

Shropshire, Telford and Wrekin 5-Year Commissioning Plan (2026–2031)

Overview and Priorities



Background

National Requirement (NHSE Planning Framework 2026/27–2030/31) linked to the delivery of the 10 Year Plan

The plan moves commissioning from annual cycles to a rolling 5-year plan, enabling:

- The development of clear, stable commissioning intentions.
- Long-term investment decisions.
- A coherent roadmap for transformation across the system.

Our plan brings together:

- Assessment of population need using:
 - The Integrated Strategic Needs Assessment (ISNA).
 - The Population Health Improvement Plan (PHIP).
 - The Clinical Strategy.
 - Neighbourhood-level data and inequalities insights.
 - Long-term ambitions for outcomes, inequalities, access, financial sustainability, digital and workforce.

To deliver our 5 system shifts of:

- Hospital → Community
- Analogue → Digital
- Sickness → Prevention
- Improving Access
- Value & Productivity

Hospital to Community and Analogue to Digital

Hospital to Community	Analogue to Digital
<p>Shift activity, resources, and workforce into community settings.</p>	<p>Digitally enable the system to improve access, efficiency, and outcomes.</p>
<ul style="list-style-type: none">• Expand neighbourhood multidisciplinary teams for Frailty and Long Term Condition management, Children and Young People and Mental Health.• Increase community urgent response, virtual wards, and home-based care.• Strengthen intermediate care and discharge pathways.• Move diagnostics and outpatient activity into community hubs.• Reduce avoidable admissions and length of stay.	<ul style="list-style-type: none">• Implement shared, interoperable digital records.• Expand remote monitoring for frailty, COPD, heart failure, diabetes.• Improve digital access in primary care (online triage, messaging, video).• Use Population Health Management, data and analytics to drive commissioning.• Strengthen digital maturity, infrastructure, and cyber security.

Sickness to Prevention and Improving Access

Sickness to Prevention	Improving Access
<p>Reduce long-term demand by improving population health.</p>	<p>Ensure timely access to primary, urgent, planned, and mental health care.</p>
<ul style="list-style-type: none">• Targeted prevention for CVD, smoking, obesity, diabetes, mental health.• Expand screening, early detection, and proactive case finding.• Strengthen early years and family support.• Embed population health management in all pathways.• Work with councils on housing, employment, environment.	<ul style="list-style-type: none">• Increase primary care capacity and continuity.• Reduce elective waits, focusing on long waiters and diagnostics.• Expand same-day emergency care and alternatives to ED.• Improve mental health access, including crisis alternatives.• Strengthen SEND and CYP pathways

Value and Productivity

Value and Productivity

Deliver better outcomes within available resources.

- Reduce unwarranted variation across providers.
- Improve theatre utilisation, outpatient productivity, and flow.
- Optimise workforce skill-mix and shared roles.
- Strengthen the ICB's intelligent payor capability.
- Market Development and Commercial expertise.

Delivery Enablers

A sustainable, flexible workforce aligned to new models of care

- Skill-mix redesign across neighbourhood teams
- New roles: care coordinators, digital navigators, advanced practitioners
- Integrated workforce planning across health and social care
- Leadership development for neighbourhood and community teams
- Recruitment and retention aligned to population need

Modern, accessible spaces that support community-based care

- Development of community hubs and diagnostic centres
- Co-location of primary, community, mental health and VCSE services
- Rationalisation of under-used estate
- Investment in modern, flexible clinical and non-clinical spaces
- Estate strategy aligned to neighbourhood footprints

Turning data into actionable insight

- Population Health Management (PHM) to identify high-need cohorts
- Predictive analytics for demand, risk and outcomes
- Real-time dashboards for flow, performance and quality
- Data-driven commissioning and value-based decision making
- Integrated datasets across health, social care and VCSE

Collective delivery across the whole system

- Strong collaboration with local authorities, PCNs, providers and VCSE
- Joint planning through ICP and neighbourhood alliances
- Shared governance for transformation programmes
- Co-production with communities and people with lived experience
- Clear accountability for delivery across partners

Risks

Workforce Capacity & Capability

- Ongoing shortages across primary care, community, mental health and social care
- High reliance on agency and temporary staffing
- Limited capacity to support transformation alongside operational pressures

Financial Pressures & Productivity Requirements

- Challenging financial position across system partners
- Inability to left shift funding
- Rising demand outpacing available resources
- Delivery of productivity expectations (theatres, outpatients, medicines optimisation)

Digital & Data Readiness

- Variation in digital maturity across providers
- Dependence on timely delivery of shared care records, FDP and digital infrastructure

System Flow & Demand Pressures

- High levels of urgent care demand and delayed discharges
- Risk that acute pressures divert focus from community shift
- Rising demand in mental health, SEND and CYP services

Partnership & Delivery Complexity

- Multi-agency delivery across NHS, councils, VCSE and PCNs
- Variation in readiness and capacity across partners
- Risk of misalignment between organisational priorities

Estates Constraints & Infrastructure Gaps

- Ageing estate and limited capacity in primary and community settings
- Delays to capital investment and approvals
- Insufficient space for co-location of neighbourhood teams

Governance and Assurance

Integrated Care Board (ICB)

- Produces the 5-Year Strategic Commissioning Plan.
- Sets system-wide priorities, outcomes and financial strategy.
- Commissions services and allocates resources.
- Holds providers and Places to account for delivery.
- Ensures delivery of national requirements and system transformation.

Place-Based Partnerships (Place)

- Brings together NHS, councils, PCNs, community services and VCSE.
- Designs and delivers local models of care.
- Oversees neighbourhood teams, prevention and community services.
- Drives local improvement, integration and early intervention.
- Provides local insight to shape commissioning.

Health & Wellbeing Board (HWBB)

- Sets the Joint Strategic Needs Assessment (JSNA) and Health & Wellbeing Strategy.
- Provides democratic oversight of local priorities.
- Ensures NHS, council and partners align to local population needs.
- Holds the system to account for improving outcomes and reducing inequalities.