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**Date:** 15 June 2023

**Title:** Buckinghamshire, Oxfordshire and Berkshire West (BOB) Joint Forward Plan (JFP)

**Contact officer:** Robert Bowen

**Recommendations:** **JHOSC is asked to:**

- **note the progress that has been achieved in the development of the JFP**
- **note the engagement that has taken place and how this has informed the JFP**

**Desired outcome:** **JHOSC is assured of the process and progress towards publishing the JFP by the end of June 2023.**

## **1. Executive summary**

- 1.1 Buckinghamshire, Oxfordshire and Berkshire West (BOB) Joint Forward Plan (JFP) describes how the Integrated Care Board (ICB) and partner NHS trusts intend to balance delivery of the BOB Integrated Care Strategy ambitions with delivery of the other NHS commitments and recommendations, including the requirements of the 2023/24 operational plans.
- 1.2 The plans have been developed jointly with BOB ICS partners with input and feedback from wider system and public engagement, which has informed the development of the JFP.
- 1.3 The ICB and NHS partner trusts endorsed the draft JFP in May; Health and Wellbeing Boards will be asked to provide comment on the JFP's alignment to current health and wellbeing strategies through June 2023. The JFP will be formally published by the end of June 2023.
- 1.4 Delivery plans for 2023/24 will be monitored through existing governance structures and longer term transformational plans will be developed over the remainder of 2023/24.

## **2. Content of report**

### **Introduction:**

- 2.1 Buckinghamshire, Oxfordshire and Berkshire West (BOB) Integrated Care Board (ICB) and its partner trusts are required to publish the first Joint Forward Plan (JFP) by 30

June 2023.

- 2.2 At a minimum the JFP needs to describe how the ICB and partner NHS trusts “intend to arrange and/or provide NHS services to meet their population’s physical and mental health needs. This should include the delivery of universal NHS commitments”. Additionally, systems are encouraged to use the JFP to develop a shared delivery plan for the Integrated Care Strategy and the Joint Local Health and Wellbeing Strategies (JLHWS).
- 2.3 The Buckinghamshire, Oxfordshire and Berkshire West JFP addresses these ambitions and the other statutory requirements. The JFP sets a rolling five-year ambition and will be updated annually before the beginning of each subsequent financial year.
- 2.4 This paper sets out how the draft JFP has been developed, the engagement undertaken, feedback received and the next steps for ongoing development and delivery.
- 2.5 There are several supporting documents with this paper:
  - Appendix A: Joint Forward Plan Summary
  - Appendix B: Engagement response themes and our responses to them
  - Joint Forward Plan – [All documents and appendices](#)

### **Developing the Joint forward Plan**

- 2.6 The JFP is an opportunity for the BOB system to clearly set out our shared ambitions and how we will better meet the health and care needs of our population.
- 2.7 The ICB and partner NHS Trusts/Foundation Trusts have had flexibility to determine the development, structure and scope of the JFP while fulfilling a number of legislative requirements. The draft JFP is divided into different themes which align to the Integrated Care Strategy, these are:
  - Promoting and Protecting Health
  - Start Well
  - Live Well
  - Age Well
  - Improving Quality and Access.
- 2.8 There are two distinct parts of the Joint forward plan:
  - a) Service Delivery plans – The ICB planning leads, working with system partners, developed the initial drafts of the 5-year Service Delivery plans for their relevant service or enabling support areas. The ambitions and plans have subsequently been shared, tested and developed through existing networks and governance structures. These plans have been aligned closely with the ambitions of the Integrated Care Strategy, shaping our long-term ambition. Many of the plans specifically include actions that target

inequalities, increase prevention and deliver through stronger partnerships. They have also been developed in parallel with the operational and financial constraints of the 2023/24 operational planning activity.

- b) Challenges - The JFP provides an opportunity to develop system-wide responses to recognised system challenges - inequalities in outcomes and experience, supporting people in their communities to live healthier lives, improved accessibility of our services and elimination of long waits, and a sustainable model of delivery across the BOB system. The focus for these activities is on 2023/24, prioritising actions that will set a foundation for change for the longer term, while recognising a need for more detailed planning through the year.

### **Engagement and feedback**

2.9 The plans have been developed through engagement with system partners from the outset. This has included:

- Service level network and governance meetings – to develop and validate relevant content.
- Integrated Care Strategy infrastructure – we have engaged with some of the individuals and steering group to refine approach.
- NHS Trusts – Working with NHS Trust Strategy Directors to raise profile of JFP with Trust executive teams and develop or test emerging material.
- Place Based Partnership – Using the existing place-based groups to update and validate ambitions. Also to hear the voices of non-NHS partners central to local delivery.
- VCSE – Taking specific sections of the Joint Forward Plan to relevant sub-groups of the local VCSE Alliance to test content.
- Regional – High level discussions on the approach, structure, and content with NHS England colleagues before a review of the plan in April.

2.10 At the end of March, we hosted a workshop that brought together representatives from across the BOB Integrated Care System (ICS). Attendees included executive level and subject matter experts from NHS Trusts, primary care, local government, VCSE, Healthwatch and Academic Health Science Network. The purpose of the session was to collaboratively identify and refine aspects of the plan that would have greatest impact on key challenges faced by the system and to build consensus for relevant actions including how we can do things better by working effectively across the different partnerships we have across the ICS.

2.11 Through April and May the proposed plans have been shared widely with system partners, asking for feedback and suggestions as to how we improve our plans. This has involved sessions with NHS Trusts, Health and Wellbeing boards, opportunities for the public to comment, place-based committees and targeted focus groups.

- 2.12 Feedback through different channels has been helpful in shaping the latest version of the Joint Forward Plan. A number of themes have been repeated:
- a) Length – In full form the JFP is more than 180 pages in length. Although helpful and relevant detail is included, the length is felt to diminish the accessibility of the plan. In response, a 17-page summary version (Appendix A) has been produced and the main document separated to make relevant content easier to find.
  - b) Governance – more clarity was requested with respect to governance arrangements. The latest version of the JFP clarifies the expected governance channels for both the challenge areas and the delivery plans, building on current infrastructure and identifying the accountable ICB executive for their relevant delivery plans.
  - c) Financial planning – it was noted that there was no specific financial plan to support the joint forward planning process. The JFP document is now more explicit in that it has been developed in parallel with the operational and financial planning for 2023/24 and will be delivered within that constraint. Longer term strategic financial planning will be a critical enabler of system change and this will be factor in the financial planning for subsequent years.
  - d) Feedback has also enabled us to strengthen sections covering access, patient experience, primary care, and public health.

2.13 Further details of feedback themes from JFP engagement is provided in Appendix B.

### **Signing off the plan**

2.14 Through May the Joint Forward Plan has been presented to the ICB and all of the relevant partner NHS Trusts/Foundation Trusts covering Buckinghamshire, Oxfordshire and Berkshire West.

- Berkshire Healthcare NHS Foundation Trust
- Buckinghamshire Healthcare NHS Trust
- Oxford Health NHS Foundation Trust
- Oxford University Hospitals NHS Foundation Trust
- South Central Ambulance Service NHS Foundation Trust
- Royal Berkshire NHS Foundation Trust

2.15 The Trusts have endorsed the current version of the plan, with supplementary comments if necessary. These comments will be taken into account for a final 'draft' version.

2.16 This version will be shared with all five of our relevant Health and Wellbeing Boards

(HWB) in June. The Health and Wellbeing Boards are expected to provide an opinion (published with the JFP) on whether the draft 'takes proper account of each joint health and wellbeing strategy'.

2.17 Following collation of the opinions from HWBs the draft can be published by end of June, as per legislation.

2.18 The ICB Board will be asked to formally agree the Joint Forward Plan, on behalf of the BOB system in the public ICB Board meeting in July.

### **3. Other options considered**

3.1 N/A

### **4. Legal and financial implications**

4.1 N/A

### **5. Communication, engagement & further consultation**

5.1 This is detailed in the main body of the report and Appendix B.

### **6. Next steps and review**

6.1 In June we will seek the opinion of all our Health and Wellbeing Boards on how the JFP takes proper account of each joint health and wellbeing strategy. The JFP will be published at the end of June 2023.

6.2 Further system wide working will take place during the summer and autumn to build on this year's plans and start to focus on developing longer term 3-5 year plans for system delivery. This process will continue to be inclusive to ensure the plans are developed with our partner organisations and are relevant for their staff and the people and communities of BOB.

6.3 We will produce a Lessons Learnt Report from this year's JFP process to ensure continuous improvement in our future planning and engagement processes.

6.4 Delivery plan progress will be reported through governance structures set out in the JFP and progress against overall JFP delivery will be reported at least bi-annually to our ICB Board.

### **7. Background papers**

- Appendix A: Joint Forward Plan Summary
- Appendix B: Engagement response themes and our responses to them
- Joint Forward Plan – [All documents and appendices](#)