



Herefordshire
and Worcestershire

Title of report: NHS Five Year Joint Forward Plan update for 2025/26

Meeting: Health and Wellbeing Board

Meeting date: Monday 9 June 2025

Report by: David Mehaffey, Executive Director: Strategy, Health Inequalities and Integration - NHS Herefordshire and Worcestershire Integrated Care Board

Decision type

This is not an executive decision

Wards affected

(All Wards)

Purpose

Herefordshire's Health and Wellbeing Board reviewed and endorsed the first plan in the 2023 and issued an opinion that was published at the front of the document. The current refresh builds upon the previously endorsed plan.

NHS Herefordshire and Worcestershire Integrated Care Board endorsed this version of the refreshed Joint Forward Plan at its Public Board meeting on the 21 May 2025.

All NHS Trust partner boards, and representatives of general practice will also be asked to endorse this version of the JFP for publication through their governance cycles, reflecting the "joint" element of the plan.

Recommendation(s)

The Health and Wellbeing Board is asked to reconfirm its endorsement of the refreshed plan given the updates that have been included in 2025/26 iteration, and to agree any amended wording to its supporting opinion as necessary.

Alternative options

1. There are no alternative options. NHS partners (Integrated Care Boards (ICB) and all NHS Trusts in the ICB's geography) are required to produce a Five-Year Joint Forward Plan (JFP).

Key considerations

Introduction

2. JFP's were originally designed to have multiple purposes:
 - i. To outline how NHS partners will contribute to the delivery of the Integrated Care System's strategy and the Joint Local Health and Wellbeing Strategies (JLHWS) that exist in the Integrated Care System area. For this ICS that means two JLHWS (Herefordshire and Worcestershire).
 - ii. To outline how NHS partners plan to exercise their statutory duties and functions, meet mandatory national requirements in the NHS Long term plan and other operational priorities set out by NHS England.
3. The first Herefordshire and Worcestershire JFP was published in June 2023 and national guidance for planning stipulates that ICBs and trusts should carry out a limited refresh at the start of each financial year. This year's iteration is therefore the third version of the JFP.

Overview of the Joint Forward Plan

4. A full version of the JFP is attached as Appendix A.
5. The plan addresses all services within the scope of the Integrated Care Board's statutory duties and system priorities for NHS partners. This results in a broad ranging and comprehensive document. To make the plan easily navigable for readers, it has been structured in the following way:

Section	Pages	Focus
Main document	28	The main strategic focus of the plan outlines the NHS intention to drive a shift toward more focus on prevention and, when treatment/care is required, it is provided in the best value care setting. Best value care is defined within the plan as the setting that achieves the right balance between clinical need and optimal cost.
Appendix 1: Core areas of focus (services)	35	<p>This outlines the detailed plans for individual NHS service areas such as urgent care, cancer services, stroke, primary care, mental health etc.</p> <p>Each section is split into five areas:</p> <ol style="list-style-type: none"> 1) Overview of why the area is included 2) What has been delivered in 2023/24 and 2024/25 3) Priorities going forward 4) Action plan 5) Links where more detail can be found.
Appendix 2: Strategic enablers and cross cutting themes	21	This covers how enabling services (such as digital) and cross cutting themes (such as personalised care, prevention etc) impact on all NHS service areas.

		The section also addresses strategic developments such as place-based working and collaboration between NHS providers. This appendix is structured in the same way as appendix 1 in terms of the information outlined.
Appendix 3: Statutory requirements checklist	5	This covers a number of checklists to demonstrate how the JFP addresses specific areas. This includes a specific page cross referencing JFP actions to the priority areas set out in the JLWHS for Worcestershire.

Development of the 2025 draft JFP

6. A working group was established across NHS and Primary Care organisations to oversee the approach to developing the JFP for this refresh. It is important to remember that the Joint Forward Plan is the NHS contribution to the implementation of wider system strategies and as such, does focus in on specific areas of healthcare provision. The main changes between the original publication in June 2023 and this refresh are:

Main document

- Updates to leadership and of Worcestershire Health and Wellbeing Board.
- Updates to strategic priorities for 2025/26.
- Addition of 2025/26 Building a sustainable future programme.
- Update to 2024 Point Prevalence Audit results and medium term financial plans.
- Updated section on Population Health Management approach and governance.
- Finalised summary of overall delivery during 2024/25.
- Updates to 2025/26 performance trajectories in line with national operational planning guidance when published.

Appendix 1, 2 and 3:

- Summary of 2024/25 delivery added to each section.
- Priorities and actions updated to reflect the rolling 5-year period.
- Governance and ownership updated, including additional delegated services.

Community impact

7. The Joint Forward Plan supports delivery of the Joint Local Health and Wellbeing Strategy so the community impact of this plan is perceived to be positive.

Environmental impact

8. Implementing the Joint Forward Plan does not have any specific environmental impact risks associated with it. Section 13 of Appendix 2 identifies the priorities and progress set out in the NHS Greener Plan.

Equality duty

9. The Joint Forward Plan is governed by the NHS Equality Duties and these have been factored into the production of the document and the various Impact Assessments that are undertaken relating to any decisions that would be made under the remit of the plan.

Resource implications

10. The resource implications of the Joint Forward Plan are set out in the Financial Section (page 18 of the main document). There are no specific financial implications associated with the endorsement of this plan for the Health and Wellbeing Board.

Legal implications

11. There are no specific legal implications associated with endorsing the Joint Forward Plan.

Risk management

12. There are no specific risks to highlight in relation to endorsing the Joint Forward Plan.

Consultees

13. Patient and stakeholder engagement was undertaken as part of the process to produce the original Joint Forward Plan in 2023/24. Further engagement beyond taking the Joint Forward Plan through public governance processes is not required for this refresh.

Appendices

Appendix A NHS Five Year Joint Forward Plan 2025/26 – 2029/30, Version: 2025 Refresh, May 2025

Background papers

None identified.