

Integrated Care Board

Date of meeting	10 April 2024
Title of paper	ICB Commissioning Intentions 2024/25
Presented by	Professor Craig Harris – Chief Operating Officer
Author	Carl Ashworth
Agenda item	Item 7
Confidential	No

Executive summary

LSC ICB is developing a clear commissioning delivery plan for 2024-27 to set out how we plan to deliver our vision and clinical strategy within our financial framework. Our ICB commissioning intentions for 24/25 describe the changes that we want to see to progress our objectives in the first year of that plan – proposing transformation across the range of services that we commission and signaling our aim to undertake a single engagement with our population and partners.

The attached document summarises for the first time ICB commissioning intentions across system, sectors, providers and places. The information has been drawn together from multiple sources – Joint Forward Plan priorities, draft planning guidance, ICB service commissioners, provider intentions and internal discussions on closing the system deficit and achieving sustainability through transformation.

The commissioning intentions were shared previously to the Board in draft form – the updated documents have taken full account of the comments made by Board members and are presented as a final draft for review and support.

Recommendations

The Integrated Care Board is asked to:

- Review and agree the final ICB commissioning intentions for 2024/25

Which Strategic Objective/s does the report relate to:

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

Implications				
	Yes	No	N/A	Comments
Associated risks			x	
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	
Finance & performance committee	Update reports to meetings in December and February		Noted	
ICB Board Part 2	March 2024		Draft Intentions Noted	
Conflicts of interest associated with this report				
Not applicable				
Impact assessments				
	Yes	No	N/A	Comments
Quality impact assessment completed			x	
Equality impact assessment completed			x	
Data privacy impact assessment completed			x	

Report authorised by:	Craig Harris
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Integrated Care Board – 10 April 2024

ICB Commissioning Intentions 2024/25

1. Introduction

- 1.1 Since the establishment of NHS Lancashire and South Cumbria Integrated Care Board (LSC ICB) in July 2022, we have worked to build relationships with NHS providers, Local Government and other partners and agencies, with minimal immediate impact on the way that services are delivered to our population. The investment we made in that first year will start to pay back now as we move forward building across our system with a deeper understanding of the challenges underlying our system's performance and the underlying reasons. Going into 2024/25, we aim to set out our intended direction towards a more sustainable system and the actions we need to take to achieve our aims.
- 1.2 LSC ICB is developing a clear commissioning delivery plan for 2024-27 to set out how we plan to deliver our vision and clinical strategy within our financial framework. Our ICB commissioning intentions for 24/25 describe the changes that we want to see to progress our objectives in the first year of that plan – proposing transformation across the range of services that we commission and signalling our aim to undertake a single engagement with our population and partners.
- 1.3 The attached document summarises for the first time ICB commissioning intentions across system, sectors, providers and places. The information has been drawn together from multiple sources – Joint Forward Plan priorities, draft planning guidance, ICB service commissioners, provider intentions and internal discussions on closing the system deficit and achieving sustainability through transformation.
- 1.4 The commissioning intentions were shared previously to the Board in draft form – the updated document has taken full account of the comments made by Board members and is presented as a final draft for review and support.

2. Response to Board and provider comments

- 2.1 Draft commissioning intentions were shared previously with the ICB Board – the following key themes arising from Board discussion have been reflected either in the final version or in the developing delivery plan:
 - Ambitious improvements re life expectancy etc need to be at the heart of our intentions and the associated delivery plan;
 - Need the bigger strategic picture to frame why we are doing things – a compelling story to tell our clinicians, managers and population about our longer term ambitions;

- Provide clarity on the aims of our clinical strategy;
- Ensure we are commissioning for outcomes and quality not only reduced costs;
- Ensure population health can be prioritised within the delivery plan;
- Need full alignment of ICB team capacity to delivery of priority intentions;
- Ensure delivery is underpinned by clear system OD plan across staff and partners;
- Ensure delivery plans reflect the need for system and place working differently;
- Delivery plan will need to prioritise immediate actions and others over the next three years;
- Clarity on responsibilities & accountabilities will need to be set out within the delivery plan;
- Clear communications & engagement plan for our delivery plan - with deliverable ambitions

2.2 Provider CEOs have reviewed the draft commissioning intentions. In summary, responses indicated:

- Welcome the breadth of detail and wide range of ambitious proposals - enhancing services while ensuring financial stability
- Proposals will need to be considered within the context of significant operational pressures and headcount reductions
- All proposed changes should be evidence based with clear intended impacts/benefits that can be integrated into business planning processes
- Intentions need aligning with clinical strategy & financial recovery plan as they emerge
- Need prioritisation within the delivery plan to maximise efforts of system capacity
- Need full alignment across sectors, services, providers

2.3 In the main, comments relate to the development of the commissioning delivery plan – otherwise, comments have been taken account of within the updated commissioning intentions document.

3. Next steps

3.1 The following next steps were discussed with the ICB Board at the March meeting. Updated actions are set out below:

Action	Update
Collation of Board views on the draft Commissioning Intentions	Complete – see section 2
Alignment with provider responses to draft intentions	Complete – see section 2
Strengthening of impacts of key intentions	To be undertaken as part of the development of the commissioning delivery plan

Final revised intentions to be brought to next Board meeting	See this paper and attached updated documents
Application of prioritisation framework to key commissioning intentions across sectors and places to inform integrated commissioning and delivery plan	Plans in place for early April to: <ul style="list-style-type: none"> • Run hard intentions through the prioritisation framework • Identify intentions in the 'easier to do'/'greatest benefit' quadrants as priorities • Work up more detail on impacts for these intentions • Ensure alignment across different sectors/places for priority intentions • Build up delivery plan templates for priority intentions
Early start on commissioning intentions for 2025/26 onwards	Developing plan for further work on productivity analyses, JSNAs and benchmarking – alongside strengthened understanding of the impact of recovery and transformation programmes – to inform process from September

4. Recommendations

The ICB Board is asked to review and support the 2024/25 Commissioning Intentions document.

Professor Craig Harris
Chief Operating Officer
2nd April 2024