

BRIEFING NOTE FOR HEALTH & WELLBEING BOARDS & OVERVIEW & SCRUTINY COMMITTEES ON DEVELOPMENT OF FIVE-YEAR JOINT FORWARD PLAN

Purpose

The purpose of this briefing note is to update Health & Wellbeing Boards, Overview & Scrutiny Committee system partners on the requirement to develop an ICB five-year Joint Forward Plan (JFP) including providing an update on the current situation, next steps and timelines.

Background

NHS Integrated Care Boards (ICB's) and their partner NHS Trusts are required to develop a five-year joint forward plan in conjunction with wider system partners covering the period 2023 to 2028. The plan must set out how the ICB will fulfil its statutory requirements and duties and will need to be published before the end of March 2023. There is an ongoing requirement for plans to be refreshed on an annual basis. Key design principles, components, functions, and duties that will need covered and addressed are set out below.

| Design Principles | Components |
|---|---|
| <ol style="list-style-type: none"> 1. Owned by ICBs and trusts/FTs and fully aligned with the ambitions of the wider system partnership 2. Flexibility that enables building on existing local strategies and plans, supports subsidiarity, and reflects local priorities, whilst addressing national NHS commitments 3. Delivery-focused, including measurable objectives, trajectories and milestones where appropriate 4. Addresses system development priorities and ways of working | <ol style="list-style-type: none"> 1. ICS objectives and key actions that deliver on the 4 ambitions for an ICS, taking into account the ICP strategy and local health and wellbeing strategies 2. Specific delivery plans to meet the national NHS ambitions set out in the LTP update, including trajectories and underpinning workforce and financial plans 3. How the system will organise itself and develop to support the above |
| <ul style="list-style-type: none"> • Linked and fully aligned 2-year NHS operational plan returns will be required providing supporting detail on performance, activity, finance and workforce trajectories | |

| Four core purposes | Inputs (non-exhaustive) | Key Content (non-exhaustive) |
|---|---|---|
| <ol style="list-style-type: none"> 1. Improve outcomes in population health and healthcare 2. Tackle inequalities in outcomes, experience and access 3. Enhance productivity and value for money 4. Help the NHS support broader social and economic development. | <ul style="list-style-type: none"> • Integrated care strategy • Joint strategic needs assessments • Joint local health and wellbeing strategies • Universal NHS commitments • National & regional NHS programmes • Local health, care and wellbeing programmes & priorities • System development plans | <ol style="list-style-type: none"> 1. Delivering on local needs & strategies <ul style="list-style-type: none"> • Population health and care needs • Local health and care ambitions • Addressing local priorities and programmes • Supporting social and economic development 2. Delivering on ambitions also described in NHS plans <ul style="list-style-type: none"> • Addressing universal NHS priorities (e.g. LTP) • Activity, finance, workforce, capital / estates and performance plans 3. Organising and developing the system <ul style="list-style-type: none"> • Digital/data, estates, procurement / supply chain, research and innovation • Community engagement • System development |

Functions and Duties

The joint forward plan must describe how ICB and partner trusts/FTs intend to **exercise their functions** over the next five years and, in particular, must:

- Describe how the ICB intends to **meet population health needs** of people in their area through delivery of primary, secondary* and community care.
- Explain how the ICB intends to **discharge certain duties** (see below).
- Set out any steps the ICB proposes to take to **implement any joint local health and wellbeing strategy**.
- Set out any steps the ICB proposes to take to address the particular needs of **children and young people and victims of abuse**.

| Duties to address in the joint forward plan | | |
|---|---|---|
| <ul style="list-style-type: none"> • Improving quality of services • Reducing inequalities • Promoting involvement of each patient • Patient choice | <ul style="list-style-type: none"> • Obtaining appropriate advice • Promoting innovation • Research • Promoting education and training • Promoting integration | <ul style="list-style-type: none"> • Having regard to wider effects of decisions (triple aim) • Climate change • Involvement of the public • Financial duties |

*Term used in a broad sense and may also include tertiary care etc. where locally commissioned.

Current Situation

Draft Guidance on the development of the Joint Forward Plan has been shared with ICB's, it is anticipated that final guidance will be published in early November 2022 following the fiscal announcement at the end of October 2022.

Based on current guidance & timelines systems are expected to publish Joint Forward Plan by 31st March 2023.

Operational Planning Guidance for 2023/2024 is yet to be published and there is no confirmed timescale for when we can expect to receive this.

Following discussion with NHS England (NHSE) the ICB have been advised to commence working on the development of the Joint Forward Plan.

An ICB Five Year Strategy Development Group has been set up to oversee the development of the strategy, key stakeholders across the system have been invited to the group. Trust strategy and Integration Directors form part of the membership of the group. A project plan and approach for developing the plan has been agreed.

In addition to the requirement for ICB's to publish a joint forward plan, guidance was published earlier this year regarding the requirement to develop and publish an interim Integrated Care Strategy by mid-December 2022. The Black Country Integrated Care Partnership (ICP) is developing an interim strategy for publication in December 2022. The Interim ICP strategy is built upon the current priorities of our four Health and Well being boards. A 'full' strategy will be co-developed with partners with the aim of publication by late September 2023, taking into account, strategy development, involvement with partners and communities, and the governance around final approval and sign off.

Key project plan activities and timescales are set out below:

| Activity | Timescale |
|--|--|
| Desktop research exercise undertaken to set the context for the plan, this includes patient experience insight from existing involvement activities. | 27 th September 2022 to 31 st October 2022 |

| | |
|--|---|
| Listening conversations commence with patient/public groups to understand where people think the NHS should be focussed on today and for the future. | 31 st October 22 to 16 th December 22 |
| Draft Content Development of JFP | 3 rd October 2022 to 16 th December 22 |
| Launch Consultation on draft plan with Health & Wellbeing Boards & the public | 3 rd January 2022 to 31 st January 2023 |
| Pull together analysis of feedback from consultation & draft plan & listening exercise to inform development of final plan | 1 st February 2022 to 10 th February 2023 |
| Finalise Content of JFP | 13 th February to 3 rd March 2023 |
| Approval of Final Plan (ICB Board, Trust Boards, HWB's) | 5 th March to 30 th March 2023 |
| Update to OSC's on final plan to be presented (if required) | March 2023 |

Approach

An outline proposed approach has been discussed and agreed with system partners. The approach is based on how system is currently organised and is broken into three key components:

Place

- The JFP is expected to set out steps for delivery of the integrated care strategy and describe the steps that the ICB proposes to take to implement any Joint Health & Well Being Strategies.
- Each 'place' will be asked to describe their plan, working collaboratively with Place Based Partnerships.

Strategic Workstreams

- The JFP will describe the strategic plan for each established Strategic Workstream, for example Elective Care, Cancer, UEC and Out of Hospital.
- Workstreams will work with relevant Collaborative(s) to develop plan, for example Acute Collaborative, Elective Care Board and Cancer Board will work collaboratively.

Enabling Workstreams

- A number of duties and requirements in the legislative framework cut across the strategic workstreams and will be developed through a hybrid approach.
 - Strategic Workstreams will consider and describe how their strategic plan contributes to delivering against our duties.
 - System leaders will describe the overarching strategic plan/ approach, ensuring alignment with workstreams.
 - These are described as cross-cutting themes/ enablers and include workforce, finance, personalised care, for example.

The plan will be underpinned by a number of enabling strategies that are currently in various stages of development such as clinical, digital, workforce etc and will also set out the new

operating model for 2023/2024 onwards, which is overseen by the ICB System Development Group.

Role of Health & Well Being Boards

- HWB's must be consulted on whether the draft JFP takes proper account of each relevant Joint Health & Wellbeing Strategy and must respond with their opinion and the JFP must include a statement of the final opinion of each HWB consulted in relation to the plan.
- Governance timelines for sharing plans impact significantly on time available to develop content. As the dates of HWB meetings do not align with consultation period HWB's will be written to formally as part of consultation process to seek their views
- HWB's to consider scheduling an extraordinary single Black Country Health & Wellbeing Board meeting during week commencing 20th March 2023 to sign off final plan, if this is not feasible individual extraordinary HWB's meetings will need to be scheduled for that week.

Other Key Considerations

- Timelines for development of plans are subject to further change subject as final Joint Forward Plan guidance and operational planning guidance for 2023/2024 has not yet been published and plans need to align.
- Given scale and breadth of plan and timelines available a pragmatic approach will need to be adopted about content development, this is recognised in draft guidance
- Alignment of Joint Forward Plan with two-year operational plans and publication of planning guidance
- Timelines for development of an Integrated Care Strategy as delivery steps need to be set out in Joint Forward Plan
- It is not anticipated that the plan itself will result in any significant service change, where strategic workstreams propose changes, they will set out how they will involve patients and the public as part of their decision-making process.