

## BOARD MEETING

<b>Title</b>	<b>Delivering the Joint Forward Plan – ICB Board Update March 2024</b>		
<b>Paper Date:</b>	07 March 2024	<b>Board Meeting Date:</b>	19 March 2024
<b>Purpose:</b>	Approval	<b>Agenda Item:</b>	11.1
<b>Author:</b>	Robert Bowen, Deputy Director Strategy	<b>Exec Lead/ Senior Responsible Officer:</b>	Hannah Iqbal, Chief Strategy & Partnerships Officer
<b>Executive Summary</b>			
<p>At the end of June 2023 our first NHS Joint Forward Plan (JFP) for the Buckinghamshire Oxfordshire and Berkshire West (BOB) ICB and partner NHS Trusts was published.</p> <p>The published JFP sets out detailed delivery plans to improve services and outcomes for people who live and work in BOB, and how we deliver the ambitions set out in the Integrated Care Strategy.</p> <p>This paper will:</p> <ul style="list-style-type: none"> <li>• Remind colleagues of the assurance proposals documented for JFP delivery– noting that the detailed ambitions of the service delivery plans will be assured through existing governance groups with progress included in regular reports and updates, alongside other items as necessary.</li> <li>• Provide an update on delivery progress of the priority areas: Tackling Inequalities; Transforming Primary Care; Improving our users’ experience and Creating a Sustainable System</li> <li>• Explain our approach to updating the JFP priority areas by developing a small number of ‘System Goals’, targeting recovery and transformation, that will have an impact across the BOB system (noting additional details are included in Item 11.2).</li> </ul>			
<b>Action Required</b>			
<p>The Board are asked to:</p> <ul style="list-style-type: none"> <li>• Note the progress made with delivering the priority areas of the Joint Forward Plan ambitions.</li> <li>• Agree the proposed approach to updating the Joint Forward Plan by focusing on a small number of strategic priorities (“System Goals”).</li> </ul>			
<b>Conflicts of Interest:</b>		Conflict noted: conflicted party can participate in discussion and decision	
The Joint Forward Plan informs the prioritisation of the use of NHS resources. This will have an impact on organisations that members of the board lead/work for. The perspective of these members remains an important aspect to development and delivery of our priorities and plans.			
<b>Date/Name of Committee/ Meeting, Where Last Reviewed:</b>		N/A	

## Delivering the Joint Forward Plan – Update for ICB Board March 2024

### Overview

1. At the end of June 2023 our first NHS Joint Forward Plan (JFP) for the Buckinghamshire, Oxfordshire and Berkshire West (BOB) ICB and partner NHS Trusts was published.
2. In line with national guidance the JFP set out detailed delivery plans to improve services and outcomes for people who live and work in BOB, and how we will deliver the ambitions set out in the Integrated Care Strategy, agreed by the Integrated Care Partnership in March 2023.
3. The final version of the JFP is available on the [BOB ICB website](#).
4. This paper aims to:
  - a. Remind colleagues of the proposed assurance proposals for the JFP
  - b. Provide a high-level update on progress, specifically of the identified priority areas outlined in Section 2 of the published plan.
  - c. Explain our approach to updating the JFP priorities, and aligning with the updated national guidance, published in December 2023.

### Assurance of the JFP

5. As explained in the JFP documentation, to avoid the creation of additional layers of governance, the primary mechanism for reporting and assuring progress of JFP delivery was confirmed as being through already established governance groups.
6. Many of these groups have wide system representation, which allows for visibility and accountability to be maintained across partners organisations. In most cases the ambitions of the JFP have been developed or included into wider service work plans and are being reported as a part of these activities.
7. As such reporting on progress will be included in regular reports and updates, alongside other items, provided to relevant meetings, committees and Boards.

### Delivery progress

8. The JFP set out priority areas for delivery, linked to areas of identified system challenge. These activities were proposed as priorities for system wide working because they would set a foundation for longer term change. These four areas relate to an Inequalities Challenge, Primary Care challenge, User experience challenge, and a sustainability challenge (focussing on financial and workforce sustainability).
9. **Tackling inequalities** – The JFP recognised that a more consistent approach to identifying and addressing inequalities would be significantly strengthened through the development of a robust approach to population health management (PHM). In 2023/24 we made strong progress on the creation of an Integrated Data Set across our providers to support decision making. This progress, together with an alignment to Frimley ICB's analytical capabilities and experience, has allowed for a robust approach to PHM to be rolled out in a phased way across BOB. We have now established Population Health Analytics tools utilising integrated linked data for Berkshire West. This this will be achieved for Buckinghamshire by the end of March 2024 and Oxfordshire following soon after. We continue to expand the scope of this dataset and the tools available. Specific funding has been provided to Primary Care Networks (PCNs) in the most deprived areas of the ICS to support Population Health interventions. Ten pilot projects have been established targeting defined population cohorts using PHM. The Population Health Analytics tool is being used for multiple other PHM interventions too, including cardiovascular and diabetes interventions, improving same-day access, and continuity of care in General Practice.

10. **Transforming Primary care** – To support people live healthier lives for longer in their communities, the JFP recognised the need to change the way our primary and community care services operate across the system and committed to the development of a Primary Care Strategy for BOB which would describe key elements of this change. From July to December 2023 a draft strategy was developed with input from a broad range of stakeholders which built on the recommendations of the 2022 Fuller Stocktake, including priorities for improving same day access, developing integrated neighbourhood teams and focussing more on prevention. Since December, there has been an intense period of engagement to share the proposals and listen to the views of our partner organisation and communities across BOB (as described in Item 10). The feedback will continue to shape the final direction of the strategy, with final publication expected in May 2024.
11. **Improving our user experience** – Across BOB, we continue to experience issues with the accessibility of some of our services because of long waiting times. These challenges can negatively impact the experience of those who use our services. The JFP recognised the role of the Acute Provider Collaborative (APC) in addressing this challenge. The APC has committed to reviewing the demand and capacity plans from the three acute providers and to focus on challenged pathways where we have the longest waits (including ENT, urology, orthopaedics, and diagnostics). The role of the APC will continue to be refined into 2024/25 through the development of our acute provider collaborative programme which will allow for shared resources and collective focus on delivering system wide productivity and efficiency improvements.
12. **Creating a sustainable system** – Recognising the collective challenges of the financial environment and ambition to do more to support our staff and volunteers, the JFP committed to developing joined up, longer term plans.
13. **People** – In July, an Interim People Plan for 2023 was agreed by the ICB Board which focussed on Recruitment, resourcing, and retention; Culture, inclusion, and equality; Development– careers and learning; and Digital. The publication of a longer-term plan remains a priority and is currently in development through a collaborative approach with system partners. This builds on the work to establish a system-wide Health and Wellbeing group that identifies ways in which we can make our system more attractive to work in, specifically focussing on challenges relating to cost of living. We have also established a Scaling Peoples Services programme, aiming to evaluate opportunities for system wide working, including in relation to recruitment and retention.
14. **Finance** – From a finance perspective, the BOB position has been challenging all through 2023/24, requiring an increasing focus on recovery of our in-year position and the 2024/25 forecast. This pressure has constrained our ability to develop longer term plans with local partner organisations. Earlier in the year, the Integrated Efficiency Collaboration Group (IECG) was launched with a view to identifying system wide workstreams that could drive productivity or efficiency and therefore improve our forecast position.
15. For additional detail on these and other priorities in the JFP, including the detailed service delivery plans, Board members should refer to Appendix A which sets out by service plan the ICB Senior Responsible Executive and the governance forum in which progress will be reported to.

### **Updating the Joint Forward Plan for 2024/25**

16. For 2024/25, [updated guidance](#) on the publication of Joint Forward Plans was published in December 2023. This guidance reiterates the purpose of the JFP to describe how the “*ICB will meet its population’s health needs. As a minimum, it should describe how the ICB and its partner trusts intend to arrange and/or provide NHS services to meet the physical and mental health needs of their population. This should include the delivery of universal NHS commitments, address ICSs’ four core purposes and meet legal requirements.*”

17. Systems continue to have the same flexibilities to determine the JFP scope and structure and it is expected that for most systems, plans will reflect a continuation of those published in 2023.
18. In BOB, for the purposes of 2024/25 planning, the published JFP and [Integrated Care Strategy](#) continue to provide the strategic framework for our long-term ambition.
19. However, building on the delivery progress of the 2023/24 priority areas (above), and recognising that the system continues to face several significant financial and operational pressures, our refresh activity has focussed on defining a small number of priorities where we believe the greatest benefits will be seen from cross-system working – Our System Goals.
20. Prioritising these Goals in the context of the operational and financial sustainability challenges may result in some areas of the original JFP ambition being deprioritised as teams balance competing pressures to maintain the highest quality of service and support across our BOB populations. Where necessary, this will be reported through the relevant assurance groups.
21. The details of these goals, their ambition to drive both Recovery and Transformation, and the process by which they have been developed with partners, shared across the system, and refined can be found in the accompanying item (11.2 – Our approach to System Planning, Transformation and Recovery for 2024/2025).

### **Action Required**

22. The Board is asked to:

- Note the Progress made with delivering the priority areas of the Joint Forward Plan ambitions.
- Agree the proposed approach to updating the Joint Forward Plan by focusing on a small number of strategic priorities (“System Goals”).

## Appendix A: Joint Forward Plan – Assurance detail

No	Theme	Service Delivery Plan	ICB Exec Lead	Governance and Reporting Structure
1	Promote and Protect Health	Inequalities & Prevention	Rachael de Caux	Prevention, Pop. Health and Reducing inequalities
2	Promote and Protect Health	Immunisations & Vaccinations	Rachael Corser	Vaccine Oversight Board
3	Start Well	Maternity	Rachael Corser	LMNS Stakeholder & Assurance Group
4	Start Well	CYP Mental Health	Rachael Corser	ICB MH Partnership Board
5	Start Well	CYP Neurodiversity	Rachael Corser	Learning Disability and Autism Board
6	Start Well	Learning Disabilities	Rachael Corser	Learning Disability and Autism Board
7	Live Well	Adults Mental Health	Rachael Corser	ICB MH Partnership Board
8	Live Well	Adults Neurodiversity	Rachael Corser	Learning Disability and Autism Board
9	Live Well	Adults Long Term Conditions	Rachael de Caux	ICB Clinical Programme Board
10	Live Well	Integrated Cardiac Delivery Network	Rachael de Caux	ICB Clinical Programme Board
11	Live Well	Integrated Diabetes Delivery Network	Rachael de Caux	ICB Clinical Programme Board
12	Live Well	Integrated Respiratory Delivery Network	Rachael de Caux	ICB Clinical Programme Board
13	Live Well	Integrated Stroke Delivery Network	Rachael de Caux	ICB Clinical Programme Board
14	Live Well	Cancer Services	Matthew Tait	Thames Valley Cancer Alliance Executive Board
15	Age Well	Age Well Services	Rachael Corser	ICB Clinical Programme Board
16	Improving Quality and Access	Urgent and Emergency Care	Matthew Tait	BOB UEC Programme Board
17	Improving Quality and Access	Planned Care	Matthew Tait	Elective Care Board
18	Improving Quality and Access	Primary Care	Rachael de Caux	Primary Care and Community Care transformation Board
19	Improving Quality and Access	Palliative & End of Life Care	Rachael Corser	ICB Palliative and End of Life Care Board
20	Supporting and Enabling Delivery	Workforce	Caroline Corrigan	ICS People Board
21	Supporting and Enabling Delivery	Digital & Data	Victoria Otley-Groom	Digital & Data Delivery Oversight Group
22	Supporting and Enabling Delivery	Estates	Matthew Metcalfe	Executive Management Committee
23	Supporting and Enabling Delivery	Finance	Matthew Metcalfe	Executive Management Committee and System Productivity Committee

24	Supporting and Enabling Delivery	Quality	Rachael Corser	Prevention, Population Health & Reducing Health Inequalities Group
25	Supporting and Enabling Delivery	Safeguarding and CIC/LAC	Rachael Corser	ICS Safeguarding and LAC Committee
26	Supporting and Enabling Delivery	Infection Prevention and Control	Rachael Corser	Infection Prevention and Control Committee
27	Supporting and Enabling Delivery	Personalised Care	Rachael Corser	Infection Prevention and Control Committee
28	Supporting and Enabling Delivery	Research, Innovation & Quality Improv.	Hannah Iqbal	Executive Management Committee
29	Supporting and Enabling Delivery	All Age Continuing Care	Rachael Corser	Executive Management Committee
30	Supporting and Enabling Delivery	Delegated Commissioning	Matthew Tait	Place and System Development Committee
31	Supporting and Enabling Delivery	Net Zero	Hannah Iqbal	Net Zero Programme Board