	Integrated Neighbourhood Working	55-57
Bedford	Learning and Action Network (LAN)	58-62
Central Bedfordshire	"Out of Hospital Services Working Together" – One Team approach	63-66
Central Bedfordshire	Cancer diagnosis and improving outcomes	67-69
Central Bedfordshire	Primary Care Access	70-72
Central Bedfordshire	Primary Care Access including dentistry	73-75
Central Bedfordshire	Excess Weight	76-80

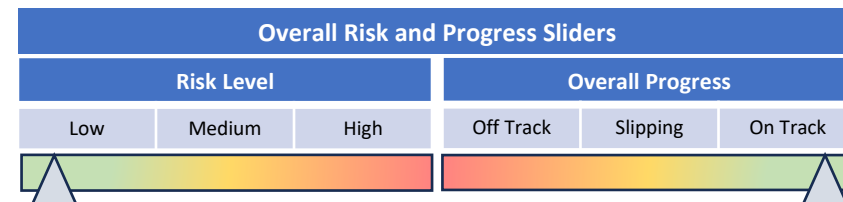
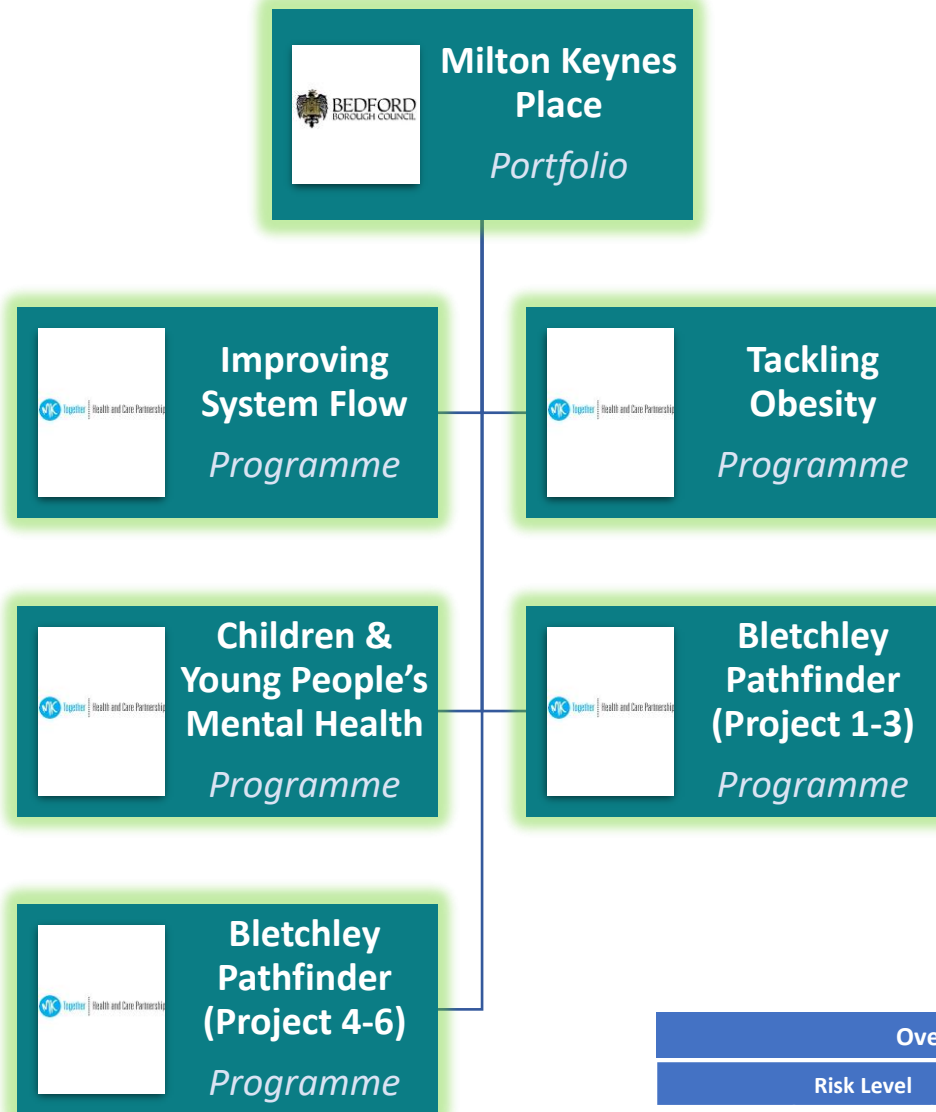
Highlight Reports

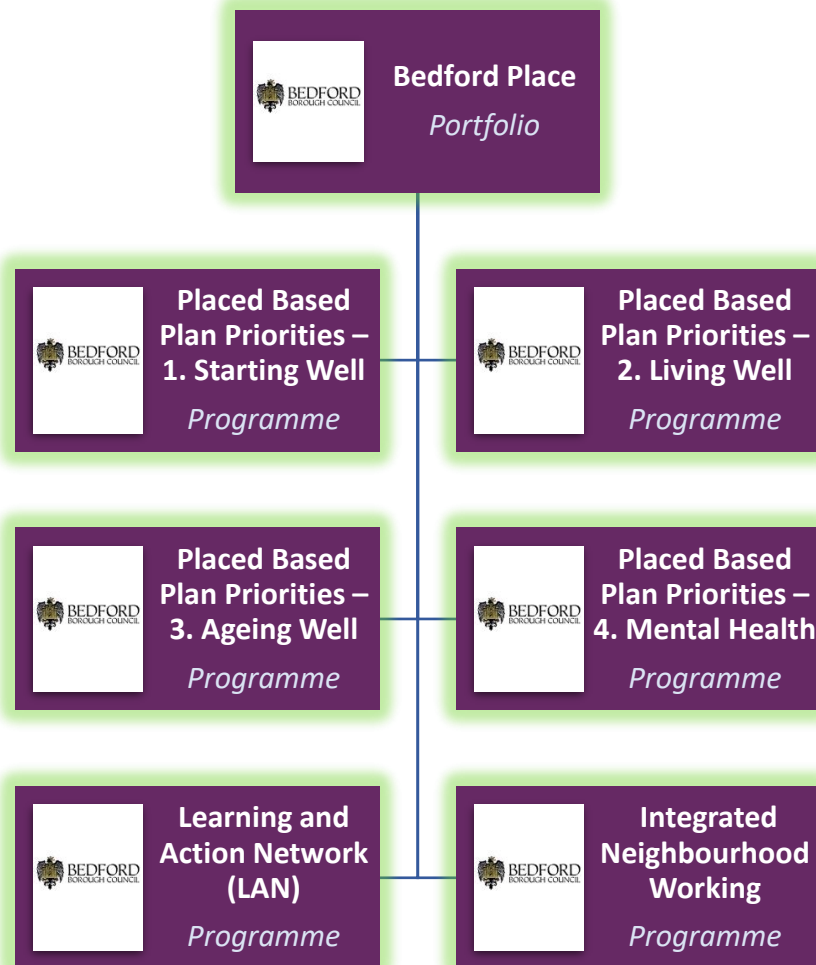
Lead Team	Portfolio/Programme/Project	Slide No.
Central Bedfordshire	Positive Mental Health and Well Being for Children and Young People	81-83
Central Bedfordshire	Mental Health – LD and Autism	84-86
Luton	Integrated same day and urgent same day care services	87-89
Luton	Early intervention, Prevention, and Partnerships	90-92
Luton	Personalised care, people with complex needs and co-morbidities	93-95
Luton	People and communities' resilience	96-98
MK	Improving System Flow	99-101
MK	Tackling Obesity	102-104
MK	Children & Young People's Mental Health	105-108
MK	Bletchley Pathfinder (Project 1-3)	109-112
MK	Bletchley Pathfinder (Project 4-6)	113-116
BLMK Wide	Primary Care Access including Integrated Urgent Care	117-119
BLMK Wide	Musculoskeletal (MSK)	120-122
BLMK Wide	Cancer Transformation	123-125
BLMK Wide	MHLDA and Community Services Provider Selection Regime (PSR) -	126-129
BLMK Wide	Improving Health Equity	130-133
BLMK Wide	Women's Health	134-139
BLMK Wide	Mental Health Urgent & Emergency Care	140-143





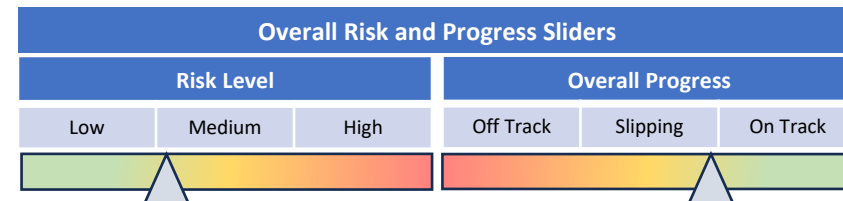


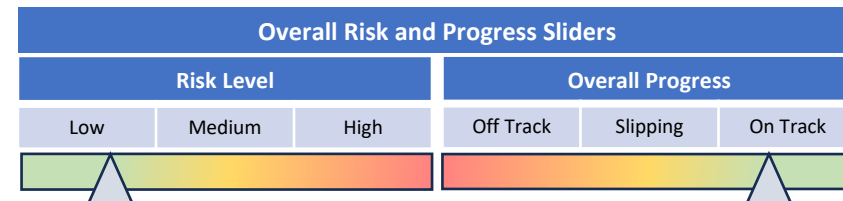
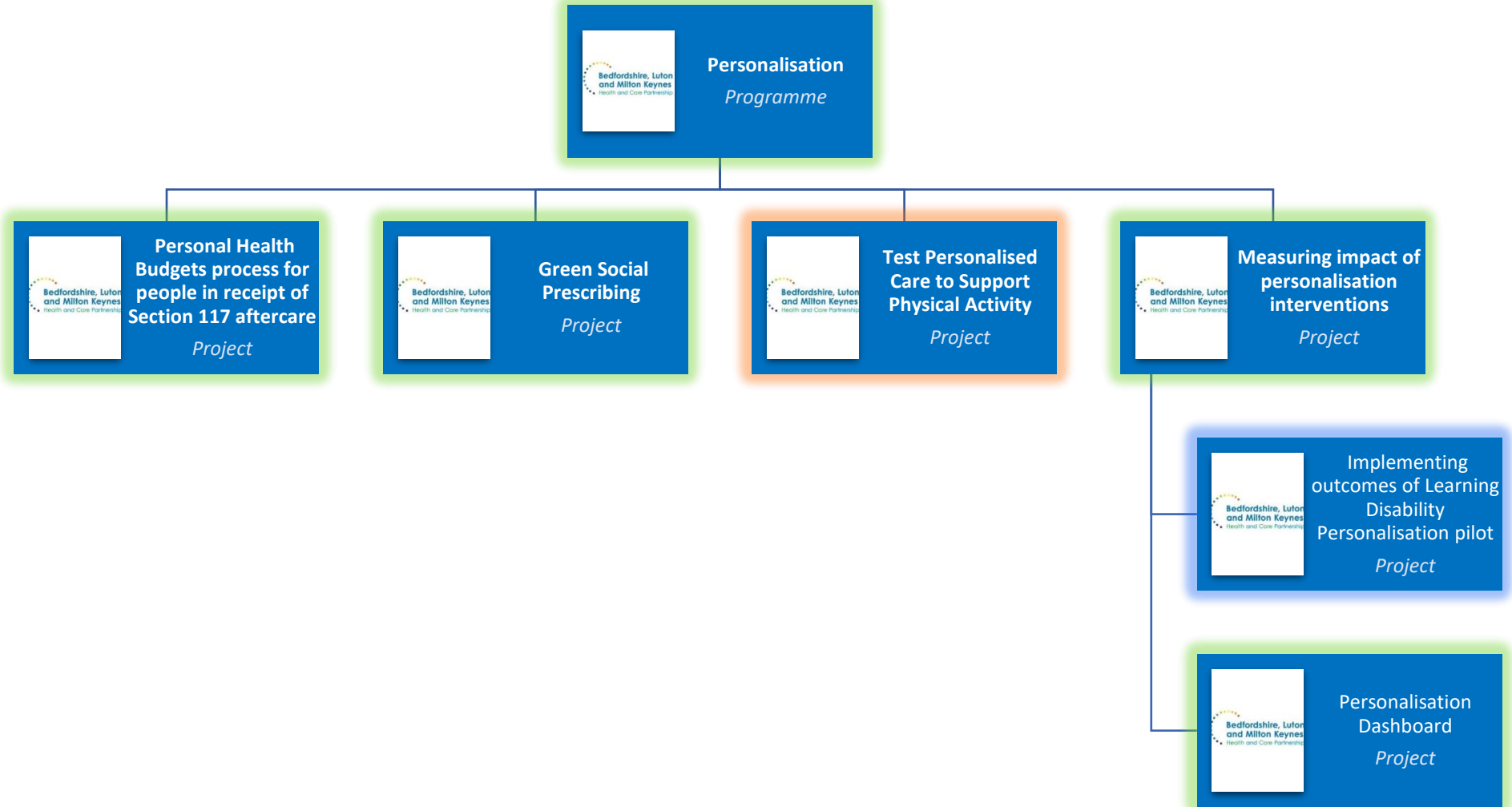


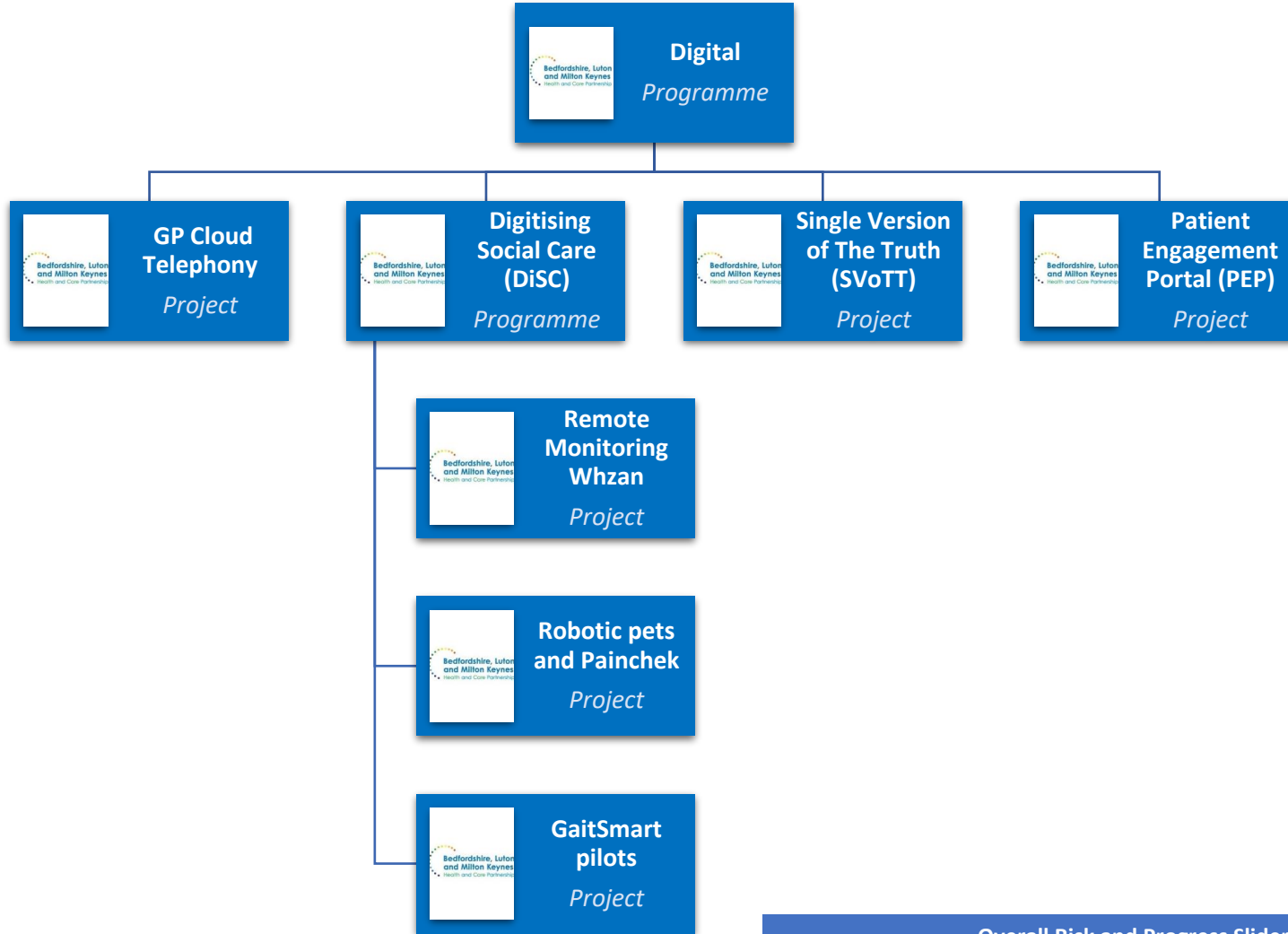


Mental Health has been removed as a priority from the Bedford Place plan as it will now be a general theme running through each of the other priorities. There is no highlight report included in this February 2025 report

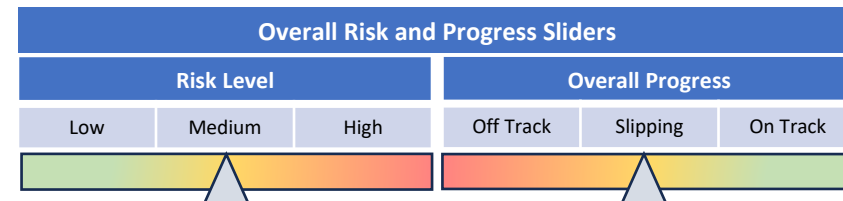
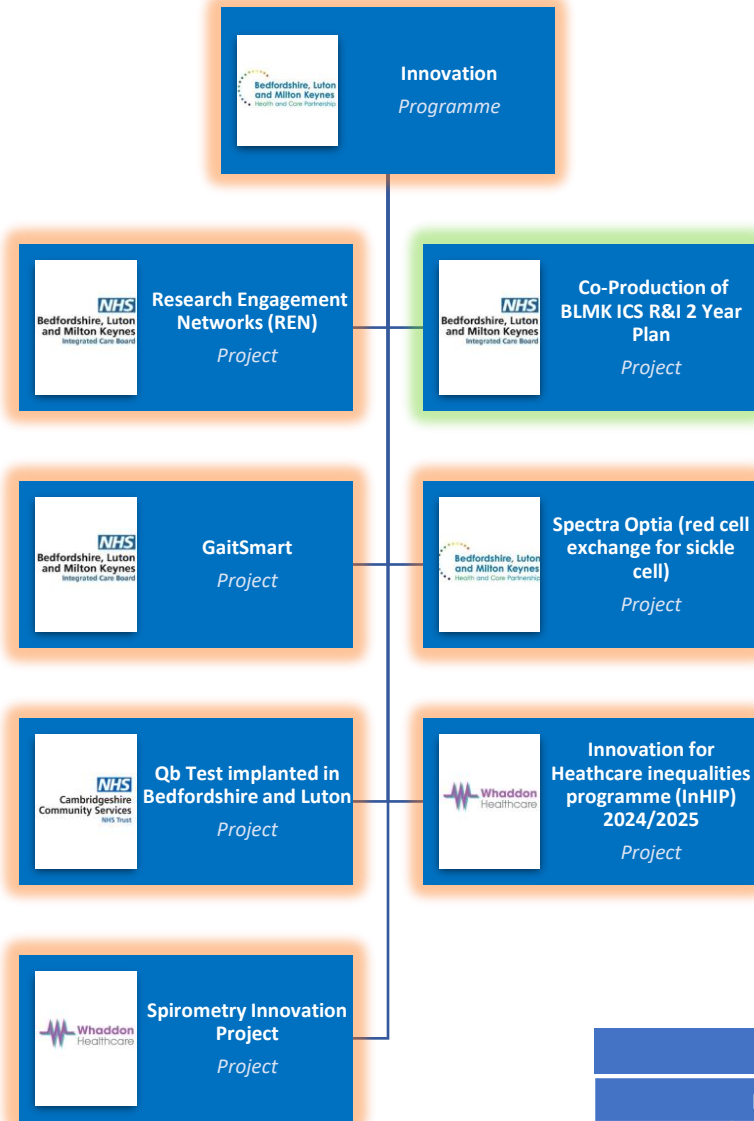


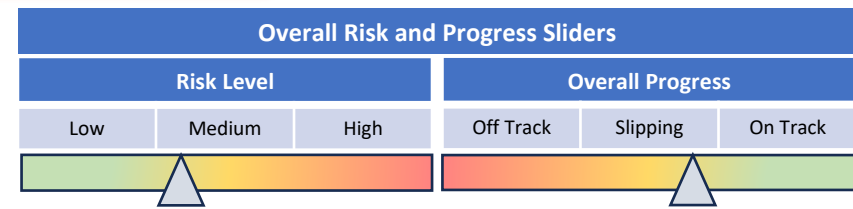
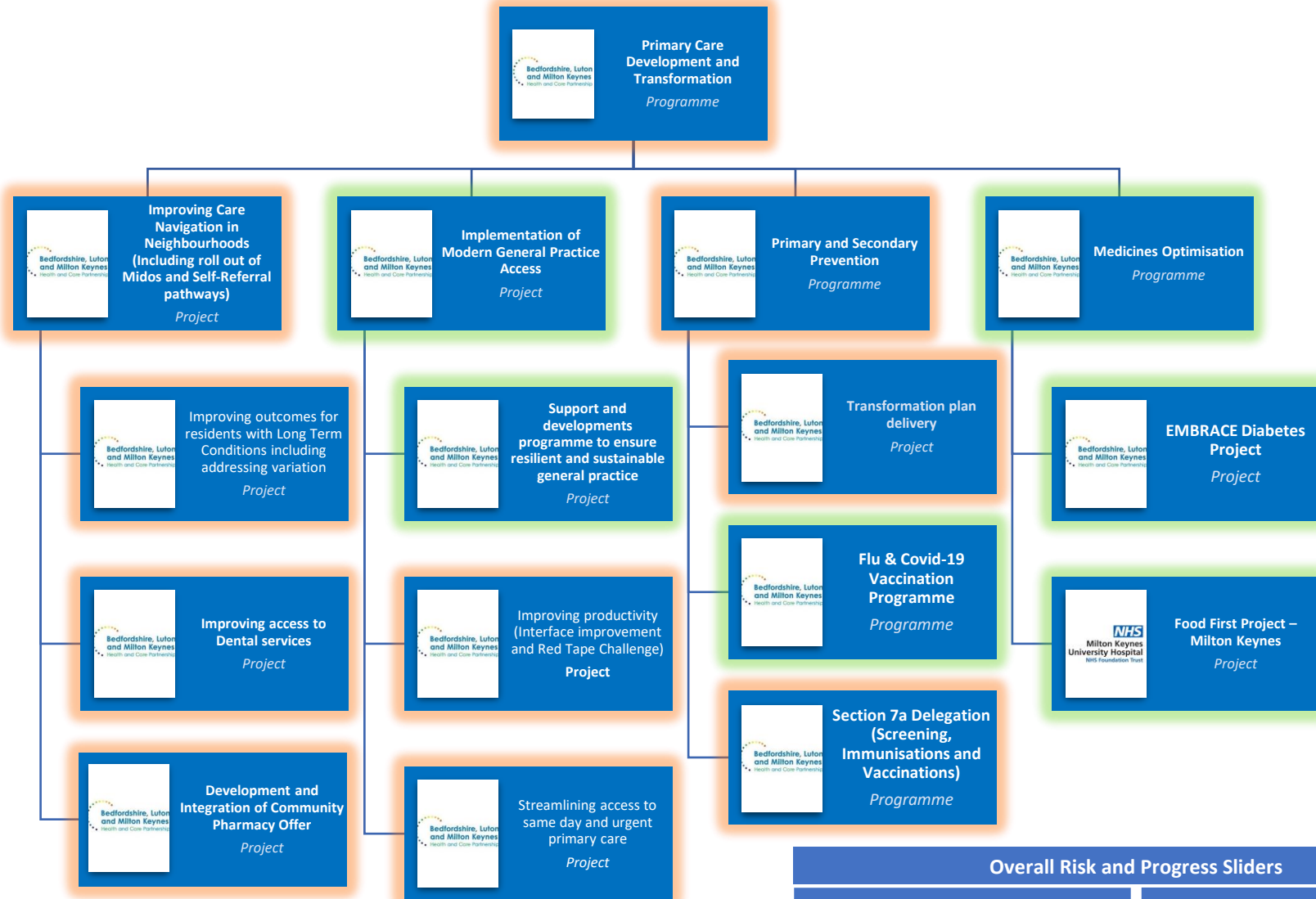




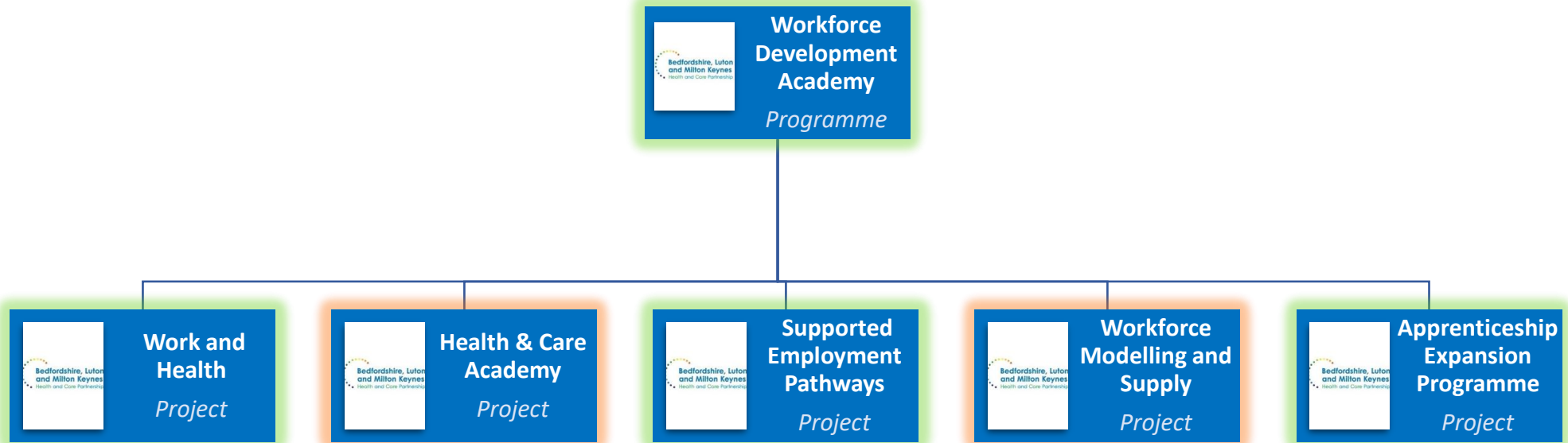


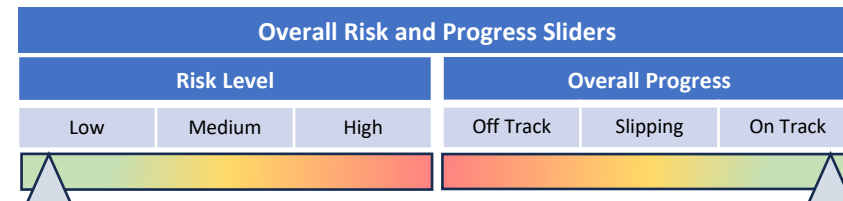
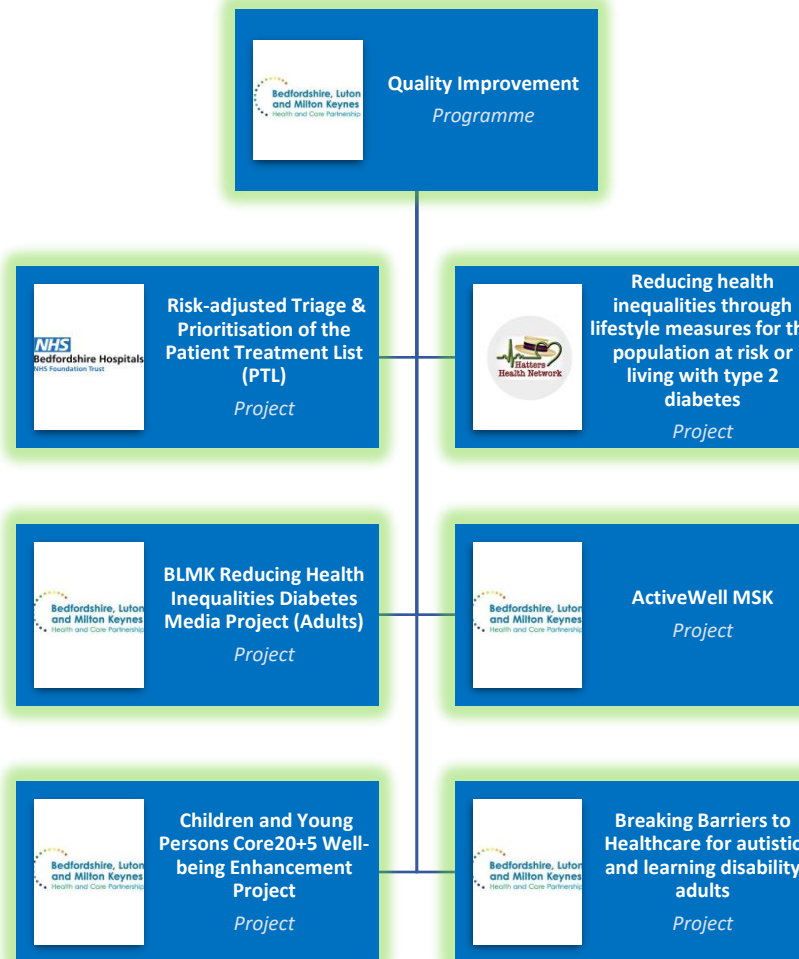
Overall Risk and Progress Sliders					
Risk Level			Overall Progress		
Low	Medium	High	Off Track	Slipping	On Track
[Green to Red Gradient]			[Red to Green Gradient]		

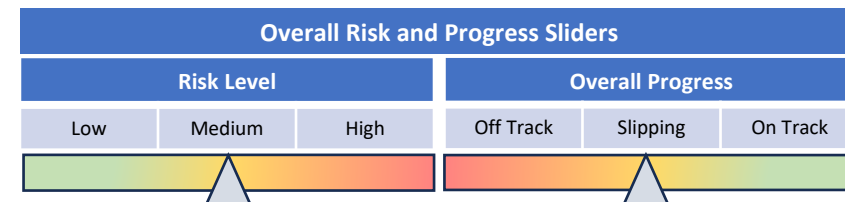
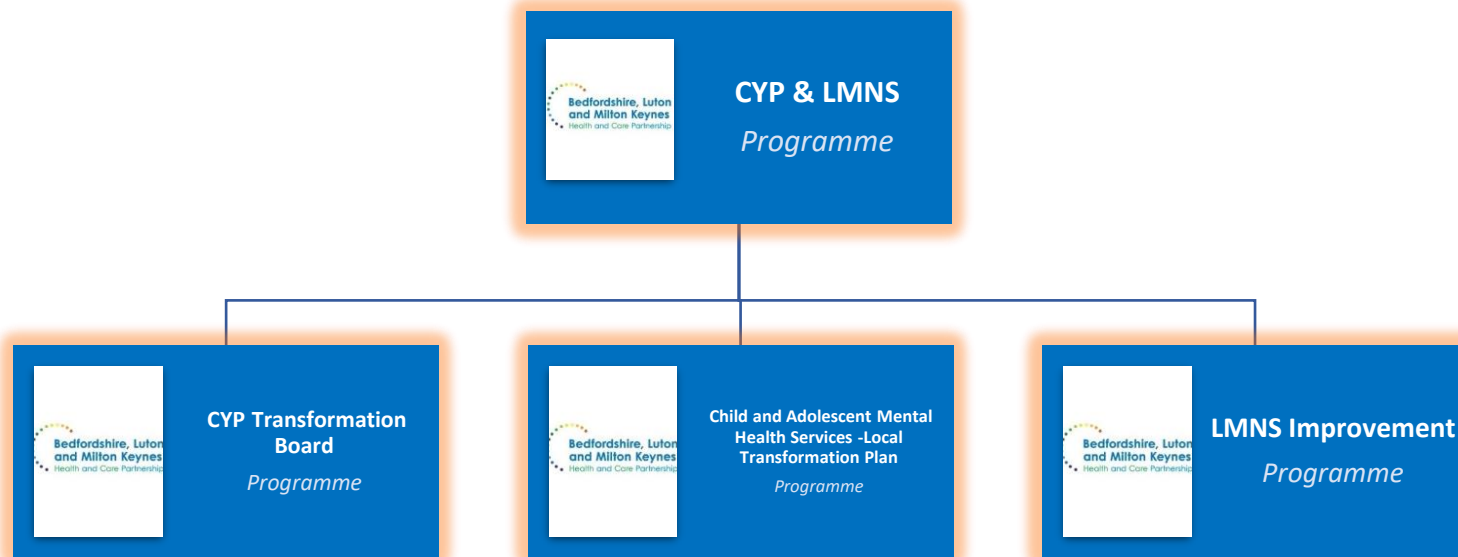


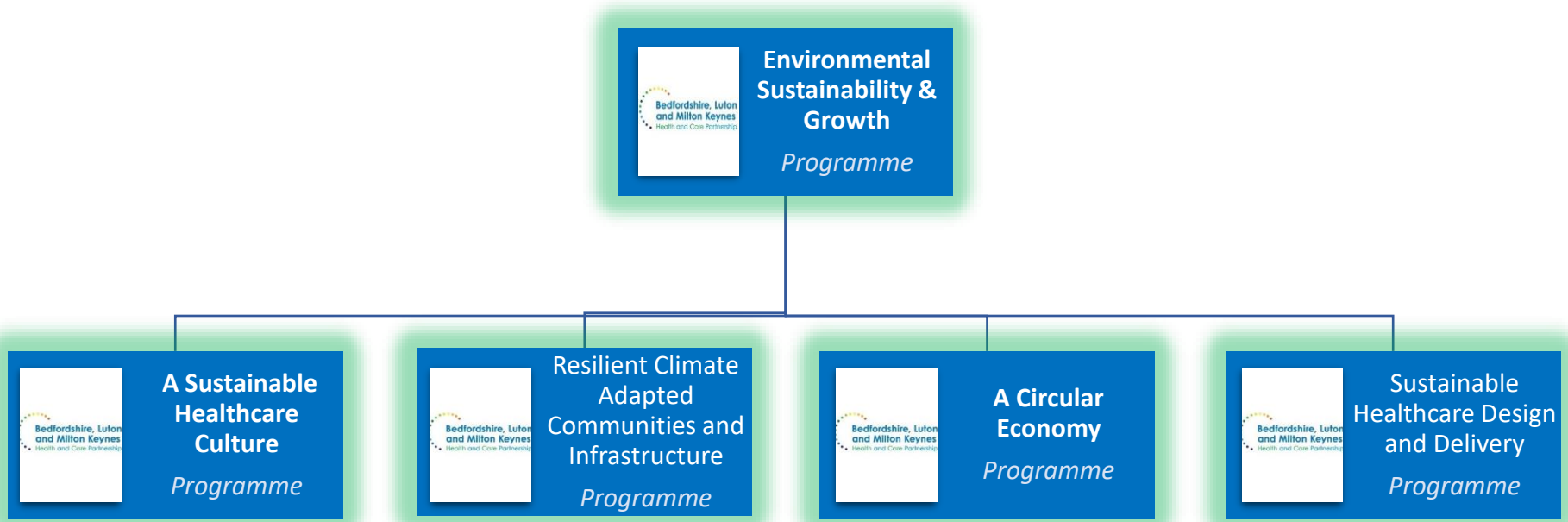




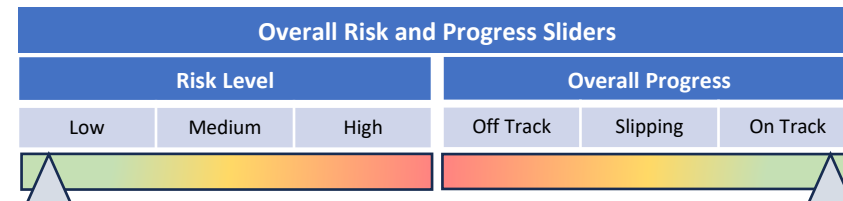


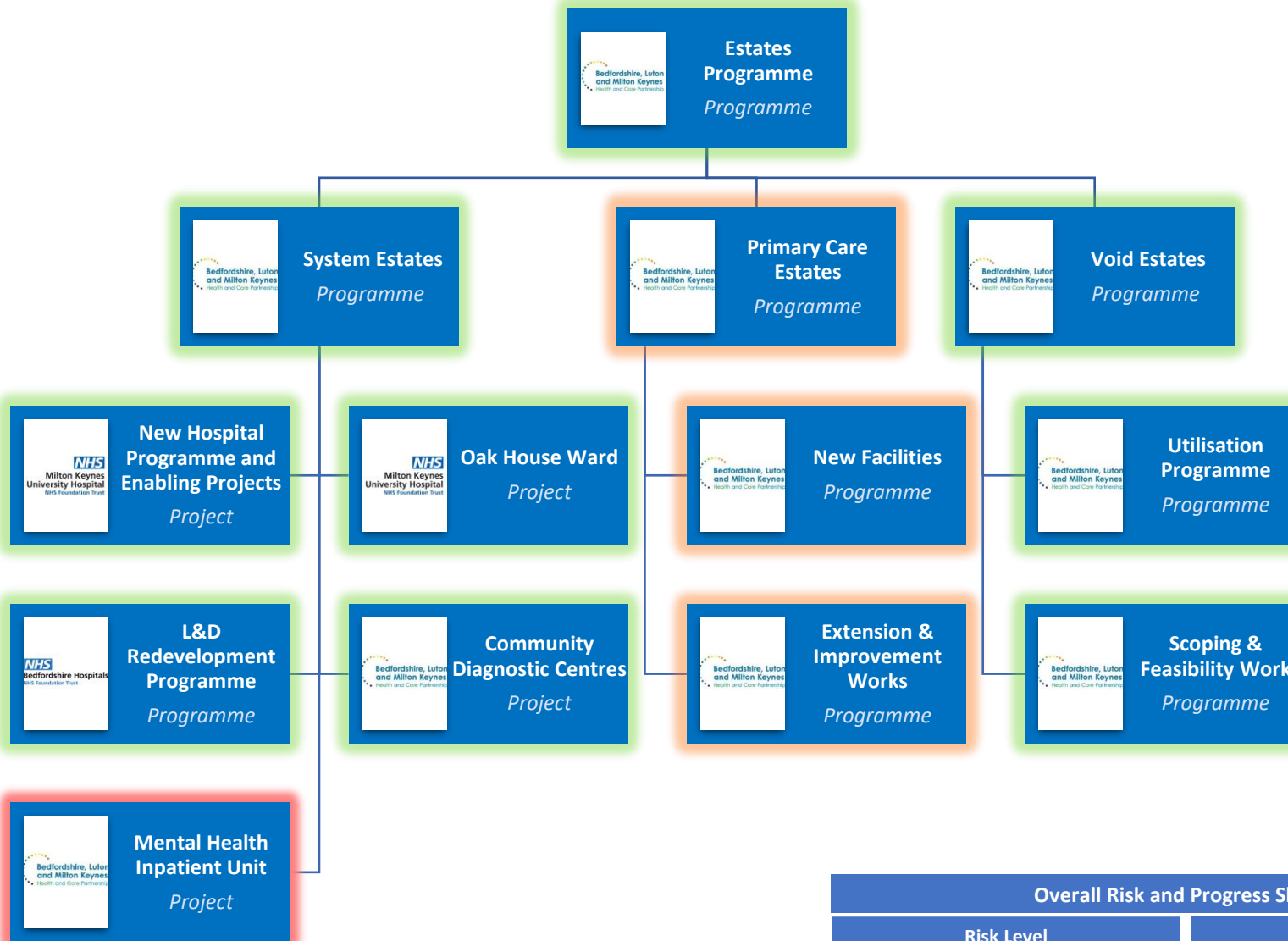


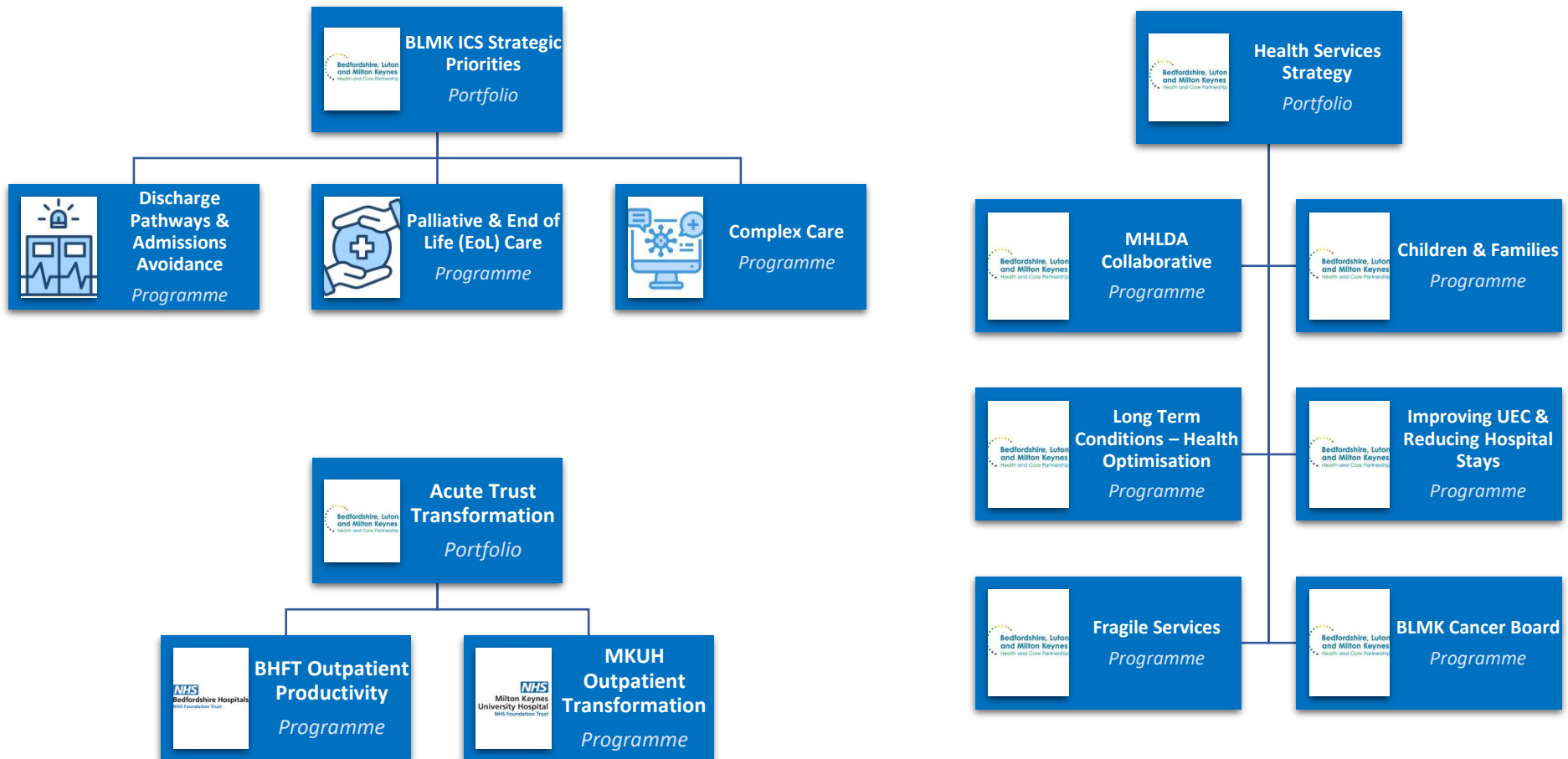




**Note – The ICS Green Plan is currently going through governance and expected to be signed off by the end of the summer 2025, these target areas and timings are, therefore, subject to change*







Date of Highlight Report

12/02/2025

Project Code

PR000166

Project Name

BCA - Call Before you Convey

Project Team

BCA

Project Aim

Call Before You Convey

Call before Convey ensures patients are seen by the right clinician, in the right place, at the right time – enabling shared clinical decision making and minimising avoidable conveyance to an emergency department (ED). The CB4C model has 3 key elements

1. Prevention - to identify and support patients earlier in their deterioration cycle so they don't reach ill health that requires A&E or ED conveyance
2. Maximising use of existing support services so patients receive appropriate support in a timely manner
3. Develop and improve UCCH to deliver SPOC for CB4C

A single point of contact for clinicians to get advice on best place for ongoing assessment and treatment prior to conveyance to hospital. The first stage will be for ambulance crews and care home staff.

This will utilise the the Bedfordshire unscheduled care hub which will be expanded to increase clinician expertise to ensure patients are appropriately referred to existing services to provide best level of care without the need for A&E attendance or ED admission if alternative support will provide better outcomes

- i. to explore how a single number - call before you convey model could be implemented
- ii. further develop and consolidate the existing dispersed model of separate call before you convey options to give a more solid foundation for a single model and to not lose momentum and progress already achieved
- iii. Fully understand requirements of services from ambulance and care home staff

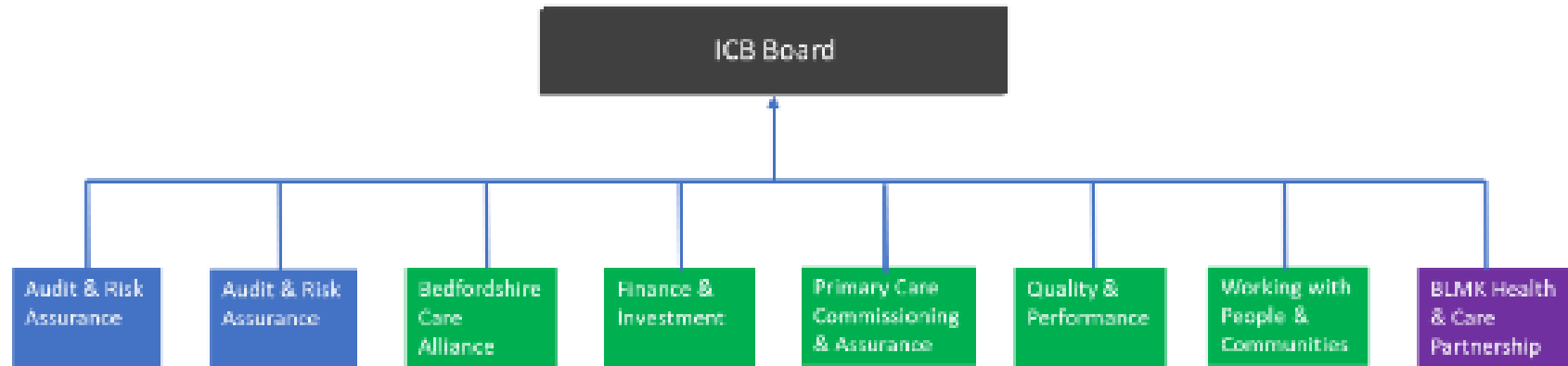
Geographical Footprint

Bedfordshire Care Alliance

Governance & Responsible Group

BCA Executive Group reporting to BCA Committee

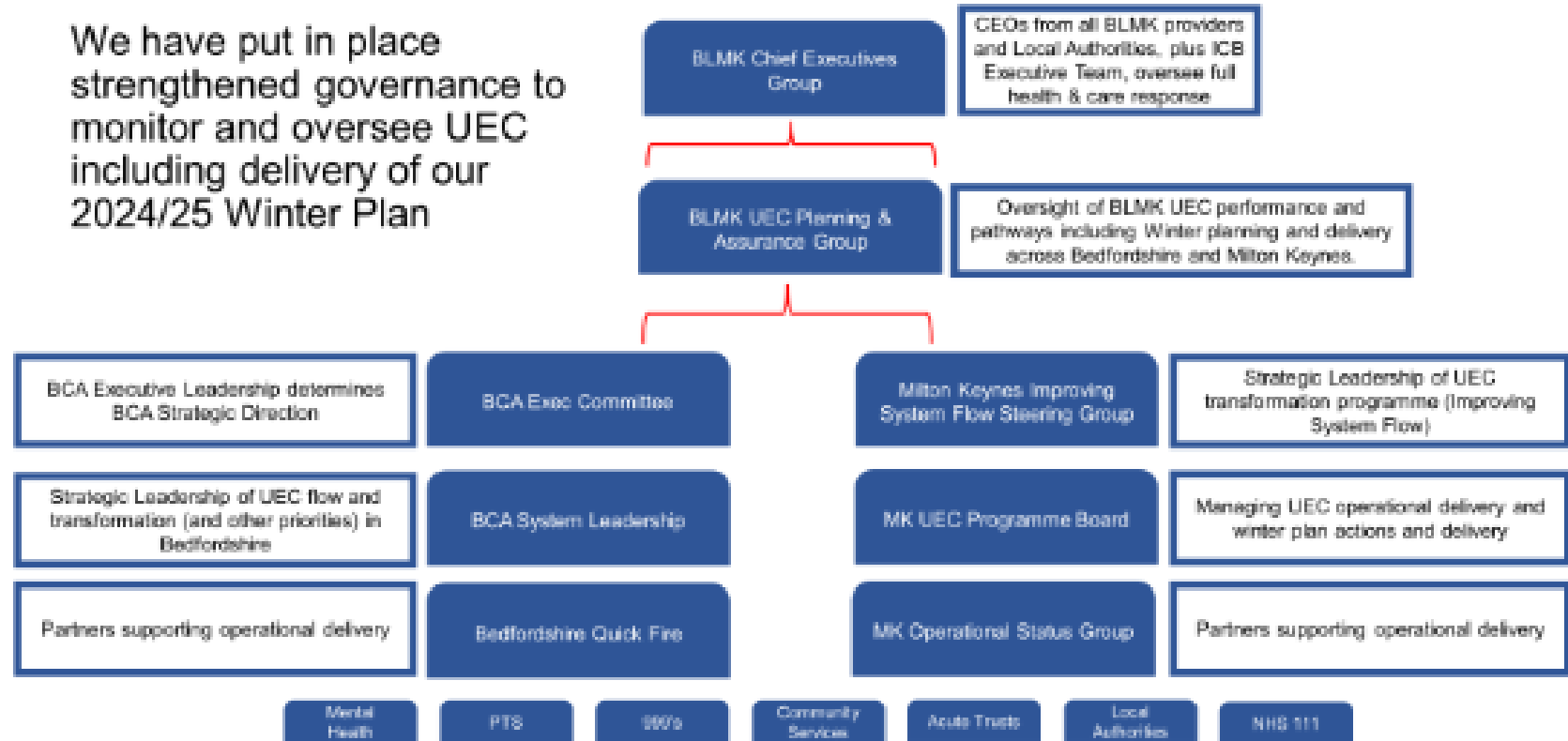
BLMK ICB Governance Diagram



Governance & Responsible Group

UEC Governance

We have put in place strengthened governance to monitor and oversee UEC including delivery of our 2024/25 Winter Plan



Project Team Members

KP Kamini Patel	Project Support	RC Robin Campbell	Subject Matter Expert (Read Only)
KS Kate Sutherland	Project Support (Read Only)	JF John Fitzmaurice	Subject Matter Expert (Read Only)
FH Faith Haslam	Project Support	MM Mark Morton	STT Team Member
MR Michael Ramsden	Senior Responsible Owner (Read Only)		
PR Pete Reeve	Subject Matter Expert (Read Only)		

Project Status

Overall Project Status

GREEN

Reason for Overall Project Status

On track

Project Maturity

2.0 - Initiation

Progress Update

Progress made in Previous Period

(Taken from November report)

- Working with Pharmacy Care Home and Quality Care Home nurses in the ICB to replicate above across Bedfordshire to ensure appropriate calls are being made. Our place teams are well positioned to ensure that there is a bespoke approach to this in the three different locations, focusing on local needs.
- Identify training gaps in care homes which are influencing admissions to hospital
- Identify which care homes are calling before ambulance conveyance
- Readvertising the 24 hour line Keech have available

Progress to be made in Next Period

To be defined

Tasks & Milestones

Overall Tasks & Milestones Status

GREEN

Reason for Overall Tasks & Milestones Status

On track

Tasks & Milestones

Add Task

Add Milestone



<input type="checkbox"/>	Title	Key Milestone?	Status	Start Date	End Date
<input type="checkbox"/>	▼ UCCH operational model			16/12/2024	16/12/2024
<input type="checkbox"/>	Hub operational and fully staffed	Yes		30/06/2025	30/06/2025
<input type="checkbox"/>	Comms developed and distributed to partner organisations	Yes		18/03/2024	17/03/2026

Risks

Overall Risks Status

TBC

Reason for Overall Risk Status

All key risks and issues still need defining

Issues

Overall Issues Status

TBC

Reason for Overall Issues Status

All key risks and issues still need defining

Date of Highlight Report

12/02/2025

Project Code

PR000167

Project Name

BCA - Virtual Wards (Step up)

Project Team

BCA

Project Aim

Every step-up patient we can manage via the virtual ward is one less physical bed taken up in the acute setting. 23% of patients seen in a virtual ward achieved a more independent social care outcome than they would have from an acute (in our experience to date this figure is higher). Patients are five times less likely to get an infection than if in hospital and eight times less likely to have functional decline

Anticipated benefits:

- Increasing the Bedfordshire wide capacity of the step-up virtual ward by involving and aligning and providers
- Increasing the range of speciality virtual wards on offer
- Coordinating the procurement remote monitoring solutions
- Making Bedfordshire wide bids for funding
- Ensuring equality of access

Governance & Responsible Group

BCA Executive Group reporting to BCA Committee

Geographical Footprint

Bedfordshire Care Alliance

Project Team Members

Project Status

<input type="checkbox"/>	Name	Role
<input type="checkbox"/>	 Kaysie Conroy	Programme Manager

Overall Project Status

GREEN

Reason for Overall Project Status

On track

Project Maturity

4.0 - Delivery

Progress Update

Progress made in Previous Period

NHSE have confirmed funding for virtual wards will continue recurrently.

- ACP recruitment plans have been agreed.

- The South Team (ELFT and CCS) have now also had cannulation/IV training and are working under the MOU to build confidence in skills.

- Patient acuity levels are now starting to be recorded for the frailty pathway.

- All providers are working together to improve reporting and share system templates.

- POCT testing is in place at The Poynt (CCS) and IT requirements have almost been finalised for ELFT.

- The Doccla remote monitoring contract was renewed on 13th July until March 2025. Work is ongoing to improve utilisation.

- The paediatric ward activity is now included in the national reporting return

Progress to be made in Next Period

Continue training and roll out of VW in BB and CBC

Additional ACP posts to advertised and existing staff upskilled to required level

Capture acuity data on all virtual ward instances and data systems

Tasks & Milestones

Overall Tasks & Milestones Status

AMBER

Reason for Overall Tasks & Milestones Status

Items overdue/ not updated since previous submission of portfolio report

Tasks & Milestones

Add Task

Add Milestone



<input type="checkbox"/>	Title	Key Milestone?	Status	Start Date	End Date
<input type="checkbox"/>	Ensure reporting aligns with new NHSE requirements	Yes	RED		30/09/2024
<input type="checkbox"/>	Agree 24/25 recruitment priorities	Yes	RED		31/08/2024
<input type="checkbox"/>	Point of Care Testing in place across CCS and ELFT	Yes	RED		31/08/2024

Risks

Overall Risks Status

RED

Reason for Overall Risk Status

Detail to be defined regarding dates, risk scoring and RAGs

Risks

Add



<input type="checkbox"/>	Risk Name	Key Risk?	Residual Likelihoo...
<input type="checkbox"/>	Data capture and completeness	Yes	
<input type="checkbox"/>	Availability of workforce to increase provision	Yes	
<input type="checkbox"/>	Clarity of clinical accountability	Yes	
<input type="checkbox"/>	Geographical Variation in provision	Yes	

Issues

Overall Issues Status

TBC

Reason for Overall Issues Status

No issues identified

Date of Highlight Report

12/02/2025

Project Code

PR000168

Project Name

BCA - Improving access to Pathway 2 Beds

Project Team

BCA

Project Aim

Reduce the bed occupancy rate in BHT (Beds Hospital and L&D) by reducing the time our residents spend waiting for a Pathway 2 (P2) placement once medically optimised for discharge and review the community care service model to ensure we are delivering an efficient therapeutic offer for local people that focuses on prevention across Bedfordshire and Luton.

The step-down element of the programme remains the key to achieving the aim and it is expected to improve outcomes, experiences and independence of people discharged, reduce avoidable readmissions, and reduce avoidable/premature long term care provision. Additional expected benefits include improved flow and discharge from acute hospitals. For clarity the pathways to identify appropriate patients falls outside of the scope of the P2 bed project, the provision of the beds and supporting care is within scope.

Governance & Responsible Group

Pathway 2 Project Group & BCA Committee Group

Geographical Footprint

Bedfordshire Care Alliance

Project Team Members

<input type="checkbox"/>	Name	Role
<input type="checkbox"/>	 Kaysie Conroy	Programme Manager

Project Status

Overall Project Status

GREEN

Reason for Overall Project Status

The project has been divided into two areas (Operational and process improvement & Strategic) both areas are supported by workstream groups that report into the P2 project group.
The strategic group is focused on developing the 'case for change' and business case that is long term.
The Operational and process improvement group is focusing on short term opportunities to improve the quality and efficiency of the process supporting P2.

Project Maturity

1.0 - Pre-Planning

Progress Update

Progress made in Previous Period

1. The P2 scope document has been refreshed and circulated to key stakeholders for review and comment.
2. The P2 scope has been defined and separated into two distinct areas (1, Operational and process improvement & 2, Strategic) to deliver short, medium and long term priorities and minimise the risk of scope creep.
3. Fortnightly workstream meetings have been put into place to drive this work forward.
4. Key milestones identified and agreed for both workstreams.
5. Outline business case chapters has been developed.
6. Support from STT in the ICB identified to support with the development of the business case.
7. A workshop with key stakeholders was held on 23rd January 2025 focusing on Operational and process improvement.

Progress to be made in Next Period

1. Develop an action plan from following the Operational and process improvement workshop that identifies leads and timescales for delivery.
2. Develop options for the 'case for change' business case, to be presented and discussed at the strategic workstream meeting on 10/02/25.
3. Review and analysis the spot purchase requests (including requests for 121 support) received by the ICB between Apr-24 and Jan-25.
4. Development of the PHEW App request to be agreed by the ICB and data development to be taken forward to support this project.

Tasks & Milestones

Overall Tasks & Milestones Status

GREEN

Reason for Overall Tasks & Milestones Status

The milestones across each workstream and the overall project are currently on track for delivery. These will continue to be monitored and updated accordingly.

Tasks & Milestones

Add Task

Add Milestone



<input type="checkbox"/>	Title	Key Milestone?	Status	Start Date	End Date
<input type="checkbox"/>	Development of the case for change business case	Yes	GREEN		30/04/2025
<input type="checkbox"/>	Development of the Phew App	Yes	GREEN	06/02/2025	31/03/2025
<input type="checkbox"/>	Spot purchase data analysis	Yes	GREEN		28/02/2025
<input type="checkbox"/>	Develop the operational & process improvement action plan	Yes	GREEN	24/01/2025	27/02/2025
<input type="checkbox"/>	Phew business case	Yes	GREEN	16/12/2024	14/02/2025

Risks

Overall Risks Status

AMBER

Reason for Overall Risk Status

Overall risk to the delivery of this project is amber due to the increasing pressure across BHT and the risk of scope creep as system partners want this project to respond to other areas outside of P2 pathways and bed capacity.

Risks

Add



<input type="checkbox"/>	Risk Name	Key Risk?	Residual Likelihood & Impact	
<input type="checkbox"/>	Scope creep	Yes	12	Ex

Issues

Overall Issues Status

TBC

Reason for Overall Issues Status

No issues identified

Date of Highlight Report

12/02/2025

Project Code

PR000275

Project Name

Palliative and End of Life Care: what matters most in your last year? [name to be confirmed]

Project Team

STT

Project Aim

Programme aim statements are yet to be defined, though proposed as:

- To streamline active hubs across BLMK with ambition for 1 centralised hub by year 3
- To reduce the % of people dying in hospital from baseline 40% by end of year 1
- To increase palliative care registrations by end of year 1, with ambition to have 90% expected registered by year 3
- Staff feel confident to facilitate meaningful conversations about end-of-life choices and bereavement support.







Governance & Responsible Group

- New Programme Board to be established

Geographical Footprint

BLMK System

Project Team Members

Name	Role
 Sarah Stanley	Executive Lead (Read Only)
 Jo Morris	Project Manager
 Simon Hardcastle	Senior Responsible Owner (Read Only)
 Angela Reynolds	Transformation Manager
 Natasha Young	Senior Transformation Manager
 Tara Dear	Senior Transformation Manager

Project Status

Overall Project Status

GREEN

Reason for Overall Project Status

Project in pre-planning stage, though identified as 1 of 3 key transformation priorities

Project Maturity

1.0 - Pre-Planning

Progress Update

Progress made in Previous Period

- Initial programme workshop held 24/01/25
- Charter document in development to clearly define problems, aims and measures

Progress to be made in Next Period

- Financial efficiency workshop scheduled for 12/02/25 to quantify programme opportunities
- Programme Board membership to be identified at system level
- Programme Board to be established and charter document agreed by all stakeholders

Tasks & Milestones

Overall Tasks & Milestones Status

TBC

Reason for Overall Tasks & Milestones Status

All key tasks and milestones still need defining.

Palliative and End of Life Care: what matters most in your last year?

Tasks & Milestones

Title	Key Milestone?	Status	Start Date	End Date
Clinical working group established	Yes	AMBER		31/03/2025
Digital/date working group established	Yes	AMBER		31/03/2025
Education working group established	Yes	AMBER		31/03/2025
Finance working group established	Yes	AMBER		31/03/2025
Programme Board established	Yes	AMBER		31/03/2025
Indicative benefits included within 25/26 Operational Plan response	Yes	GREEN		28/02/2025

Risks

Overall Risks Status

TBC

Reason for Overall Risk Status

All key risks and issues still need defining

Issues

Overall Issues Status

TBC

Reason for Overall Issues Status

All key risks and issues still need defining

BLMK ICS Portfolio Report

BCA - Using data to prevent hospital admission

Bedfordshire & Milton Keynes Footprint, Place Priority & System Transformation Team (STT)



Date of Highlight Report

12/02/2025

Project Code

PR000195

Project Name

BCA - Using data to prevent hospital admission

Project Team

BCA

Project Aim

To use the data available within health and social care to predict patients approaching a crisis, or a hospital admission within the next 6 months, and to allow a proactive intervention


Governance & Responsible Group

BCA Executive Group reporting into BCA Committee

Geographical Footprint

Bedfordshire Care Alliance

Project Team Members

Name	Role
 Kaysie Conroy	Programme Manager

BLMK ICS Portfolio Report

BCA - Using data to prevent hospital admission

Bedfordshire & Milton Keynes Footprint, Place Priority & System Transformation Team (STT)

Project Status

Overall Project Status

GREEN

Reason for Overall Project Status

Project in planning phase

Project Maturity

1.0 - Pre-Planning

Progress Update

Progress made in Previous Period

(Update taken from November report)

Write up of workshop and proposed way forward.

Proposed statement agreeing remit of subsequent projects

Formation of Steering group

Progress to be made in Next Period

To be defined

Tasks & Milestones

Overall Tasks & Milestones Status

AMBER

Reason for Overall Tasks & Milestones Status

Tasks and milestones to be defined

Risks

Overall Risks Status

AMBER

Reason for Overall Risk Status

Detailed risks to be defined - RAGs and dates to be agree and worked through

Risk Name	Key Risk?	Residual Likelihood & Impact
Risk of duplication across partners	Yes	
Lack of delivery mechanism across organisations	Yes	
No identified project resource	Yes	

Issues

Overall Issues Status

TBC

Reason for Overall Issues Status

Issues to be defined

Placed Based Plan Priorities – 1. Starting Well

Date of Highlight Report

12/02/2025

Project Code

PR000161

Project Name

1. BB Placed Based Plan Priorities – Starting Well

Project Team

Bedford

Project Aim

- Reduce childhood obesity
- Improve children's oral health
- Increase uptake of antenatal and childhood immunisations

Governance & Responsible Group

Executive Delivery Group (EDG)

Geographical Footprint

Bedford

Project Team Members

Name	Role
 Alex Wrack	Programme Manager
 Lorraine Kavanagh	Project Manager
 Adele Slaney	Project Manager
 Sarah Pearson	Project Manager
 Usha Panchal	Project Manager
 Lucy Robertson	QI Observer (Read Only)

Placed Based Plan Priorities – 1. Starting Well

Project Status

Overall Project Status

GREEN

Reason for Overall Project Status

Mapping work has started but we are in the early stages.

Project Maturity

1.0 - Pre-Planning

Progress Update

Progress made in Previous Period

Established who is currently working on these initiatives across the system and started mapping activities.

Obesity: Current offer from Public Health moving to an integrated behaviour change service, with a coaching component to support healthy weight focused on CYP and their families. New service starts on 1st April. Offer from BLMK ICS: Complications of Excess Weight clinic at L&D serving BLMK. Referral by GP/Tier 2 weight management services and Queens Park Pre-diabetics Project from Be Active – Family approach to tackling inactivity in the Queens Park area. Pre-diabetic women with children aged 5-12.

Oral Health: Mapping of Public Health and ICS offer complete. Measurable outcomes/KPI's are in place for current CCS contract.

Imms & Vaccs: Joined regular Immunisations and Screening call with East of England lead to monitor uptake across GP Practices. Early stage conversations with the Chief Officer and Public Health Principal for Public Health (Health Protection) to align this work at place.

Progress to be made in Next Period

Continue to map current activity and prioritisation of projects for place team focus.

Working with colleagues across health and social care to understand how we can implement measurable outcomes of improvement for each focus area and realistic timeframes.

Obesity: Continue discussions with Public Health around the roll out of their new integrated behaviour change service.

Oral Health: Continue discussions with Public Health to scope possibility of enhancing or increasing current offer to reach a wider number of 0-5 year olds and their families. Scope options to widen offer from voluntary sector.

Imms & Vaccs: Continue with regular discussion and update with NHSE and Public Health around BI data sets and 'GP practices of concern' with an invitation to PM Forum to discuss uptake. Strengthen antenatal vaccination uptake through continued community partnership, tapping into local assets such as the Family Hubs and maternity social prescriber.

Placed Based Plan Priorities – 1. Starting Well

Tasks & Milestones

Overall Tasks & Milestones Status

GREEN

Reason for Overall Tasks & Milestones Status

Progress is steadily being made against priorities - still in early stages.

Title	Key ...	Status	Start Date	End Date
Mapping of current activity and prioritisation of projects	Yes	GREEN		31/03/2025
Working with colleagues across health and social care to agree measurable outcomes of improvement for each focus area	Yes	GREEN		31/03/2025
Barbara Hamill NHSE to attend PM Forum to raise awareness	Yes	GREEN	11/02/2025	18/03/2025

Risks

Overall Risks Status

AMBER

Reason for Overall Risk Status

These priorities require a number of elements of input on large scale and focussed work in areas of higher need. Demonstrating significant change over a short period of time (less than 5 years) will be challenging. Need to focus on how the place team can most effectively make impact and support existing initiatives.

Risk Name	Key Risk?	Residual Likelihood...
Challenge of showing change in the short term for childhood obesity as long term aim, to be advised by Public Health.	Yes	12
Challenge of showing change in the short term for childhood oral health.	Yes	12
Challenge of focusing on a range of vaccination and immunisation areas. May need to work through from antenatal to childhood.	Yes	9

Issues

Overall Issues Status

AMBER

Reason for Overall Issues Status

These are big challenges and will need lots of different inputs as well as structural changes e.g. more dentists for all children to have access; poverty contributing to children's accessibility to fresh fruit and vegetables; and hesitation around vaccinations and immunisations.

Date of Highlight Report

12/02/2025

Project Code

PR000129

Project Name

2. BB Placed Based Plan Priorities – Living Well

Project Team

Bedford

Project Aim

- Improve cardiovascular disease prevention and management
- Increase the uptake of cervical and breast cancer screening programmes







Governance & Responsible Group

Executive Delivery Group

Geographical Footprint

Bedford

Project Team Members

Name	Role
 Alex Wrack	Programme Manager
 Lorraine Kavanagh	Project Manager
 Adele Slaney	Project Manager
 Usha Panchal	Project Manager
 Sarah Pearson	Project Manager
 Lucy Robertson	Project Manager

Project Status

Overall Project Status

GREEN

Reason for Overall Project Status

Screening projects are being scoped as expected.

LAN work has already started.

Project Maturity

2.0 - Initiation

Progress Update

Progress made in Previous Period

- Recruited residents and clinicians to the core LAN team.
- Started to scope screening work and thinking about promoting breast screening in Bedford Borough.

Progress to be made in Next Period

CVD

- Updates can be seen under the LAN project.
- Integrating with the health inequalities CVD focussed work that BEDOC is leading.
- Collaborative work with Public Health and Primary Care colleagues on CVD.

Screening

- Part of a cervical screening pilot with CAJA at Goldington Avenue practice.
- Increasing screening promotion amongst cohorts with lowest uptake.

Both

- Working with colleagues across health and social care to agree measurable outcomes of improvement for each focus area.

Placed Based Plan Priorities – 2. Living Well

Tasks & Milestones

Overall Tasks & Milestones Status

GREEN

Reason for Overall Tasks & Milestones Status

Tasks are progressing as expected.

Title	Key Milestone?	St...	Start Date	End ...
Integrating with the health inequalities CVD focussed work.	Yes	AMBER	25/11/2024	31/03/2025
Mapping of current screening activity	Yes	GREEN	29/11/2024	31/03/2025
Working with colleagues across health and social care to agree measurable outcomes of improvement for each focus area	Yes	AMBER	20/01/2025	31/03/2025

Risks

Overall Risks Status

GREEN

Reason for Overall Risk Status

No significant risks at this stage.

Risk Name	Key Risk?	Residual Likelihood ...
Challenge of showing significant outcome changes related to CVD in short term.	Yes	9

Issues

Overall Issues Status

GREEN

Reason for Overall Issues Status

No issues identified at this stage

Placed Based Plan Priorities – 3. Ageing Well

Date of Highlight Report

12/02/2025

Project Code

PR000162

Project Name

3. BB Placed Based Plan Priorities – Ageing Well

Project Team

Bedford

Project Aim

- Reduce alcohol-related hospital admissions in the over 65s
- Support older people to live independently and well for longer
- Improve access to reablement







Governance & Responsible Group

EDG

Geographical Footprint

Bedford

Project Team Members

Name	Role
 Lorraine Kavanagh	Project Manager
 Usha Panchal	Project Manager
 Alex Wrack	Project Manager
 Sarah Pearson	Project Manager
 Adele Slaney	Project Manager
 Lucy Robertson	Transformation Support Manager

Project Status

Overall Project Status

GREEN

Reason for Overall Project Status

Each area is progressing.

Project Maturity

1.0 - Pre-Planning

Progress Update

Progress made in Previous Period

Alcohol-related hospital admissions: Public Health set up working group to understand prevalence of alcohol-related hospital admissions in the over 65s.

Support older people to live independently: Exploration of Age Care Technologies as possible mapping and prevention package for older people.

Improve access to reablement: Worked with Adults Services to understand reablement issues (ongoing).

Progress to be made in Next Period

Alcohol-related hospital admissions in over 65s: Detailed analysis of hospital records has determined that the apparent increase in alcohol-related admissions among over 65s is due to a change in appointment coding rather than a genuine increase. Bedford Borough is not an outlier for this indicator and this will be removed as a priority area. **Therefore this priority will be removed moving forward.**

Support older people to live independently: Exploration of Age Care Technology (ACT) as possible mapping and prevention package for older people; make decision on whether to trial ACT pilot. Paper on ACT to be presented to Bedford Executive Delivery Group 10.03.25.

Improve access to reablement: Worked with Adults Services to understand reablement issues (ongoing).

Placed Based Plan Priorities – 3. Ageing Well

Tasks & Milestones

Overall Tasks & Milestones Status

GREEN

Reason for Overall Tasks & Milestones Status

Projects progressing as expected.

Title	Key...	Status	Start Date	End Date
Working with colleagues across health and social care to agree measurable outcomes of improvement for each focus area	Yes	GREEN		30/04/2025
Make decision on whether to trail Age Care Technology	Yes	GREEN		31/03/2025

Risks

Overall Risks Status

GREEN

Reason for Overall Risk Status

No significant risks at this stage.

Risk Name	Key Risk?	Residual Likelihood...
To show value of Age Care Technology pilot	Yes	8

Issues

Overall Issues Status

GREEN

Reason for Overall Issues Status

No significant issues at this stage.

Date of Highlight Report

12/02/2025

Project Code

PR000260

Project Name

5. BB - Placed Based Plan Priorities – Health Estate

Project Team

Bedford

Project Aim

A strategic approach to improving healthcare estate:

- Utilising & upgrading GP surgery provision.
- Providing influence and strategic support for acute and community health estate in Bedford Borough.


Governance & Responsible Group

Executive Delivery Group
Health and Wellbeing Board

Geographical Footprint

Bedford

Project Team Members

Name	Role
 Alex Wrack	Programme Manager

Placed Based Plan Priorities – 5. Health Estate

Project Status

Overall Project Status

GREEN

Reason for Overall Project Status

Led through the Bedford Borough Strategic Estates Board, which meets bi-monthly, significant progress has been made on a number of projects. Further detail on each project is included throughout the report.

It's important to note that these projects have a number of elements with competing priorities and require a large amount of investment to make them deliverable.

Project Maturity

2.0 - Initiation

Tasks & Milestones

Overall Tasks & Milestones Status

GREEN

Reason for Overall Tasks & Milestones Status

Work is progressing at pace for a number of projects, challenges around funding will ultimately determine the outcomes.

Title	Key ...	Status	Start Date	End ...
Ongoing negotiations with developers regarding Biddenham development	Yes	GREEN		30/04/2025
Ongoing negotiations with developers regarding Wixhams development	Yes	GREEN		30/04/2025
Potentially acquiring the Kempston Police Station site on Halsey Rd. Funding not yet raised or agreed for health provision	Yes	GREEN		30/04/2025

Progress Update

Progress made in Previous Period

Great Barford GP estate - early costings/feasibility reviewed several times for cost effectiveness. Final version, in line with NHS requirements, complete. Rent/revenue costs need to be worked out to make plan for potential funding gap.

Wootton GP Estate - early costings/feasibility reviewed several times for cost effectiveness. Final version, in line with NHS requirements in process of being completed.

Kempston primary care centre – consultants to be appointed imminently to carry out review of the 2019 strategic outline cost (SOC). Conversations started with Kempston Police Station about acquiring the Halsey Rd building. Initial costs received.

Great Barford: A feasibility study was carried out for development of a new Great Barford surgery building in early 2024, with a view to moving the existing practice from its current site onto the old school site across the road. After a review of the initial design which was significantly more expensive than anticipated a working proposal has been created. Officers are working with the District Valuer to confirm the rent payment rate which will determine any funding gaps in revenue allocated by the ICB, against capital that needs to be raised for the build by the Council to fund the development.

Kempston: In November, consultants started a review of the 2019 Strategic Outline Case (SOC). The purpose of this is to carry out a quick up-to-date viability assessment for consolidating and improving services in Kempston. The consultants have met with King Street surgery, Kempston Ward and Town Councillors and Public Health and Adult Services colleagues to ensure the SOC is meaningfully reviewed. Following the outcome of the review, the consultants are expected to complete an Outline Business Case based on the most viable options and location/s.

Wootton: A new health facility in Wootton was not considered affordable to progress at this time by the ICB in the 2023 prioritisation process. The Council have led a recent high-level feasibility study to see what the potential costs would be if the money does become available in the future / for the potential for cost-neutral solution. This study has looked at options of a rebuild on the existing GP Practice site and a new build on Bedford Commercial Park. The cost to build at current prices would be approximately £5 million, which is likely to require significant revenue investment from the ICB.

Biddenham: Development of a new GP surgery in Biddenham remains a priority for both the ICB and the Council. The development has experienced several set-backs due to financial viability. However, conversations around finding a solution are continuing to progress and there is hope for a positive outcome in 2025.

Wixams: There have been a series of discussions between Bedford Borough Council (BBC), Central Bedfordshire Council (CBC) and the ICB about options for accelerating delivery of a healthcare facility in Wixams. CBC have secured significant sums of S106 funding for the Wixams South developments which will help to deliver a facility, but this funding is unlikely to be available for a few years – and the ICB has no other access to sufficient capital funding. Therefore, any acceleration of the project would be likely to require a partnership approach, and discussions are ongoing. Delivering a facility in Wixams remains a stated ambition for the ICB, with strong support from both Councils.

The Strategic Health Estates Board is working more closely with the BFHT to understand their estates challenges; the Director of Redevelopment and Strategic Planning joined the board in late 2024.

Progress Update

Progress to be made in Next Period

Great Barford: Officers from the Council and ICB are finalising the project costs. Officers are carrying out a pre-app for this project. Following that, a business case will be produced to go to the Executive in April 2025 to request funding to support building a new surgery. In this there will be further information about any funding gaps and how those could be mitigated.

Kempston: Consultants Turner and Townsend are on track to complete the review of the Strategic Outline Case (SOC) by April 2025. Once estimated costings are finalised, potential funding options for the project will need to be explored. Currently the Council have agreed to fund the cost of buying the Halsey Road Police Station site, however, progress on this needs to be made once there is a clear pathway to funding the build of the surgery.

Wootton: A new health facility in Wootton was not considered affordable to progress at this time by the ICB in the 2023 prioritisation process. Therefore, the high level feasibility study will be used to provide estimate costings for the project and it is 'oven-ready' if the funding were to become available.

Tasks & Milestones

Overall Tasks & Milestones Status

GREEN

Reason for Overall Tasks & Milestones Status

Work is progressing at pace for a number of projects, challenges around funding will ultimately determine the outcomes.

Title	Key ...	Status	Start Date	End ...
Ongoing negotiations with developers regarding Biddenham development	Yes	GREEN		30/04/2025
Ongoing negotiations with developers regarding Wixhams development	Yes	GREEN		30/04/2025
Potentially acquiring the Kempston Police Station site on Halsey Rd. Funding not yet raised or agreed for health provision	Yes	GREEN		30/04/2025

Placed Based Plan Priorities – 5. Health Estate

Risks

Overall Risks Status

AMBER

Reason for Overall Risk Status

Timeframes for work are liable to slip as there are many factors affecting progression; cross-organisation working, stretch on resource/ staff time, procurement of external factors

Risk Name	Key Risk?	Residual Likelihood...
Securing revenue funding from the ICB to deliver the projects - varies across projects	Yes	16
Securing capital funding from the Council or other partners - varies across projects	Yes	9

Issues

Overall Issues Status

TBC

Reason for Overall Issues Status

No issues identified

Date of Highlight Report

12/02/2025

Project Code

PR000261

Project Name

BB - Integrated Neighborhood Working

Project Team

Bedford

Project Aim

The purpose of Integrated Neighbourhood Working (INW) is to build Neighbourhood teams to centre care around people's needs by integrating healthcare, social care, public services, community groups and voluntary agencies to work across neighbourhoods.







Governance & Responsible Group

Bedford Borough has an INW Steering Group which reports to the Executive Delivery Group.

Geographical Footprint

Bedford

Project Team Members

Name	Role
 Alex Wrack	Programme Manager
 Adele Slaney	Project Manager
 Lorraine Kavanagh	Project Manager
 Sarah Pearson	Project Manager
 Duncan McConville	STT Senior Lead
 Lucy Robertson	STT Team Member

Project Status

Overall Project Status

GREEN

Reason for Overall Project Status

The work has started and is progressing as expected.

Project Maturity

2.0 - Initiation

Progress Update

Progress made in Previous Period

Set up of INW Steering group and built membership to circa 50 professionals, 20 organisations.

Progress to be made in Next Period

Continue to grow steering group (with people attending as needed).

Set priorities for 2025/26.

Tasks & Milestones

Overall Tasks & Milestones Status

GREEN

Reason for Overall Tasks & Milestones Status

All tasks and milestones have been met to date, we are still i the initiation stage.

Title	Key ...	Status	Start Date	End ...
Discussion and creation of 2025/26 goals.	Yes	AMBER		25/04/2025
Initiation of the Integrated Neighbourhood Working steering group	Yes	COMPLETED		30/11/2024

Risks

Overall Risks Status

GREEN

Reason for Overall Risk Status

Work is currently developing well with partners. Awareness that this is a complex programme of work with many competing priorities and areas of focus.

Issues

Overall Issues Status

GREEN

Reason for Overall Issues Status

No significant issues to date.

Date of Highlight Report

12/02/2025

Project Code

PR000159

Project Name

BB - Learning & Action Network

Project Team

Bedford

Project Aim

- By the end of the Heart Health project in May 2026, 80% of the Black African population, aged 40-64, who have a diagnosis of hypertension alone, in the Urban South neighbourhood (Cauldwell, Kempston, and Kingsbrook wards) and are registered with one of the three practices serving this area (London Road Surgery, Cauldwell Medical Centre and King Street Surgery) will achieve a blood pressure reading of below 140/90 mmHg.

- By the end of the Heart Health project in May 2026, 80% of the Black Caribbean population, aged 40-64, who have a diagnosis of hypertension alone, in the Urban South neighbourhood (Caudwell, Kempston, and Kingsbrook wards) and are registered with one of the three practices serving this area (London Road Surgery, Caudwell Medical Centre and King Street Surgery) will achieve a blood pressure reading of below 140/90 mmHg.

Potential to expand the scope of the project cohort to include patients with comorbidities (first in the Urban South neighbourhood), then scaling further to other neighborhoods (outside the Urban South), and then beyond to the general population.





















Governance & Responsible Group

Executive Delivery Group

Geographical Footprint

Bedford

Project Team Members

Name	Role
 Angela Zambaux	Improvement Manager (Read Only)
 Noeleen Mcloughlin	QI Observer (Read Only)
 Brenda Carson	Improvement Manager (Read Only)
 Rehan Tariq	QI Observer (Read Only)
 Alex Wrack	Project Manager
 Kamini Patel	QI Observer (Read Only)
 Lorraine Kavanagh	Project Manager
 Danny Karystinos	QI Observer (Read Only)
 Adele Slaney	Project Manager
 Sandra Vanreyk	QI Observer (Read Only)
 Usha Panchal	Project Manager
 Faith Haslam	QI Observer (Read Only)
 Sarah Pearson	Project Manager
 Kaysie Conroy	QI Observer (Read Only)
 Charlie Goodwin Smith	Senior Responsible Owner (Read Only)
 Balraj Singhrai	QI Observer (Read Only)
 Chloe Stibbs	QI Coach (Read Only)
 Tom May	QI Observer (Read Only)
 Joyce Baskerville	QI Observer (Read Only)
 Sarah Watts	QI Observer (Read Only)

Project Status

Overall Project Status

GREEN

Reason for Overall Project Status

Project is on track as per update.

Project Maturity

2.0 - Initiation

Progress Update

Progress made in Previous Period

- The Bedford Borough LAN team took part in the Institute for Healthcare Improvement half-day learning sessions on 3rd & 4th February. During these sessions, they refined their Aims statement and began developing driver diagrams and learning about PDSA (Plan-Do-Study-Act) cycles.
- The Bedford Borough Learning and Action Network (LAN) is making significant progress in its project aimed at improving blood pressure management for residents aged 40-64 with Black African and Black Caribbean heritage, registered with one of the three GP practices (London Road Surgery, Cauldwell Medical Centre and King Street surgery) in Kingsbrook, Cauldwell, or Kempston Wards.
- The core team is made up of residents and clinicians from each practice as well as community leaders. Weekly meetings are held to plan, understand the problem, and identify barriers to engagement and hypertension management.
- An MS forms survey (using the Cause and Effect diagram generated at the 22nd Nov (at a face-to-face IHI event) was launched to gain deeper insights from the community. A total of 122 residents from Black African and Black Caribbean communities responded to the survey. The survey highlights significant barriers, including issues with community engagement, appointment availability, racism and stress linked to inequalities, medication management, and a lack of health education and basic knowledge about hypertension. Patient stories were recorded to identify themes and potential management approaches.

Progress to be made in Next Period

- Using the survey findings, the team are creating an awareness campaign as well as planning events throughout the year, specifically targeting patients identified at each surgery but also reaching a wider audience.
- A face-to-face meeting is planned for February 2025, where residents from each surgery will be invited to take part in empathy mapping around the process maps created by each surgery, develop driver diagrams, and collect change ideas.
- The ICB Head of Health Innovation, will join the team to explore ideas around digital tools for both clinicians and residents, conduct horizon scanning, and bring these ideas back to the group.
- The project is also collaborating with Community Pharmacy, BEDOC, Bedfordshire Rural Communities Charity, and East Bedfordshire Social Prescribers to explore how community pharmacy and social prescribers can contribute to managing hypertension in the community in patients from Black African and Black Caribbean heritage whose blood pressure is not currently managed to target.

Tasks & Milestones

Overall Tasks & Milestones Status

GREEN

Reason for Overall Tasks & Milestones Status

Project in progress

Title	Key Milestone?	Status	Start Date	End Date
Celebration Event	Yes	GREEN		31/05/2026
▼ IHI Learning Sessions	Yes	GREEN		30/05/2026
Learning Session 5 (in-person)	Yes	GREEN	23/02/2026	23/02/2026
Learning Session 4 (virtual), link to be sent	Yes	GREEN		16/09/2025
Learning Session 3 (in-person)	Yes	GREEN		20/06/2025
Learning Session 2 (virtual), Link will be sent by email	Yes	COMPLETED		04/02/2025
LAN Learning Session 1 (in-person) - LAUNCH	Yes	COMPLETED		22/11/2024
Onboarding	Yes	COMPLETED		22/11/2024

Risks

Overall Risks Status

AMBER

Reason for Overall Risk Status

Generally the project is progressing well.

The main risk currently is of losing a resident participant. To mitigate this there is a small group of residents engaged.

Risk Name	Key Risk?	Residual Likelihood...
Losing resident participant(s).	Yes	9

Issues

Overall Issues Status

GREEN

Reason for Overall Issues Status

No issues currently identified

CB "Out of Hospital Services Working Together" – One Team approach

Date of Highlight Report

12/02/2025

Project Code

PR000198

Project Name

CB - "Out of Hospital Services Working Together" – One Team approach

Project Team

Central Bedfordshire Place

Project Aim

There is an urgent need to transform the health and care system. We need to move to a neighbourhood health service that will deliver more care at home or closer to home, improve people's access, experience and outcomes, and ensure the sustainability of health and social care delivery. More people are living with multiple and more complex problems, and as highlighted by Lord Darzi, the absolute and relative proportion of our lives spent in ill-health has increased.

Neighbourhood health aims to create healthier communities, helping people of all ages live healthy, active and independent lives for as long as possible while improving their experience of health and social care, and increasing their agency in managing their own care. This will be achieved by better connecting and optimising health and care resource through 3 key shifts at the core of the government's health mission:

- **from hospital to community** – providing better care close to or in people's own homes, helping them to maintain their independence for as long as possible, only using hospitals when it is clinically necessary for their care
- **from treatment to prevention** – promoting health literacy, supporting early intervention and reducing health deterioration or avoidable exacerbations of ill health
- **from analogue to digital** – greater use of digital infrastructure and solutions to improve care



Governance & Responsible Group

Central Bedfordshire Joint Leadership Group

Geographical Footprint

Central Bedfordshire

Project Team Members

Name	Role
 Noeleen McLoughlin	Programme Manager (Read Only)
 Kaysie Conroy	Project Manager

Project Status

Overall Project Status

GREEN

Reason for Overall Project Status

There are several initiatives that appear under this priority, all are currently on track and continued to be monitored and updated accordingly.

Project Maturity

3.0 - Implementation

Progress Update

Progress made in Previous Period

The plan for Central Bedfordshire Integrated Neighbourhood Working developed in draft and presented back to key stakeholders following four interactive sessions. An initial proposal describing next steps and implementation was discussed and a phase b plan is being developed.

The plan setting out the focus for the Wellbeing Review at Grove View Hub has been developed with the clinical lead for frailty.

Falls prevention service was agreed to be funded for 12 months by CBC, ELFT have agreed to a fixed term contract. Next steps and identifying key measures is being worked up.

Progress to be made in Next Period

Phase b plan detailing mobilisation of the Central Bedfordshire INW groups to be developed with system partners. Agree key leads and timescales supporting mobilisation.

Mobilise the falls service for Central Bedfordshire with ELFT, agree outcome measures and ongoing monitoring for the 12 month period. Agree timescales for review and discuss sustainability of this service within the BCF planning.

Start the Wellbeing Review at Grove View hub.

Tasks & Milestones

Overall Tasks & Milestones Status

GREEN

Reason for Overall Tasks & Milestones Status

Key milestones are currently on track, these will continue to be monitored and updated accordingly.

Title	Key Milestone?	Status	Start Date	End Date
Set up the Chiltern Vale INW group	Yes	GREEN		31/03/2026
Set up Leighton Buzzard INW group	Yes	GREEN		31/12/2025
Set up the Ivel Valley INW group	Yes	GREEN		30/09/2025
Set up the West Mid Beds INW Group	Yes	GREEN		30/06/2025
Mobilise the Central Bedfordshire Falls Prevention service	Yes	GREEN		30/05/2025
Review of the Wellbeing Clinical, Grove View hub	Yes	GREEN		30/05/2025

Risks

Overall Risks Status

GREEN

Reason for Overall Risk Status

Overall risk is low to delivering key milestones however this may change as we progress through the year around sustainability of the Central Bedfordshire Falls Prevention service post 12 months of going live.

Risk Name	Key Risk?	Residual Likelihood ...
Sustainability of Central Bedfordshire Falls Prevention Service	Yes	9

Issues

Overall Issues Status

GREEN

Reason for Overall Issues Status

No Issues identified

Date of Highlight Report

12/02/2025

Project Code

PR000177

Project Name

CB - Cancer Diagnosis and Improving Outcomes

Project Team

Central Bedfordshire

Project Aim

Too many people are diagnosed with cancer at a late stage

Too many people die from their cancer within 5 years of their diagnosis

Too many people have cancers which are preventable. This programme aims to tackle these issues and improve Cancer outcomes for CBC residents.

Governance & Responsible Group

Central Bedfordshire Place Board

Geographical Footprint

Central Bedfordshire

Project Team Members

Name	Role
 Kaysie Conroy	Programme Manager
 Noeleen Moloughlin	Project Manager
 Danny Karystinos	Project Support

Project Status

Overall Project Status

GREEN

Reason for Overall Project Status

On track

Project Maturity

3.0 - Implementation

Progress Update

Progress made in Previous Period

Progressing early diagnosis programme of work including: - Improving screening uptake - Innovation - Primary care education - Lung Health Check programme BLMK patient forum continue to meet. Work on updating the patient handbook continues. Heartburn Health Check pilot completed at Priory Gardens. The project resulted in 4 referrals for urgent suspected cancer. Eclipse cervical screening patient engagement portal launched with 2 CBC practices participating.

Progress to be made in Next Period

Continue dashboard development Action plan agreed for Patient Forum working with group to expand membership Continuation of Eclipse patient engagement portal in 2 CBC practices. Recruit 1 CBC Practice to participate in behavior change project

Tasks & Milestones

Overall Tasks & Milestones Status

GREEN

Reason for Overall Tasks & Milestones Status

On track

Title	Status	End ...
Cervical Screening Behaviour Change Project - resources using nudge techniques to improve uptake of cervical screening	GREEN	31/03/2025
Co-production - Continue to work with and support the Mid Beds Cancer Support Group and Ivel Valley PCN through the BLMK Patient Forum to provide information and support from the point of diagnosis	GREEN	31/03/2025
Early Detection - create opportunities to improve early detection through improved engagement with CORE20PLUS5 groups (younger women for cervical screening and black men and prostate cancer)	GREEN	31/03/2025
Targeted Lung health Checks programme expansion across CBC	GREEN	31/03/2025
Understand our population - Development of cancer dashboard to provide important cancer outcomes on key metrics by ethnicity, age, sex and deprivation	GREEN	31/12/2024
Innovation - Complete Heartburn Health Check pilot at Priory Gardens (Capsule sponge test in primary care)	GREEN	31/07/2024

Risks

Overall Risks Status

TBC

Reason for Overall Risk Status

All key risks and issues still need defining

Issues

Overall Issues Status

TBC

Reason for Overall Issues Status

All key risks and issues still need defining

Date of Highlight Report

12/02/2025

Project Code

PR000283

Project Name

CB - Primary Care Access

Project Team

Central Bedfordshire

Project Aim

Improving resident experience of primary care in Central Bedfordshire. Primary Care is general practice, community pharmacy, dental, optometry and 111. Ensure that primary care is supported to work as part of integrated neighbourhoods.

Governance & Responsible Group

Central Bedfordshire Place Board, Primary Care Delivery Group

Geographical Footprint

Central Bedfordshire

Project Team Members

Name	Role
 Kaysie Conroy	Programme Manager
 Emma Moorbey	Project Manager
 Danny Karystinos	Project Manager

Project Status

Overall Project Status

GREEN

Reason for Overall Project Status

On track at Pre-planning phase

Project Maturity

1.0 - Pre-Planning

Progress Update

Progress made in Previous Period

Ongoing communication with patients and practices about how to use Pharmacy First. Continued work with practices to support the transition to Modern General Practice by 31st March 2025 with a number of practices in CB already delivering the new model.

Progress to be made in Next Period

Making certain that patient services providing primary care are joined up with other services to avoid gaps in care or duplication – using Integrated Neighbourhood Working to facilitate this. Supporting our practices to transition to a modern general practice access so our residents can contact their practice and know on the day how they will be supported – reduce the 8am rush and patients will not be asked to call back.

Tasks & Milestones

Overall Tasks & Milestones Status

GREEN

Reason for Overall Tasks & Milestones Status

On track

Title	Key ...	Status	Start Date	End ...
Final sign off at Place Board	Yes			31/07/2025
Agree a single integrated reporting mechanism and timescales	Yes			30/04/2025
Develop strategic milestones and metrics that support delivery and gain maturity.	Yes			30/04/2025

Risks

Overall Risks Status

TBC

Reason for Overall Risk Status

All risks and issues need defining

Issues

Overall Issues Status

TBC

Reason for Overall Issues Status

All risks and issues need defining

Date of Highlight Report

12/02/2025

Project Code

PR000173

Project Name

CB - Primary Care Access including dentistry

Project Team

Central Bedfordshire

Project Aim

Access to NHS Dental services is a local and national issue. The challenge is to increase NHS Dental access to residents who have not seen a dentist over a 2 year period.

Governance & Responsible Group

Central Bedfordshire Place Board, Primary Care Delivery Group

Geographical Footprint

Central Bedfordshire

Project Team Members

Name	Role
 Kaysie Conroy	Programme Manager
 Emma Moorbey	Project Manager
 Danny Karystinos	Project Manager

Project Status

Overall Project Status

GREEN

Reason for Overall Project Status

On track at Pre-planning phase

Project Maturity

1.0 - Pre-Planning

Progress Update

Progress made in Previous Period

Introduction of the new patient premium. This is an additional payment (up to a maximum of £50) to NHS dental contractors, to see new patients that have not been seen by a dentist in the previous two years. Dental Recruitment Incentive Scheme (a golden hello) to provide funding of £20,000 per new dentist recruited into the BLMK ICB footprint, payable over a 3-year commitment. The aim of the scheme is to increase dental capacity within our system.

Progress to be made in Next Period

The ICB's dental access (Unscheduled Care) pilot review to be completed. The pilot's aim is to provide additional appointments during evenings, weekends and bank holidays using a finite budget.

The key objectives of the pilot are:

- patient appointments to be made available to treat and maintain dental health.
- dental practices to accept all patient types (fee paying, fee exempt, adults and children) for treatment under this pilot.
- the reduction of inequalities to vulnerable patient groups at elevated risk of dental diseases where access to dental care and oral health outcomes are poor
- early intervention to manage urgent problems in situations where there is a risk of deterioration in the patient's condition.

Tasks & Milestones

Overall Tasks & Milestones Status

GREEN

Reason for Overall Tasks & Milestones Status

On track

Title	Key Milestone?	Status	Start Date	End ...
Final sign off at Place Board	Yes			31/07/2025
Agree a single integrated reporting mechanism and timescales	Yes			30/04/2025
Develop strategic milestones and metrics that support delivery and gain maturity.	Yes			30/04/2025

Risks

Overall Risks Status

AMBER

Reason for Overall Risk Status

Mitigations being worked through

Risk Name	Key Risk?	Residual Likelihood...
Retention of existing dental clinical staff to deliver NHS services	Yes	9
The recruitment of new dental clinical staff into the BLMK footprint to deliver NHS services	Yes	9

Issues

Overall Issues Status

TBC

Reason for Overall Issues Status

No issues identified

Date of Highlight Report

12/02/2025

Project Code

PR000174

Project Name

CB - Excess Weight

Project Team

Central Bedfordshire

Project Aim

This project aims to decrease the percentage of people living with excess weight, especially in areas of high deprivation. Also, to decrease prevalence of type 2 diabetes and cancers associated with excess weight.
To improve healthy eating and physical activity, by better accessible services and more professionals feeling confident to talk to people about their weight in a supportive, non-stigmatising way.



Governance & Responsible Group

Central Bedfordshire Place Board

Geographical Footprint

Central Bedfordshire

Project Team Members

Name	Role
 Kaysie Conroy	Programme Manager
 Danny Karystinos	Programme Manager

Project Status

Overall Project Status

GREEN

Reason for Overall Project Status

On track

Project Maturity

2.0 - Initiation

Progress Update

Progress made in Previous Period

Currently understanding best practice examples of healthy food procurement policies in other Local Authorities with the intention to replicate in CB, if appropriate.

The NIHR have just released a national toolkit (Sept 2024). The new tool kit will be used to guide and inform progress in this area.

Food Summit held in April 2024 to identify key issues and barriers. 50 attendees

Increased promotion of the scheme however an issue has been identified with the source data from January 2023 onwards so we currently can't see the % uptake data

The design guide and local transport plans have both been strengthened to promote physical activity

Initially starting with bus shelters in CBC, limiting advertising of high fat, sugar & salt foods. Approach agreed by Executive Member

Limited progress. Schools already should adhere to the National School Food Standards.

Promotion of the opportunities and referrals into the Active Lifestyle programme.

Development of the service to be launched in April 2025 is well underway. Pathways will include a 1:1 family weight management programme and a group-based programme for adults. Health Coaching will be provided for those in greatest need. The service will include a single point of contact and self-help resources

Referrals to weight management services are being monitored per GP practice, low referring practices are offered training and support including how to discuss weight sensitively and where to/how to refer.

The service specification and budget has been agreed, a provider has been identified to deliver the service and the contract is being drawn up

Progress Update

Progress to be made in Next Period

Understanding the appetite for a healthier food procurement policy in CB and mapping existing contracts that contain food procurement.

Work with planning policy colleagues to assess potential implementation.

Food Fairness Grant scheme launching within the next month to increase access to health affordable food and support longer term solutions

Await for national data issue to be resolved

Work with planning colleagues on the development of the new local plan to embed health & wellbeing

Meeting with bus shelter provider on 28 October. Assess potential (and political buy-in) for a wider approach.

Existing contracts and procurement policies for new contracts involving food to be reviewed against national standards ?

Ensure Active Lifestyle referral pathway is promoted via the new integrated behaviour change service (and vice versa).

Preparations for service launch including staff training, marketing and communications.

Development of an evaluation framework

Prior to April 2025, implement the communication and engagement plan for the new integrated service to ensure all front line staff are aware of the changes to referral processes and pathways.

Once the contract has been signed Public Health will work with the provider to implement their mobilisation plan with a view to commence delivery in January

Tasks & Milestones

Overall Tasks & Milestones Status

GREEN

Reason for Overall Tasks & Milestones Status

On track

Title	Key Milestone?	Status	Start Date	End ...
Delivery of a 2 –year specialist programme for people with a learning disability	Yes	GREEN	24/10/2024	31/03/2025
Easier access to support behaviour change, with a single point of contact and better integrated services	Yes	GREEN	24/10/2024	31/03/2025
Encourage schools and wrap around care to provide healthy options	Yes	GREEN	24/10/2024	31/03/2025
Increase access to healthy food	Yes	GREEN	24/10/2024	31/03/2025
Increase confidence to take advantage of the many opportunities to be more physically active	Yes	GREEN	24/10/2024	31/03/2025
Limit marketing, placement, advertising and sponsorship of unhealthy foods	Yes	GREEN	24/10/2024	31/03/2025
Lower density of fast food outlets	Yes	GREEN	24/10/2024	31/03/2025
Public sector supply of health food options, in cafes, vending machines and on-site shops.	Yes	GREEN	24/10/2024	31/03/2025
Strengthen design guide and local transport plan	Yes	GREEN	24/10/2024	31/03/2025
Uptake of Healthy Start Scheme	Yes	GREEN	24/10/2024	31/03/2025

Risks

Overall Risks Status

TBC

Reason for Overall Risk Status

Risk and issues to be defined

Issues

Overall Issues Status

TBC

Reason for Overall Issues Status

Risk and issues to be defined

BLMK ICS Portfolio Report

CB Positive Mental Health and Well Being for Children and Young People

Bedfordshire & Milton Keynes Footprint, Place Priority & System Transformation Team (STT)



Bedfordshire, Luton and Milton Keynes Health and Care Partnership

Date of Highlight Report

12/02/2025

Project Code

PR000180

Project Name

CB - Positive Mental Health and Well Being for Children and Young People

Project Team

Central Bedfordshire

Project Aim

Need for targeted spending and to focus on MH and emotional wellbeing for children

Governance & Responsible Group

Central Bedfordshire Place Board

Geographical Footprint

Central Bedfordshire

Project Team Members

Name	Role
 Kaysie Conroy	Programme Manager
 Noeleen McIoughlin	Project Manager
 Danny Karystinos	Project Manager

Project Status

Overall Project Status

GREEN

Reason for Overall Project Status

On track

Project Maturity

2.0 - Initiation

Progress Update

Progress made in Previous Period

As of January 2024, 311 CAMHS practitioners have been trained in SEND compliance. The SEND lead represents CAMHS at the CBC-led SEND Strategic and Operational Group and participates in working groups on mental health and emotional wellbeing. New Mental Health Support Team covering some schools in Flitwick and Biggleswade started in September 2023. Education Mental Health Practitioners are working to develop relationships with staff and young people within the schools, alongside completing their university courses. The CAMHS Discovery College is holding workshops for young people aged 13-18 in various community locations, covering topics such as self-esteem, anxiety, and leadership. The college also collaborates with schools to offer workshops in schools with less support from MHST or Schools teams.

Progress to be made in Next Period

The Assistant Director of Capital Delivery, Children's Services in CB Council has confirmed that the directorate is going through and this priority will be discussed with the new incoming Director of services and a lead will be identified to take this work forward. The C&YP plan for 2025/28 has been co-produced and will be entering a period of consultation from December.

BLMK ICS Portfolio Report

CB Positive Mental Health and Well Being for Children and Young People

Bedfordshire & Milton Keynes Footprint, Place Priority & System Transformation Team (STT)



Bedfordshire, Luton and Milton Keynes Health and Care Partnership

Tasks & Milestones

Overall Tasks & Milestones Status

GREEN

Reason for Overall Tasks & Milestones Status

On track

Title	Key Milestone?	Status	Start Date	End ...
Agree a single integrated reporting mechanism and timescales,	Yes	GREEN		30/11/2024
Final sign off at Place Board.	Yes	GREEN		30/11/2024
Develop strategic milestones and metrics that support delivery and gain maturity.	Yes	GREEN		31/10/2024

Risks

Overall Risks Status

TBC

Reason for Overall Risk Status

Risks and issues to be defined

Issues


Overall Issues Status

TBC

Reason for Overall Issues Status

Risks and issues to be defined

Date of Highlight Report

12/02/2025  ✕

Project Code

PR000181

Project Name

CB - Mental Health – LD and Autism

Project Team

Central Bedfordshire

Project Aim

Working with the MH Collaborative and improving the secondary care interface for all ages. Improving health checks; developing a modernised response and improving outcomes for dementia



Governance & Responsible Group

Central Bedfordshire Joint Leadership Group

Geographical Footprint

Central Bedfordshire

Project Team Members

Name	Role
 Kaysie Conroy	Programme Manager
 Danny Karystinos	Programme Manager
 Balraj Singhrai	Project Manager

Project Status

Overall Project Status

GREEN

Reason for Overall Project Status

On track in pre-planning phase

Project Maturity

1.0 - Pre-Planning

Progress Update

Progress made in Previous Period

Dementia Diagnosis:

- Deep-dive data analysis completed and findings presented to the CB Joint Leadership Group
- Key recommendations are being compiled into an action plan via the dedicated CB Dementia Task & Finish Group, to include workforce development and communications & engagement
- A 'quality improvement' pilot project is underway in primary care settings. It has adapted the care-home focused DiADeM tool and the Wessex assessment tool to apply to local patients, in collaboration with ELFT

Physical Health:

There is development of a physical health risk stratification tool to avoid readmissions to acute hospitals. This is being developed and co-produced with three service users and carers from CB and focus groups are being arranged

Progress to be made in Next Period

- Dementia Diagnosis action plan to be presented to DOG (Dementia Operational Group) and BLMK Strategic Dementia Group for agreement
- Continue to support the implementation of the pilot project looking at early Dementia diagnosis in primary care
- Develop CB place priorities 2025/26, to include Dementia Diagnosis, LD Annual Health Checks, SMI Physical Health Checks

Tasks & Milestones

Overall Tasks & Milestones Status

AMBER

Reason for Overall Tasks & Milestones Status

The rating reflects a balance between the pre-planning, implementation and delivery stages of the various components covered by this portfolio

Title	Key Milestone?	St...	Start Date	End ...
Dementia Diagnosis action plan to be presented to DOG (Dementia Operational Group) and BLMK Strategic Dementia Group for agreement	Yes	AMBER	10/02/2025	30/04/2025
Develop CB place priorities 2025/26, to include Dementia Diagnosis, LD Annual Health Checks, SMI Physical Health Checks	Yes	AMBER	10/02/2025	30/04/2025

Risks

Overall Risks Status

TBC

Reason for Overall Risk Status

Risks will be identified and be advised by the specific actions that are developed for the various elements covered within this portfolio

Issues

Overall Issues Status

TBC

Reason for Overall Issues Status

Specific issues pertaining to the various elements of this portfolio will be identified as the actions are developed for implementation

BLMK ICS Portfolio Report

L - Integrated same day and urgent same day care services

Bedfordshire & Milton Keynes Footprint, Place Priority & System Transformation Team (STT)



Bedfordshire, Luton and Milton Keynes Health and Care Partnership

Date of Highlight Report

12/02/2025

Project Code

PR000169

Project Name

L - Integrated same day and urgent same day care services

Project Team

Luton

Project Aim

To develop a streamlined, integrated same day and urgent primary care service for the residents of Luton. In addition to this, the project aims to ensure the offers are readily accessible for the population, with an appropriate and strengthened focus on priority cohorts to address inequalities.

Governance & Responsible Group

Primary Care Delivery Group

Geographical Footprint

Luton

Project Team Members

Name	Role
 Faith Haslam	Programme Manager
 Nicky Poulain	Senior Responsible Owner (Read Only)

BLMK ICS Portfolio Report

L - Integrated same day and urgent same day care services

Bedfordshire & Milton Keynes Footprint, Place Priority & System Transformation Team (STT)



Bedfordshire, Luton and Milton Keynes Health and Care Partnership

Project Status

Overall Project Status

GREEN

Reason for Overall Project Status

On track

Project Maturity

4.0 - Delivery

Progress Update

Progress made in Previous Period

Luton Place are working with the Primary Care Core team to support practices and PCNs to ensure the consistent delivery of same day primary care. This includes working with NHS111 and GP OoH's provider and practices to reduce variation in use of the IUC offer, and continuing to develop and integrate IUC services with the urgent community offer.

Progress to be made in Next Period

- Continue resident & stakeholder engagement to explain the 24/7 primary care offer.
- Work with Practices and PCNs to support consistent delivery of same day primary care
- Work with NHS111 and GP OoH's provider and practices to reduce variation in use of the IUC offer
- Continue to develop and integrate IUC services with the urgent community offer

Tasks & Milestones

Overall Tasks & Milestones Status

GREEN

Reason for Overall Tasks & Milestones Status

On track

BLMK ICS Portfolio Report

L - Integrated same day and urgent same day care services

Bedfordshire & Milton Keynes Footprint, Place Priority & System Transformation Team (STT)



Tasks & Milestones

Title	Key Milestone?	Status	Start Date	End Date
All practices across Luton delivering Modern General Practice	Yes	GREEN		31/03/2025
All practices understand their residents use of NHS111 and GP OoH's service and are using that information to change behaviour	Yes	GREEN		31/03/2025
Integration plan in place	Yes	GREEN		31/03/2025
Practices working collaboratively with IUC provider	Yes	GREEN		31/03/2025
Targeted and inclusive resident engagement events scheduled for 2024-25	Yes	GREEN		31/03/2025

Risks

Overall Risks Status	TBC
Reason for Overall Risk Status	Risks and issues to be defined

Issues

Overall Issues Status	TBC
Reason for Overall Issues Status	Risks and issues to be defined

Date of Highlight Report

12/02/2025

Project Code

PR000172

Project Name

L - Early intervention, Prevention, and Partnerships

Project Team

Luton

Project Aim

Cancer

- Increase in early diagnosis & 1 year survival rate

Learning disability and autism

- Decrease inpatient cohort against trajectory

Vaccinations

- increased uptake in cohorts

Mental Health

- Number of Luton residents accessing CMHT teams



Governance & Responsible Group

Prevention in Primary Care Connectivity Group

Geographical Footprint

Luton

Project Team Members

Name	Role
 Faith Haslam	Programme Manager
 Nicky Poulain	Senior Responsible Owner (Read Only)

Project Status

Overall Project Status

GREEN

Reason for Overall Project Status

On track

Project Maturity

4.0 - Delivery

Progress Update

Progress made in Previous Period

Luton Place is currently taking part in an improvement programme funded by the NHSE Access & Inequalities programme. This focuses on increasing uptake of vaccinations in hard to reach groups. We are working with the National Centre for Social Marketing to understand the barriers to accessing vaccinations for specific population groups, and working with Public Health to deliver a targeted programme.

Continued delivery of Improving Cancer Outcomes Project to address: 1) Cancer Prevention & Early Detection 2) Prevention and early detection 3) Addressing inequalities and survival rates

Continued delivery of Improving Cancer Outcomes Project to address: 1) Cancer Prevention & Early Detection 2) Prevention and early detection 3) Addressing

Progress to be made in Next Period

- BLMK ICB have been selected to receive funding by NHSE to work with iPlato on the NHS Digital Weight Management Programme, a tier 2 online programme for patients with a suitable body mass index (BMI) & associated comorbidities. We have historically low uptake of this programme in BLMK & especially Luton, perhaps due to competing Tier 2 services causing some confusion amongst referring clinicians. iPlato will support practices to identify eligible patients to invite for referrals, and work with our community leaders to develop videos that can be embedded in the invite text messages. We hope to see a surge in referrals into the programme with this work.
- Continue to work with NHSE & local practices to improve uptake of childhood vaccinations including MMR which has low rates within Luton.
- Continued delivery of Improving Cancer Outcomes Project to address: 1) Cancer Prevention & Early Detection 2) Prevention and early detection 3) Addressing inequalities and survival rates
- Continued delivery of Improving Cancer Outcomes Project to address: 1) Cancer Prevention & Early Detection 2) Prevention and early detection 3) Addressing inequalities and survival rates
- Continue the IHI LAN project which works to improve case finding and support of patients with hypertension.

Tasks & Milestones

Overall Tasks & Milestones Status

GREEN

Reason for Overall Tasks & Milestones Status

On track

Title	Key Milestone?	Status	Start Date	End ...
Improved early diagnosis of cancer in Luton through improved primary care interventions in targeted case finding	Yes	GREEN		31/03/2025
Improved early diagnosis of cancer in Luton through improved primary care interventions in targeted case finding	Yes	GREEN		31/03/2025

Risks

Overall Risks Status

TBC

Reason for Overall Risk Status

Risks and issues to be defined

Issues

Overall Issues Status

TBC

Reason for Overall Issues Status

Risks and issues to be defined

BLMK ICS Portfolio Report

L - Personalised care, people with complex needs and co-morbidities

Bedfordshire & Milton Keynes Footprint, Place Priority & System Transformation Team (STT)



Date of Highlight Report

12/02/2025

Project Code

PR000182

Project Name

L - Personalised care, people with complex needs and co-morbidities

Project Team

Luton

Project Aim

Long Term Conditions - early intervention and proactive care to prevent escalation of diagnosable conditions e.g. diabetes, CVD and respiratory diseases

Personalised Care plans - ensuring people with complexity and LTC have prompt access to help manage exacerbations effectively



Governance & Responsible Group

Luton Place Board

Geographical Footprint

Luton

Project Team Members

Name	Role
 Faith Haslam	Programme Manager
 Kamini Patel	Project Manager

Project Status

Overall Project Status

GREEN

Reason for Overall Project Status

On track

Project Maturity

4.0 - Delivery

Progress Update

Progress made in Previous Period

Luton Place is taking part in the Institute for Healthcare Improvement's Learning Action Network (LAN), which will focus on improving outcomes for specific populations living with hypertension. This is an eighteen month quality improvement programme with clinical support from primary and secondary care teams.

Luton continues to show great progress in smoking cessation, with an in house smoking cessation service available to all inpatients and maternity patients at Luton hospital.

The National Diabetes Prevention Programme is ongoing.

Progress to be made in Next Period

- Early intervention and proactive care to prevent escalation of diagnosable conditions e.g. diabetes, CVD and respiratory diseases
- Continued support for people with long term conditions to take control of their own health and wellbeing (self-management)
- To co-design and deliver a model of care for the population of Luton who are frail and/or have complex needs, ensuring that this aligned to the Luton priorities and strategies

Tasks & Milestones

Overall Tasks & Milestones Status

GREEN

Reason for Overall Tasks & Milestones Status

On track

Title	Key ...	Status	End Date
A co-designed model of care delivered for the population of Luton who are frail and/or have complex needs, ensuring that this aligned to the Luton priorities and strategies	Yes	GREEN	31/03/2025
Improving optimisation and management of Asthma	Yes	GREEN	31/03/2025
Improving optimisation and management of CVD and Hypertension	Yes	GREEN	31/03/2025
Improving optimisation and management of Diabetes	Yes	GREEN	31/03/2025

Risks

Overall Risks Status

TBC

Reason for Overall Risk Status

Risks and issues to be defined

Issues

Overall Issues Status

TBC

Reason for Overall Issues Status

Risks and issues to be defined

Date of Highlight Report

12/02/2025

Project Code

PR000197

Project Name

L - People and communities' resilience

Project Team

Luton

Project Aim

To deliver and support neighbourhood resilience to empower people and communities to build resilience and a sense of control to manage their own health and wellbeing

Governance & Responsible Group

Luton Integrated Neighbourhood Collaborative

Geographical Footprint

Luton

Project Team Members

Name	Role
 Faith Haslam	Programme Manager
 Cerys Gravener	Project Manager (Read Only)
 Rehan Tariq	Project Manager (Read Only)
 Nicky Poulain	Senior Responsible Owner (Read Only)

Project Status

Overall Project Status

GREEN

Reason for Overall Project Status

On track

Project Maturity

4.0 - Delivery

Progress Update

Progress made in Previous Period

Supporting neighbourhood resilience through a Luton Integrated Neighbourhood Collaborative (LINC), aligned to the Fuller recommendations.

This is now a well established group with system buy in, including primary care, adult social care and the VCSE.

The Place Team are managing three cornerstone projects –

-MDT Functions and approach

-High intensity users (HIU)

-Professional Networks

Progress to be made in Next Period

- Develop ways of working with the Luton Council Social Justice Unit, building on their work with communities - key to success for this project.
- Support neighbourhood resilience through a Luton Integrated Neighbourhood Collaborative, aligned to the Fuller recommendations.
- The cornerstone projects are supported by our work with our social prescribing teams, and place based personalised care project which focuses on reducing loneliness for vulnerable residents.
- Continue to work in partnership with system colleagues including VSCE organisations to establish a holistic and preventative health and care approach for the agreed 5 neighbourhoods

Tasks & Milestones

Overall Tasks & Milestones Status

GREEN

Reason for Overall Tasks & Milestones Status

On track

Title	Key Milestone?	Status	Start Date	End Date
A standardised BLMK HIU service specification agreed - Jun 2025	Yes	GREEN		30/06/2025
HIU service based on PHM findings to LINC agreed, neighbourhood has been piloted, with outcomes informing roll out across further neighbourhoods - Jun 2025	Yes	GREEN		30/06/2025

Risks

Overall Risks Status

TBC

Reason for Overall Risk Status

Risks and issues to be defined

Issues

Overall Issues Status

TBC

Reason for Overall Issues Status

Risks and issues to be defined

Date of Highlight Report

12/02/2025  x

Project Code

PR000170

Project Name

MK - Improving System Flow

Project Team

MK Deal Priority. MKUH/MKCC Lead

Project Aim

Transforming Urgent & Emergency Care services with MK providers working together to reshape demand, and the delivery of care.



Governance & Responsible Group

Improving System Flow Steering Group reporting into JLT

Geographical Footprint

Milton Keynes

Project Team Members

Name	Role
 Claire Brisland	Programme Manager
 Rebecca Green	Programme Manager (Read Only)

Project Status

Overall Project Status

GREEN

Reason for Overall Project Status

The project is progressing, with all key aspects on track.

Project Maturity

4.0 - Delivery

Progress Update

Progress made in Previous Period

- Sign off the ISF section of the MK UEC Programme Plan - ISF Steering Group. - Complete
- Continue to develop the DPIA for the High Frequency Users of services in Milton Keynes project. Feedback has been received from BLMK ICS IG Forum. - Complete
- Engagement with HIU commissioned service to discuss coordination of the High User project. - Initiated.
- Athena dashboard for ISF Metrics to be finalised and presented to the ISF core group and ISF steering group for sign off. Access to be sought for ISF members. - Continue.
- Initial P1 performance meeting has been scheduled - to discuss success / outcome / performance measures. Complete.
- Continue mobilisation of care home pilot. Implementing Consultant connect in UCR team as part of the pilot. Buy in from the linked GPs. - Complete
- ISF members to feed comments into the dying well report. Identify projects that ISF can lead on or contribute to. - Initiated.
- Falls Strategy implementation to commence through the working group. - Initiated.
- VCSE Role Interviews are scheduled for the end of November 2024. - Completed.
- First Healthwatch IDH patient engagement data available. Actions identified and being progressed.

Progress to be made in Next Period

- The Falls Working Group will continue to meet fortnightly during Phase 1 of the strategy implementation. Phase 1 of the Falls Strategy implementation is set to go live on 1st April 2025.
- HIU Data collection to be identified. To demonstrate clear engagement with the identified cohort of patients through the Athena Dashboard.
- Memorandums of Understanding (MOUs) for S1 access have been circulated to Clinical Directors for their signatures.
- The High Intensity Users project will commence in March 2025.
- Feedback from the Improving system flow winter 2024/25 period is being collated to share with the BLMK ICB Urgent and Emergency Care Team.
- ISF representation at the systemwide winter review workshop.
- An initial review of the Care Home Conveyance Pilot is scheduled to take place - Apr / May.
- Options for extension of the care home conveyance pilot to be considered once the review has been completed.
- Next steps for the redesign of P2 will be identified.
- The BCF Review is ongoing, with sign-off from the Improving System Flow Steering Group once complete.
- Metrics to be identified for the BCF submission.

Tasks & Milestones

Overall Tasks & Milestones Status

GREEN

Reason for Overall Tasks & Milestones Status

The project is currently on track, with all tasks and milestones progressing as planned.

Title	Key Milestone?	Status	Start Date	End ...
High Intensity Users Go Live	Yes	GREEN		01/04/2025
Phase 1 of Milton Keynes Falls Strategy Implementation.	Yes	GREEN		01/04/2025
P1 Implementation	Yes	GREEN		31/03/2025
Completed PCN and P3 MOUs received by the ICB.	Yes	GREEN		17/03/2025
High Intensity Users Data collection to be identified working with the provider to report monthly to Improving System Flow.	Yes	GREEN		28/02/2025
ISF Metrics reported through an Athena Dashboard.	Yes	COMPLETED		28/02/2025
Recruitment of VCSE coordinator for the Integrated discharge hub.	Yes	COMPLETED		13/01/2025
Completion of DPIA for HIU Project.	Yes	COMPLETED		23/12/2024

Risks

Overall Risks Status

GREEN

Reason for Overall Risk Status

No risks currently identified.

Issues

Overall Issues Status

GREEN

Reason for Overall Issues Status

No issues currently identified.

Date of Highlight Report

12/02/2025

Project Code

PR000175

Project Name

MK - Tackling Obesity

Project Team

MK Deal - SRO's: MK Public Health and Primary Care

Project Aim

The Tackling Obesity (MK deal) is focused on helping people lose weight and maintain a healthy weight through easily accessible weight management programmes, use of technology, pharmacological therapies, and education/prevention work.

Anticipated Benefits

- Increase awareness of the local and national weight management services available.
- Increase confidence within front-line professionals about having a conversation about excess weight.
- Increase referrals into local and national weight management services.
- Increased access to healthy food across MK, including while using health services.
- Improvements to the environment in MK to make it easier for people to maintain a healthy weight.
- Over time, a reduction in the proportion of people aged over 18 with BMIs over 25.
- Over time, a reduction in the proportion of Reception and Year 6 who are overweight or obese.

Governance & Responsible Group

Tackling Obesity Steering Group reporting into JLT

Geographical Footprint

Milton Keynes

Project Team Members

Name	Role
 Sandra Vanreyk	Programme Manager
 Tom May	Project Manager
 Zoe Durman	Project Manager

Project Status

Overall Project Status

GREEN

Reason for Overall Project Status

Milestones on track

Project Maturity

3.0 - Implementation

Progress Update

Progress made in Previous Period

Pilot of Tier 2 plus Weight Management service for CYP stakeholder group established and procurement of provider completed in Feb 2025.

Proposal for healthy retail, staff and visitor food outlets agreed with MKUH Executive Board

Progress to be made in Next Period

Key area of focus:

1. Mobilisation of Tier 2 Plus Children and Young People Pilot
 2. Healthier Weight Declaration - Implementation of best practice (Govt buying standards) for food
 3. Activate Programme - Recruitment of core group into app design
 4. Work with GP Practices to identify people living with excess weight and providing proactive support/awareness of local services via text and/or NHS app
 5. Develop plan following recommendations outlined in Y1 2028 review
- See below for detail on milestones

Tasks & Milestones

Overall Tasks & Milestones Status

GREEN

Reason for Overall Tasks & Milestones Status

All on track

Tasks & Milestones

Title	Key Milestone?	Status	Start Date	End Date
Children and Young People Tier 2 Plus Pilot - Go Live (18- month pilot)	Yes	GREEN		29/01/2027
Year 1 MK2028 Review - Develop and implement a plan based on recommendations (phased approach)	Yes	GREEN		30/01/2026
Healthier Weight Declaration - Progress update on phased implementation for best practice food outlets in MKUH	Yes	GREEN		31/07/2025
Activate (digital wearables) Programme - Commence recruitment for focus group to input into the app design	Yes	GREEN		30/05/2025
Children and Young People Tier 2 Plus Pilot - Mobilisation of service including training and onboarding	Yes	GREEN		30/05/2025
Integrated behaviour change service - Develop comms plan for Primary Care	Yes	GREEN		30/05/2025
Children and Young People Tier 2 Plus Pilot - Contract award with financial envelope and KPIs	Yes	GREEN		28/03/2025
Children and Young People Tier 2 Plus Pilot -Completion of procurement and stand still period	Yes	GREEN		28/02/2025
Contract arrangements formalised with Loughborough University to undertake development of app	Yes	COMPLETED		30/01/2025
Tier 2 plus pathway and service design for Children and Young people.	Yes	COMPLETED		09/12/2024
Funding endorsed for Tier 2 Plus Pilot for Children and Young people	Yes	COMPLETED		23/05/2024

Risks

Overall Risks Status

GREEN

Reason for Overall Risk Status

No current risks identified – dedicated paediatric clinical psychologist and family support worker identified for Tier2 + model

Issues

Overall Issues Status

GREEN

Reason for Overall Issues Status

Mitigating actions in place to ensure that the timelines for Tier 2+ mobilisation are kept on track.

Date of Highlight Report	12/02/2025
Project Code	PR000184
Project Name	MK - Children & Young People's Mental Health
Project Team	MK Deal - SRO's: CNWL and MKCC
Project Aim	Children and young people's mental health is a partnership responsibility and as such the MK Health and Care Partnership aim to improve prevention and early help and in care of complex and vulnerable young people
Governance & Responsible Group	CYP MH Steering Group reporting into JLT

Geographical Footprint

Milton Keynes

Name	Role
 Rebecca Green	Programme Manager (Read Only)
 Tom May	Project Manager
 Zoe Durman	Project Manager

Project Status

Overall Project Status	GREEN
Reason for Overall Project Status	Projects on track for delivery.
Project Maturity	2.0 - Initiation

Progress Update

Progress made in Previous Period

Partnership lead for CYPMH has been appointed and commenced employment on 25/11/2024.

Wellbeing Service, which was piloted through 2024, has informed the tender for continuation of this provision.

Exploring options to extend the Wellbeing Service pilot to provide support whilst the tendering process takes place.

Wellbeing service specification has been completed and is currently out to tender.

Progress to be made in Next Period

Refresh mapping exercise across MK to incorporate VCSE & MKCC Mental Health provision.

Development of workstreams to develop a SPA (single point of access) with both a digital and clinical triage element, to create a more community-based offer and reduce inappropriate referrals into CAHMS.

Develop the system to embed the principles of the i-Thrive framework:- Common language, Needs Led, Shared Decision Making, Proactive prevention and promotion, partnership working, outcome informed, reduce stigma, accessibility.

Project Status

Overall Project Status

GREEN

Reason for Overall Project Status

Projects on track for delivery.

Project Maturity

2.0 - Initiation

Tasks & Milestones

Overall Tasks & Milestones Status

GREEN

Reason for Overall Tasks & Milestones Status

Milestones on track for delivery

Title	Key Milestone?	Status	Start Date	End Date
SPA - Go Live	Yes	GREEN		27/02/2026
SPA – Soft launch/trial	Yes	GREEN		15/12/2025
SPA – engagement and mobilisation	Yes	GREEN		30/09/2025
Wellbeing Service (Getting Help) contract go live	Yes	GREEN		25/07/2025
Single Point of Access– Scoping and design.	Yes	GREEN		30/08/2025
Wellbeing Service (Getting Help) contract mobilisation	Yes	GREEN		25/08/2025
Wellbeing Service (Getting Help) contract awarded	Yes	GREEN		25/04/2025

Risks

Overall Risks Status

GREEN

Reason for Overall Risk Status

There are no significant risks to delivery.

Risk Name	Key Risk?	Residual Likeliho...
System capacity. Lack of financial resource. Reputational risk from being behind in progress due to capacity in the system to dedicate what is needed.	Yes	4

Issues

Overall Issues Status

GREEN

Reason for Overall Issues Status

No issues identified.

Date of Highlight Report

12/02/2025

Project Code

PR000200

Project Name

MK - Bletchley Pathfinder (Project 1-3)

Project Team

MK Deal - SRO MKCC

Project Aim

To progress two of the Fuller recommendations in Bletchley (1) Proactive & Personalised Care, and (2) Prevention using a 2-staged approach to delivering the projects that will achieve the desired outcomes:

Project 1 - Create 'Team Bletchley'

Project 2 - Develop neighbourhood ways of working

Project 3 - Implement a neighbourhood conferencing/problem solving model

Governance & Responsible Group

Bletchley Pathfinder Delivery Board reporting into JLT

Geographical Footprint

Milton Keynes

Project Team Members

Name	Role
 Sandra Vanreyk	Programme Manager
 Rebecca Green	Programme Manager (Read Only)
 Tom May	Project Manager
 Zoe Durman	Project Manager

Project Status

Overall Project Status

GREEN

Reason for Overall Project Status

Projects on track for delivery against timescales

Project Maturity

4.0 - Delivery

Progress Update

Progress made in Previous Period

Multi-agency approach is now embedded within three schools to improve outcomes for children and young people at risk of school exclusion or with low school attendance due to unmet health and care needs. A streamlined referral process is now in operation based on early learning and insights. In progress.

Monthly wellbeing community sessions are now embedded to promote all aspects of health and wellbeing connecting residents with a range of services, information, advice, and health checks in Bletchley. Overall 40 groups, charities and organisations have participated and approximately 230 residents have attended sessions. In progress.

Employment, training, and wellbeing event held on 28 January. This was co-designed with Public Health and BLMK Workforce Development Academy. Over 30 organizations, including anchor institutions and businesses took part, to provide residents with advice on local job opportunities, volunteering, training routes, housing, social care, and health and wellbeing. Approximately 150 Residents attended the event. Completed.

A community focused workshop was held in early February which included VCSE, Parish council members, public health, and primary care to co-design a series of future community wellbeing sessions in Bletchley which will focus on health promotion and enhancing community connections. Completed.

Progress Update

Progress to be made in Next Period

Multi-agency approach to improve outcomes for children and young people at risk of school exclusion or with low school attendance due to unmet health and care needs to be rolled out to all schools in Bletchley.

Planning to commence a multi-agency approach for substance misuse, which will focus on specific cohorts of patients utilising a data driven approach.

Analysing feedback from the Employment, training, and wellbeing event held in January to assist in planning future focused events within another neighbourhood in Milton Keynes.

Workshop feedback to inform themed monthly wellbeing events in the south neighbourhood and ongoing collaboration with system colleagues and VSCE organisations to enhance the wellbeing session offers, embedding a holistic and preventative neighbourhood approach.

Feedback from the community workshop to used to plan themed monthly wellbeing events in Bletchley to enhance the wellbeing session offers, embedding a holistic and preventative neighbourhood approach.

Tasks & Milestones

Overall Tasks & Milestones Status

GREEN

Reason for Overall Tasks & Milestones Status

Projects on track for delivery.

Tasks & Milestones

Title	Key Milestone?	Status	Start Date	End ...
Design monthly themed wellbeing community events	Yes	GREEN		30/09/2025
Roll out multi- agency approach offer to all schools in Bletchley (Phase 1)	Yes	GREEN		07/07/2025
Design substance misuse model (Phase2)	Yes	GREEN		30/05/2025
Recruitment of Children and Young Persons Mentor (Phase1)	Yes	COMPLETED		20/12/2024
Recruitment of school's co-ordinator (Phase 1)	Yes	COMPLETED		09/09/2024
Locations secured to hold community wellbeing sessions.	Yes	COMPLETED		02/09/2024

Risks

Overall Risks Status

GREEN

Reason for Overall Risk Status

No risks currently identified.

Issues


Overall Issues Status

GREEN

Reason for Overall Issues Status

No issues currently identified.

Date of Highlight Report

12/02/2025  ✕

Project Code

PR000276

Project Name

MK - Bletchley Pathfinder (Project 4-6)

Project Team

MK Deal - SRO: MKCC

Project Aim

To progress two of the Fuller recommendations in Bletchley (1) Proactive & Personalised Care, and (2) Prevention using a 2-staged approach to delivering the projects that will achieve the desired outcomes:

Project 4 – Develop a Bletchley health coach model

Project 5 – Seed fund social and support groups

Project 6- Test Programmes aimed at helping families eat well

Governance & Responsible Group

Bletchley Pathfinder Delivery Board reporting into JLT

Geographical Footprint

Milton Keynes

Project Team Members

Name	Role
 Sandra Vanreyk	Programme Manager
 Rebecca Green	Programme Manager (Read Only)
 Zoe Durman	Project Manager
 Tom May	Project Manager

Project Status

Overall Project Status

GREEN

Reason for Overall Project Status

Projects on track for delivery

Project Maturity

4.0 - Delivery

Progress Update

Progress made in Previous Period

1. Reviewed progress and lessons learned from the Bletchley Health Coach workstream. Due to the approaches not being successful agreed not to progress this workstream further.
2. Bletchley Clubs funding has been accessed by over 36 organisations / groups, with over 7,600 attendances (estimated 1,200 residents). Budget allocation on track, with nearly 100% of the budget allocated by the 31 Jan 2025.
3. 5 schools and 2 Family Centres are delivering Eat Well initiatives ranging from fruit snack trolley, school F&V stalls, and cooking sessions.
4. Following success of pilots, MK Food Bank is exploring options for expanding pilots into all Food Bank Top Up Shops in MK.
5. We have piloted a F&V voucher offer for new mums, with vouchers given out by the 0-19 Health Visiting team (CNLW).

Progress to be made in Next Period

1. Complete allocation of Bletchley Clubs Funding, continue the Clubs Panel meetings to review funding applications
2. Review attendance and reach of Bletchley Clubs for reporting and evaluation.
3. Visit each of the settings delivering Eat Well Bletchley initiatives to collect insights to inform evaluation.
4. Develop an evaluation report for Eat Well Bletchley with recommendations of what hasn't worked, and what could be expanded beyond Bletchley

Tasks & Milestones

Overall Tasks & Milestones Status

GREEN

Reason for Overall Tasks & Milestones Status

Milestones on track for delivery.

Title	Key Milestone?	Status	Start Date	End Date
Allocate £150k of Clubs funding by Mar 25; reach at least 6,500 contacts	Yes	GREEN		31/03/2025
Evaluation of workstreams 4-6 completed with recommendations and learning	Yes	GREEN		28/03/2025
Test approaches to Helping Families Eat Well – including food bank, schools, Family Centres, cooking.	Yes	GREEN		28/03/2025
Allocate £100k of Clubs funding by Dec 24; reach at least 6,000 contacts	Yes	GREEN		31/12/2024
Engage professionals in the Health Coach approach	Yes	RED		31/10/2024
Review effectiveness of Health Coach Model – community based	Yes	COMPLETED		31/10/2024
Generate referrals into the Stop Smoking Service through Health Coach Model	Yes	RED		28/08/2024
Engage community / local businesses in Health Coach Model	Yes	COMPLETED		24/08/2024

Risks

Overall Risks Status

GREEN

Reason for Overall Risk Status

Projects mostly on track to meet key milestones. Where projects are not on-track we have learned lessons and taken steps to stop doing things that aren't working.

Risk Name	Key Risk?	Residual Likelihood ...
Overspend on Bletchley Clubs Budget.	Yes	1
Reputational risk of initiatives, e.g. Eat Well projects in schools and family centres, not being sustainable beyond the Bletchley Pathfinder.	Yes	6

Issues

Overall Issues Status

AMBER

Reason for Overall Issues Status

One of the three workstreams has not delivered on the planned outcomes. However, the Pathfinder is an opportunity to test different approaches, and this learning is important to identify what works and what doesn't.

Issue Name	Key Issue?	Proximity & Impact
Approaches tested in workstream 4 (Health Coach Model) not delivering the planned outcomes	Yes	6

BLMK ICS Portfolio Report

Primary Care Access Including Integrated Access Programme

Bedfordshire & Milton Keynes Footprint, Place Priority & System Transformation Team (STT)



Bedfordshire, Luton and Milton Keynes Health and Care Partnership

Date of Highlight Report

12/02/2025

Project Code

PR000150

Project Name

Primary Care Access Including Integrated Access Programme

Project Team

Primary Care, STT

Project Aim

Patients and carers experience a responsive and accessible primary care service, delivered by those best able to understand – and meet – the health and wellbeing needs of the local communities they are proud to serve.

Delivering the ambitions of the Fuller Stocktake (May 2022) and the Delivery Plan for Recovering Access to Primary Care (May 2023).

Governance & Responsible Group



Primary Care Delivery Group reporting to Primary Care Commissioning & Assurance Committee

See file "Governance" and "Collaboration and Connectivity" in the 'Governance' Folder.

Geographical Footprint

BLMK System

Project Team Members

Name	Role
 Gina Manning	Programme Manager
 Nicky Poulain	Senior Responsible Owner (Read Only)
 Amanda Flower	Senior Responsible Owner (Read Only)
 Sara Burford	Transformation Manager
 Lucy Robertson	Transformation Manager
 Duncan McConville	STT Senior Lead
 Janine Norman	STT Team Member
 Layla Vardy	STT Team Member

BLMK ICS Portfolio Report

Primary Care Access Including Integrated Access Programme

Bedfordshire & Milton Keynes Footprint, Place Priority & System Transformation Team (STT)



Bedfordshire, Luton and Milton Keynes Health and Care Partnership

Project Status

Overall Project Status

GREEN

Reason for Overall Project Status

On track

Project Maturity

3.0 - Implementation

Progress Update

Progress made in Previous Period

- The BLMK Primary Care Transformation Plan to deliver the national strategy has been signed off by the Primary Care Commissioning & Assurance Committee
- The ICB has submitted its plan to NHSE for general practice development and transformation in 25/26
- The Primary Care Practice Visit Programme continues with most practices having had at least 1 face to face practice support visit
- More than 70% of practices have launched modern general practice access models (total triage)
- Continued development and integration of Pharmacy First

Progress to be made in Next Period

Continue to focus on driving up utilisation of the NHS App for primary care.

Continue to support practices to deliver a modern access model (residents know on the day they contact their practice how their request will be managed).

Continue to refine the practice transformation and support offer for 25/26.

Arranged visits to all urgent primary care services (UTC, WiC and UGPC) to support service developments and transformation – and integration.

Draft/submit operational plan response.

BLMK ICS Portfolio Report

Primary Care Access Including Integrated Access Programme

Bedfordshire & Milton Keynes Footprint, Place Priority & System Transformation Team (STT)



Tasks & Milestones

Overall Tasks & Milestones Status

GREEN

Reason for Overall Tasks & Milestones Status

On track

Title	Key Milestone?	Status	Start Date	End Date
Primary Care Commissioning and Assurance Committee approve SOC recommendations for Luton Urgent Treatment Centre and Putnoe Walk in Centre	Yes	GREEN		21/03/2025
Implementation of the Delivery Plan for Recovering Access to Primary Care	Yes	GREEN		31/03/2025
Briefing at ICB Board Seminar	Yes	GREEN	19/07/2025	19/07/2025
Primary Care Assurance Committee approve SOC recommendations for Integrated Urgent Care	Yes	GREEN		16/08/2025

Risks

Overall Risks Status

AMBER

Reason for Overall Risk Status

Risks to be reviewed following controls and mitigations

Risk Name	Key Risk?	Residual Likelihood ...
General practice workforce, estates and capacity to meet growing demand	Yes	4
Lower than expected uptake of the NHS App in BLMK	Yes	4

Issues

Overall Issues Status

TBC

Reason for Overall Issues Status

No issues identified

BLMK ICS Portfolio Report

Musculoskeletal (MSK)

Bedfordshire & Milton Keynes Footprint, Place Priority & System Transformation Team (STT)



Bedfordshire, Luton and Milton Keynes Health and Care Partnership

Date of Highlight Report

12/02/2025

Project Code

PR000006

Project Name

Musculoskeletal (MSK)

Project Team

STT

Project Aim

BLMK has a top performing integrated Community MSK and chronic pain service, which equitably supports the 'whole person' to get early support, self-management advice and care they need to live well

Governance & Responsible Group

MSK Programme Board (with Exec Lead & Exec SRO), and 3 sub-groups: 1. Technical Sub-Group 2. Clinical & Quality Sub-Group 3. Population Needs Sub-Group

Geographical Footprint

BLMK System

Project Team Members

Name	Role		
Linus Onah	Clinical Lead (Read Only)	Ros Clarke	Procurement
Anne Brierley	Clinical Lead (Read Only)	Gamma Prasad	Procurement
Kathryn Moody	Contracting Lead (Read Only)	Duncan McConville	STT Senior Lead
Tara Dear	Programme Manager	Angela Reynolds	STT Team Member
Layla Vardy	Project Manager	Samita Dass	STT Team Member
Sian Pither	Project Manager	Michael Ramsden	Commissioning Lead (Read Only)
Maria Wogan	Senior Responsible Owner		
Nikki Barnes	Subject Matter Expert (Read Only)		
Vickie Place	Transformation Manager		
Janine Norman	Transformation Support Manager		
Denise Faehndrich	Transformation Coordinator		

Project Status

Overall Project Status

GREEN

Reason for Overall Project Status

On track

Project Maturity

3.0 - Implementation

Progress Update

Progress made in Previous Period

Decision to publish Invitation To Tender (ITT) made at extended Finance and Investment Committee in September 2024.

ITT published on tender portals in October 2024 with deadline for submissions in December 2024. Compliant bids have been received and the ITT evaluation and moderation phase has started. The evaluators include BLMK residents.

Progress to be made in Next Period

Completion of the evaluation and moderation phase.

Decision to award contract due to be made at ICB Board in April 2025.

Tasks & Milestones

Overall Tasks & Milestones Status

GREEN

Reason for Overall Tasks & Milestones Status

On track

Tasks & Milestones

Title	Key Milestone?	Status	Start Date	End Date
▼ MSK Programme		GREEN	01/04/2023	01/10/2025
▼ F. Mobilisation and Go Live		GREEN	13/03/2025	30/04/2026
Service Commencement	Yes	RED		01/11/2025
Mobilisation period	Yes	GREEN	13/03/2025	31/10/2025
E. Procurement Phase	Yes	GREEN	01/05/2024	17/04/2025

Risks

Overall Risks Status

AMBER

Reason for Overall Risk Status

Risk of delay to the contract award or mobilisation due to representation which may impact on the go live date for the new service.

Issues


Overall Issues Status

GREEN

Reason for Overall Issues Status

Issues are managed or fully mitigated

Date of Highlight Report

12/02/2025  ✕

Project Code

PR000151

Project Name

Cancer Transformation

Project Team

BLMK ICB Cancer Team, STT

Project Aim

To support planning and delivery of the NHS Operating Plan, the NHS Long Term Plan ambitions for cancer and the Cancer Alliance delivery plan. BLMK ICS has established a local transformation programme to deliver the following priorities:

Operational performance and faster diagnosis
Innovation and early diagnosis
Treatment and care
Reducing inequalities and community engagement

Governance & Responsible Group

BLMK Cancer Board

Dr Rory Harvey – Clinical Lead

Dr Devy Raju – GP Clinical Lead












Dr Uzma Sarwar – GP Clinical Lead

Andrew Bland - Financial Lead

Geographical Footprint

BLMK System

Project Team Members

Name	Role
 Neve Patel	Business Intelligence Lead (Read Only)
 Beverley Husbands	Project Support
 Gill Turrel	Quality Lead (Read Only)
 Ian Reckless	Senior Responsible Owner
 Kathy Nelson	Subject Matter Expert
 Naisha Henry	Subject Matter Expert
 Helen Watt	Subject Matter Expert
 Natasha Young	STT Senior Lead
 Maria Browne	STT Team Member
 Sara Burford	STT Team Member
 Angela Reynolds	STT Team Member

Project Status

Overall Project Status

GREEN

Reason for Overall Project Status

In delivery with governance in place, supported by Cancer Board and funding to support delivery of transformation

QI score given based on sustained improvement in key areas - Faster Diagnosis, backlog reduction and early stage ambition (BLMK is now 1st in the country for early stage diagnosis overall - recognising variation at place level)

Project Maturity

4.0 - Delivery

Progress Update

Progress made in Previous Period

Performance – Pathway analyser audit reports finalised and submitted to the cancer alliance. Actions in place to support performance improvement.

System leadership - Cancer Strategy Refresh is in delivery, we have met as the cancer board and are developing plans to deliver the requirements of the health service strategy which will link closely with our updated cancer strategy once completed.

Long Term Plan – We successfully held a living with and beyond cancer stakeholder workshop to raise awareness of the support available for system partners and residents. This was well received by attendees and further events have been requested.

Progress to be made in Next Period

Delivery of operational planning Matrix for faster diagnosis and 62 day performance.

Evaluation and benefits realisation process complete.

Secondary care behaviour change project going live.

Refresh of pathway audits with subsequent recommendation reports.

Tasks & Milestones

Overall Tasks & Milestones Status

GREEN

Reason for Overall Tasks & Milestones Status

The programme is in delivery

Risks

Overall Risks Status

AMBER

Reason for Overall Risk Status

Ongoing programme risks but under regular review at each Cancer Board meeting

Issues

Overall Issues Status

TBC

Reason for Overall Issues Status

No issues identified

BLMK ICS Portfolio Report

MHLDA and Community Services provider

Selection Regime (PSR)

Bedfordshire & Milton Keynes Footprint, Place Priority & System
Transformation Team (STT)









Bedfordshire, Luton
and Milton Keynes
Health and Care Partnership

Date of Highlight Report	12/02/2025
Project Code	PR000226
Project Name	Community and Mental Health Services Transformation
Project Team	System Transformation Team
Project Aim	<p>We currently have varying levels of access and provision to Community and Mental Health Services across BLMK with significant variation in services commissioned and cost.</p> <p>Contracts are due to expire in March 2026 and alongside a decision regarding contract arrangements, there is a need to develop a case for change that sets out what our population need from these services over the next decade.</p>
Governance & Responsible Group	BLMK ICB Financial Improvement Group (FIG)
Geographical Footprint	BLMK System

Project Status

Overall Project Status	GREEN
Reason for Overall Project Status	March Board paper will set out the proposed contracting arrangements and the delivery plan for this programme. This work is on track.
Project Maturity	2.0 - Initiation

Project Team Members

Name	Role		
 Kathryn Moody	Contracting Lead (Read Only)	 Duncan McConville	Programme Manager
 Buz Dodd	Contracting Lead (Read Only)	 Anne Brierley	Senior Responsible Owner (Read Only)
 Andrew Bland	Finance Lead (Read Only)	 Ros Clarke	Subject Matter Expert (Read Only)
 Tara Dear	Programme Manager		
 Jan Wood	Programme Manager		
 Loraine Rossati	Programme Manager		

Progress Update

Progress made in Previous Period

Continue with baselining of existing provision and consideration of future scope

Developing the engagement plan including engagement with incumbent providers

Define the key gateways

Drafted the Key Lines of Enquiry for the case for change

Progress to be made in Next Period

Paper to FIC on 28th February 2025 considering PSR options for current contract arrangements and the transformation delivery plan

Establishing a Partnership Forum with key partners

Planning for Systems Insight Network on 6th May 2025

BLMK ICS Portfolio Report

MHLDA and Community Services provider Selection Regime (PSR)

Bedfordshire & Milton Keynes Footprint, Place Priority & System Transformation Team (STT)



Tasks & Milestones

Overall Tasks & Milestones Status

GREEN

Reason for Overall Tasks & Milestones Status

On track

Title	Key Milesto...	Status	Start Date	End ...
▼ Community and Mental Health Services Transformation		AMBER	20/01/2025	31/03/2027
▼ Phase 1: Case for Change	Yes		06/01/2025	30/06/2025
▼ Engagement			03/03/2025	30/05/2025
Systems Insight Network	Yes			08/05/2025
Board Paper: Community and MH Transformation Delivery Plan	Yes	GREEN	21/03/2025	21/03/2025
FIC Paper: Community and MH Contracts	Yes	GREEN	28/02/2025	28/02/2025
FIC Paper: Community and MH Transformation Delivery Plan	Yes	GREEN	28/02/2025	28/02/2025

Risks

Overall Risks Status

TBC

Reason for Overall Risk Status

Risks to be defined

Issues

Overall Issues Status

COMPLETED

Reason for Overall Issues Status

Issues have been closed and mitigated

Date of Highlight Report

12/02/2025

Project Code

PR000152

Project Name

Improving Health Equity

Project Team

System Transformation Team [STT]

Project Aim

"to listen and learn with our residents to improve health equity across BLMK over the next 3 years"

The four primary drivers to achieve this programme are by ensuring:

- Residents feel services are for them
- Residents feel they can access services they need
- Residents are involved in making improvements
- Women feel seen and heard (linking to the Women's Health Programme)

Governance & Responsible Group

To report to **Population Health Equity Forum** via:

- **Inequalities Leadership Group** in situ monthly; chaired by Sarah Stanley (SRO)
- SRO: Sarah Stanley (ICB)
- Board Champion: Lorraine Sunduza (ELFT)

Geographical Footprint

BLMK System

Project Team Members

Name	Role
 Joyce Baskerville	Improvement Manager
 Julia Robson	Programme Manager
 Sarah Stanley	Senior Responsible Owner (Read Only)
 Natasha Young	STT Senior Lead
 Omos Olunloyo	STT Team Member
 Samita Dass	STT Team Member

Project Status

Overall Project Status

AMBER

Reason for Overall Project Status

In development

Project Maturity

2.0 - Initiation

Progress Update

Progress made in Previous Period

- Paper shared at ICB Board Dec 2024 'Improving Health Equity and delivering on The Denny Review' to provide an annual update to the Board on the progress being made to deliver the recommendations of The Denny Review.
- Translation and interpretation (T&I) observational study underway and findings being formulated into final system wide Healthwatch report. This report will be used to further inform the options appraisal being developed.
- Accessible Information Standards (AIS) templates identified on Ardens software in primary care. A training plan is to be co-designed with primary care with the aim to improve use and understanding of relevant coding and flags, and apply reasonable adjustments in service delivery.
- Learning Action Networks (LANs) at Place are live
- Luton Women's Health Network gone live with Lea Vale PCN in Jan 2025. Clinical staff at Lea Vale have received training from local consultants at Bedfordshire Hospitals to support further with ring pessaries and local anesthetic use in procedures in community.

Progress to be made in Next Period

- Alignment of all health inequalities and equity work to improve programme management and visibility of work on Verto.
- T&I report to be submitted by Healthwatch and options appraisal further developed by ICB ahead of June 2025 Board. This paper will be socialised in other committees prior to June.
- Luton Women's Health Summit to take place on 27/03/25 to formally launch live networks and bring together key stakeholders. To be attended by national and regional leads.
- VCSE Strategy Group to agree direction on 'What Matters To You' initiative and explore Agecare Technologies as a solution.

Tasks & Milestones

Overall Tasks & Milestones Status

GREEN

Reason for Overall Tasks & Milestones Status

On track

Tasks & Milestones

Title	Key Milestone?	Status	Start Date	End Date
Offer of cultural competency webinars / shared learning across the system	Yes	GREEN		31/03/2025
Roll out of AIS data standards in Primary Care	Yes	AMBER		31/03/2025
VCSE plan implemented with £80k funding	Yes	AMBER		31/03/2025
Translation and Interpretation Services reviewed and options appraisal presented	Yes	GREEN		13/06/2025

Risks

Overall Risks Status

GREEN

Reason for Overall Risk Status

The scope of the programme is in development, and risk status to be reviewed following agreement with key stakeholders.

Issues

Overall Issues Status

CLOSED

Reason for Overall Issues Status

Healthwatch brief has been amended and agreed with the ICB, with clear direction and support controls in place.

Date of Highlight Report

12/02/2025

Project Code

PR000158

Project Name

Women's Health

Project Team

STT

Governance & Responsible Group

Reporting is now aligned with Health Equity Programme, feeding into Inequalities Leadership Group chaired by Sarah Stanley (SRO)

Geographical Footprint

BLMK System

Project Team Members

Name	Role
 Sarah Stanley	Senior Responsible Owner (Read Only)
 Natasha Young	STT Senior Lead
 Vickie Place	STT Team Member
 Layla Vardy	STT Team Member

Project Aim

Local aims and objectives include:

- a. Develop and mobilise Women's Health Network in Luton - acting as a proof of concept site to demonstrate benefits by December 2025 that delivers 8/8 core elements for women and girls, and those who may not identify as women though still require services.
- b. Develop and mobilise Women's Health pilots across Bedford, Central Bedfordshire and Milton Keynes [phase 2]
- c. Undertake training needs analysis across primary care and identify opportunities to upskill local workforce in women's health
- d. Establish a local Women's Health Stakeholder Forum to share best practice and identify opportunities to improve experiences across BLMK
- e. Identify clinical pathways that have opportunity to improve efficiency and reduce system waste and develop new local guidance, for example post menopausal bleed on HRT (interdependency with cancer faster diagnosis), and long acting reversible contraception (LARC) fitting for gynae purposes.
- f. Addressing the gynaecology backlog in secondary care, ensuring all women are seen in the right place, at the right time and by the right clinician based on their needs.
- g. Delivery of wider Women's Health strategy aims to address gender inequalities [interdependency with Improving Health Equity programme]

The Women's Health Strategy for England lists 10 aims for women and girls:

1. better access to services, including preventative healthcare and early intervention, and reduced unmet need for healthcare
2. improved patient experience, with care being delivered in one appointment where possible
3. improved health outcomes and reduced health inequalities
4. improved access to health information, in a range of formats, and supported patient self-management where appropriate

Project Aim

Aims for the workforce:

5. optimising the skills of multi-disciplinary teams (MDTs) through joint working and training opportunities
6. improved workforce experience and retention
7. improved communication and partnership working between primary, community and secondary care

Aims for the health and care system:

8. greater efficiency, through care delivered at the right time, in the right place, and by the right person; fewer unnecessary secondary care referrals; and collaborative commissioning to make best use of resources
9. more integration and partnership working between health system partners – NHS, local authorities, the voluntary and community sector, and patients – so that services better meet the needs of women and girls
10. better collection and use of data by commissioners and providers to understand women's health needs and improve service provision and outcomes

Project Status

Overall Project Status

AMBER

Reason for Overall Project Status

Implementation of Luton Women's Health Network complete, whilst other pilots still require contract variation processes to take place in order to move funds accordingly.

Project Maturity

2.0 - Initiation

Progress Update

Progress made in Previous Period

- Luton Women's Health Network with Lea Vale PCN gone live in January 2025
- Pilot opportunities sought with alternative providers
- Approval sought to proceed with collaborative work with pharmaceutical industry to deliver training needs

Progress to be made in Next Period

- BLMK Women's Health Summit to take place 27/03 to formally launch all network and pilots
- Implementation plans in place for all pilots and reporting agreed
- Women's Health themed Protected Learning Time (PLT) sessions scheduled for Bedfordshire and Luton primary care clinicians on 12/02

Tasks & Milestones

Overall Tasks & Milestones Status

AMBER

Reason for Overall Tasks & Milestones Status

Funding allocations are yet to all be aligned within planned timescales.

Tasks & Milestones

Title	Key Milestone?	Status	Start Date	End ...
Bedfordshire pilot with extended access implemented	Yes	RED		31/03/2025
Milton Keynes based network / pilot implemented	Yes	GREEN		31/03/2025
Allocation of Funding	Yes	AMBER		28/02/2025
Mental Health pilot implemented	Yes	AMBER		28/02/2025
Pelvic Health pilot implemented	Yes	AMBER		28/02/2025
Women's Health education sessions delivered in PLT	Yes	GREEN		28/02/2025
▼ Communications plan developed for remainder of 24/25	No			30/08/2024
Women's Health Summit to be held	Yes	GREEN		28/03/2025
Women's Health Network specification and expression of interest documents published	Yes	COMPLETED		31/05/2024

Risks

Overall Risks Status

AMBER

Reason for Overall Risk Status

Funding allocations are still yet to be aligned within planned timescales

Risk Name	Key Risk?	Residual Likelihood ...
There is a risk that non-recurrent funds will not be utilised as planned if money cannot be moved within financial year, resulting in pilots not being able to be initiated.	Yes	6

Issues

Overall Issues Status

CLOSED

Reason for Overall Issues Status

Issues closed

Date of Highlight Report

12/02/2025

Project Code

PR000149

Project Name

Mental Health Urgent & Emergency Care

Project Team

STT

Project Aim

Patients on UEC Mental Health pathways are seen and treated in the right place, at the right time by:

- Removing all delays across community, acute, mental health care settings
- Effective community based admission avoidance and crisis prevention offer

by December 2025 (18 months)

System Operating Plan target for 2024/25: Improve patient flow and work towards eliminating inappropriate out of area placements?

The overarching measure of success will be a reduction to near-zero Out-Of-Area (OOA) acute inpatient beds, as per the NHSE Operating Plan target for 2024/25.

Governance & Responsible Group

UEC Steering Group chaired by Michelle Bradley, ELFT

Geographical Footprint

BLMK System

Bedfordshire Care Alliance

Project Team Members

Name	Role
 Wendy Rowlands	Finance Lead (Read Only)
 Maria Wogan	Senior Responsible Owner (Read Only)
 Loraine Rossafi	Subject Matter Expert
 Rachel Volpe	Subject Matter Expert
 Steve Malusky	Subject Matter Expert
 Caron Morgan	STT Team Member

Project Status

Overall Project Status

AMBER

Reason for Overall Project Status

On track

Project Maturity

2.0 - Initiation

Progress Update

Progress made in Previous Period

Escalation of issues is more rapid however still more work to conduct

Planned decompression event to ensure that processes are robust and sustainable (Sept 2024)

Establish clear escalation routes in LBC for housing and brokerage

Complete review of community crisis resources

Plan for further reduction in private bed use as community resources are stepped up

Progress to be made in Next Period

Tasks & Milestones

Overall Tasks & Milestones Status

TBC

Reason for Overall Tasks & Milestones
Status

Project is in pre-planning stage - tasks and milestones to be defined

Risks

Overall Risks Status

AMBER

Reason for Overall Risk Status

There are a range of 'change' ideas, some of which are already being developed. Data to measure progress requires work. Stakeholder buy-in is essential and will require a collaborative approach to effect change. Financial benchmarking required. Resources to mitigate gaps in system response.

Risk Name	Key Risk?	Residual Likelihood ...
Resources	Yes	20
Right Care, Right Person	Yes	12
Unintended consequences	Yes	6

Issues

Overall Issues Status

AMBER

Reason for Overall Issues Status

The ICB is aware of a range of issues impacting MH UEC, and the potential for those issues to escalate outwith the ICB's influence.

Issue Name	Key Issue?	Proximity & Impact
Availability of accommodation	Yes	20
Patient conveyance	Yes	16
Data and benchmarking	Yes	25