

BOARD MEETING

Title	Our approach to 2024/25 strategic, operational and financial planning		
Paper Date:	08 November 2023	Meeting Date:	21 November 2023
Purpose:	Information / Discussion	Agenda Item:	10
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Executive Summary

In 2023, following extensive engagement across the system, the BOB Integrated Care Strategy and NHS Joint Forward Plan were published. The 2024/25 planning activity will be delivered in the context of these ambitions.

This paper sets out the context and approach for each of our main areas of BOB-wide planning, Strategic, Operational and Financial.

- The **Strategic context** sets out a number of system goals as shared objectives for all partners to respond to in their planning activity, including areas of system wide collaboration
- The **Operational context** sets out some of the operational requirements that we will be expected to consider and respond to, once national planning guidance has been published (expected December 2023)
- The **Financial context** sets out the financial framework assumptions as we transition back to population-based funding set within the context of system collaboration.

The ICB will play a lead role in the development of these system wide plans, working collaboratively with our partners organisations across the system to define the detailed expectations and delivery mechanisms.

Action Required

The Board are asked to:

- Review and comment on the proposed 2024/25 system goals for the ICB and partner NHS trusts.
- Note the context and arrangements for the operational and financial planning, recognising the national guidance has not been published yet.

Conflicts of Interest:

Conflict noted: conflicted party can participate in discussion and decision

The goals outlined in this paper inform the prioritisation of the use of NHS resources. This will have an impact on organisations that members of the board. lead/work for. The perspective of these members remains an important aspect to development and delivery of our priorities and plans.

Date/Name of Committee/ Meeting, Where Last Reviewed:

Executive Management Committee, 13 November 2023

Our approach to 2024/25 strategic, operational and financial planning

Context

1. Integrated Care Systems exist to bring partners together to achieve four shared objectives:
 - a. **Improve outcomes** in population health and healthcare.
 - b. **Tackle inequalities** in outcomes, experience, and access.
 - c. Enhance **productivity** and **value for money**.
 - d. Help the NHS support broader **social and economic development**.
2. To help us deliver on these four objectives across Buckinghamshire, Oxfordshire and Berkshire West (BOB) in 2024/25, we will deliver a planning process that aligns our strategic ambition, with our financial and operational goals.
3. This paper sets out:
 - a. the Strategic and local context and priorities framework.
 - b. the Operational Planning context and priorities.
 - c. the Financial Planning context and approach.
 - d. Next steps, including how we will work with our partners.

Strategic context and priorities framework

4. In 2023, following extensive engagement across the system, the BOB Integrated Care Partnership (ICP) published the Integrated Care Strategy and subsequently BOB NHS partners published the NHS Joint Forward Plan describing our approach to delivering the relevant ambitions of the strategy. These documents continue to provide the framing and long-term direction for the wider ICS, including the relevant NHS organisations.
5. Within the wider framing provided by these documents, we are proposing that this year, we identify a smaller subset of goals that we wish to prioritise to drive forwards collective action across the BOB system. This will allow us to focus our energy and resources to deliver impact in a few targeted areas.
6. To support us in identifying a smaller number of goals to prioritise this year, we held a strategic engagement session with system leaders from NHS, local government, voluntary sector and research partners on the 30 October. Within this discussion, we focused on our system vision for the next 3-5 years and the areas we think we should therefore focus on over the next year to help us make progress towards achieving this.
7. The outputs from this discussion were collated and prioritised, using the set of principles below:

Aligned:	To priorities nationally, regionally and locally, building clearly on our Integrated Care Strategy and Joint Forward Plan
System-oriented:	Address a known area of collective challenge or opportunity, where we are not yet collectively achieving the outcomes that we want to, and can do more if we work together as system partners
Impactful:	Areas where if we adopt a shared system focus over the next year, we believe we can start to deliver benefits within this timeframe
Strategic:	Areas where taking action this year should provide a stronger platform for future change in subsequent years

DRAFT BOB 2024/25 Shared System Goals

DRAFT BOB Shared System Goals 2024/25	
ICS Objective	BOB System Goal
Improve outcomes in population health and healthcare	Tackle variation and inequity of access: Accelerate our provider collaboratives (Acute & Mental Health) to tackle variation in waiting lists and access across the system to drive equity.
	Improve children’s mental health and wellbeing: Collectively focus on improving children’s mental health and wellbeing including a shared focus on Child and Adolescent Mental Health services, Special Educational Needs and Disability and wider pathways and prevention.
	Deliver effective and targeted cardiovascular disease (CVD) prevention and pathway improvement: Align system focus and resource on delivering CVD prevention to meet national targets, with a particular focus on communities at higher risk of CVD including people living in deprived areas and certain minority ethnic groups.
	Implement Primary Care Strategy, including development of Integrated Neighbourhood Teams: Strengthen primary care, ensuring greater sustainability and ensuring that the interfaces with other parts of the system are effective. Develop Integrated Neighbourhood Teams to deliver joined up, proactive care to people and communities.
Tackle inequalities in outcomes, experience, and access	Increase system investment in communities living in our most deprived areas (BOB Core 20): <i>[debate at system level how we do this e.g. building on existing Primary Care Network or place programmes (e.g. Opportunity Bucks) to extend impact]</i>
	Smoke-Free BOB: Accelerate smoking cessation by ensuring access to tobacco advisory and support services across all our providers (incl. primary care) alongside working together through tobacco control partnerships at place level to reduce the numbers of people smoking.
	Accelerate the embedding of Population Health Management: Use Population Health Management to support teams to segment and stratify our population and target resource and support to where it is most needed.
Enhance productivity and value for money	Scaling corporate services: Use economies of scale to drive efficiencies through shared models and processes across organisations with a focus on transactional HR services, procurement, and commercial processes.
	Clinical and Operational Efficiency: Drive clinical and operational efficiencies focussing on areas of high cost (e.g. CHC and medicines optimisation), productivity (e.g. Length of Stay and Theatre utilisation), and clinical pathway improvements.
	Develop Shared Estates Strategy: Develop a shared estates strategy across all partner organisations. Include opportunities for sharing estates, joint working and commercial opportunities/working at scale.
Help the NHS support broader social and economic development	Anchors: Develop shared ‘anchor’ approach to drive and coordinate social and economic value at organisation, place and system levels.
	One Workforce: Develop a ‘One Workforce’ approach and offer to our people across BOB, including alignment of workforce processes to support ‘BOB staff passport’ alongside delivering greater benefits to our people (including shared health and wellbeing offer, system talent opportunities etc).
	Align across our Research and Innovation Ecosystem: Create greater alignment between research and innovation activity across our system and marshal these assets to help us meet our biggest challenges, delivering impact for BOB and beyond.

8. Having identified a set of draft goals above we will continue to discuss these within the ICB and with our partners to ensure we have prioritised the right areas for collective focus and action.
9. All NHS and partner organisations have been sent this paper and asked for comments and views during November 2023. Following this, we will finalise our system goals and move into organising ourselves to deliver on these during 2024/25.
10. The goals are currently purposefully high level and once agreed, we will work with partners to define in more detail each of the proposed priorities, with measurable outcomes and deliverables, timelines to guide delivery and an identification of any supporting resource required.
11. We expect that given the system-nature of many of the goals, we will need to be creative about how we achieve them. This may include working in a different way, such as by coming together to work in multi-organisational, cross-functional system teams and by setting out more clearly how the ICB might coordinate areas of delivery, where an at scale programme delivery approach is required.
12. We recognise that delivery of these goals may require a shift in funding and where necessary are committed to working with system partners to agree the best mechanism to achieve this.

Operational planning context and priorities

13. In 2024/25 our detailed NHS operational and financial planning will be conducted in the context of the strategic goals for the system (draft above). This approach will adopt a 'system by default' methodology facilitated by the ICB, which will be underpinned by the principle of openness and transparency to support strong collaboration between providers.
14. National guidance is due in December 2023 and expected to follow the same format as previous year incorporating three distinct areas activity, workforce and finance.
15. The national guidance is expected to set out the Year 2 goals following on from the two-year financial allocations and national ambitions set out in the 2023/24 planning round published in December 2022¹. Key ambitions for 2024/25 will likely include deliverables across key areas of the NHS.
 - a. Urgent and Emergency Care - Further improvements to A&E waiting times and Category 2 ambulance response times.
 - b. Primary Care - Continue to make it easier for people to contact and access their GP practice by increasing the number of appointments in general practice. Persist in recovering dental activity increasing the units of dental activity undertaken.
 - c. Elective Care - It is assumed the 2023/24 target to eliminate waits of over 65-weeks will be enhanced to eliminate waits over 52 weeks by March 2025
 - d. Cancer – measurable improvement, reduced in the three key targets
 - i. Faster Diagnosis Standard: a diagnosis or ruling out of cancer within 28 days of referral (set at 75%)
 - ii. 31-day treatment standard: commence treatment within 31 days of a decision to treat for all cancer patients (set at 96%)
 - iii. 62-day treatment standard: commence treatment within 62 days of being referred or consultant upgrade (set at 85%)
 - e. Diagnostics - Increase the percentage of patients that receive a diagnostic test within six weeks in line with the March 2025 ambition of 95%
 - f. Mental Health – Aligned with the ICS objective of improving outcomes in population health and healthcare the ambition through 2024/25 will be to improve access to mental health services for children and young people, and perinatal mental health services. Continuing to achieve a 5% year on year increase in the number of adults and older adults supported by

¹ [NHS England » 2023/24 priorities and operational planning guidance](#)

community mental health services. It is expected that this will be supported by the continuation of the Mental Health Investment standard.

16. Further ambitions for improving outcomes are likely to be set out for maternity services, Learning Disabilities, Autism, Prevention and Health inequalities (noting the 2-year funding allocation confirmed in 2023/24).
17. Providers will be expected to submit templates to the ICB for reconciliation and onward submission and we would continue seek to utilise our partnership arrangements to drive productivity and prioritise resources to reflect local needs.

Financial planning context and approach

18. The national 2024/25 financial framework continues the transition away from the pandemic influenced one necessarily established in 2020/21 and 2021/22. The move back towards population-based funding set within the context of system collaboration continues.
19. The core allocation for the BOB system was published in the planning activity for 2023/24. As a system, the BOB NHS partners will seek to live within known financial allocations and plan and care services that fit within the financial envelope.

The key elements of the framework are:

- a. **The maintenance and reinforcement of system level funding allocations and planning.** Allocations will be made to each system. The ICB and its partner trusts will have a financial objective to deliver a breakeven position.
- b. **The reintroduction of population-based by reference to fair share allocations.** The system allocation will be on a transition path from the current funding being received to a fair share of the affordable recurrent NHS settlement (referred to as convergence).
- c. **A return to local ownership for payment flows i.e. contracts and funding flows determined locally.** There will be a fixed element for services including non-elective and core elements under an Aligned Payment & Incentive (API) contract rule, however, elective activity flows will have a variable element. This is to incentivise elective recovery.
- d. **Funding to tackle the elective backlog and deliver the NHS Long Term Plan.** Additional revenue and capital funding is available to support elective recovery (ERF). It is anticipated that ICBs will continue to be required to deliver the Mental Health Investment Standard (MHIS) and Better Care Fund (BCF) required minimum uplift.
- e. **Service Development Funding (SDF) and Capacity Funding.** This is additional funding to the baseline allocation and is targeted to supporting transformation initial allocations outline the assumed position for these although funding changes may be made in light of national priorities.
- f. **COVID-19 Funding.** COVID-19 allocation was significantly reduced in 2023/24 and will flow into baselines for 2024/25. There will be no separate additional COVID allocation for 2024/25.
- g. **Discharge Funding.** A separate non recurrent fund mirrored the 2022/23 Winter discharge fund into 2023/24. It is confirmed and increasing in 2024/25.
- h. **ICB Running costs.** The ICB is expecting a reduction in of 20% in 2024/25 which would reduce the envelope from £32.9m to £26.5m
- i. **The overall increase in the revenue allocation.** Subject to further national adjustments the overall increase in allocation is £86.1m, which represents 3.21%, and includes a convergence movement of £5.4m.
- j. **The primary care medical allocation** is delegated from NHSE relating to GP and Primary Medical Care services. In BOB ICB there is a small uplift in 2024/25 for activity, inflation, and general efficiency worth 3.70% (£11.6m).

- k. **The operational capital regime** for 2024/25 will remain the same as it did in both 2022/23 and 2023/24, as 3-year allocations were issued in 2022/23 and plans agreed for 2022/23 through to 2024/25 at this time. It is noted that these initial plans will need to be reviewed and potentially refreshed in 2024/25.

Local Planning Process and Next Steps

20. The plan for delivering our annual planning priorities:

November:

- Establish ICB priorities with NHS system partners, aligning to our the published ICP strategy and Joint Forward Plan.
- Agree scope and resourcing of delivery plans for strategic goals
- Review Planning assumptions and deliverables with ICB leads.
- Establish system groups on key enablers workforce, finance and workforce.

December

- Establish a system wide forum with organisation planning leads to coordinate local operational planning into a coherent system plan.
- Confirm draft financial envelopes based on system priorities and 2024/25 allocation.

January

- Response to national guidance and complete organisational and system templates
- Board and System Productivity Committee updates will be factored in around an expected draft submission in February and final submission in March 2024

Conclusion

21. Our planning activity for 2024/25 will focus on three main areas, our strategic goals, and our operational and financial plans. Together these plans will set out the priorities which our resources and energy will be aligned to. These plans are all to be delivered across the BOB footprint and will require joint working with our partners in the NHS and all other system partners. Through our activities in coming weeks ICB colleagues will lead on developing the necessary details and commitments, working closely with partner NHS organisations.

Asks of the Board or of members present

22. The Board are asked to:

- Review and comment on the proposed 2024/25 system goals for the ICB and partner NHS trusts.
- Note the context and arrangements for the operational and financial planning, recognising the national guidance has not been published yet.