



SHROPSHIRE HEALTH AND WELLBEING BOARD Report

Meeting Date	9th July 2026			
Title of report	Shropshire, Telford and Wrekin 5 Year Strategic Commissioning Plan			
This report is for (You will have been advised which applies)	Discussion and agreement of recommendations		Approval of recommendations (With discussion by exception)	x Information only (No recommendations)
Reporting Officer & email	Dr Lorna Clarson Lorna.clarson1@nhs.net			
Which Joint Health & Wellbeing Strategy priorities does this report address? Please tick all that apply	Children & Young People	x	Joined up working	x
	Mental Health	x	Improving Population Health	x
	Healthy Weight & Physical Activity		Working with and building strong and vibrant communities	x
	Workforce	x	Reduce inequalities (see below)	x
What inequalities does this report address?	<p>Individual elements will be worked through at a programme delivery level but in summary, the Five-Year Strategic Commissioning Plan has been developed in line with the ICB's statutory duties under the Health and Care Act 2022, including responsibilities to improve quality, reduce health inequalities, involve patients and the public in decision-making, ensure safeguarding, and secure continuous improvement in outcomes and efficiency. The plan aligns with the regulatory expectations set out by NHS England, including requirements for Integrated Impact Assessments (IIAs), Equality Impact Assessments (EQIAs), Core20PLUS5 inequalities duties, compliance with national patient safety and quality frameworks, and adherence to the Gunning Principles for consultation.</p> <p>The plan also strengthens regulatory assurance through improved data quality, contract compliance, provider oversight, and structured quality and inequalities governance, ensuring that statutory obligations are embedded throughout transformation and service redesign.</p>			
Report Content:				
<p>1. Executive Summary</p> <p>-</p>				
<p>2. Report Recommendations</p> <p>The Health and Wellbeing Board is asked to note the content and implications of the Shropshire, Telford and Wrekin (STW) Five-Year Strategic Commissioning Plan for 2026/27–2030/31, and the direction of travel as the system moves into the delivery phase.</p>				
<p>3. Main Report</p>				

The plan sets out a clear and ambitious roadmap for improving health and care outcomes for local people, based on a strong understanding of population need, including the Integrated Strategic Needs Assessment, Population Health Improvement Plan, and Clinical Strategy. It aligns with national policy and is underpinned by five fundamental shifts that will shape how care is planned and delivered across the system.

The first shift is from hospital-centred care to care delivered within local communities and neighbourhoods. This will be achieved through strengthening integrated neighbourhood teams for both adults and children, enabling more proactive, coordinated and person-centred care closer to home. Key developments include expansion of urgent community response services, increased use of virtual wards, enhanced intermediate care, and bringing more diagnostics and planned care into community settings. Improving access to primary care is central to this shift, supported by strengthened roles for pharmacy, dentistry and optometry, alongside multidisciplinary working and improved care coordination.

The second shift is from analogue to digital ways of working, supporting more accessible, efficient and joined-up care. This includes the development of shared care records, increased use of remote monitoring, and digital access to services through tools such as online triage and the NHS App. A key principle is ensuring digital innovation reduces, rather than exacerbates, health inequalities, with targeted support for inclusion and access across all communities.

The third shift is from treating illness to preventing it and improving population health. The plan prioritises action on the main drivers of poor health, including smoking, obesity, alcohol harm, hypertension and respiratory disease, alongside a strong focus on mental health and wellbeing. Prevention will be embedded across all services, supported by strengthened screening, vaccination, early years support and targeted interventions through Core20PLUS5. A population health management approach will ensure resources are directed to the communities with the greatest need, helping to reduce unwarranted variation and inequalities in outcomes.

The fourth shift focuses upon a clear shift towards improving access which will make it easier for people to get the care they need, when they need it. The plan focuses on removing barriers linked to distance, digital exclusion, disability and deprivation, while expanding timely routes into primary and community services. Efforts will centre on simplifying referrals, increasing capacity where waits are longest, and strengthening early contact points so support is available before problems escalate. By using population health insights to identify groups facing the biggest obstacles, the system will target resources where they will have the greatest impact, reduce variation and ensure access to care is fair, consistent and responsive.

The fifth and final shift will require a sustained shift towards improving productivity to ensure services deliver more effective care with the resources available. The plan focuses on reducing unwarranted variation, streamlining pathways and strengthening operational discipline so staff time is used where it adds the greatest value. Modern digital tools, better data sharing and clearer performance frameworks will support teams to work efficiently and consistently across the system. Targeted action to improve flow, reduce delays and optimise clinical and administrative processes will help tackle backlogs and enhance the quality of

care. By directing improvement support to areas with the greatest opportunity, the system will boost productivity, improve outcomes and build a more sustainable model of delivery.

These strategic shifts are reflected in a set of commissioning priorities across key service areas. Urgent and emergency care will be redesigned to better manage demand, reduce avoidable hospital admissions and improve patient flow. Elective and diagnostic services will be expanded within communities, including through community diagnostic centres and streamlined pathways, whilst cancer services will focus on earlier diagnosis and improved outcomes. Mental health services will be increasingly delivered locally, with strengthened alternatives to hospital care. Services for children and young people will prioritise early intervention, particularly within schools and community settings, and improve pathways for those with additional and neurodevelopmental needs. Women's health, maternity services and long-term condition management will be delivered through integrated neighbourhood models, emphasising continuity, prevention and personalised care.

Delivery of the plan will require a strong and sustainable financial approach. The Board should note that the system continues to operate within a constrained financial envelope, requiring a continued focus on efficiency, productivity and value-based commissioning. Investment will be prioritised towards prevention, community-based care and digital transformation, with an expectation that this will reduce reliance on higher-cost acute services over time. Any transitional investment will need to demonstrate a clear trajectory to medium-term financial benefit and be managed within the system's overall financial framework and control total.

Workforce is a critical enabler of delivery. The plan supports the development of integrated, multidisciplinary neighbourhood teams, alongside expansion of the primary and community workforce and a more coordinated, system-wide approach to workforce planning. There is a continued focus on staff wellbeing, retention, leadership development and organisational culture, recognising that a resilient and supported workforce is essential to delivering sustainable transformation.

A number of system-wide enablers underpin delivery of the plan. These include digital and data capability, estates optimisation, research and innovation, and robust governance and risk management arrangements. There is also a continued emphasis on safeguarding, emergency preparedness and resilience. Reducing health inequalities is a cross-cutting priority, with all partners expected to contribute to addressing variation in access, experience and outcomes.

The Board is also asked to note the wider implications of the plan. In particular, delivery will depend on strong partnership working across health, local authority, voluntary and community sector partners, as well as effective engagement with local communities. The plan also aligns with the system's climate change and sustainability commitments, supporting delivery of the NHS Green Plan through more sustainable models of care, reduced unnecessary travel, and consideration of the environmental impact of service delivery.

Overall, this plan represents a significant shift towards more proactive, preventative and locally-delivered care. The Board is asked to note the scale of transformation required and the importance of continued system leadership and collaboration to ensure successful delivery and improved outcomes for the population of Shropshire, Telford and Wrekin.

<p>Risk assessment and opportunities appraisal</p>	<p>The 5-Year Plan Risk Register outlines the key strategic, operational and financial risks that may impact delivery of the plan. The highest-rated risks relate to financial sustainability, workforce capacity, digital capability, delivery of the left-shift model, performance recovery, and the management of major service changes. Each risk is accompanied by defined mitigations and a target position, with oversight provided through the relevant ICB committees.</p> <p>Across the system, the most significant themes include rising demand and cost pressures, capital constraints, workforce shortages across sectors, variation in digital maturity, and challenges in shifting activity from hospital to community settings. Additional risks relate to health inequalities, screening and prevention performance, digital exclusion, and limitations in data quality and population health management. Engagement-related risks highlight the need for sustained patient, public and stakeholder involvement throughout the development and delivery of the Plan.</p> <p>Mitigations focus on strengthened financial planning, targeted workforce actions, digital investment, enhanced programme governance, population health approaches, and improved community capacity. All risks have clear oversight routes, and the register will be monitored and updated regularly as delivery of the 5-Year Plan progresses.</p>
<p>Financial implications</p>	<p>The Health and Wellbeing Board is asked to note the financial implications of this proposal in the context of the Shropshire, Telford and Wrekin (STW) five-year plan. The system continues to operate within a constrained financial envelope and is required to deliver recurrent efficiencies while improving population outcomes.</p> <p>As set out in the plan, there is a clear strategic shift towards investing in prevention and community-based provision to reduce reliance on higher-cost acute services. Any investment associated with this work is therefore expected to align with these priorities and demonstrate value for money, with a trajectory to deliver medium-term financial benefits through reduced demand and improved productivity. Where pump-priming or transitional funding is required, this will need to be managed within the system's overall financial framework and control total.</p> <p>The Board should also note the importance of partnership working and the maximisation of external funding opportunities to support delivery and ensure that resources are targeted to areas of greatest population impact.</p>
<p>Climate Change Appraisal as applicable</p>	<p>The Health and Wellbeing Board is asked to note the climate change and sustainability implications of the plan. The plan aligns with the NHS Green Plan and commits the system to reducing its environmental impact while improving population health, recognising the interdependencies between climate change,</p>

	<p>health inequalities, and service demand. Delivery of this work is expected to support a shift towards more sustainable models of care, including prevention, community-based provision, and reduced unnecessary travel and resource use.</p> <p>Consideration will also need to be given to the carbon impact of any service changes, procurement decisions, and estate utilisation, ensuring alignment with the system's net zero ambitions.</p> <p>The Board should note that embedding sustainability within service design is a core requirement of the plan, with opportunities to realise co-benefits for health outcomes, system efficiency, and environmental performance over the medium to long term.</p>	
<p>Where else has the paper been presented?</p>	<p>System Partnership Boards</p>	<p>ShIPP</p>
	<p>Voluntary Sector</p>	
	<p>Other</p>	<p>The 5 Year Plan has been presented to the ICB Board in Public.</p>
<p>List of Background Papers Our Strategies - NHS Shropshire, Telford and Wrekin</p>		
<p>Exec lead – Dr Lorna Clarson, Chief Officer: Strategy and Improving Outcomes NHS Shropshire, Telford and Wrekin, NHS Staffordshire and Stoke-on-Trent</p>		
<p>Appendices Appendix A. Appendix A. 5 Year Strategic Commissioning Plan presentation</p>		