

Integrated Care Board

Date of meeting	17 July 2024
Title of paper	Lancashire and South Cumbria ICS Joint Forward Plan Refresh 2024
Presented by	Craig Harris, Chief Operating Officer
Author	Carl Ashworth, Director of Planning and Sonya Thompson, Senior Planning Manager
Agenda item	14
Confidential	Yes

Executive summary

The Lancashire and South Cumbria (L&SC) ICS Joint Forward Plan for 2023 onwards was agreed by the ICB Board in July 2023 following wide engagement with system partners. The scope of the plan covers a five-year period and the ICB is required by national guidance to publish a further iteration of the plan for 2024 by the end of July.

Discussion with ICB Executives indicated that there should not be a full rewrite of the JFP for 2024 and that there was no intention to shift the plan away from previously agreed strategic priorities. This would allow the plan to be refreshed without further extensive engagement.

It was acknowledged that the refresh of the original plan needed to (a) include information on progress on implementation during 2023/24 (b) reflect any change in direction for the new 'year 5' of the plan and (c) update the plan to include reference to a number of developing system initiatives.

The refreshed plan can be viewed at

<https://www.healthierlsc.co.uk/application/files/8117/2060/995>

Recommendations

The ICB Board is asked to support the refreshed Joint Forward Plan for 2024 onwards.

Which Strategic Objective/s does the report relate to:		Tick
SO1	Improve quality, including safety, clinical outcomes, and patient experience	✓
SO2	To equalise opportunities and clinical outcomes across the area	✓
SO3	Make working in Lancashire and South Cumbria an attractive and desirable option for existing and potential employees	✓
SO4	Meet financial targets and deliver improved productivity	✓
SO5	Meet national and locally determined performance standards and targets	✓
SO6	To develop and implement ambitious, deliverable strategies	✓

Implications				
	Yes	No	N/A	Comments
Associated risks			-	<i>Highlight any risks and where they are included in the report</i>
Are associated risks detailed on the ICB Risk Register?			-	
Financial Implications			-	
Where paper has been discussed (list other committees/forums that have discussed this paper)				
Meeting	Date		Outcomes	
Business & Sustainability Group	26 June 2024		Full support for the refreshed JFP	
ICB Executive Team	2 July 2024		Support with minor amendments	
Conflicts of interest associated with this report				
None				
Impact assessments				
	Yes	No	N/A	Comments
Quality impact assessment completed		✓		
Equality impact assessment completed		✓		
Data privacy impact assessment completed		✓		
Report authorised by:	Craig Harris			

Integrated Care Board – 17 July 2024

L&SC ICS Joint Forward Plan Refresh 2024

1. Introduction

- 1.1 The Joint Forward Plan (JFP) for 2023 onwards was agreed by the ICB Board in July 2023. The scope of the plan covers a five-year period and the ICB is required under statute to review and republish the plan in March each year. However, the late publication of NHS operational planning guidance – together with purdah around the General Election – meant that national guidance was amended to shift the publication date for 2024 to the end of July.
- 1.2 Discussion with ICB Executives in November 2023 indicated that there was no appetite for a full rewrite of the JFP this year and no intention to shift the plan away from previously agreed strategic priorities. However, it was acknowledged that the original plan needed to be refreshed to (a) include information on progress on implementation during 2023/24 (b) reflect any change in direction for the new ‘year 5’ of the plan and (c) update the plan to include reference to a number of developing system initiatives, in particular:
- continued development of the Recovery & Transformation Programme, including the identification of fragile services across system providers
 - confirmation of the New Hospitals Programme and the associated requirement to design the 2035 system model within which LSC hospitals will operate
 - development of the system medium-term financial plan and other key enabler strategies, including the workforce strategy, the digital and data strategy, and the infrastructure strategy
 - the development of place-based partnerships and their local work programmes
- 1.3 Contributions from across the ICB and wider system have been woven into the refreshed Joint Forward Plan for 2024 onwards. An updated Joint Forward Plan Annex detailing how the ICB is meeting its statutory roles can be accessed at <https://www.healthierlsc.co.uk/application/files/7717/2060/9952>.

2. Development of the Joint Forward Plan

- 2.1 The JFP is a plan for the Integrated Care System that is signed off as such by the ICB Board. Prior to the publication in July 2023 of the ICS Joint Forward Plan for 2023 onwards, there had been wide engagement with Trust Boards, Health and Well-being Boards, the Integrated Care Partnership and the public on the development of the strategic priorities set out in the plan.
- 2.2 Given the five-year scope of the plan, there is a requirement under statute for the JFP to be refreshed each year. For 2024, it was agreed with ICB Executives that (a) there should not be a full rewrite of the JFP for 2024 and (b) there was no

intention to shift the plan away from previously agreed strategic priorities. This would allow the plan to be refreshed without further extensive engagement, given that there would be no changes to the main thrust of the plan.

- 2.3 However, it was acknowledged that the original plan needed to be refreshed to (a) include information on progress on implementation during 2023/24 (b) reflect any change in direction for the new ‘year 5’ of the plan and (c) update the plan to include reference to a number of developing system initiatives.
- 2.4 National guidance from NHS England for the development of the JFP was published alongside the operational planning guidance at Easter 2024. There was no change in this document to the guidance for the previous year’s plan, other than the delay in the expected publication date of the JFP.
- 2.5 The following table sets out the main updates that have been made to the 2023 plan:

Area	Update
Preface & introduction	Alignment with narrative used in the Annual Report 2023 and State of the System report
Implementation in 2023/24	New chapter 5 on success stories Progress in 2023/24 woven into each chapter
Update for new year 5 of plan	Details on New Hospital Programme and 2035 models of care New chapter 11 linking anchor institution work with broader economic development, including Lancashire 2050 and the Barrow Plan
Our challenges	Refreshed/enhanced data on population health
Recovery & transformation programmes	Detail on the system Recovery & Transformation programmes has been woven into the fabric of the document
Our enablers	Where new strategies have been developed for key enablers – workforce, digital/data and infrastructure/green strategies – these have been summarised in the refreshed plan
Places	Successes and plans for each of our Places have been reflected

- 2.6 In addition to the above updates, a more explicit mapping within the plan of ICS JFP strategic priorities to the strategic objectives of the ICB has been included.
- 2.7 The JFP for 2023 included an Annex that set out the statutory duties of the ICB and connected the delivery of each duty with sections of the JFP. This Annex has also been updated for 2024 and can be viewed alongside the refreshed L&SC ICS JFP for 2024 onwards.

3. Conclusion

- 3.1 The L&SC ICS JFP has been refreshed for 2024 onwards in a way that meets the expectations of national guidance but limits the change to the five-year plan set out in 202, retaining the strategic priorities that the system agreed in the original plan. The refreshed document celebrates successes during 2023/24 and

better describes the alignment to the plan of system programmes that were at an early stage in July 2023.

4. Recommendations

The Board is requested to:

1. Note the contents of the refreshed L&SC ICS Joint Forward Plan for 2024 onwards, including the retained system strategic priorities
2. Note the changes that have been made to last year's plan and the alignment to delivery of ICB strategic objectives
3. Support the publication of the L&SC ICS JFP for 2024 onwards

Professor Craig Harris
Chief Operating Officer

3rd July 2024