

# Report to the Meeting of the

# Oxford Health NHS Foundation Trust

**BOD 29/2023**

(Agenda item: 8)

# Board of Directors

**24 May 2023**

**BOB Joint Forward Plan**

**For: Decision**

**Executive Summary**

**Introduction and Purpose**

1. The Buckinghamshire, Oxfordshire and Berkshire West Integrated Care Board ICB) and its partner Trusts are required to publish the first Joint Forward Plan (JFP) by 30 June 2023.
2. At a minimum the JFP needs to describe how the ICB and partner 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).
3. The Buckinghamshire, Oxfordshire and Berkshire West (BOB) 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.
4. Four documents have been shared for this paper, which includes a standalone summary version of the plan (included in Annex 1 of this paper). Additional details can be found in the main JFP document or appendices.

* Annex 2- Joint Forward Plan – main document
* Annex 3 – Service Delivery Plans
* Annex 4 – Supporting Information

**Joint Forward Plan Development**

1. 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. 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.
3. The JFP provides an opportunity to develop system-wide responses to recognised system challenges. The plans for these areas were developed through an event in March, which brought together approximately 70 people and organisations from across the system, to consider a collective approach. 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.
4. 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 Trust, Health and Wellbeing boards, opportunities for the public to comment, place-based committees and targeted focus groups.

**Feedback received by the ICB**

1. Feedback through different channels has been helpful in shaping the latest version of the joint forward plan. A number of themes have been repeated:
   1. 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 has been produced and the main document separated to make relevant content easier to find.
   2. 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.
   3. 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 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.

**Oxford Health involvement on the development of the JFP and impact for our organisation going forward.**

1. The development of the JFP has been led by the ICB, working through the currently available governance structures and through additional workshops. Leads from each operational directorates have been involved in the development of the plan and iterations shared with the Executive Group. The engagement event hosted in March was attended by Executive leads from Oxford Health.
2. Whilst there is scope for improvement in the governance processes both at ICS, Place and Oxford Health levels to ensure systematic engagement with planning processes, the process this year demonstrated real commitment to transparency and joint working in BOB ICS. Some improvements are already to note for next year:
   1. the BOB Mental Health Provider Collaborative is one of the two Provider Collaborative mentioned in the JFP in reference to the new model for system working (see slide 9, Annex 2- Joint Forward Plan- main document) and the governance put in place and led by the Provider Collaborative to oversee the delivery of Mental Health programme in BOB, the *‘Mental Health Partnership Board’* is referenced throughout the document as the main governance route to oversee the delivery of the Plan for Mental Health and develop its future iterations.
   2. Oxford Health is in the process of strengthening its internal planning function which should facilitate systematic engagement with ongoing planning processes.
3. The process for ongoing JFP development has been aligned with the Annual Planning Process undertaken within Oxford Health this year and with the Annual Plan presented under a separate item to this Board. The expectation is therefore very much that delivery of the Oxford Health Annual Plan will contribute to the delivery of the JFP.
4. The JFP is underpinned by financial information contained within operational plans for 2023/24, the deliverability of the ambitions beyond 2024 will depend upon the financial resources available. As Oxford Health continues to proactively engage in the next round of planning for 2024/25, it will be critical to ensure that the delivery requirements are aligned with financial plans. An important priority to support this will be to work with system partners in Oxfordshire to clarify and align the governance routes to agree and develop these plans for our Community Services.

**Governance Route**

1. Through May the Joint Forward plan is being presented to the ICB and all of the relevant partner NHS Trusts/Foundation Trusts covering Buckinghamshire, Oxfordshire and Berkshire West.
2. This version will be shared with all five 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’.
3. Following collation of the opinions from HWBs the draft can be published by end of June, as per legislation.
4. 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.
5. As the JFP is being reviewed it is anticipated that minor changes will be made to the document.

**Recommendation**

The Board is asked to endorse the JFP for 2023/24 and its five years ambitions, noting the need for these to be enabled through/ iterated to align with longer-term strategic financial planning.

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1. *A risk assessment has been undertaken around the legal issues that this report presents and there are no issues that need to be referred to the Trust Solicitors*
2. ***Strategic Objectives/Priorities******and strategic Board Assurance Framework (BAF) risk themes*** *– this report relates to or provides assurance and evidence against the following Strategic Objective(s)/Priority(ies) of the Trust*

*1) Quality - Deliver the best possible care and health outcomes*

*Strategic risk themes: triangulating data and learning to drive Quality Improvement; Demand and Capacity (Mental Health inpatient and Learning Disabilities); and Demand and Capacity (Community Oxfordshire).*

*2) People - Be a great place to work*

*Strategic risk themes: Workforce Planning; Recruitment; Succession Planning, Organisational and Leadership Development; Culture; and Retention.*

*3) Sustainability – Make best use of our resources and protect the environment*

*Strategic risk themes: planning and decision-making at System and Place level and collaborative working with Partners; governance of external Partners; Financial Sustainability; Governance and decision-making arrangements; Business Planning; Information Governance & Cyber Security; Single Data Centre; Business Continuity and Emergency Planning; Environmental Impact; and Major Capital Projects.*

*4) Research and Education – Become a leader in healthcare research and education*

*Strategic risk themes: failure to realise Research and Development potential.*