

BOARD MEETING

Date of Meeting: 17 January 2023	Agenda item: 12
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Title of Paper: Joint Forward Plan Development

Paper is for: (Please ✓)	Discussion	✓	Decision		Information	
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<p>Executive Summary</p> <p>NHS England published the Joint Forward Plan guidance on 23 December 2022. The guidance is brief, giving considerable flexibility in how the ICB responds.</p> <p>NHS England has extended the deadline for ICBs to publish their final Joint Forward Plans to June 2023, with an initial draft to be published by 31 March 2023.</p> <p>The guidance also contains information about the purpose and principles for the Joint Forward Plan and details on the required engagement.</p> <p>We propose to develop the Joint Forward Plan around the three themes of:</p> <ul style="list-style-type: none"> • Responding to the Integrated Care Strategy – This will be the focus of the Joint Forward Plan submission. • Strengthening our enabling capability – as identified in the guidance document, including workforce, digital and data, financial assumptions. • Supporting local integrated delivery –on our approach to developing strong Places that will support local delivery and the development of provider collaboratives to support coordinated delivery. <p>We will build on the submissions received from teams through December. We will collate an early response in January to then share with system partners to as part of a collaborative approach to development.</p> <p>The Executive Management Group and ICB Board will be used as the two ICB groups to agree the Joint Forward Plan submission to NHS England. Other sign off procedures will need to be agreed with NHS Partner Trusts and the Health and Wellbeing Boards.</p>
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<p>Action Required</p> <p>The Board is asked to</p> <ul style="list-style-type: none"> • Note the requirements of the Joint Forward Plan guidance. • Agree the proposed approach to developing the content of the Joint Forward Plan.
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Date of Paper: 4 January

Conflicts of Interest

The Joint Forward Plan when agreed will inform the prioritisation of the use of NHS resource. This will have an impact on organisations led by members of the Board (NB, NM) and ICB funding contributes to the pooled budgets managed by Oxfordshire County Council and the contract held by GP practices, so SC and SJ are potentially conflicted. The perspective of these members is an important aspect to development of our priorities and plans.

No conflict identified	✓
Conflict noted: conflicted party can participate in discussion and decision	
Conflict noted, conflicted party can participate in discussion but not decision	
Conflict noted, conflicted party can remain but not participate in discussion	
Conflict noted, supported paper withheld from conflicted party e.g. pecuniary benefit	
Conflicted party is excluded from discussion	

Joint Forward Plan Development for BOB

Context

1. NHS England published the [Joint Forward Plan \(JFP\) guidance](#) on the 23 December 2022.
2. The guidance is brief, allowing for significant flexibility of interpretation and application.
3. The JFP guidance was published at the same time as the [NHS 2023/24 priorities and operational planning guidance](#)
4. The ICB needs to consider our planning requirements, operational planning for 2023/24 and the longer-term planning of the JFP together, given the potential for overlap and duplication.

Summary of the JFP Guidance

Timescales for publication

5. ICBs and their partner Trusts have a duty to prepare the first JFP before the start of the financial year 2023/24. In a change to the draft guidance, the date for publishing and sharing the final version of the plan with partner organisations is 30 June 2023.
6. NHS England expects a jointly developed version to be developed by 31 March, while recognising that consultation on further iterations may be required after that date.

Purpose of the Joint Forward Plan

7. Systems are encouraged to use the JFP to develop a shared delivery plan for the Integrated Care Strategy and the Joint Local Health and Wellbeing Strategies (JLHWS)
8. At a minimum, the JFP needs to describe how the ICB and partner Trusts “intend to arrange and/or provide NHS services to meet their population’s physical and mental health needs. This should include the delivery of universal NHS commitments, address ICSs’ four core purposes and meet legal requirements.”
9. ‘Universal commitments’ are defined as those described in the annual operational planning guidance and the NHS Long Term plan.
10. The JFP will be a public facing document.

Principles underpinning the JFP development

11. Three principles have been published as part of the NHS England guidance describing the JFP’s nature and function.
 - Principle 1: Fully aligned with the wider system partnership’s ambitions.
 - Principle 2: Supports subsidiarity by building on existing local strategies and plans as well as reflecting the universal NHS commitments.
 - Principle 3: Delivery focused, including specific objectives, trajectories and milestones as appropriate.

Developing the Joint Forward Plan collaboratively

12. Close engagement with partners is essential to the development of JFPs. This will include engagement with:

- The Integrated Care Partnership (ensuring this also provides the perspective of social care providers).
- Primary care providers.
- Local authorities and each Health and Wellbeing Board (HWB).
- Other ICBs in respect of providers whose operating boundary spans multiple ICSs.
- NHS collaboratives, networks and alliances.
- The voluntary, community and social enterprise sector.
- People and communities that will be affected by specific parts of the proposed plan, or who are likely to have a significant interest in any of its objectives.

Role of NHS England

13. NHS England will “support ICBs and their partner Trusts develop JFPs.” This will not be a formal assurance process but an opportunity to support ICBs. This is expected to be of particular importance in relation to services that will be delegated in the future.

Role of Health and Wellbeing Boards

14. ICBs and their partner Trusts must involve each HWB whose area coincides with that of the ICB.

15. The JFP must describe how the ICB proposes to implement relevant JLHWSs. The ICB must consult those HWBs on whether the draft takes proper account of each JLHWS published by the HWB that relates to any part of the period to which the JFP relates.

16. HWBs must respond with its opinion and may also send the opinion to NHS England.

Legislative requirements

17. There are a number of legislative requirements also included in the guidance document covering a range of themes, including:

- Duty to promote integration.
- Financial duties.
- Duties to improve quality of services.
- Duty to patient choice.
- Duty to research and innovation.
- Duty to climate change.
- Addressing particular needs of children and young people.
- Addressing the particular needs of victims of abuse.

Each of these, must be included or referenced in the Joint Forward Plan.

Proposed JFP structure and content for BOB

18. The joint forward plan will provide the connection between the detailed 202/23 operational planning required by NHS England and the commitments of the BOB Integrated Care Strategy.

19. We propose the BOB Joint Forward Plan includes details covering three thematic areas:

- a. Delivering the Integrated Care Strategy – Subject to revisions to the strategy following engagement, this will include:
 - i. Our approach and plans for prevention and reducing inequalities.
 - ii. Starting, Living and Aging well – responding to the specifics of the strategy priorities and objectives.
 - iii. Delivering better access to quality services (noting a possible overlap with the 2023/24 operational plan and expected national recovery plans for UEC, GP Access, and other national requirements for planned care, cancer and maternity services).

- b. Strengthening our enabling capabilities
 - i. Other priorities that are agreed to be delivered within the 5-year delivery period (e.g. taking on responsibility for delegated services). This will include more detail on delivery of the NHS Long Term Plan (LTP). Given the specifics of the 2023/24 operational plans, this will need to be carefully planned to avoid duplication.
- c. Supporting local integrated delivery:
 - i. Describing the emerging place-based plans and priorities (where possible) or the proposed journey to stronger place-based delivery, explaining how strong Places will support delivery of the strategy and the Health and Wellbeing strategies.
 - ii. Plans for the development of Provider Collaboratives.

Our approach for delivering the Joint Forward Plan

Strategy delivery plan

- 20. The primary focus in January 2023 will be detailing, with NHS partner organisations and primary care colleagues, how we will deliver the priorities of the ICP's Integrated Care Strategy.
- 21. We will work with the relevant ICB leads, including representatives from partner organisations, to confirm actions that will be led and delivered by the NHS organisations including timescales and outcomes. This activity will build on information submitted in templates by the relevant planning leads as part of the December planning activity. As part of this process planning leads were asked to consider the relevant strategy priorities impacting their service areas.
- 22. Place Directors, with supporting teams, will be important in shaping the delivery plans for these areas, recognising the importance of place-based delivery and our Local Authorities' ambition to support this approach.
- 23. The relevant cross-system strategy working groups, or equivalent, will be convened in late January / early February. They will provide feedback and further direction on the requirements and metrics that can be used to measure successful delivery.

Critical Enablers

- 24. There are a number of other priorities that will be addressed as part of the Joint Forward Plan activity, as required by the guidance. Most obviously these will include our plans for our workforce, digital and data, quality improvement, innovation and research.
- 25. The JFP must also describe the financial assumptions including achieving financial balance and delivering productivity improvements
- 26. The joint forward plan will also cover the planned transition of responsibility for delegated services, expected to transition to ICBs over 2023 and 2024.
- 27. There is an opportunity to include other transformation activity, if agreed as a priority. However, given capacity constraints and the need to prioritise recovery in 2023/24, this is likely to be confined to scoping and planning activity in the short term.
- 28. The detail required for these priorities will build on the information submitted in templates by the relevant planning leads.

Local, integrated delivery

29. This section will describe how we will make the principle of subsidiarity a reality. The section will point to the emerging plans for developing strong Places that will support the delivery of high-quality local services.
30. It will also cover the delivery of requirements as set out in the local Health and Wellbeing Strategies.
31. Place based plans are being developed over coming months to support local delivery. The Joint Forward Plan will be iterated to reflect these emerging priorities through the development process.

ICB Governance

32. The Planning Leads Group will use the expertise of those most directly involved in the development of the strategy delivery plan (Prevention / Inequalities, Primary Care, Long Term Conditions, Mental Health / Children and Young People), and at least one Place Director. Others will be included in the group as required.
33. The Joint Forward Plan governance will align with the governance for the operational planning through the Executive Planning Group. The Executive Management team will provide input and assurance on the detailed content and decisions required for the JFP.
34. The Board Assurance Committees will be provided with updates on the JFP development.
35. The ICB Board must agree the final version of the JFP.
36. Further planning must align input and sign off with partner organisations including NHS Trusts and Health and Wellbeing Boards

Timescales:

37. It is expected that the Public ICB Board meeting in March will be used to review and agree a draft of the Joint Forward Plan, in advance of circulation to system wide partners. It is expected that the same draft will be shared with partners Trusts through March.
38. Board Members will be updated on progress and involved in shaping the Joint forward plan through other Board sessions planned in February.

Asks of the Board

39. The Board is asked to:
 - a. Note the update and scope of the JFP guidance.
 - b. Agree the proposed approach to developing the content of the Joint Forward Plan.