

Integrated Care Board

Date of meeting	19 March 2025
Title of paper	Review of the Lancashire & South Cumbria Joint Forward Plan
Presented by	Professor Craig Harris, Chief Operating Officer
Author	Jane Cass, Director of Partnerships & Collaboration / Deputy Chief Operating Officer Claire Roberts, Associate Director Health & Care Integration
Agenda item	10
Confidential	No

Executive summary

The ICB is required under statute to review and republish its Joint Forward Plan (JFP) in March each year. In 2024, the late publication of NHS operational planning guidance, together with pre-election restrictions, meant that national guidance was amended to shift the publication date to the end of July 2024. The refreshed JFP was approved by Board in July 2024.

In line with national guidance, a light touch review of the JFP for 2025 / 26 has taken place in order to update our priorities and assumptions. The resulting 'addendum' to the JFP will provide a 'public facing' overview of our plans and intentions as we move into the new financial year. This draws upon the LSC 2030 Vision and the recently developed commissioning intentions as well as acknowledging some of the key achievements over the past 9 months.

The government's 10 Year Health Plan is expected to be published in Spring 2025 and we anticipate that ICBs will be expected to respond to the national plan through a refreshed JFP. The timescales for publication of local plans are not yet known. A more detailed update of the JFP will take place during Spring/ Summer 2025 with the full engagement of our provider trusts and wider stakeholders. Engagement plans will fully align with those of the LSC 2030 Vision programme.

Recommendations

Members of the Board are requested to:

1. Approve the review of the Joint Forward Plan
2. Agree to receive an updated Joint Forward Plan following publication of the NHS 10 Year Plan later in 2025, in line with the development of the Lancashire & South Cumbria 2030 Vision.

Which Strategic Objective/s does the report relate to:		Tick
SO1	Improve quality, including safety, clinical outcomes, and patient experience	
SO2	To equalise opportunities and clinical outcomes across the area	
SO3	Make working in Lancashire and South Cumbria an attractive and desirable option for existing and potential employees	
SO4	Meet financial targets and deliver improved productivity	

SO5	Meet national and locally determined performance standards and targets	
SO6	To develop and implement ambitious, deliverable strategies	✓
Implications		
	Yes	No
Associated risks		✓
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
N/A		
Conflicts of interest associated with this report		
N/A		
Impact assessments		
	Yes	No
Quality impact assessment completed		✓
Equality impact assessment completed		✓
Data privacy impact assessment completed		✓
Report authorised by: Professor Craig Harris, Chief Operating Officer		

Integrated Care Board – 19 March 2025

Review of the Lancashire & South Cumbria Joint Forward Plan

1. Introduction

- 1.1 ICBs and their partner trusts have a duty to prepare a plan setting out how they propose to exercise their functions in the next five years. This is known as the 'Joint Forward Plan' (JFP).
- 1.2 The ICB is required under statute to review and republish its Joint Forward Plan (JFP) in March each year. In 2024, the late publication of NHS operational planning guidance, together with pre-election restrictions, meant that national guidance was amended to shift the publication date to the end of July 2024. The refreshed JFP was approved by Board in July 2024.
- 1.3 NHSE Guidance for 2024-25 states that ICBs and trusts will be expected to perform a limited refresh of existing plans before the beginning of the new financial year given the anticipated publication of the government's 10 year Health plan in the Spring of 2025 and a multi-year financial settlement for the public sector as part of the Spending Review 2025.
- 1.4 For these reasons, we have undertaken a light touch review during January-March 2025. This takes the form of an 'addendum' to the existing JFP, including a look back to achievements during 2024-25 and a look ahead to the foundations we are putting in place that align with the emerging priorities set out by the government, known as the 'three shifts'. In reviewing the JFP, we have ensured there is alignment to the emerging LSC 2030 Vision and associated delivery plan, and to our Commissioning Intentions for 2025-26.
- 1.5 This paper outlines further information about the approach taken, describes how the JFP review aligns with other planning and development processes and sets out our intentions for a full review of the JFP in the Spring/ Summer of 2025 in response to the publication of the 10 year health plan.

2. JFP Context and Alignment with Other Plans

- 2.1 Systems have flexibility to determine their JFP's scope and how it is developed and structured. However, revised plans are expected to reflect a continuation of the priorities set out in the previous year's JFP. The annual review gives us an opportunity to update plans based on updated assumptions or priorities, including those set out in the 2024/25 priorities and operational planning guidance and to address the last year of the five-year look ahead.
- 2.2 Refreshed JFPs are expected to be shared with NHSE, with Integrated Care Partnerships and with Health & Wellbeing Boards and should be published in an accessible format on the ICB website.
- 2.3 National guidance sets out 3 principles for JFPs which are outlined below.

Principle 1: Fully aligned with the wider system partnership's ambition.

Principle 2: Supporting subsidiarity by building on existing local strategies and plans as well as reflecting the universal NHS commitments.

Principle 3: Delivery focused, including specific objectives, trajectories and milestones as appropriate.

2.4 The diagram below describes how our plans and strategies are aligned.



3. JFP Review

3.1 There have been no changes to the content of the JFP for 2025 / 26 which was approved by Board in July 2024. The review of the JFP during the final quarter of 2024-25 has resulted in an 'addendum' to the previously approved plan, which, in line with national guidance summarises the following elements:

- Key achievements and progress during 2024-25, particularly drawing out case studies that align with the expected national shifts of:
 - Acute to community
 - Digital to analogue
 - Treatment to prevention
- The emerging 2030 Vision and the associated delivery plan for stabilisation, recovery and transformation
- Alignment to our Commissioning Intentions which will support delivery of the plan

3.2 The 'addendum' sets out in an accessible format, the key priorities and focus for the ICB as we move into 2025-26, and as such becomes a public facing summary of our plans and intentions. This will be shared with our key

stakeholders and partners, including the Integrated Care Partnership (ICP) and Health & Wellbeing Boards from April 2025 onwards.

- 3.3 Once the NHS 10 Year Plan is published, we propose a full rewrite of the JFP which will allow us to respond to the national plan. This will be informed and underpinned by the work being undertaken to develop the 2030 Vision and detailed delivery plan which will provide the basis for much of our collective activities over the next 5 years.
- 3.4 The revised JFP will be co-produced with the full involvement of ICB teams and wider stakeholders, and engagement plans will be aligned with those for the next stage of the 2030 Vision work. We will undertake full engagement through our ICP, HWB Boards, Place Partnership Boards, Provider Collaborative, VCFSE Alliance and other forums and networks. We will work with Healthwatch organisations and use the feedback generated through the roadshow events to ensure the plan is reflective of the needs of local residents and communities.
- 3.5 The refreshed JFP will be clear on the synergies with the Integrated Care Strategy (ICS) at system level, both in terms of the contributions it makes to the ICS life course domains as well as the system contributions that will enable and facilitate achievement of the JFP aims. The plan will also pay attention to the fourth purpose of Integrated Care Systems in contributing to the social and economic development of Lancashire & South Cumbria, in particular through the role of the ICB as an anchor organisation.

4. Conclusion

- 4.1 In line with national guidance, a light touch review of the JFP for 2025/26 has been undertaken to update our priorities and assumptions. The resulting 'addendum' to the JFP will provide a 'public facing' overview of our plans and intentions as we move into the new financial year. Once the NHS 10 Year Plan is published, we propose a full rewrite of the JFP which will allow us to respond to the national plan.

5. Recommendations

- 5.1 The Board is requested to:
 - 1. Approve the review of the Joint Forward Plan
 - 2. Agree to receive an updated Joint Forward Plan following publication of the NHS 10 Year Plan later in 2025, in line with the development of the Lancashire & South Cumbria 2030 Vision.

Jane Cass and Claire Roberts

3 March 2025