

## Integrated Care Board

<b>Date of meeting</b>	Wednesday 29 March 2023
<b>Title of paper</b>	Draft Lancashire and South Cumbria NHS Joint Forward Plan
<b>Presented by</b>	Kevin Lavery
<b>Authors</b>	Carl Ashworth, Sonya Thompson
<b>Agenda item</b>	9
<b>Confidential</b>	No

### **Purpose of the paper**

To update Lancashire and South Cumbria Integrated Care Board (ICB) on the development of the draft Joint Forward Plan for Lancashire & South Cumbria and to facilitate the review and support of the document by the Board.

### **Executive summary**

The ICB, with its partner NHS trusts, must prepare a 5-year joint forward plan (JFP) to be refreshed before the start of each financial year. For this first year, however, NHS England has specified that the date for publishing and sharing the final plan with NHS England, their integrated care partnerships (ICPs) and Health and Well-being Boards (HWBs) should be 30 June 2023.

A draft LSC ICS Joint Forward Plan is presented for the review and support of the Board prior to a three-month period of partner and public engagement and further subsequent development. The plan should be read in conjunction with the following Agenda Items, both of which are referenced and fully aligned with the draft Joint Forward Plan:

- CEO's State of the System report (Item 7)
- ICP Integrated Care Strategy (Item 8)
- Three-year financial framework (part 2)
- 2023/24 system operational plans (part 2)

A RAG assessment against associated national guidance for the Joint Forward Plan is included within this covering paper. The final version of the plan will be presented to the June Board meeting.

### **Recommendations**

The Board is asked to:

- Review and comment on the contents of the draft Joint Forward Plan
- Note the RAG assessment of the plan against national guidance
- Support the use of the draft Joint Forward Plan as the basis for consultation with providers and the population

- Support the next steps outlined in the draft JFP and summarised at section 7 of this paper

**Governance and reporting** (list other forums that have discussed this paper)

<b>Meeting</b>	<b>Date</b>	<b>Outcomes</b>
Paper on draft content agreed by ICB Executives & Board	December 2022	Supported
Initial version of the draft Joint Forward Plan at ICB Executive team	7 <sup>th</sup> March 2022	Supported
<b>Conflicts of interest identified</b>		
<b>None</b>		

<b>Report authorised by:</b>	Kevin Lavery
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# Integrated Care Board – 29 March 2023

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## Draft Lancashire and South Cumbria NHS Joint Forward Plan

### 1. Introduction

1.1 The Health and Care Act 2022 established Integrated Care Boards (ICBs) to take on functions previously delivered by Clinical Commissioning Groups (CCGs) and required the creation of Integrated Care Partnerships in each local system area.

1.2 Under provisions of the Act, the ICB, with its partner NHS trusts, must prepare a 5-year joint forward plan (JFP) to be refreshed before the start of each financial year. For this first year, however, NHS England has specified that the date for publishing and sharing the final plan with NHS England, their integrated care partnerships (ICPs) and Health and Well-being Boards (HWBs), is 30 June 2023 rather than 1 April.

1.3 A draft LSC ICS Joint Forward Plan is attached for review and support by the Board prior to a period of engagement and further development. This report is intended to support Board discussion on the draft plan.

### 2. Requirements of national guidance

2.1 ICBs are encouraged to use the JFP development process to produce a shared delivery plan for the Integrated Care Strategy (developed by the Integrated Care Partnership) and local health and wellbeing strategies (developed by local authorities through Health and Wellbeing Boards). The plan should be supported by the whole system, including NHS providers, local authorities and voluntary, community and social enterprise partners.

2.2 As a minimum, the JFP should describe how the ICB and its partner trusts:

- intend to arrange and/or provide NHS services to meet their population's physical and mental health needs
- will ensure the delivery of universal NHS commitments (annual NHS priorities and operational planning guidance and NHS Long Term Plan);
- will address the Integrated Care System's four core purposes; and
- will meet legal requirements.

2.3 The following principles describe the JFP's nature and function

- **Principle 1:** Fully aligned with the wider system partnership’s ambitions
- **Principle 2:** Supporting 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.

2.4 It is intended that JFPs should build on and reflect existing Joint Strategic Needs Assessments, Joint Local Health and Wellbeing strategies and NHS delivery plans, along with previous outcomes of local patient and public engagement - as such it is not anticipated that their development will require full formal public consultation.

### 3. How the plan matches up against national guidance

3.1 In the main, the expectations of the national guidance have been met within the text of the draft Joint Forward Plan. However, it should be noted that, as 2022/23 is a transition year for ICBs, national guidance anticipates that the breadth and depth of the initial Joint Forward Plan will be constrained, with an expectation that a more comprehensive plan will be developed for 2024/25 onwards.

3.2 A full RAG analysis of the draft JFP against the requirements of the guidance – including reference to all legal duties – has been undertaken and is presented at Appendix B. This analysis will also be used to inform an NHSE review of the draft plan. It should be noted that there will be no formal assurance of the plan by NHSE – however, there is an offer of review of the contents against the guidance as a ‘critical friend’.

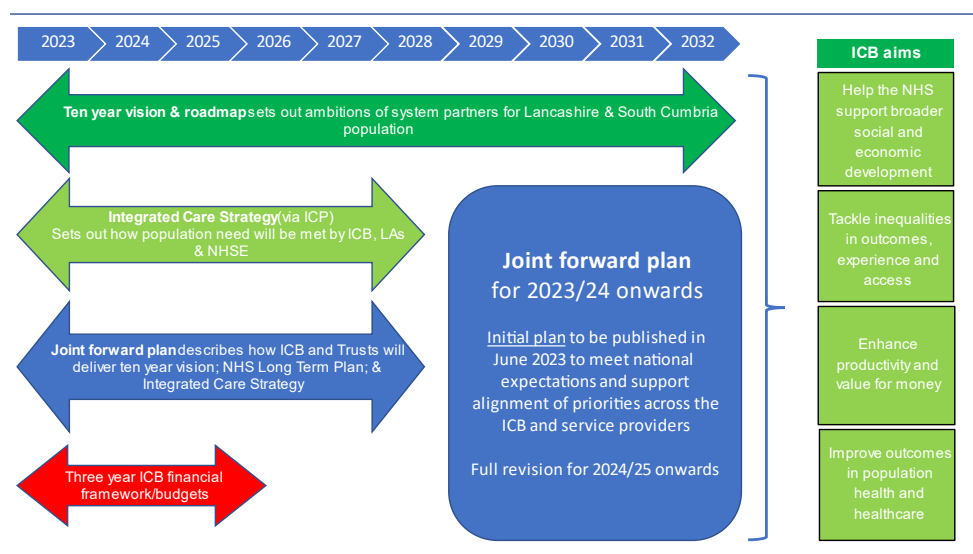
3.3 The analysis can be summarised against the three JFP principles set out in section 2:

Principle	Description	Position reflected in RAG assessment
1	Fully aligned with the wider system partnership’s ambitions	<b>GREEN</b> - Full alignment with Integrated Care Strategy and previous Long Term Plan ambitions
2	Builds on existing local strategies and plans as well as reflecting the universal NHS commitments	<b>GREEN</b> – strategic priorities reflect Integrated Care Strategy, Long Term Plan and operational plan objectives
3	Delivery focused, including specific objectives, trajectories and milestones as appropriate.	<b>AMBER</b> – narrative focuses on need for delivery – however, full detail of accountability frameworks and delivery plans will be worked up during March to June

## 4. How we have managed the development process locally

4.1 In December, ICB Executives shared with the Board a proposal to develop a single whole system plan incorporating:

- Board and Executive aspirations to set out a clear long-term vision of how the ICB will achieve its four key aims
- the ICB response to agreements with Local Authority partners as part of the ICP Integrated Care strategy
- the response to the national guidance for an ICB/Trust five-year forward plan and
- our approach to gaining fiscal control across the system through a three-year financial framework.



4.2 The timeframe for the plan covers 2023 to 2032, setting out ambitions and more detail on priorities for the next five years. Contributions to the plan were requested from ICB Executives and Directors and were received during January and February. A period of review, assimilation and realignment has followed, with a recognition that:

- the JFP needs to reflect the emerging views of ICB Executives and Board on strategic priorities
- the JFP should be aligned with the Integrated Care Strategy
- the JFP should be aligned with the ICB CEO's State of the System report
- there are several existing strategies and plans across partner organisations and ICB directorates that are not fully aligned, connected or targeted to contribute to achievement of ICB aims
- there was therefore a need to reset system plans with a single high-level plan – and a single set of system priorities - against which the efforts of ICB teams and partners could be realigned.

## 5. Relationship of the draft Joint Forward Plan with other Board agenda items

5.1 The draft Joint Forward Plan is presented to the Board as part of a portfolio of documents, each of which has informed the development of the plan.

- ✓ ICB CEO's state of the system report – the report is a personal reflection on the challenges faced by the ICB – these are described in more detail within the draft Joint Forward Plan. The CEO report also sets out priorities for action by the Board and system partners – these have informed the strategic priorities and underpinning enabling actions described within the draft Joint Forward Plan.
- ✓ ICP Integrated Care Strategy – developed through the Integrated Care Partnership, the strategy sets out the key priorities for action by the NHS, local government and wider partners to improve the health and well-being of the Lancashire & South Cumbria population. The strategy focuses on the overlap of responsibilities between the NHS and Local Government – the NHS commitments within the strategy have been assimilated into the draft Joint Forward Plan and reflected in the strategic priorities.
- ✓ Three-year financial framework – the need to ensure that the system focuses on financial recovery as a priority is described in more detail in the framework and has been reflected in the strategic priorities within the draft Joint Forward Plan.
- ✓ 2023/24 system operational plans – the report of the final position on the system workforce, activity and finance plans to deliver the 32 objectives set out in the operational planning guidance for 2023/24 – all objectives have been mapped against the strategic priorities of the draft JFP.

## 6. Strategic priorities of the draft JFP

6.1 A 'Plan on a Page' is included at Appendix A to this document - a summary of the strategic priorities is as follows:

L&SC Strategic Priorities		Long Term success
1	Strengthen our foundations	Improved sustainability of the system as measured via the financial position overall.
2	Improve prevention and reduce inequalities	Improved healthy life expectancy at system and place.
3	Integrate and strengthen primary and community care	Enhanced and seamless care provision within our neighbourhoods.
4	Improve Quality and Outcomes	Improved quality of care across all our providers as measured via their CQC and Single Operating Framework assessments.
5	World Class Care	Improved pathways of care across the system as measured via our adherence to national recommendations for World Class Care.

6.2 Delivery of the strategic priorities will be supported by a number of enabling actions, grouped into (a) ways of working differently and (b) getting the basics right:

Working Differently			
Research and Innovation	<b>Reducing inequalities</b> utilising population health management and public health expertise	<b>Integrated working</b> within the NHS family and with our system partners	<b>Lifting the bureaucratic burden</b> longer term partnerships with high performing providers
	<b>Empowering our population</b> including public and patient engagement and personalised care	<b>Double Devolution</b> with strengthening of places and neighbourhoods	

Getting the Basics Right		
<b>Comprehensive workforce plan</b> across all organisations and sectors	<b>Buildings, infrastructure, and digital investment</b>	<b>A strong delivery focus</b> with clear delivery plans, joint accountability frameworks and performance metrics

6.3 Each of the strategic priorities and enabler actions are described in detail in the draft Joint Forward Plan. The strategic priorities map to delivery of the four key strategic aims of the ICB as follows:

Contribution to our four key strategic aims					
		Reduce Inequalities	Improve Outcomes	Enhance Productivity	Support broader social and economic development
1	Strengthen our foundations			✓	
2	Improve prevention and reduce inequalities	✓	✓	✓	✓
3	Integrate and strengthen primary and community care	✓	✓	✓	
4	Improve Quality and Outcomes	✓	✓	✓	
5	Deliver world class care for priority areas	✓	✓	✓	

## 7. Next steps

7.1 The next steps in the development of the draft JFP are set out in the document itself. In summary, the key actions for April to June include:

- **Address the gaps** in the plan in line with the RAG analysis against national guidance

- **Engagement with our population, using** a public facing summary of the draft Joint Forward Plan to inform regular listening public group events with local people
- **Engagement to ensure all partners are signed up to the plan**
  - Our NHS provider partners
  - Our Local Government Partners
  - Health & wellbeing Boards
  - Integrated Care Partnership
- **Health equity impact** review of the plan
- **‘Critical friend’ review** by NHS England

7.2 In parallel with the development of the final Joint Forward Plan, we will work with provider and Local Authority colleagues, ICB service leads and Directors of Health & Care Integration to:

- ensure that all strategies and plans across all partner organisations and services are aligned with the Joint Forward Plan
- develop an accountability framework and detailed delivery plans with measurable goals, annual milestones, targets, performance ambitions and trajectories, including deliverables for places and neighbourhoods.

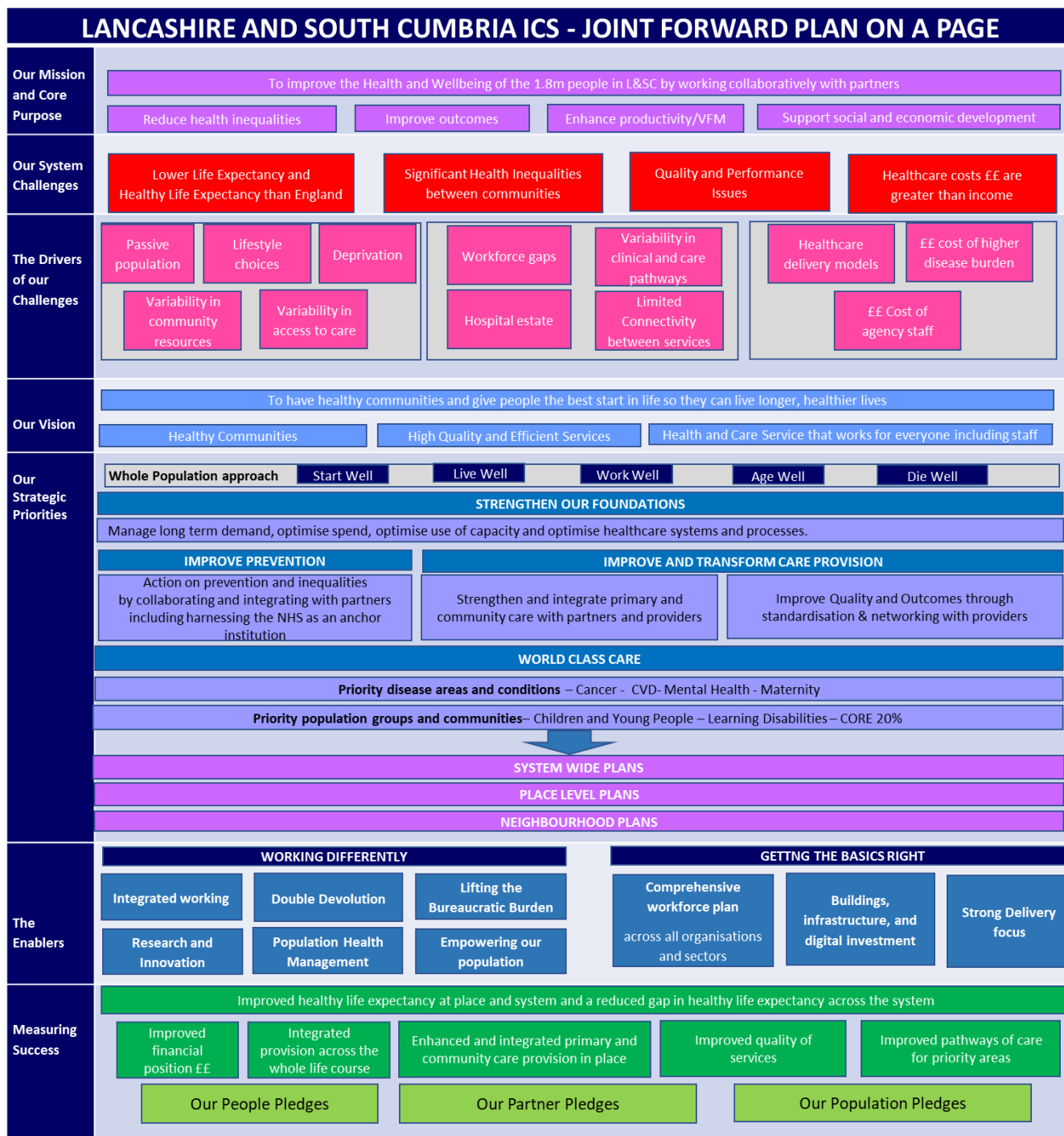
## 8. Recommendations

8.1 The Board is asked to:

- Review and comment on the contents of the draft Joint Forward Plan
- Note the RAG assessment of the plan against national guidance
- Support the use of the draft Joint Forward Plan as the basis for consultation with providers and the population
- Support the next steps outlined in section 7 of this paper



## APPENDIX A





**APPENDIX B**

RAG ASSESSMENT OF THE DRAFT LSC ICB JOINT FORWARD PLAN AGAINST NATIONAL GUIDANCE			
Scope of the plan	Partners included	<b>Joint 5-year plan across the NHS family of organisations</b> <ul style="list-style-type: none"> <li>✓ Incorporates the priorities for integrated working, as agreed with all health and wellbeing partners across Lancashire and South Cumbria and outlined within the Integrated Care Strategy</li> <li>✓ Provider partners will be fully engaged in the further development of the draft plan</li> </ul>	
	Developmental plan	<ul style="list-style-type: none"> <li>✓ Demonstrates how the physical and mental health needs of the population will be met through arranging and/or providing NHS services at a high level.</li> <li>✓ Recognition that this plan is high level and at a developmental stage, with further engagement and development to take place. Plans are built on existing system and place strategies and plans. Annual revision will take place</li> </ul>	
	Audience	<ul style="list-style-type: none"> <li>✓ Pledges to our population are included. These will be reviewed with our population during March – June.</li> <li>✓ A public facing document will also be developed.</li> </ul>	
	Timescales	<ul style="list-style-type: none"> <li>✓ An initial draft of this initial JFP to be published by end of June 2023</li> </ul>	
Content of the plan	Reference to Health needs	<ul style="list-style-type: none"> <li>✓ The plan is built upon local health needs as identified within the local JSNAs for each area – reviewed as part of the development of the Integrated Care Strategy and the draft JFP.</li> </ul>	
	Addresses the four core purposes of an ICS	<b>The JFP addresses all four ICB core purposes:</b> <ul style="list-style-type: none"> <li>✓ Improving outcomes in population health and healthcare</li> <li>✓ Tackling inequalities in outcomes, experience, and access</li> <li>✓ Enhancing productivity and value for money</li> <li>✓ Helping the NHS support broader social and economic development</li> </ul>	
	Delivery of universal NHS commitments	<p>The delivery section of the JFP is high-level and focuses upon the long-term metrics for our five strategic priorities, alongside pledges to our population, our partners, and our people. It includes reference to the NHS constitution targets, the 2023-24 national priority metrics and the National System Oversight Framework metrics.</p>	
	ICB Statutory requirements	<p><b>ICBs are required to deliver seventeen statutory requirements.</b> Further work will be undertaken to ensure these are all comprehensively covered within the final plan. The current position against each duty is as follows:</p> <ul style="list-style-type: none"> <li>✓ Describing the health services for which the ICB proposes to make arrangements</li> <li>✓ Duty to improve quality of services</li> <li>✓ Duty to reduce inequalities</li> <li>✓ Duty to promote involvement of each patient</li> <li>✓ Duty as to patient choice</li> <li>✓ Duty to obtain appropriate advice</li> <li>✓ Duty to promote innovation</li> <li>✓ Duty in respect of research</li> <li>✓ Duty to promote education and training</li> <li>✓ Duty to promote integration</li> </ul>	

		<ul style="list-style-type: none"> <li>✓ <i>Duty to have regard to wider effect of decisions</i></li> <li>✓ <i>Duty as to climate change</i></li> <li>✓ <i>Public involvement (planned for March – June)</i></li> <li>✓ <i>Children &amp; Young People</i></li> <li>✓ <i>Plans to address the needs of victims of abuse (children and adults)</i></li> <li>✓ <i>Financial duties</i></li> </ul>	
	2023-24 (NHS Mandate)	<i>There is no 23-24 formal NHS mandate for 23-24 other than Operational Planning priorities - recovering core services and productivity; delivering the key NHS Long Term Plan ambitions; and transforming the NHS. These have been mapped to our five strategic priorities.</i>	
Aligned with	Engagement and consultation	<ul style="list-style-type: none"> <li>✓ Builds upon consultation and engagement undertaken for other plans: 2020 L&amp;SC system wide 10-year plan and the 2023 integrated care strategy.</li> <li>✓ March - June 2023 - further programme of consultation and engagement on the JFP, with our population, the NHS family and with all our partner organisations.</li> </ul>	
	Integrated Care Strategy	<p><b>The JFP is fully aligned with the Integrated Care Strategy.</b></p> <ul style="list-style-type: none"> <li>✓ <i>Prevention and tackling inequalities are covered in one of the five strategic priorities of the Joint Forward Plan – this includes the delivery of the Integrated Care Strategy across the system and in each place and neighbourhood.</i></li> </ul>	
	Capital plan	<ul style="list-style-type: none"> <li>✓ <i>Outlined in Strategic priority 1 – Strengthen our foundations</i></li> </ul>	
	Other recommended content	<p>The draft JFP contains high-level content on the following recommended subjects:</p> <ul style="list-style-type: none"> <li>✓ <i>Workforce plans</i></li> <li>✓ <i>Performance ambitions to deliver the plans (further work to be undertaken in delivery plan)</i></li> <li>✓ <i>Digitally interoperable and connected system</i></li> <li>✓ <i>Estates strategy</i></li> <li>✓ <i>Procurement</i></li> <li>✓ <i>Population Health Management, prevention, and personalised care – this is a critical enabler for many of our priorities.</i></li> <li>✓ <i>System Development – governance, place, and leadership (system operational framework to be developed)</i></li> <li>✓ <i>Wider Social and Economic Development</i></li> </ul>	
	Integration plans	<p><b>The JFP includes the following, all critically enabled by integrated working</b></p> <ul style="list-style-type: none"> <li>✓ <i>Our plan to enhance prevention and reduce health inequalities, includes integration and collaboration between NHS and partner services, across the whole life course.</i></li> <li>✓ <i>Our plan to strengthen primary and community care includes the integration of the NHS with social care and wider partners within neighbourhoods</i></li> <li>✓ <i>Our plan to enhance quality and system sustainability is dependent on integration and collaboration between all the providers within the system.</i></li> </ul>	
Implementation			
	Consultation plan	<p><b>Engagement and Consultation plan will cover:</b></p> <ul style="list-style-type: none"> <li>✓ <i>People living in Lancashire and South Cumbria</i></li> <li>✓ <i>Community groups, patient and public representatives, VCSFE organisations</i></li> <li>✓ <i>Health and Well-being Boards</i></li> <li>✓ <i>Integrated care partners – NHS providers, local authorities, education</i></li> <li>✓ <i>NHS England</i></li> </ul>	
	Delivery focused	<ul style="list-style-type: none"> <li>✓ <b>Accountability framework</b> for delivery across system, place and organisation to be developed between March and June</li> <li>✓ <b>Objectives, trajectories, and milestones to be agreed in delivery plans, aligned with</b> detailed Operational plans of ICB, providers and LAs</li> </ul>	