

Integrated Care Board

Date of meeting	5 July 2023
Title of paper	The Integrated Care System Joint Forward Plan 2023 onwards
Presented by	Kevin Lavery, Chief Executive Craig Harris, Chief of Strategy, Commissioning and Integration
Author	Carl Ashworth, Director of Planning
Agenda item	8
Confidential	No

Executive summary

The Integrated Care Board (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 (NHSE) has specified that the date for publishing and sharing the final plan with NHSE, their integrated care partnership (ICP) and Health and Well-being Boards (HWBs) should be 30 June 2023.

A draft Lancashire and South Cumbria (LCS) Integrated Care System (ICS) JFP was presented for the review of the Board in March 2023 prior to a three-month period of partner and public engagement (including HWBs) and further subsequent development. The plan should be read in the context of the following documents, all of which are fully aligned with the document:

- CEO's State of our System report
- Integrated Care Partnership (ICP) Integrated Care Strategy
- Three-year financial strategy
- 2023/24 system operational plans
- System recovery and transformation programme

A 'Red Amber Green' (RAG) assessment against associated national guidance for the Joint Forward Plan is included within this covering paper.

Recommendations

The Board is asked to:

- Review the updated contents of the JFP for 2023 onwards and to support its publication as the ICS plan for the next five years
- Note the RAG assessment of the plan against national guidance and the intention to align the development of the JFP delivery plan with the System Recovery and Transformation Programme
- Support the next steps summarised at section 6 of this paper

Which Strategic Objective/s does the report contribute to

Tick

1	Improve quality, including safety, clinical outcomes, and patient experience	✓
2	To equalise opportunities and clinical outcomes across the area	✓
3	Make working in Lancashire and South Cumbria an attractive and desirable option for existing and potential employees	✓
4	Meet financial targets and deliver improved productivity	✓
5	Meet national and locally determined performance standards and targets	✓
6	To develop and implement ambitious, deliverable strategies	✓

Implications

	Yes	No	N/A	Comments
Associated risks	✓			Numerous – the JFP is intended to mitigate risk
Are associated risks detailed on the ICB Risk Register?	✓			
Financial Implications	✓			Significant cost implications of not agreeing and implementing the JFP

Where paper has been discussed

Meeting	Date	Outcomes
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 th March 2022	Supported
Draft Joint Forward Plan reviewed by ICB Board	29 th March 2023	Supported as basis for engagement and identified next steps
Final draft JFP at ICB Executive team	20 th June 2023	Supported

Conflicts of interest associated with this report

Not applicable

Impact assessments

	Yes	No	N/A	Comments
Quality impact assessment completed			✓	Impact assessments required as delivery plans are developed
Equality impact assessment completed			✓	Impact assessments required as delivery plans are developed
Data privacy impact assessment completed			✓	

Report authorised by:

Craig Harris, Chief of Strategy, Commissioning and Integration

Integrated Care Board – 5th July 2023

Report on Integrated Care System Joint Forward Plan 2023 onwards

1. Introduction

1.1 The Integrated Care Board (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 (NHSE) has specified that the date for publishing and sharing the final plan with NHSE, their integrated care partnership (ICP) and Health and Well-being Boards is 30 June 2023 rather than 1 April.

1.2 A draft Lancashire and South Cumbria (LSC) Integrated Care System (ICS) JFP was reviewed by the ICB Board in March prior to a period of engagement and further development. This report is intended to support Board discussion on the final draft of the 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 ICP) 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 ICS's four core purposes; and
- will meet statutory 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 (JSNA), 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 JFP. However, it should be noted that, as 2022/23 was a transition year for ICBs, national guidance anticipates that the breadth and depth of the initial JFP will be constrained, with an expectation that a more comprehensive plan will be developed for 2024/25 onwards.

3.2 The draft JFP that was received by the Board in March has been tested with provider Trust Boards for alignment of strategies and with Health and Wellbeing Boards to ensure that they were assured that the JFP responded to their local health and wellbeing strategies. The outcome of these discussions has been full support for the plan and its strategic priorities – where comments and suggestions have been made to improve the narrative, these have been included in the final draft document.

3.3 A full RAG analysis of the final draft JFP against the requirements of the guidance – including reference to all legal duties – has been undertaken and is presented at Appendix B.

3.4 The RAG analysis can be summarised against the three JFP principles set out at 2.3:

Principle	Description	Position reflected in RAG assessment
1	Fully aligned with the wider system partnership's ambitions	GREEN - 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	GREEN – strategic priorities reflect Integrated Care Strategy, Long Term Plan and operational plan objectives
3	Delivery focused, including specific objectives, trajectories and milestones as appropriate.	AMBER – narrative focuses on need for delivery – however, full detail of accountability frameworks and delivery plans is still under consideration as part of the finalisation of the System Recovery and Transformation Plan.

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 was intended to cover 2023 to 2032, setting out ten-year ambitions with more detail on priorities for the next five years. It was recognised that there was 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.

4.3 A draft JFP was reviewed by the ICB Board at their March meeting. Comments on the document were collected. On the basis that these comments were reflected in a subsequent version of the plan, the Board supported its use as the basis for further engagement between April and June. Agreed actions included:

- Address the gaps in the plan in line with the RAG analysis against national guidance
- Engagement with our population and staff through public group listening events and our staff survey
- Engagement to ensure all partners are signed up to the plan, including our NHS provider partners and our Health & wellbeing Boards
- ‘Critical friend’ review by NHSE

4.4 The final draft of the JFP reflects the outcomes of all engagement carried out to date. As a result of providing the additional information required through the consultation, it should be noted that the length of the document has necessarily increased from the March draft. In addition, in response to NHSE feedback, an Annex to the plan has been created to summarise the statutory duties of the ICB and show how these are reflected in the plan (Annex A of the plan).

4.5 Public and staff engagement has informed updates to the narrative. In addition, a public-facing Executive summary of the plan has been produced (Annex B of the plan).

4.6 The narrative of the Joint Forward Plan has been fully aligned with the following:

- ICB CEO's State of our System report
- ICP Integrated Care Strategy
- 2023/24 system operational plans
- System recovery and transformation programme

4.7 In parallel with the development of the final JFP document, it was agreed that the ICB would 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 JFP
- develop detailed delivery plans with measurable goals, annual milestones, targets, performance ambitions and trajectories, including deliverables for places and neighbourhoods.

4.8 It has been acknowledged that the development of delivery plans for the strategic priorities identified in the JFP must be aligned with the work to finalise the three-year System Recovery and Transformation programme. This work is ongoing.

4.9 A programme of engagement has contributed to the development of the Joint Forward Plan which has included surveys, public events and targeted outreach to seldom heard groups. It is clear from this engagement that local communities want to see action that improves services, reductions in health inequalities, improved access and more listening to communities and their experiences which has been strengthened in the plan.

5. Strategic priorities of the Joint Forward Plan

5.1 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.

5.2 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	Reducing inequalities using population health management and public health expertise	Integrated working within the NHS and with our system partners	Lifting the bureaucratic burden longer-term partnerships with high-performing providers
	Empowering our population including public and patient engagement and personalised care	Strengthening places and neighbourhoods	Harnessing our role as an anchor institution

Getting the basics right			
Comprehensive workforce strategy across all organisations and sectors	Buildings, infrastructure, digital and environment	A strong focus on delivery with clear delivery plans, joint accountability frameworks and performance measures	Safeguarding children & vulnerable adults

6. Next steps

6.1 Following support by the ICB Board, the JFP will be adopted as the system plan for the next five years and the public facing version will be published.

6.2 The next stage of implementation of the JFP will include working through the detail with our partners to ensure our plans, infrastructure and services are sustainable and joined-up.

6.3 A detailed system delivery plan with measurable goals, annual milestones, targets, performance ambitions and trajectories for providers, places and neighbourhoods is under development, aligned with the System Recovery and Transformation programme. The system delivery plan will inform a clear accountability framework for delivery between organisations and will support clear governance and oversight arrangements.

6.4 It is recognised that this is an initial JFP intended to provide focus for system working in 2023/24. We will work with partners and the public to develop a more comprehensive updated plan for 2024/25 onwards, taking the opportunity for further engagement, collaboration and co-design.

7. Recommendations

7.1 ICB Board members are asked to:

- Review the updated contents of the JFP for 2023 onwards and to support its publication as the ICS plan for the next five years
- Note the RAG assessment of the plan against national guidance and the intention to align the development of the JFP delivery plan with the System Recovery and Transformation Programme
- Support the next steps outlined in the JFP and summarised at section 6 of this paper

Craig Harris

Chief of Strategy, Commissioning and Integration

22 June 2023

APPENDIX A

LANCASHIRE AND SOUTH CUMBRIA ICS - JOINT FORWARD PLAN ON A PAGE						
Our mission and core purpose	To improve the Health and Wellbeing of the 1.8m people in L&SC by working collaboratively with partners					
	Reduce health inequalities	Improve outcomes	Enhance productivity and value for money	Support social and economic development		
Our vision	To have healthy communities and give people the best start in life so they can live longer, healthier lives					
	Healthy Communities	High Quality and Efficient Services	Health and Care Service that works for everyone including staff			
Our strategic priorities	Whole population approach	Start Well	Live Well	Work Well	Age Well	Die Well
	STRENGTHEN OUR FOUNDATIONS					
	Manage long term demand, optimise spend, optimise use of capacity and optimise healthcare systems and processes.					
	IMPROVE PREVENTION		IMPROVE AND TRANSFORM CARE PROVISION			
	Action on prevention & inequalities by collaborating and integrating with partners including harnessing the NHS as an anchor institution		Strengthen and integrate primary and community care with partners and providers	Improve quality and outcomes through standardisation & networking with providers		
	WORLD CLASS CARE					
	Priority disease areas and conditions – Cancer - CVD- Mental Health - Maternity					
	Priority population groups and communities – Children and Young People – Learning Disabilities – CORE 20%					
Our enablers	WORKING DIFFERENTLY			GETTING THE BASICS RIGHT		
	Integrated working	Strengthened Places	Lifting the Bureaucratic Burden	Comprehensive workforce plan		
	Research and Innovation	Reducing inequalities	Empowering our population	Safeguarding children & adults		
				Infrastructure, Green & digital plans		
Measuring success	Improved healthy life expectancy at place and system and a reduced gap in healthy life expectancy across the system					
	Improved financial position ££	Integrated provision across the whole life course	Enhanced and integrated primary and community care provision in place	Improved quality of services	Improved pathways of care for priority areas	
	Our People Pledges		Our Partner Pledges		Our Population Pledges	
Our values and guiding principles	High quality and patient centred care which improves people's lives					
	Compassion and kindness	Respect and dignity	while	Ensuring the effective use of resources	Collaborating within the NHS and with partners	

APPENDIX B

RAG ASSESSMENT OF THE LSC ICB JOINT FORWARD PLAN AGAINST NATIONAL GUIDANCE			
Scope of the plan	Partners included	<p>Joint 5-year plan across the NHS family of organisations</p> <ul style="list-style-type: none"> ✓ 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 ✓ Provider partners will be fully engaged in the further development of the draft plan 	
	Developmental plan	<ul style="list-style-type: none"> ✓ 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. ✓ 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 	
	Audience	<ul style="list-style-type: none"> ✓ Pledges to our population are included. These will be reviewed with our population during March – June. ✓ A public facing document will also be developed. 	
	Timescales	<ul style="list-style-type: none"> ✓ An initial draft of this initial JFP to be published by end of June 2023 	
Content of the plan	Reference to Health needs	<ul style="list-style-type: none"> ✓ 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. 	
	Addresses the four core purposes of an ICS	<p>The JFP addresses all four ICB core purposes:</p> <ul style="list-style-type: none"> ✓ Improving outcomes in population health and healthcare ✓ Tackling inequalities in outcomes, experience, and access ✓ Enhancing productivity and value for money ✓ Helping the NHS support broader social and economic development 	
	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>ICBs are required to deliver seventeen statutory requirements. 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"> ✓ Describing the health services for which the ICB proposes to make arrangements ✓ Duty to improve quality of services ✓ Duty to reduce inequalities ✓ Duty to promote involvement of each patient ✓ Duty as to patient choice ✓ Duty to obtain appropriate advice ✓ Duty to promote innovation ✓ Duty in respect of research ✓ Duty to promote education and training ✓ Duty to promote integration 	

		<ul style="list-style-type: none"> ✓ <i>Duty to have regard to wider effect of decisions</i> ✓ <i>Duty as to climate change</i> ✓ <i>Public involvement</i> ✓ <i>Children & Young People</i> ✓ <i>Plans to address the needs of victims of abuse (children and adults)</i> ✓ <i>Financial duties</i> 	
	2023-24 (NHS Mandate)	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.	
Aligned with	Engagement and consultation	<ul style="list-style-type: none"> ✓ Builds upon consultation and engagement undertaken for other plans: 2020 L&SC system wide 10-year plan and the 2023 integrated care strategy. ✓ March - June 2023 - further programme of consultation and engagement was undertaken on the JFP, with our population, the NHS family and with all our partner organisations. 	
	Integrated Care Strategy	<p>The JFP is fully aligned with the Integrated Care Strategy.</p> <ul style="list-style-type: none"> ✓ <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> 	
	Capital plan	<ul style="list-style-type: none"> ✓ <i>Outlined in Strategic priority 1 – Strengthen our foundations</i> 	
	Other recommended content	<p>The JFP contains high-level content on the following recommended subjects:</p> <ul style="list-style-type: none"> ✓ <i>Workforce plans</i> ✓ <i>Performance ambitions to deliver the plans (further work to be undertaken in delivery plan)</i> ✓ <i>Digitally interoperable and connected system</i> ✓ <i>Estates strategy</i> ✓ <i>Procurement</i> ✓ <i>Population Health Management, prevention, and personalised care – this is a critical enabler for many of our priorities.</i> ✓ <i>System Development – governance, place, and leadership (system operational framework to be developed)</i> ✓ <i>Wider Social and Economic Development</i> 	
	Integration plans	<p>The JFP includes the following, all critically enabled by integrated working</p> <ul style="list-style-type: none"> ✓ <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> ✓ <i>Our plan to strengthen primary and community care includes the integration of the NHS with social care and wider partners within neighbourhoods</i> ✓ <i>Our plan to enhance quality and system sustainability is dependent on integration and collaboration between all the providers within the system.</i> 	
Implementation			
	Consultation plan	<p>Engagement and Consultation plan will cover:</p> <ul style="list-style-type: none"> ✓ <i>People living in Lancashire and South Cumbria</i> ✓ <i>Community groups, patient and public representatives, VCSFE organisations</i> ✓ <i>Health and Well-being Boards</i> ✓ <i>NHS providers</i> ✓ <i>NHS England</i> 	
	Delivery focused	<ul style="list-style-type: none"> ✓ Accountability framework for delivery across system, place and organisation to be developed ✓ Objectives, trajectories, and milestones to be agreed in delivery plans, aligned with detailed Operational plans of ICB, providers and LAs 	

