

Report title: Five year Joint Forward Plan

Date of meeting: 08 March 2023

Sponsor

(HWB member): Tracey Bleakley, Chief Executive, Norfolk and Waveney Integrated Care Board

Reason for the Report

NHS Norfolk and Waveney Integrated Care Board (ICB) and local NHS trusts are required to publish a five year Joint Forward Plan (JFP) that sets out how the local NHS will contribute to delivering our Integrated Care Strategy, local Joint Health and Wellbeing Strategies and national NHS commitments. This report informs members of the Guidance received from NHS England on developing the plan and the approach we are taking locally.

Importantly, the national Guidance requires Health and Wellbeing Boards to formally respond to the JFP with their opinion, and the JFP must include a statement of the final opinion of each Health and Wellbeing Board consulted. This formal stage of engagement with Health and Wellbeing Boards will take place at the meetings on 14 June 2023 for Norfolk, and on 18 May 2023 for Suffolk, prior to the publication of our plan on 30 June 2023.

The Guidance states that the final JFP must be published and shared with NHS England, the local Integrated Care Partnership and Health and Wellbeing Boards.

Report summary

This report introduces the concept of the JFP and highlights the linkages to the transitional Integrated Care Strategy for Norfolk and Waveney / Joint Health and Wellbeing Strategy for Norfolk. Specifically, the report references the Guidance and the requirement to include an opinion from the Norfolk Health and Wellbeing Board (HWB) within the published JFP document. This item will be brought back to the HWB on 14 June 2023, but there will be ongoing conversations with partners across the System about the JFP content as it is developed.

Recommendations

The HWB is asked to:

- a) Support the development of the JFP as described in this report, with the more detailed work on the content led through partnership working across the System and reporting to the ICB Board.
- b) Receive the near final JFP at the next HWB meeting on 14 June 2023 and provide an opinion for inclusion in the published JFP.

1. Background

- 1.1 The Health and Care Act (2022) requires all Integrated Care Boards and their partner NHS trusts to develop a Joint Forward Plan (JFP). As a minimum, the JFP should describe how the ICB and its 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. The JFP covers a five-year timescale and will set out how we aim to overcome some of the immediate challenges, but then look ahead and set out a journey of improvement over a medium term timeframe.

- 1.2 Following the agreement of our transitional Integrated Care Strategy for Norfolk and Waveney, we have started work on developing our JFP. Our plan will be in line with the national Guidance about developing JFPs, published by NHS England on 23 December 2022, and the additional Supporting Materials, published on 27 January 2023. The guidance sets out a flexible framework for JFPs to build on existing system and place strategies and plans, in line with the principle of subsidiarity.
- 1.3 The JFP is designed to be iterative and should develop over time. The first version of the JFP can be updated during 2023/24 and must be updated before the start of 2024/25. The plan must be realistic and deliverable within available resources and triangulate with the Medium Term Financial Plan and Joint Capital Plan for our ICB and partner NHS trusts. We will need to be able to report against its objectives, trajectories and milestones as appropriate in the ICB and local NHS trust annual plans. There are 17 legal requirements that need to be specifically described, and some other recommended content.
- 1.4 [Go to England.nhs.uk](https://www.go-to-england.nhs.uk) to read the guidance on developing the joint forward plan.

2. Developing our Joint Forward Plan (JFP)

2.1 Our priorities and ambitions:

The JFP will set out how the local NHS will help to achieve the four priorities in our Integrated Care Strategy:

- Driving Integration
- Prioritising Prevention
- Addressing Inequalities
- Enabling Resilient Communities

2.2 The JFP was cross-referenced in Item 7 “Transitional Integrated Care Strategy and Joint Health and Wellbeing Strategy for Norfolk and Waveney”, tabled at the ICP meeting on 9 November 2022 ([Go to norfolkcc.cmis.uk.com](https://www.go-to-norfolkcc.cmis.uk.com) to view meeting papers from November 2022, *Integrated Care Partnership*). This was in the context that the JFP has to take proper account of the transitional Strategy that was approved on 9 November, supporting its mobilisation and delivery.

2.3 Our JFP will be organised around series of ambitions that have been developed by colleagues from across the System. The following eight ambitions will be presented to the ICB Board for their agreement at their meeting on 28 February 2023:

1. Mental Health Transformation
2. Urgent and Emergency Care Transformation
3. Elective Recovery and Improvement
4. Primary Care Resilience and Transformation
5. Improving Productivity and Efficiency
6. Population Health Management, Reducing Inequalities and Supporting Prevention
7. Babies, Children, Young People and Maternity
8. Older People

2.4 Each of these Ambitions will comprise a number of specific work programmes that will create a portfolio of change. These will be supported by enabling strategies e.g. Clinical, Acute, People Plan, Digital Roadmap, PHM Strategy, Quality, Estates & Green, FLOURISH etc., ways of working including Place and Provider collaboration, supporting the voluntary, community and social enterprise sector, and some key threads throughout the JFP such as quality improvement, people and culture with the focus on our local population. Chapter headings have been broadly agreed and shared with the ICB Board on 28 February 2023.

- 2.5 **Engagement:** The JFP is supported by a separate engagement workstream which commenced with an online survey in December / January that had more than 700 responses. An initial analysis of the responses was provided to the ICB Board meeting on 28 February 2023. We will also take into account the results of previous research, engagement and feedback as we develop the JFP and there will of course be further engagement completed as we deliver specific elements of the plan.
- 2.6 **Publication:** We are required to prepare an initial draft JFP by 31 March 2023 and to publish a final version by 30 June 2023. These dates have changed since the initial reports to the ICB Board in the autumn as a result of the delay in publication of the national Guidance. The published JFP will also be formatted in an easy read version and there will be a supporting video or animation to complement the work.

Officer Contact

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