

Neighbourhood Alliance: ICT Programme

Implementation update for SHCPE

February 2026



A partnership of NHS organisations

1. Purpose

This paper sets out the proposed implementation approach, governance, resource plan, and next steps for delivery of the Neighbourhood Alliance ICT Programme, aligned to the Sussex Provider Collaborative Delivery Plan 2026/27 and Sussex ICB commissioning intentions.

2. Background

The Sussex Provider Collaborative (SPC) is delivering transformation under the Neighbourhood and Acute Alliances, in alignment with ICB commissioning intentions for 2026/27.

The Neighbourhood Alliance brings together SCFT, SPFT, Primary Care, and ESHT who are developing a Contractual Joint Venture (CJV), with SCFT as the lead provider.

Commissioning intentions require delivery of:

- Preventative and proactive care for high-need populations
- ICT-led interventions
- 10% reduction in avoidable emergency admissions by March 2027
- 15% increase in uptake of vaccinations & screening in underserved communities

The Programme is in active mobilisation with a February 2026 RAG status of Amber (off-track but with plan) based on current risks relating to MoU approval, integrator role definition, funding certainty and contract formation.

3. Programme Objectives

- Deliver neighbourhood led proactive and preventative care
- Standardise and deploy MDT models across all neighbourhoods.
- Reduce avoidable emergency admissions by 10%
- Increase vaccination and screening uptake by 15%
- Embed new contractual and performance frameworks for 2026/27

4. Implementation Approach

4.1 Governance & Oversight

The CJV governance model aligns with the revised SPC governance framework:

- **Neighbourhood Alliance Board** – strategic oversight, chaired by SCFT CEO
- **ICT Programme Board** – operational oversight, ICT Chairs, Workstream Leads (to be established March 2026)
- **Programme Groups** – monthly delivery oversight



- **Integrated governance model** linking into HWBs, place-based partnerships, and CJV partners-based partnerships, and CJV partners

Next Steps

- Redraft the MoU & TOR for approval by **early March**
- Confirm roles and responsibilities aligned to the CJV principles- **March**
- Set up ICT Chairs & SMEs as the Programme Board membership- **March**

4.2 Service Design & Specification

Work to finalise **the ICT Service Specification** is underway.

Key tasks:

1. **Review the MDT Core Offer spec draft (Feb)** and identify required elements for ICT Specification.
2. **Develop the ICT Service Specification** reflecting broader ICT requirements - **March**
3. **Engage Exec Leads and relevant groups** on the draft specification - **March**
4. Align the spec to contractual and performance frameworks- **by end of March**

Dependencies:

- HoNs learning and outputs (**due end of March**)
- Core Offer modelling relating to emergency admission targets- **end of Feb**

4.3 Contractual & Commissioning Model (CJV)

The developing CJV arrangements outline:

- SCFT as lead provider
- Sub-contracting ability to organisations outside of the CJV operating at community or neighbourhood level
- Resource and risk-share model
- Clear principles for shared accountability

Immediate work:

- Drafting ways of working- **Feb- March**
- Developing contractual structure- **Feb- March**
- Defining resource requirements and completing negotiations with CJV partners- **by end of March**

Decision Required:

ICB to confirm expectations for:

- Contract schedules
- Risk-share principles



4.4 Performance Framework

Design work is underway but dependent on datasets being finalised between ESHT, UHSx, SASH.

Key elements:

- Alignment with avoidable admissions metrics
- Incorporation of MDT outputs and ICT specification
- Monthly system reporting linked to the NA Board

Next Steps:

- Finalise data model to support the core offer- **March**
- Present for agreement at NA & ICB meeting (**25th February**)

4.5 Workforce & Programme Resourcing

The Programme requires a new structure including:

- Integrator roles (profiles drafted but not yet agreed)
- Programme team posts (recruitment to commence)
- Support for ICT leadership and programme functions

Next Steps:

- Move forward with recruitment process- **Feb- March**
- Agree host for integrator roles- **Feb**
- Finalise recruitment/resourcing timescales- **Feb- March**

5. Risks & Mitigations

Risk	Mitigation	RAG
Delay in MoU/ToR sign-off	Redrafted docs to be agreed by March	Off-track (with plan)
Integrator roles undefined	Finalise profiles and confirm recruitment	Off-track (with plan)
Funding commitments not fully quantified	Workstreams to confirm needs and develop framework	Off-track (with plan)
Finalised ICT specification	Integrate core offer draft and finalise	On Track
Dependency on key appointments	SPC MD supporting stand-up	On track



6. Interdependencies

- MDT Core Offer → shapes ICT Specification
- Performance Framework → Core Offer and avoidable admissions modelling
- Contractual framework → legal review & partner sign off
- HoNs learning → ICT model, service design
- Recruitment timelines → Programme Director + integrator roles

7. Implementation timeline (High Level)

Date	Milestone
Feb 2026	NA meeting on 25/02 to confirm Core Offer performance framework
Feb–Mar 2026	Redraft MoU/ToR and complete workstream alignment
March 2026	Final HoNs learning to inform design
March 2026	Establish ICT Programme Board
March–April 2026	Recruit programme resource and integrator roles
April 2026	Commence contractual mobilisation and implementation
April 2026 onwards	Live delivery, monitoring and monthly reporting



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