**The latest NHSE guidance on Integrated Care System development**

Friday 3rd September.

Here is a message from the Director of System Transformation at NHSE outlining some key aspects of the new guidance particularly those bits most relevant to the VCS.

*“Dear colleague,*

*When we shared guidance last month aimed at supporting system leaders to establish integrated care boards (ICBs), we said there would be further guidance published in the coming weeks.*

*I’m pleased to be able to share today some of these additional resources, in keeping with our commitment to provide our ICS leadership teams with as much clarity as possible before the autumn.*

*We don’t expect all elements set out in the guidance to be fully implemented across the country by 1 April 2022.  We are aware of the breadth of your agendas and depth of your challenges given the current operational pressures, winter approaching and the vaccination programme. The Readiness to Operate checklist we have already published sets out the legal and operational essentials for you to consider, and we will be working with you over the coming months to support you in delivering on these.*

*The guidance we are publishing today is broadly centred around effective partnership working within ICSs.*

*Along with guidance published in August and further assets to come over the next few weeks, today’s resources build on expectations already set out in the ICS Design Framework and are intended to help answer questions our colleagues in ICSs have asked about priorities and next steps.*

*The documents being published today are:*

* [*Thriving Places: guidance on the development of place-based partnerships as part of statutory integrated care systems*](https://eur01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.england.nhs.uk%2Fpublication%2Fintegrated-care-systems-guidance%2F&data=04%7C01%7Cknunan%40vac.org.uk%7C1f11b9f83a3e45135f7a08d971de3606%7C6d18f578c64849e29f32cee06b645698%7C1%7C0%7C637666021924609873%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C2000&sdata=5jydhZbt5GdY8a7niRZeDmaDzvTUxUwxPIhKSR5i%2FF8%3D&reserved=0)

*Co-produced by NHSEI and LGA, this guidance will support all partner organisations in ICSs to collectively define their place-based partnership working and to consider how they will evolve to support the transition to the new statutory ICS arrangements. It is published alongside* [*Delivering together for residents*](https://eur01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fsolace.org.uk%2Fnews_and_press%2Fdelivering-together-for-residents-a-joint-solace-nhs-report&data=04%7C01%7Cknunan%40vac.org.uk%7C1f11b9f83a3e45135f7a08d971de3606%7C6d18f578c64849e29f32cee06b645698%7C1%7C0%7C637666021924619828%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C2000&sdata=5skC0%2F4K896vY3c4ocqs%2FRkIMrzzSkbB1zojwC6YhVM%3D&reserved=0)*, prepared by the Society of Local Authority Chief Executives and Senior Managers. This guidance is aimed at all ICS partners and leaders.*

* [*Building strong integrated care systems everywhere: ICS implementation guidance on effective clinical and care professional leadership*](https://eur01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.england.nhs.uk%2Fpublication%2Fintegrated-care-systems-guidance%2F&data=04%7C01%7Cknunan%40vac.org.uk%7C1f11b9f83a3e45135f7a08d971de3606%7C6d18f578c64849e29f32cee06b645698%7C1%7C0%7C637666021924619828%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C2000&sdata=sdd8XkRtcwKvHjTGGnUwFqmzIf2ZXieg8R%2BxsuRYXOs%3D&reserved=0)

*This guidance supports the development of distributed clinical and care professional leadership across ICSs, and describes what “good” looks like. It is based on extensive engagement involving more than 2,000 clinical and care professional leaders from across the country, led by a multi-professional steering group. This guidance is aimed at all ICS leaders and ICS clinical and care professional leaders.*

* [*Building strong integrated care systems everywhere: ICS implementation guidance on partnerships with the voluntary, community and social enterprise sector*](https://eur01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.england.nhs.uk%2Fpublication%2Fintegrated-care-systems-guidance%2F&data=04%7C01%7Cknunan%40vac.org.uk%7C1f11b9f83a3e45135f7a08d971de3606%7C6d18f578c64849e29f32cee06b645698%7C1%7C0%7C637666021924629788%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C2000&sdata=pTGRe51yDEvLC6wDgfNoHNyFnYD9PD7tdBidURcLZsk%3D&reserved=0)

*This guidance suggests how voluntary, community and social enterprise (VCSE) sector partnerships might be embedded in ICSs, recognising expectations set out in the ICS Design Framework that support close working with the VCSE sector as a strategic partner. This publication is for health and care leaders from all organisations in ICSs who are developing partnerships across local government, health, housing, social care and the VCSE sector.*

* [*Building strong integrated care systems everywhere: ICS implementation guidance on working with people and communities*](https://eur01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.england.nhs.uk%2Fpublication%2Fintegrated-care-systems-guidance%2F&data=04%7C01%7Cknunan%40vac.org.uk%7C1f11b9f83a3e45135f7a08d971de3606%7C6d18f578c64849e29f32cee06b645698%7C1%7C0%7C637666021924629788%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C2000&sdata=pTGRe51yDEvLC6wDgfNoHNyFnYD9PD7tdBidURcLZsk%3D&reserved=0)

*This guidance sets out expectations and principles for how ICBs can develop approaches to working with people and communities, recognising that the ICS Design Framework sets the expectation that partners in an ICS should agree how to listen consistently to, and collectively act on, the experience and aspirations of local people and communities. The guidance is designed for all ICS partners and ICS leads.*

*I also wanted to highlight the framework recently published by NHSX:*

* [*ICS ‘What Good Looks Like’ Framework (Digital & Data)*](https://eur01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.nhsx.nhs.uk%2Fdigitise-connect-transform%2Fwhat-good-looks-like%2F&data=04%7C01%7Cknunan%40vac.org.uk%7C1f11b9f83a3e45135f7a08d971de3606%7C6d18f578c64849e29f32cee06b645698%7C1%7C0%7C637666021924629788%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C2000&sdata=9hyT8kkzaxSP1TSA8%2ByhcA8VNmJhkkTWs%2FQmV5Jdu%2FQ%3D&reserved=0)

*The What Good Looks Like framework draws on local learning and builds on established good practice to provide clear guidance for health and care leaders to digitise, connect and transform services safely and securely.*

*As you know, we have created a dedicated* [*ICS Guidance workspace*](https://eur01.safelinks.protection.outlook.com/?url=https%3A%2F%2Ffuture.nhs.uk%2FICSGuidance%2Fgrouphome&data=04%7C01%7Cknunan%40vac.org.uk%7C1f11b9f83a3e45135f7a08d971de3606%7C6d18f578c64849e29f32cee06b645698%7C1%7C0%7C637666021924639744%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C2000&sdata=yn2UxJbXXE3vF%2Fsx%2Bw9VHIel02DgVKiReMW3rvUubJ4%3D&reserved=0) *on the FutureNHS Collaboration Platform where you and your teams will find all policy documents and resources, as well as opportunities to share learning with peers.*

*I hope you find these resources helpful and would encourage you to make best use of the range of support which is available to you. Should you have any questions or would like to suggest further areas where we may be in a position to support you over the coming months, please contact us via* [*england.icsimplementationprogramme@nhs.net*](mailto:england.icsimplementationprogramme@nhs.net)*.*

*Thank you again for your continued efforts and ongoing support.*

*Best wishes,*

*Matt*

*Matt Neligan*

*Director of System Transformation*

*Directorate of the Chief Operating Officer*

*NHS England and NHS Improvement”*