

**BLMK STRATEGIC PRIORITIES**

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**Purpose of Report:**

To provide an update on the development of the strategic priorities for the Bedfordshire, Luton and Milton Keynes (BLMK) Integrated Care System (ICS). The Board is recommended to note the contents of this report and provide steers on how the work can best consider the challenges and opportunities for the people of Milton Keynes.

**1. Purpose**

1.1 This paper provides an update on the development of the strategic priorities for the Bedfordshire, Luton and Milton Keynes (BLMK) Integrated Care System (ICS). The purpose of this work is to create a common strategic direction for the ICS in terms of what it will deliver for population health over the medium and long term.

**2. Background**

2.1 In 2019, BLMK produced a Long Term Plan<sup>1</sup>, following extensive engagement with partner organisations, residents, community groups and stakeholders. It is now the appropriate time to build on the basis outlined in the long term plan, ensure that BLMK strategic priorities align with the strategic objectives of partner organisations, identify any changes due to the pandemic and focus on population health outcomes. In addition, the Covid pandemic has further exposed inequalities in our society which we need to address collectively for the wellbeing of individuals and our communities.

2.2 The intention of this work is to take a single system approach, with flexibility at place and care alliance level to meet local population needs. We will need to put in place appropriate governance to enable successful delivery of these priorities.

2.3 BLMK Chair and Executive Lead have met with all the CEOs and Leaders/Chair of the partner organisations to ascertain their views on the priorities for BLMK and the place they represent. The organisational priorities for each partner organisation and the impacts of Covid have been taken into account in the consideration of the BLMK priorities.

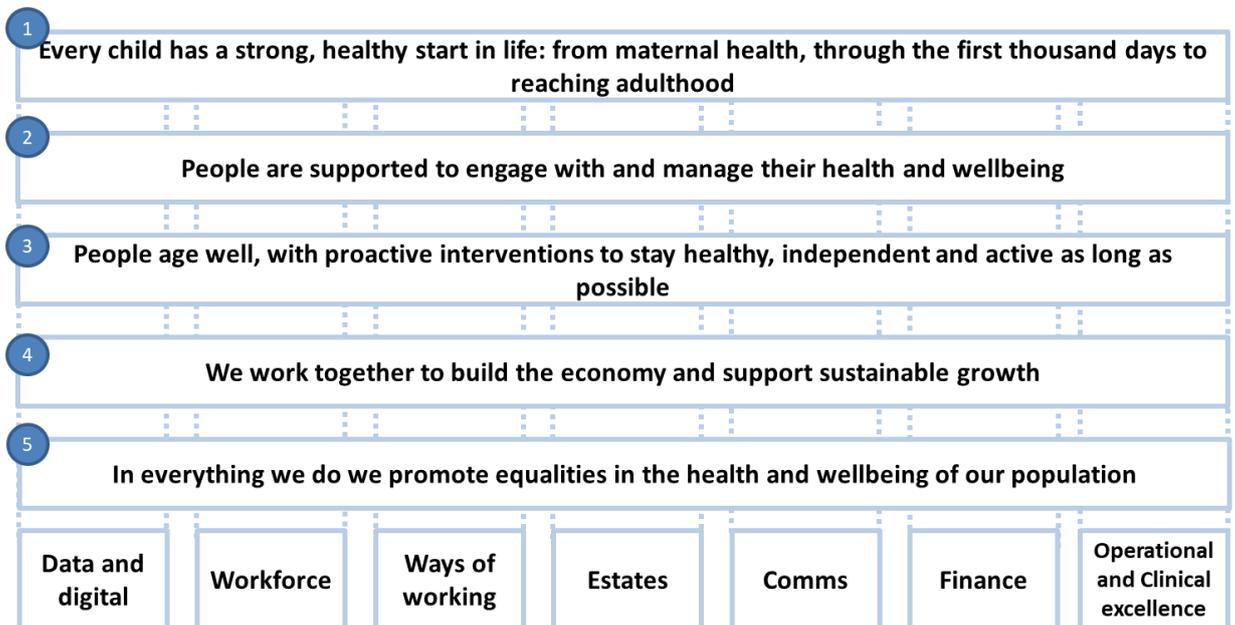
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<sup>1</sup> <https://www.blmkpartnership.co.uk/wp-content/uploads/2020/10/10137-BLMK-LTP-SUMMARY-Living-longer-in-good-health-05.03.2020-1.pdf>

- 2.4 A set of draft priorities were discussed at a workshop of BLMK Partnership Board members on 3 March 2021 and those attending were asked to identify the medium and long-term outcomes to address population health. In addition, the impacts of the Covid pandemic on local people, the workforce and the provision of services were also considered. For example the impact on social care, people feeling isolated, increased demand for mental health services particularly for children and young people and the impact of the pandemic on our workforce. The importance of co-production of services with service users, carers and families is an integral part of service development in BLMK.
- 2.5 The outputs from this workshop were considered at a second workshop on 24 March, to further develop the priorities and unpack the activity needed at each level of the system to deliver on these.

### 3. Emerging Priorities

3.1 These are the emerging priorities for the ICS:



- 3.2 We have also identified a set of cross-cutting enablers, which will support the successful delivery of the priorities above, and where some activity will need to take place at ICS level. These include data and digital, workforce, ways of working, estates, communications, finance, and operational and clinical excellence.
- 3.3 We want to ensure that we are threading a reduction in inequalities throughout all the priorities set out above, as well as looking at reducing systemic inequality as part of priority 5. This means that the way delivery is designed is not entrenching inequalities and more vulnerable groups are explicitly supported. The full emerging strategy priority framework is detailed in the attached **Annex**.

3.4 At the workshop on 24 March, we discussed the priorities in more detail for each place. Milton Keynes Council representatives, with partners in Milton Keynes, focussed on priority 1 around supporting children and their families to make a healthy start in life which will continue into adulthood.

3.5 As part of this development work, we are taking into account wider changes that will affect our population and services in BLMK. For example:

- making the most of the Oxford-Cambridge Arc;
- additional investment in rail infrastructure as part of East West Rail, connecting Oxford and Cambridge via Bedford and taking in Milton Keynes on a branch will also open up opportunities for growth;
- following on from the above, we may be able to identify greater research and investment opportunities, potentially working more closely with the universities in BLMK;
- embedding technological advances in our system, including broadband access for all, and new advances which will enable better delivery of health and care; and
- shifting generational expectations about receiving services that we need to be mindful of and aligned with.

#### **4. Principles for how we Work Together**

4.1 Across our system, we want to develop effective ways of working which mirror the more formal governance approaches. In the conversations with system leaders, we heard a range of perspectives about what is important around how we work. From these conversations, we developed a proposed set of principles which were agreed at the Partnership Board on 7 April 2021.

- We learn from good practice both from within and outside our system and we embed it, adapting to local circumstances as needed but not reinventing.
- We take a subsidiarity approach, with activity taking place at the lowest possible level, with activity taking place at a higher level only where that is more efficient and effective.
- We are mutually accountable for delivering our priorities, with everyone taking responsibility for delivering their contribution as well as supporting others in delivery of theirs.
- We keep the needs of the population at the centre of everything we do, taking a co-production approach with system partners across all sectors, the VCSE and with people with lived experience.

- We build from where we are now, taking into account different starting points and reflect and adapt as we go along, embedding the principles of a learning system.
- We take into account others' perspectives and are open with each other about our challenges, supporting each other in resolving any difficulties to better deliver continuous improvement.

4.2 The Board are requested to adopt these principles of working in partnership with statutory, voluntary and community organisations in BLMK.

## 5. Next Steps

5.1 The next stage will be to:

- (a) support the places in BLMK to develop activities across all of the 5 priorities - the main focus so far has been deep dives into priorities 1 and 4; so we need to develop the thinking in partnership on priorities 2, 3 and 5;
- (b) work with places to deliver place-based plans against all of the priorities, accelerating and building on existing activity and supporting development of appropriate resource and governance structures to enable successful delivery; and
- (c) develop the plans at ICS level for the cross-cutting enablers and governance for this work, and ensuring that all this work comes together in a single plan for 'year 1' for delivery of the priorities across BLMK for 2021/22.

## Recommendation

1. The Board is recommended to note the contents of this report and provide steers on how the work can best consider the challenges and opportunities for the people of Milton Keynes.
2. The Board is asked to adopt the principles of how we work together in partnership.