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Item 2 Appendix



Warwickshire
Health and
Wellbeing
Board

Annual Review 2016/17

Development and Delivery Plan 2017/18





Introduction

Over the past 12 months we have seen an unprecedented level of change across the health wellbeing sector both nationally and within Warwickshire.

As partners in health and wellbeing we are coalescing around a set of common goals and outcomes for the people and communities we serve.

Whether as providers or commissioners of services we are increasingly talking a common language of prevention, encouraging self-help, place based working, and service integration.

These are system-wide and long term challenges. We can't achieve them in isolation or without a step change in the way work together.

There has never been a better time to do this. As a Health & Wellbeing Board we have a role in leading and shaping this agenda.

This renewed drive reaffirms the relevance of our HWB Strategy and the importance of an effective Board and Executive Team in influencing and championing joint working.

We now need to capitalise on all the good work and strengthened relationships that the strategy has given us to date.

Having last year invested in building relationships, we now want to make 2017/18 a year of action and impact for the HWB Board.

As the Warwickshire Health & Wellbeing Board we therefore present both a review of the achievements we have made over the past 12 months and the focus for our work over 2017/18.



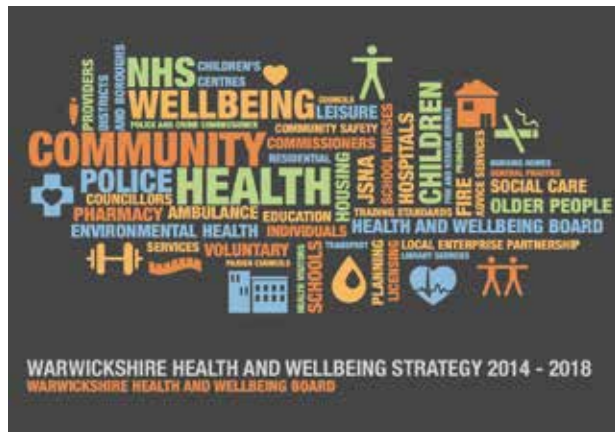


How this document works

In 2014 we produced the County's first Health & Wellbeing Strategy 2014 -18.

The outcomes set in 2014 have renewed relevance today. As we enter the fourth year of the Strategy we are seeking both to celebrate the considerable success and progress we have made so far and continue to strive towards achievements of these outcomes.

Our Annual review and Delivery Plan is therefore both a celebration of success and a focus for our work this year.



Our Annual Review 16/17

Our annual review brings together the achievements made by all HWB partners in support of the HWB priorities. Within the Strategy there are 18 outcomes which support our priorities. The Annual review provides examples of achievements against each of these from across Social Care, Public Health, commissioning, health provision, volunteering and community work. Each example is summarised in this document and full casestudy is included in the supporting document.

Our Delivery & Development Plan 17/18

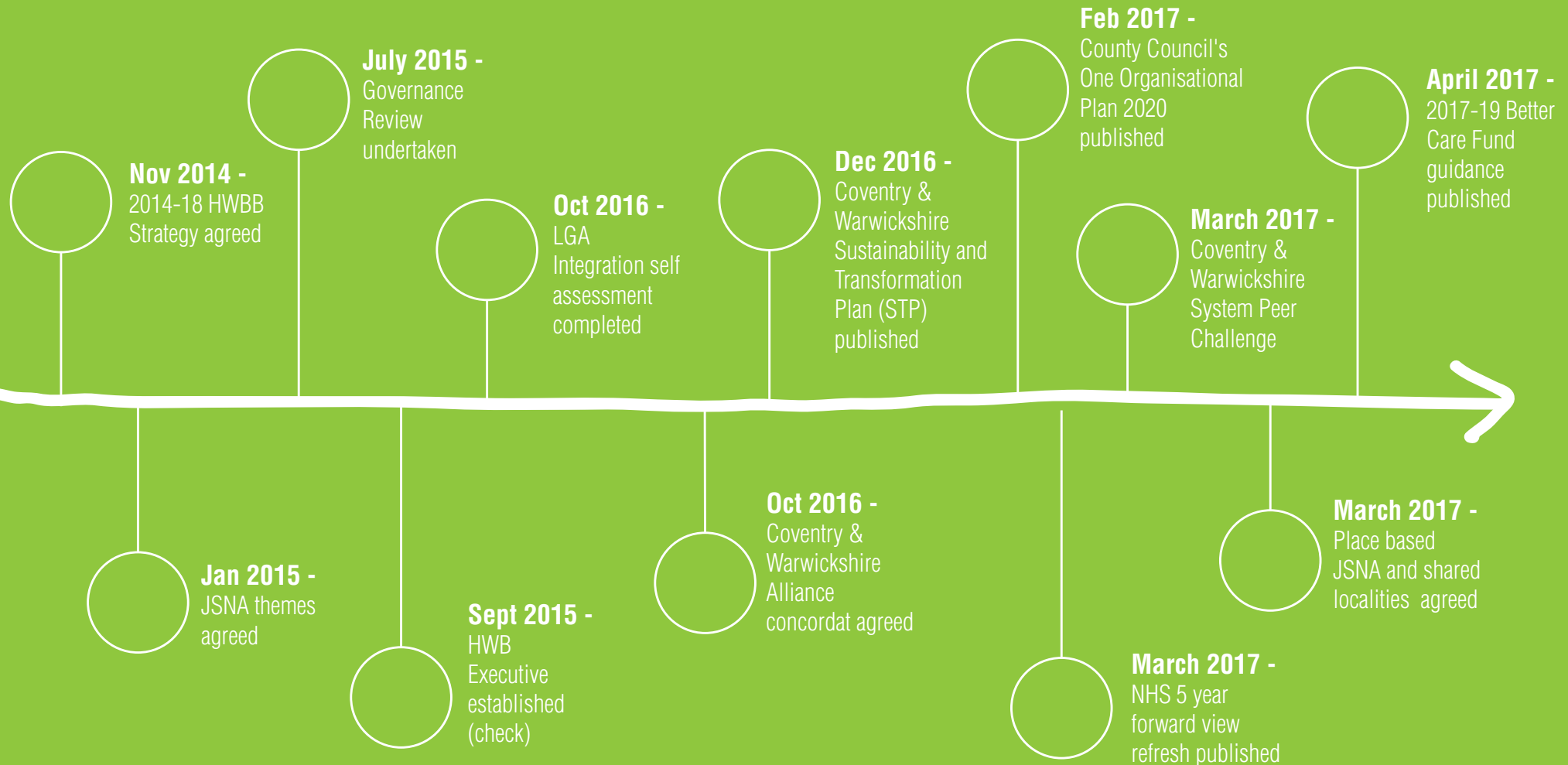
As a HWB Board we have an inherently strategic role, but to be effective we must be assured of delivery against the outcomes set in our HWB Strategy. Our Delivery plan focuses on the priority areas of focus for the Board in 2017/18 as well as setting out the statutory duties of the Board in 2017/18 and the areas of regular reporting .

Our development Plan takes a slightly longer term view and is focused both on the elements which will support delivery such as strong communication and performance management as well as thinking ahead to the development of the next HWB Strategy. This work will also be undertaken in 2017/18.



Our journey so far

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Examples of our success

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Set out below is a summary of all the case studies provided from across our partnership in support of the outcomes in our Health and Wellbeing Strategy. Full versions and the detail of each case study are provided in the companion document to this report.

Outcome 1 - Ensure the best possible start for children, young people and their families

- 1. Smoking in pregnancy (quit for baby)** During 2016 the Smoking in Pregnancy Services has seen an overall increase of 151 referrals (25%) compared to the previous year.
- 2. Smart start (PH) An investment that lasts a lifetime** Sets out what the partnership organisations should collectively do to improve outcomes for Warwickshire children and families.
- 3. Teenage Conception rates** Agencies from across the health, education, wellbeing spectrum have come together

and made commitments to work together to address the issues of teen conception.

- 4. Warwickshire Welcomes Breastfeeding Scheme** Aims to improve the support available to mothers to exercise their right to breastfeed their babies in public places.

- 5. Childminders Food Safety** Considers food safety issues and provide information and signposting to guidance and advice on providing healthy food choices for babies and children.

- 6. Priority Families (Childrens).** As of 1st April 2017, 1509 families were attached to the programme and a total of 563 families have achieved significant and sustained progress.

- 7. Family and Parenting Support.** Some 99% of adults and 98% of children gave feedback saying that they highly rated the help from their Family Support Worker.

Coming up - Journey of the Child (part of OOP 2020)

Outcome 2 - Support those young people who are most vulnerable and ensure their transition into adulthood is positive

- 8. Warwickshire Youth Justice** Presents the first opportunity many young people have had to have their needs recognised and addressed.
- 9. Child Poverty** In late 2014 HMI raised concerns about the size of gap in Warwickshire and in response the Closing the Gap project was established.

- 10. Transitions Childrens** Working to deliver 'Progress', a tailored programme of coaching and support to help young people who are NEET (not in employment, education or training) and those at risk of NEET.

- 11. Transition Team in Adult Social care** The work includes supporting young people leaving school and college to find employment.

- 12. CAMHS Redesign** A redesign of children's mental health services in Warwickshire.

Coming up - Journey of the Child (part of OOP 2020)



**Outcome 3
- Enable people to
effectively manage
and maintain their
physical and mental
health and
wellbeing**

- 13. Walking for Health.** Promotes social inclusion, prevents isolation, contributes mental and physical health improvements and provides opportunities for physical exercise.
- 14. NHS Health Checks** Together diabetes, heart, kidney disease and stroke make up a third of the difference in life expectancy between the most deprived areas and the rest of the county. Addressing these differences is a key aim of this programme.
- 15. Dementia Friends** A Dementia Friends survey undertaken with 1,472 Dementia Friends in 2016 by the Alzheimer's society found that: 86% had a better understanding of dementia and 73% felt more confident interacting with people with dementia.
- 16. Food for Life** Outcomes for the programme demonstrate that children and parents taking part in the programme consume one third more fruit and vegetables than children and families in a non Food for Life setting.
- 17. Fitter Futures Warwickshire** Between 01 July 2015 and 31st March 2017, over 7000 referrals have been made with just under 2000 people completing a service and have shown many health improvements that are being sustained.
- 18. Mental Health and Wellbeing Services** Public Health and Warwickshire County Council launched a range of early intervention mental health and wellbeing services.
- 19. Dementia Awareness** Projects Local communities working together to be aware of the needs of people with dementia and take appropriate action.
- 20. South Warwickshire Mental Health Partnership** WCAVA has set up this partnership as a result of an increase in the amount of reporting of people presenting with mental health issues at a variety of community settings.
- 21. NHS South Warwickshire CCG** Telehealth Project CCG, SWGP and the service provider Phillips will work together with other key partners within the local health system to develop improved ways of managing people living with several long term conditions.
- 22. Dementia Pilot** The pilot pathway will support patients with complex presentation to continue to access specialist provision through the Memory Assessment Service.
- 23. Big Day Out** Initially a Public Health initiative, Big Day Out events aim to get the local community using and enjoying their local green space.
- 24. Dementia Friendly Communities** A leaflet is being created to showcase the range of services locally and a Memory Walk is being organised for the local community.
- 25. Atrial Fibrillation Pathway Redesign** The CCG is improving services for the whole community by identifying the at risk population (65+) and screening them to identify Atrial Fibrillation at the earliest opportunity.

**Coming up -
CAMHS
redesign
(SWCCG)**

Outcome 4 - Ensure that people with disabilities have the same choice, control and freedom as any other individual - at home, at work and as members of the community

26. Transforming Care for People with Learning Disabilities Strengthening the support available in the community, promoting prevention and offering early intervention we aspire to improve the quality of life for some of the most vulnerable members of our society.

27. Partnership with Oak Wood Secondary School Placements are designed to provide the students with the key skills needed to secure jobs once they leave School and increase their employability.

Outcome 5 - Provide additional support to other vulnerable groups

28. Public Health Advocacy Services Public Health funds 3 health advocacy services to support the most vulnerable members of our communities receiving NHS treatment.

30. IRIS (Identification and Referral to Improve Safety) Research has found that victims living in rural areas may experience more barriers accessing services, therefore services need to be targeted to overcome potential barriers.

adults in south Warwickshire are diagnosed more quickly.

29. Discharge to Assess Project The trusted assessment between health and social care, in-house reablement and rehabilitation, and care co-ordinators support patients and their families throughout the discharge process.

31. Adult Neuro Development Pathway Launch Provides therapy-led diagnostic assessment and post diagnostic support to ensure

32. End of Life Care in Warwickshire North The CCG has reinvigorated its plans to develop a model of care known as a Compassionate Community to enhance local people's capacity to support and care for those reaching the end of their life.

Outcome 6 - Enable older people to be able to remain in their own homes and to live healthy lives for as long as possible

33. HEART - Housing Environment Assessment Response Team Enables customer choice and control, by empowering customers to manage their own lives and maintain their ability to carry our daily activities, within their own homes that are safe, warm and without hazards.

homes and live independently for as long as possible.

35. Fit for Frailty Project The scheme consists of 4 components and its aim to encourage GP practices to identify and better manage patients with frailty.

37. Borough Care Borough Care acts to prevent a problem becoming a crisis by getting to know its customers and their needs over time and delivering help.

34. Alcester Health and Wellbeing Partnership – Wellbeing Project for Over 55s The aim of the project is to support people to remain in their own

36. Respiratory Rehabilitation Scheme Two gym sessions a week were set up to help COPD sufferers continue their physical activity post rehab.

38. Extra Care Housing Provision of customised accommodation in South Warwickshire.

Outcome 7 - Take an asset based approach to working which values communities and the range of assets they possess

39. Asset Based Community Development Service Community Development Workers in targeted neighbourhoods across the County, alongside residents, community groups and local partners, help to identify 'what's strong, not what's wrong' about an area.

40. Social Prescribing and Care coordinators The main aim is to support patients to stay fit, well and active and support their care holistically utilising currently existing voluntary and third sector services.

41. Connectwell - Social prescribing A new Client Management System is being rolled out across the project to assist with data capture, monitoring and closing the feedback loop to referrers.

42. End of Life - Compassionate Communities The programme draws on, and reinforces the strengths in communities. It brings together a wide range of partners who can work together to meet local priorities around death, dying and the provision of end of life care.

43. Healthy Community Hubs Facilitation and service delivery support to champion health and wellbeing across the Community Hubs.

Outcome 8 - Work in partnership with our communities to build capacity and support them to increase their resilience, enabling them to better care for themselves within the community

44. Wider Determinants Funding from Public Health Through 11 projects individuals reported feelings of improved mental wellbeing and increased social interaction.

45. WCC County Councillor Grant Scheme Available for grass roots community groups and town and parish councils to support the development of small scale locally based projects/activities which help to build community capacity.

46. Warwickshire Association of Local Councils (WALC) Town and Parish Councils empowered to take on the design and delivery (and future funding) of local services.

47. Health and Wellbeing Working Party Created in April 2016 to establish and structure the corporate contribution to the health and wellbeing agenda.

48. Warwickshire Dietetic Service Talks delivered for Warwickshire Racial Equality Partnership (WREP) during

2016 During the session, the people attending would be helped to identify an individual action plan for change. The co-ordinator would then organise a third session to give people the opportunity to discuss their progress with the action plan.

49. Community Hubs – Adult Customer Journey (WCC) Supporting residents and community groups to utilise community assets to help themselves and others.



Outcome 9 - Empower individuals and communities to take control and responsibility for their own and the community's health and wellbeing

50. Warm and Well The programme offers advice and support to residents who may be living in fuel poverty and struggling to heat their homes to help them to stay well in winter.

51. Making Every Contact Counts and Five Ways to Wellbeing Warwickshire County Council (WCC), Public Health have developed a refreshed Making Every Contact Counts (MECC) training offer for front line staff in Warwickshire.

52. Over six stone lost by management team at SWFT Inspired by Warwickshire Council's 5 Ways to Wellbeing scheme, 14 members of staff, which included

Executive Directors, took part in a 6 week weight loss programme.

53. Nutrition and Hydration The aim was to shift the focus from reactive to proactive care and to deliver education and advice to patients at risk of dehydration.

54. #onething campaign The #onething campaign engages the population of Warwickshire North to pledge one thing to improve their lifestyle.

55. Citizen Advice The support offered helps people to manage crisis situations, which are often multi faceted and complex, and then offers advice on how to manage their

finances on an ongoing basis.

56. Armed forces community covenant Front line staff are better equipped to offer appropriate and tailored support to ex forces personnel who may be vulnerable.

57. Alcester Health and Wellbeing Board Establishment of Alcester Health and Wellbeing Board.

58. Community asset mapping These maps are used mainly by partners at the moment to signpost residents to community provision, although some are produced in leaflet form for residents.

Outcome 10 - Ensure infrastructure, public services and resources are effective, accessible and tailored to those communities that need it the most

59. Interdisciplinary Hub.s With the aim of solving local issues and responding more sensitively to local needs through better joined up working at a very local level.

60. Community hubs –(WCC) WCC is investigating the potential to establish 'Community Hubs' in Warwickshire

with 3 key functions; Access to Universal Services; Delivering Guided Conversations; Delivering Specialist Services.

61. Out of Hospital It is our belief that some specialist services, that are currently provided in hospital, could also be provided in the community.

62. Strategic Leisure Review This work will include the production of a Leisure Facilities Strategy, a new Green Space Strategy and a Playing Pitch Strategy, which will shape service provision across the Borough until 2031.

**Outcome 11 -
Facilitate
communities to take
ownership of shaping
and transforming
local services**

63. Kingswood Road Youth Club, Grove Farm, Nuneaton The County Council has developed a scheme in partnership with local residents to set up a youth club in an area where there was previously no provision, and a high level of need.

64. Coventry and Warwickshire Stroke Services We are implementing the Midlands and East Stroke Service specification which will ensure stroke services are fully .integrated with an end to end pathway

for pre hospital, assessment, treatment, rehabilitation and long term care.

65. Have Your Say Days The CCG regularly undertakes Have Your Say Days which are used by the CCG to understand the needs and requirements from the local community that it serves.

66. Rugby Edible Action Partnership (REAP) The activities outlined have encouraged communities to work

together to support health and wellbeing outcomes, including: physical activity, healthy eating, tackling isolation and improving general wellbeing.

67. Community Catalyst programme People in receipt of these services will be well supported at home by people from their neighbourhood. People will stay connected to their community and avoid loneliness.

**Outcome 12 -
Improve educational
attainment and
access to learning at
all ages**

68. Warwickshire School Health and Wellbeing Service During 2015, Warwickshire Public Health led the procurement of the 'School Health & Wellbeing Service'.

**Outcome 13 -
Facilitate
communities to
expand social capital
and neighbourliness,
building and increase
in resilience**

69. Promoting volunteering There is a thriving volunteer economy in Warwickshire, where residents and employees donate their time to support their local community and individuals who may be vulnerable, isolated or lonely.

70. Timebanking Everybody's time is worth the same and for every hour an

individual gives helping someone, they are entitled to one hour's credit in return.

71. Domiciliary care (BCF) . This brings domiciliary care providers together with local community assets in an attempt to locate people back into their communities.

72. South Warwickshire Health Champions By becoming a South Warwickshire Health Champion you have the opportunity to have your voice heard and be involved in the important decisions that the CCG have to make.



Outcome 14 - Support people to remain healthy and independent, in their own homes for longer

73. Mental Health Crisis Outreach Support Service (BCF) The Crisis Outreach Support service has been set up to work collaboratively with the Coventry and Warwickshire Partnership Trust (CWPT) mental health teams to offer follow up support to patients after crisis.

74. An emergency response team (BCF) Working towards commissioning a response team to avoid hospital and/or residential care admissions.

75. Homefirst Project is a potential

cornerstone for the recently announced Out of Hospital Collaboration across Warwickshire.

76. Integrated community Equipment Service (ICES) service (BCF) Reducing emergency admissions and the amount of time people unnecessarily stay in hospital.

77. Heart Failure Service A service based on the needs of the local population and it supports both patients and their carers.

78. Extra Care Housing The first ECH scheme suitable for Older People in Warwickshire opened in June 2010. There are now 9 schemes suitable for those aged 55+ in operation across Warwickshire.

79. Extra Care Housing Integrated Model Project Locates many elderly residents in one location and through a combination of independent living with communal facility and support provides a model for housing which is expected to increase significantly in the coming years.

Outcome 15 - Improve accessibility and visibility of 'front doors' to support people, to make the right choice, the easiest choice, informed by customer journey examples

80. Urgent Care Services The CCG mobilised plans to relocate the Walk In service from the Camp Hill practice to the George Eliot Hospital.

81. Multi Agency Safeguarding Hub In the first year the MASH have received over 23,000 contacts and referrals from professionals and members of the public. 18.9% of referrals were from nursery, schools or colleges.

82. End to end process review- Adult Social Care Revised processes will be simple to use and effective in guiding people towards appropriate levels of support, according to need, while maximising independence and community resources, ensuring assessments and reviews are timely, proportionate and outcome driven.

Outcome 16 - Improve care coordination in the community for high risk/cost patients

83. Warwickshire Joint Carers Strategy (BCF) The BCF Guidance for 2017-19 includes the importance of support available to informal carers and the benefit this has on helping people live independently in the community for longer and reducing the impact on commissioned services.

84. Warwickshire North Frail and Vulnerable Multi-Disciplinary Team Supporting over 75's within GP practices in a more intergrated way.

**Outcome 17 -
Improve data
sharing, IT
infrastructure and
health and social
care governance**

85. Ongoing improvements to data sharing (BCF) There is alignment of ICT plans to deliver either integrated systems or data sharing across the health and social care system.

86. NHS South Warwickshire CCG Telehealth Project The GPFV underpins the NHS Five Year Forward View and sets out national investment and commitments to strengthen general practice in the short term and support sustainable transformation for the future.

**Outcome 18 -
Improve partnerships
across the wider
social determinants
of health**

87. Health Planning In 2015 Public Health dedicated a Public Health Officer to focus on embedding public health principles into planning and the built environment.

88. Local Estates Forum, Section 106 and Community Infrastructure Levy (CIL) We responded to 14 individual planning applications and engaged with both District Councils in relation to the major strategic development sites.

89. Housing (extension of HEART service - BCF) The WCBT Housing Board plans to refresh its role in supporting this ambition, primarily through delivering a successful HEART service where we continue to make good progress on adaptation and support within people's own homes.

90. Warwickshire Third and Public Sector Partnership Group Following consultation across the sectors, the County Council has established and co ordinates the Warwickshire Third and Public Sector Partnership Group.

91. Community Partnerships Comprises of 4 key areas
1.) North Warwickshire Community Partnership
2.) North Warwickshire Financial Inclusion Partnership
3.) Rugby Local Strategic Partnership
4.) Nuneaton and Bedworth Community Development Partnership

92. Cyber Safe Warwickshire Two Cyber Crime Advisors have been funded and are engaged in wide range of activities and projects over the last 12 months to raise awareness of the issues and help protect people online.

93. Warwickshire North Health and Wellbeing Partnership The group meets bi-monthly and comprises elected members and officers from Nuneaton and Bedworth and North Warwickshire Borough Council's, NHS Warwickshire North Clinical Commissioning Group, Warwickshire CAVA and Warwickshire County Council.





The way forward...

HWB priorities

Promoting
Independence

Building community
resilience

Integrating and working
together

Plus . . .

A unified focus on prevention

Integrating health & care (commissioning
and provision)

Place based working

Managing demand and deescalating need






Encouraging self-help

Ensuring Return on Investment






Our role and remit

Assumptions

-  The HWB Strategy is universally recognised as the overarching strategy for the health and care system
-  The HWB Board is inherently strategic. It is an influencing body and a primary strategic advisor to the HWB system
-  The HWB Board must ensure that the HWB strategy is translated into action and be assured of progress/delivery
-  This delivery must be prioritised and at this stage new work should not be added
-  The effectiveness of the HWB Board relies upon its level of influence, which in turn relies upon strong understanding, relationships and judgement – the conditions which support these, must continue to be fostered and developed over time

Role of the HWB Board and Executive

-  Understanding need and setting the strategic direction for the system
-  Responding to the need and being assured of delivery
-  Fostering greater system working

Key HWB bodies

Organisational bodies e.g. Council and Governing Bodies - Decision making bodies for each constituent organisations within the Health & Care system

Health & Wellbeing Board - Advisory board with limited statutory functions, but significant influence (Board members to influence organisational bodies above)

Health and Wellbeing Executive - Chief Executive/director level group which support the HWB Board - oversee delivery groups and enabling activity

Portfolio Holders Group - District/Borough and County HWB Board Elected members - informal group

Related bodies we work closely with

Adult Social Care and Health Overview and Scrutiny Committee
Statutory body with remit to scrutinise health related issues across Warwickshire and jointly with other areas

Partnership Boards e.g. Community safety, MASH
Partnership based boards for ongoing partnership working

Safeguarding Boards
(Childrens and Adults)
Independent boards with statutory safeguarding role)

Programme Boards e.g. STP,
Boards focused on specific programmes of work/delivery



The way we work together

During 2016 we developed the Alliance Concordat and agreed this across the Coventry and Warwickshire Health & Wellbeing Boards and subsequently the STP. We have supplemented this with a further set of principles which set out the how we want to work together as public services in Warwickshire and Coventry. We know that the future is challenging, but believe that together these principles will strengthen our partnership and ensure we are well placed to address those challenges when they arise.



Communities first



Work across sectors



Intervene early, think prevention



Build stronger, self-sufficient communities through the ways that we work



Provide coordinated, seamless services

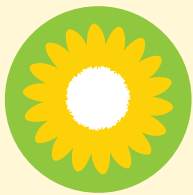


Do what works best, regardless of who does it



We learn from others as well as from what we do





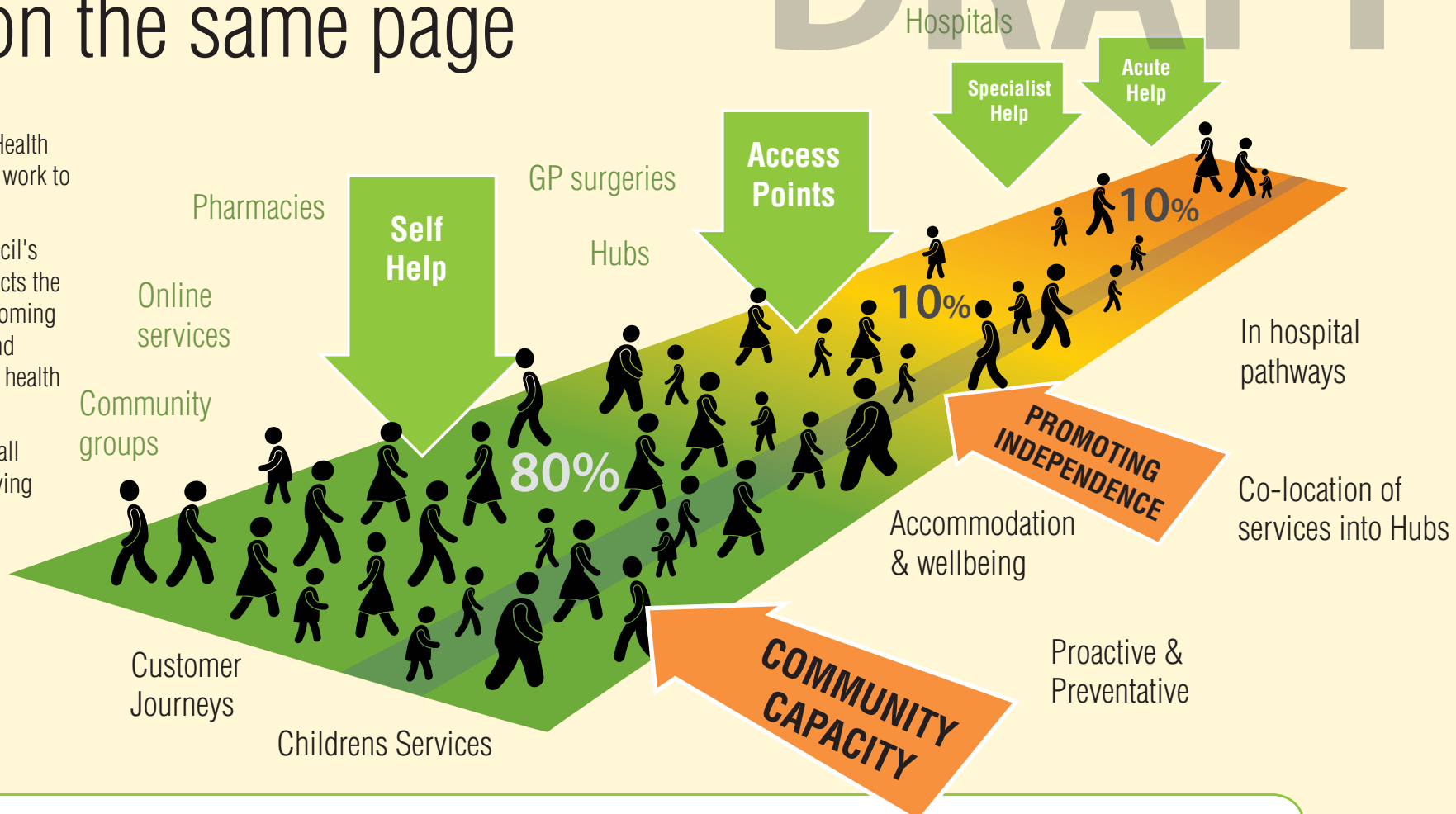
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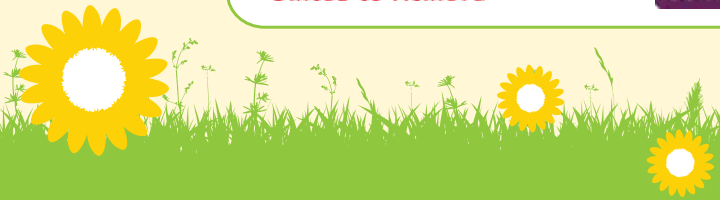
Our shared model describes the Health and Wellbeing system we want to work to in Warwickshire.

It is based upon the County Council's own transformation plan and reflects the common themes and principles coming out of national and local policy and multiple operating models across health and social care.

It sets out clearly where and how all partners will contribute to improving health and wellbeing outcomes in Warwickshire.



Working Together



Looking ahead - our work programme 2017/18


Priority areas

Whilst the HWB is inherently strategic, to be effective in our duty, we must be assured that delivery against the priorities is happening. With this in mind in 2017/18 we have agreed to focus on a number of specific areas which support our wider priorities.


These have been developed through a series of workshops with the HWB Board and Executive and are based upon the messages coming out of the;


- System Peer challenge
- Review of current HWB Strategy
- STP, Warwickshire Better Together and organisational transformation programmes

 STP Proactive & Preventative work (*Including Out Of Hospital, Public Health, Community Capacity*)

 Impact of Housing on Wellbeing and Accommodation for Vulnerable People Strategy

 Children's Services




 Integration and Co-location of services into Hubs

 In hospital wellbeing pathways. *e.g. stroke*

A separate delivery plan to support these areas will be developed and overseen by the HWB Executive.

Statutory duties




The HWB Board has a number of statutory duties. In 2017/18 these will include:

-  Delivery of the place based JSNA
-  Completion of the Pharmaceutical needs assessment
-  Endorsement of CCG commissioning intentions, (Public Health and Adult care considered at the same time)

STOP PRESS - As we head towards 2018 and the completion of the current HWBB Strategy, effort will also be focused on producing a revised strategy which aligns to the 2020 timeline set by the NHS Forward View and County Council's OOP




Development programme

In support of our role as system leaders we will continue to invest in developing the conditions which foster effective partnership working. This will include:

-  The development of refreshed communication strategy
-  The development of the outcome framework
-  Shared development sessions with Coventry HWB Board.

Regular reporting

In addition to the areas of focus over the course of the year the HWB Board will seek to receive regular updates on key activities

-  Better health, Better care, Better value programme
-  Warwickshire Better Together programme
-  Place based updates

Work programme

July

September - Commissioning intentions, JSNA, DPH Report

November - Workshop on priority themes

January - Future strategy

March - Workshop on priority themes





Understanding need

Moving Forward...

The Health & Wellbeing Board have endorsed a new 'place-based' approach to the delivery of the JSNA. The next programme of work will focus on understanding need on a geographical basis. This is in line with the requirement to inform the Proactive & Preventative element of the Sustainability & Transformation Partnership and the Out Of Hospital programme, which seeks to build integrated services around populations of around 30,000 – 50,000. Transformation programmes relating to both adult and children's services are also based on the need to understand service needs at a more local level.

The JSNA is the primary source of evidence which can support the place-based approach in a holistic and consistent way. Moving forward it will become a single shared evidence base, delivered through coordinated resource across the Insight Service and meeting multiple needs.

What are we doing next?

Work is currently underway to develop the geographical areas that will be used in this new place-based approach. Once the areas are confirmed, a profiling tool will be made available which will provide a statistical overview of each area. This will then be followed by the production of detailed needs assessments for each area, enabling Health & Wellbeing partners to commission the most appropriate services for each locality.

Warwickshire's eleven JSNA priorities for 2015 - 2018 were grouped under five themes:

-  Vulnerable Young People
-  Mental Wellbeing
-  Long-term Conditions
-  Physical Wellbeing
-  Carers

2017 Onwards
Moves to...
▶▶ A Place-Based Approach

Place-Based Approach Drivers

Health & Wellbeing Strategy	The JSNA provides the evidence base for the Strategy and a placed based approach supports the strategy's three headline priorities: Promoting independence, community resilience and working together as a system.
STP	A place-based JSNA will provide the evidence base for the delivery of services at a local level (circa 30 - 50k population), in support of the Proactive and Preventative workstream of the STP.
Out of Hospital Programme	The programme is led by the Clinical Commissioning Groups and is seeking to specifically build integrated services around 15-20 communities of approx. 50,000 population. This has led to the production of a first wave of place-based profiles.
GP Five Year Forward View	Based upon the provision of Primary Care services around GP clusters.
Community Hubs	Providing a range of solutions whereby WCC and partners are able to deliver an appropriate service offer to meet all or a combination of needs from a 'hub'. The JSNA place-based approach will inform where these hubs should be located and what the service offer should be to meet specific local need.
County Council Transformation Plans	Emerging proposals for service redesign in Adult Social Care and Children's Services are based upon the management of demand through increased self-help and community capacity. Service delivery will look towards community hub models.



