

SOUTH EAST LONDON INTEGRATED CARE BOARD

South East London Integrated Care Board Joint Forward Plan

1. Context

Integrated Care Boards were asked by NHS England to develop a Joint Forward Plan by end of June 2023, with draft plans developed for the end of 2022/23 and engaged upon during Quarter 1 of 2023/24, to enable final plans to be published at the end of June 2023 ([Draft](#)). The purpose of the plan is to set out our medium term objectives and plans, at both a borough level and from the perspective of our key care pathways and enablers, to ensure that we are developing a service offer to residents that:

- Meets the needs of our population.
- Demonstrates and makes tangible progress in addressing the core purpose of our wider integrated care system:
 - improving outcomes in health and healthcare
 - tackling inequalities in outcomes, experience and access
 - enhancing productivity and value for money
 - helping the NHS support broader social and economic development.
- Delivers national Long Term Plan and wider priorities, for example in mental health, all of which resonate from a south east London population health perspective.
- Meets the statutory requirements of our Integrated Care Board.

Our Joint Forward Plan has been developed bottom up with three key building blocks:

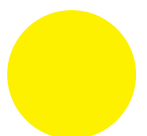
- Borough based plans secured through our six Local Care Partnerships, reflecting and consistent with borough based Health and Well Being Plans.
- Care pathway plans e.g. for pathways such as urgent and emergency care programme or population groups such as children and young people, developed through our ICB care pathway boards, focussed on the whole care pathway from prevention through to specialist care.
- Enabler plans e.g. workforce, digital and finance, developed through our ICB Enabler Boards.

In developing the plan we have worked to ensure a link and join up across these three key building blocks, as well as ensuring that the Joint Forward Plan is reflective of the work underway to develop our wider Integrated Care Strategy and our more immediate 2023/24 operational plan commitments.

The draft plan was published on the ICB website on 19th April 2023, marking the start of a period of wider engagement on the plan before finalisation at the end of June.

This is our first Joint Forward Plan, and we expect to be asked to refresh the plan annually to:

- Take account of implementation and outcomes over the previous year, including any learning to be applied to our future plans.
- Reflect any changes required due to new or emerging issues or requirements, be they related to population health, feedback from our communities and service users or service delivery issues and opportunities.



2. Content and build of our Joint Forward Plan

How it all fits together

Our Joint Forward Plan builds on the work we have been doing as a wider system and is driven by the following key areas:

- Our Integrated Care Partnership integrated care strategy: the Joint Forward Plan includes clear commitments around our Integrated Care Board contribution to the delivery of the ICS's strategic objectives, outcomes and priorities that we have collectively agreed we will work, as a wider partnership, to secure.
- Our borough based Local Health and Well Being Plans; the work our Local Care Partnerships will take forward to secure these plans jointly agreed plans, harnessing the benefits of joint working and integration to do so.
- A consideration of the full breadth of underpinning care pathways and enablers that we will need to develop, improve and transform to meet these priorities.
- Plans to secure the key objectives of ICBs, including delivery of national and local priorities and our allocative approaches (medium term financial plan), with a focus on short term delivery milestones across all key areas of the ICB's planning functions. This includes the planned delegation of key services to Integrated Care Boards from NHS England.

The Plan is a lengthy document, given the scope and breadth of our planning requirements. We have however sought to organise it in to clear and discrete sections which should help navigate the document and enable people to focus in on areas of specific interest.

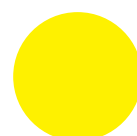
Engagement process

Our draft and final Joint Forward Plan has been developed using existing insight from previous engagement activity and events, including those gained through the extensive engagement that took place as part of the development of the ICS strategic priorities, and these insights are documented in the draft plan.

During the period mid-April – mid June we held additional engagement events to seek input to and feedback on the draft Joint Forward Plan. It is important to recognise that some areas of the plan are guided by national requirements and national guidance, so the scope for local influence is in some areas reduced. We have therefore focussed our engagement questions on approaches to delivery, how we should measure success as well as general feedback on key care pathways from a resident and service user perspective.

The summary below sets out the additional engagement at both SEL and borough level:

- **Two SEL level webinars** on 19th and 23rd May, covering a general overview of the Joint Forward Plan and breakout groups to allow for more detailed discussion on four topics which have not been covered as part of the South East London ICS strategy development or where we have less insight – planned care, urgent and emergency care, cancer, frailty and end of life care.
- A project page with a short survey on the **Let's Talk online engagement platform**. [Here](#)
- Engagement discussions in each borough.
 - **Bexley:** Discussion at Bexley Wellbeing Partnership (25th May) prior to being presented and discussed at the Health and Wellbeing Board. Discussions will also take place with Community Champions and PPG members.



- **Bromley:** Engagement event 22nd May with invited stakeholders including Healthwatch, community groups, community champions, faith groups, with a focus on neighbourhood working.
- **Greenwich:** Local Care Partnership public forum on 18th April and discussion as part of Healthier Greenwich Partnership on 26th April, as well as a stall at the Greenwich Get Together public event on 3rd June and Together 23 on 10th June.
- **Lambeth:** discussion as part of the public forum of the Local Care Partnership Board on 18th May as well as discussion at three local alliances and through a local Equalities, Diversity and Inclusion Group, which includes VCSE members.
- **Lewisham:** discussion as part of Lewisham Health and Care Partnership Seminar on 27th April and at the People's Partnership face to face event on 11th May
- **Southwark:** discussion as part of a Healthwatch event on 3rd May, and Partnership Southwark Board meeting in public on 4th May.
- All boroughs further engaged with local **Health and Wellbeing Boards**.
- Attendance and discussion at two **Healthwatch** meetings to discuss the Joint Forward Plan, on 15th May (Healthwatch managers) and 5th June (Healthwatch SEL Reference Group) plus the VCSE Strategic Alliance meeting on 24th April.
- Particular sections of the plan have been discussed at **other forums including:**
 - Mental Health VCSE Steering Group
 - Maternity Voice Partnership Chairs forum
 - Learning disability and autism service user and carers forum

The additional insight we have gained from this engagement has been reflected in the final Joint Forward Plan document, noting in the main the feedback received did not result in material changes to the key priorities and objectives set out in the plan, but will instead inform continued development of area specific workplans and how we operationalise key actions.

3. Next steps

- The ICB's Joint Forward Plan was published in final form at the end of June 2023 and is accessible through the ICB website. [Here \(Draft\)](#)
- In line with the requirement to update the Joint Forward Plan annually by end of March, we will undertake a light touch refresh for 24/25 which will include reflecting progress made over 23/24, the further development of the more detailed priorities and work plans within the integrated care strategy that is currently underway plus feedback on the plan through our on-going engagement and feedback processes.

