

Health and Wellbeing Board Briefing Note March 2025

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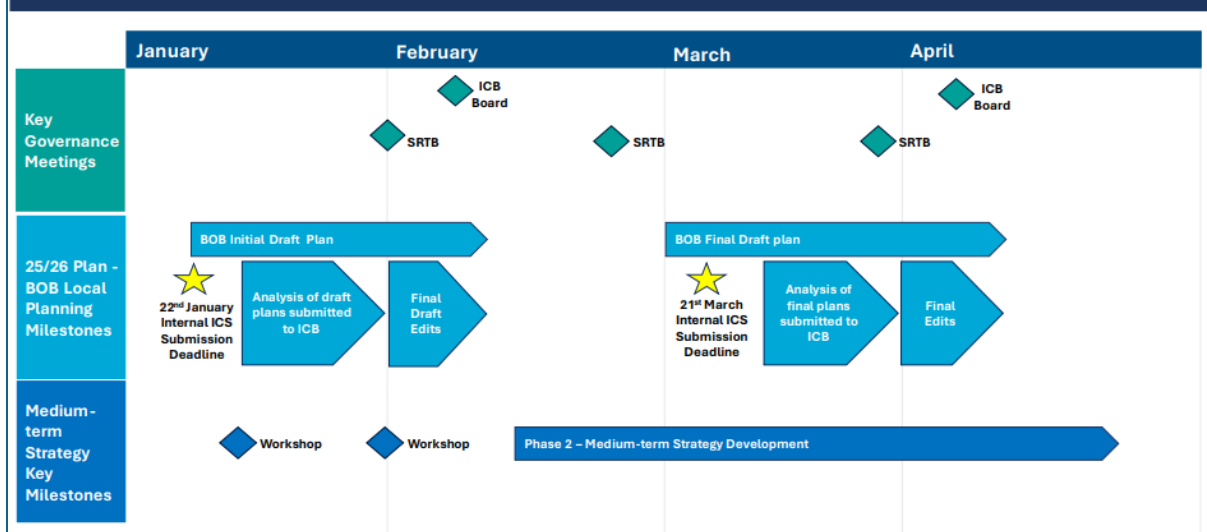
The most recent BOB ICB Board meeting took place on 14 January 2025. The papers can be found on the [BOB ICB website](#). The next meeting will take place on 11 March 2025. Please see the website for papers which are published seven days before the meeting date.

System planning for 2025/26

At the time of writing BOB ICB has recently received the NHS England [system planning guidance](#) for the new financial year which will begin in April. Work is underway to develop a plan, with the first draft submitted to NHS England in late February. All systems will engage with NHSE to iterate the plans and develop a final position in readiness for the new financial year.

Within BOB ICB, a system planning leaders' group (SPLG) was established in October which includes representatives from primary care and public health, alongside planning leads from the five provider trusts. Figure 1 shows the intended timeframe that the system will follow to develop draft and final plans.

BOB High-Level Planning Timeline 2025/2026



Developing a [system plan](#) within what we know will be a limited budget will be a considerable challenge and one we can only meet through ensuring improved productivity and closer system working. Within our system plan, we will articulate how we will deliver against core national priorities to improve patient outcomes in 2025/26, which are to:

- reduce the time people wait for elective care, by improving the percentage of patients waiting no longer than 18 weeks for elective treatment to 65% nationally by March 2026, with every trust expected to deliver a minimum 5% point improvement. Systems are expected to continue to improve performance against the cancer 62-day and 28-day Faster Diagnosis Standard (FDS) to 75% and 80% respectively by March 2026
- improve A&E waiting times and ambulance response times compared to 2024/25, with a minimum of 78% of patients seen within 4 hours in March 2026. Category 2 ambulance response times should average no more than 30 minutes across 2025/26
- improve patients' access to general practice, improving patient experience, and improve access to urgent dental care, providing 700,000 additional urgent dental appointments
- improve patient flow through mental health crisis and acute pathways, reducing average length of stay in adult acute beds, and improve access to children and young people's (CYP) mental health services, to achieve the national ambition for 345,000 additional CYP aged 0 to 25 compared to 2019

Community Wellness Outreach Programme

An initial review of the community outreach work has been completed, with the programme currently running to end of June 2025. The recommendation from the review and the subsequent workshop is that the pilot should be extended and this is now being considered as part of the wider planning process described above.

BOB ICB financial position within 2024/25

Recognising that there is a delay in finalising monthly financial figures and using the most recent ICB board meeting as an in-year point, the ICB's financial position is set out in board papers and can be found [here](#). The ICB will continue to work on improving its financial position, aiming to deliver a break-even (or small surplus) against plan by year end.

BOB ICB Joint Forward Plan

NHS England have confirmed that, as in previous years, ICBs and their partner trusts have a duty to prepare a plan setting out how they propose to exercise their functions. Given the national context, particularly of the 10-year health plan due in early 2025/26, NHS England have noted that ICBs and trusts will wish to perform a limited refresh of existing plans.

BOB ICB anticipated that this approach would be forthcoming but is cognisant of the need for our system to have a clearer strategy to ensure we have a collective plan towards system sustainability, transformation and improvement. This is supported by the findings of multiple recent system diagnostic reviews, which have identified the need for unified strategic framework to align financial and clinical priorities across BOB, address commissioning variation and support alignment about how we use our collective resources.

The system has therefore established a project to establish a baseline of the system and identify future population need and areas of opportunity. These will subsequently be quantified to form the basis of a medium-term strategic plan and, where appropriate, will form part of the Joint Forward Plan and/or an additional set of plans to inform the JFP.

Given the forthcoming 10-year health plan and a multi-year financial settlement for the public sector as part of the Spending Review 2025, NHS England will work with systems to develop a timetable for a subsequent more extensive revision of JFPs, aligned to wider reform of nationally NHS planning processes. As a result, it is expected that any minor revisions to the JFP, while the medium-term strategy is developed, will be shared with Health and Wellbeing Boards for information, with formal sign off unlikely to be required.

A more detailed briefing will be circulated imminently.

BOB ICB Operating Model – next steps

We have now transitioned to our new **Operating Model** and associated structure.

Our [operating model](#) was developed through consultation, collaboration and engagement with both our staff and partner organisations. The work we have done will allow the ICB to:

- Focus on what we are uniquely placed to do as a system leadership organisation
- Deliver our core functions effectively and efficiently
- Build the right culture and behaviours to work well across our teams and in collaboration with our partners.

Our commitment to strongly support Place development and Place partnerships is reflected in our new operating model, with an ICB senior executive sponsor for each Place. Rachael Corser, Chief Nursing Officer, is the executive sponsor for Buckinghamshire, Matthew Tait, Chief Delivery Officer, for Oxfordshire, and Dr Ben Riley, Chief Medical Officer, will be the sponsor for Berkshire West. The Berkshire West model will be supported by the wider

executive and clinical leadership team to ensure effective engagement across all three of its local authority areas. Dr Abid Irfan as Interim CMO will be the executive sponsor for Berkshire West until Ben joins the ICB later in March.

The executive sponsors will work closely with **Dan Leveson, Director of Place and Communities** and through the place-based partnerships to enhance integration and efficiency by supporting the alignment of the NHS, local authorities, and voluntary organisations. This partnership working is crucial to support proactive and preventative care at a local level to help address health inequalities and improve overall population health.

The executive sponsors will join key discussions with partners at local meetings including Health and Wellbeing Boards, Health Overview and Scrutiny Committee and Place based partnership meetings to ensure an effective senior connection with the ICB's executive team and Board and raising the profile of Place and its long-term development.

Working with local people and communities

As we implement our new operating model, we are strengthening and improving our approach to working with our local people and communities, putting more dedicated resource and focus to support this aim.

BOB ICB wants to ensure we are embedding a [public involvement approach](#) across the organisation and drawing insights from our partners and communities to inform our work as we commission services for our population.

We aim to create more meaningful and inclusive opportunities for public involvement, ensuring that our residents' voices are heard and valued in our decision-making processes.

We are currently supporting the national engagement on the NHS 10-year plan which is due to be published later in spring 2025.

It aims to deliver three main shifts:

- Hospital to community: Moving more care from hospitals to communities
- Analogue to digital: Making better use of technology in health and care
- Treatment to prevention: Focusing on preventing sickness, not just treating it.

For the BOB submissions, we are taking the following approach:

- Summarising existing insights – in BOB we already have a lot of from our engagement work including focus groups with refugees, people experiencing homelessness, asylum seekers, young people and people experiencing alcohol or drug problems.
- Working with our partners – we are working with BOB Voluntary, Community and Social Enterprise Health Alliance (BOB VCSE) to facilitate workshops with voluntary organisations and community groups. We have engaged with our Healthwatch partners to spread awareness of the engagement and have offered to facilitate workshops with their members.
- Delivering workshops / focus group – identifying and delivering workshop sessions across the BOB geography.
- Staff workshops / events - we will be running two workshop sessions in February for ICB staff. NHS Trust colleagues are also running staff sessions across their organisations.

New provider for BOB non-emergency patient transport services

NHS Buckinghamshire, Oxfordshire and Berkshire West Integrated Care Board has appointed EMED Group to provide NHS non-emergency patient transport services after a thorough and competitive procurement process, with the new enhanced service starting on 1 April 2025.

EMED is working with South Central Ambulance Service NHS FT and other subcontracted providers to ensure affected staff are transferred to EMED in accordance with Transfer of Undertakings (Protection of Employment) Regulations 2006. There are no redundancies resulting from this change.

The contract has been awarded for an initial five-year period with the option to extend for a further five years – 10 years in total.

A range of quality indicators are detailed in the contract, linked to delivery of the service specification which will be reviewed and managed through regular contract management meetings. Non delivery of the quality/performance indicators will be managed via this mechanism and in accordance with the NHS National Standard Contract as necessary.

More information is available on the [Buckinghamshire, Oxfordshire, Berkshire West and Frimley - EMED Group](#) website and will be updated regularly as the launch date approaches.