



HFMA guidance map
Updated July 2022



Integrated care system finance and governance guidance map

A tool that maps key NHS guidance

The CPD Standards Office

CPD PROVIDER: 50137
2020-2022

www.cpdstandards.com



Introduction

The HFMA has produced an integrated care system (ICS) finance and governance guidance map. The map brings together the key guidance and useful resources to help navigate the information that has been published to support the change to statutory ICSs.

ICSs bring together providers and commissioners of NHS services, along with local authorities and other local partners to collectively plan health and care services in a way that improves population health and reduces inequalities between different groups. 42 ICSs have been formed, covering all parts of England.

Building on the non-statutory ICSs across England, the *Health and Care Act* (the Act) sets out the requirements for the establishment of integrated care boards (ICBs) and integrated care partnerships (ICPs), along with the abolition of clinical commissioning groups (CCGs).

The Act was enacted on 1 July 2022, requiring a number of changes to finance and governance arrangements.

Particularly aimed at all those working in the NHS, in particular NHS boards, finance teams and clinical colleagues, the purpose of the map is to highlight the published resources that support the transition to statutory ICSs. It will also be useful reference for non-NHS partners.

With a wealth of material available, the map is a helpful tool with links to key documents all in one place. It covers the following areas:

- strategic framework
- financial framework
- governance
- provider collaboratives and place
- workforce
- working with partners outside of the NHS

It signposts key documents and guidance available, and when they were last updated. The map is not intended to be exhaustive but provides links to key references.

The map has been updated periodically with latest guidance marked as new.

NEW

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ICS finance and governance guidance










Strategic framework

	Links to tools and guidance	Last updated
NEW	NHS England: <i>Integrated care</i> Webpage with links to key documents and resources	Ongoing
NEW	UK Parliament: <i>Health and Care Act</i> Including Act and Bill passage	June 2022
	The King's Fund: <i>Integrated care systems need to be different – but how exactly?</i> Explore the different role of the ICS	March 2022
	HFMA: <i>Summary of Joining up care for people, places and populations</i> Summarises key points from NHSE&I guidance	February 2022
	Department of Health and Social Care: <i>Health and social care integration: joining up care for people, places and populations</i> White paper setting out measures to make integrated care a reality for all	February 2022
	NHS England: <i>2022/23 priorities and operational planning guidance</i> Sets out priorities for the year ahead	February 2022
	HFMA: <i>Summary of 2022/23 priorities and operational planning guidance</i> Summarises key points from NHSE&I guidance	December 2021
	NHS England: <i>System development progression tool</i> Supports design framework (login to the FutureNHS site is required)	October 2021
	HFMA: <i>Summary of build back better: our plan for health and social care</i> Key points announced by the Prime Minister	September 2021
	HFMA: <i>Summary of the Health and Care Bill</i> Key parts of the bill for HFMA members	July 2021
	Department of Health and Social Care: <i>Working together to improve health and social care for all</i> White paper setting out legislative proposals for a health and care bill	February 2021
	HFMA: <i>Summary of the ICS design framework</i> Key points in the framework	June 2021
	NHS England: <i>ICS design framework</i> Covers how the NHS will operate with a statutory ICS	June 2021
	NHS Clinical Commissioners: <i>The changing face of clinical commissioning</i> Showcases the perspective brought by clinical commissioners across clinical leadership, collaborative working and understanding population needs	May 2019
	NHS Providers: <i>Key questions for the future of STPs and ICSs</i> Seeks to answer questions arising from the national policy focus on collaboration and integration	August 2018

Financial framework

	Links to tools and guidance	Last updated
	NHS England: <i>HMRC VAT and PAYE guidance for ICB establishment and CCG abolition</i> Details of new VAT and PAYE references and timing of these requirements (login to the FutureNHS site is required)	July 2022
	NHS England: <i>ICB losses and special payment guidance</i> Aims to establish best practice that can be incorporated into the ICBs standing financial instructions (login to the FutureNHS site is required)	May 2022
	NHS England: <i>Revenue finance and contracting guidance for 2022/23</i> Includes ICB allocations, system rules, payments and the impact of delayed legislation HFMA <i>Summary of revenue finance and contracting guidance for 2022/23</i>	April 2022
	NHS England: <i>Capital guidance 2022-2025</i> Includes methodology for system envelopes HFMA <i>Summary of capital guidance 2022-2025</i>	April 2022
	NHS England: <i>Technical guide to integrated care board allocations 2022/23 to 2024/25</i> Guide to allocation formulae ad pace of convergence for 2022/23 to 2024/25 revenue allocations supporting the PDF of NHS England: <i>Allocations of resources 2022/23</i>	April 2022
	NHS England: <i>Contracts FAQs</i> Provides additional advice to systems in relation to arrangements for the transfer of contracts from CCGs (and other organisations) to ICBs (login to the FutureNHS site is required)	March 2022
	NHS England: <i>ICB finance FAQs</i> Responses to frequently asked questions	March 2022
	NHS England and Shared Business Services: <i>Business Process Best Practice in the ISFE Environment</i> Best practice	March 2022
	HFMA: <i>Integrated care boards: finance policies and procedures</i> Support during the establishment period of ICBs	February 2022
	HFMA: <i>Provisions and accruals: the impact of the Health and Care Bill on CCGs</i> To help CCGs consider whether there are any liabilities arising from decisions made ahead of the change in status that will meet the criteria for a provision	February 2022
	NHS England: <i>ICB chart of accounts</i> guidance principles and guidance that should be followed when using the new structure (login to the FutureNHS site is required)	December 2021
	HFMA and Newton: <i>Supporting system working through finance – principles and behaviours</i> Explores the key principles of a system financial framework and behaviours needed to make it work	November 2021
	NHS England: <i>Management of NHS resources by ICBs</i> Information on how the financial framework will support collaboration between NHS organisations and their partners across ICSs (login to the FutureNHS site is required)	October 2021
	NHS England: <i>Introduction to population-based payment</i> Looks at how payment systems can support the development of population health management (login to the FutureNHS site is required)	September 2021
	DHSC and MCLG: <i>Better care fund: policy statement 2020 to 2021</i> Policy paper	December 2020
	HFMA: <i>How do you align resource plans across the system?</i> Considers key challenges, shares experiences and draws out top tips on aligning system resource plans	October 2018




Governance

	Links to tools and guidance	Last updated
	NHS England: <i>Integrated Care Systems: Guidance</i> covers functions and governance; working with people and communities; clinical and care professional leadership; partnerships with the voluntary, community and social enterprise	July 2022
	NHS England: <i>Integrated care boards in England</i> Covers establishment orders, statutory list of ICBs, map of areas covered and the ICB constitutions	July 2022
	NHS England: <i>Integrated care boards counter fraud statutory guidance</i> Outlines counter fraud requirements for ICBs (login to the FutureNHS site is required)	July 2022
	NHS England: <i>NHS system oversight framework 2022/23</i> Approach to oversight of ICSs, CCGs and trusts for 2022/23	June 2022
	NHS England: <i>Template due diligence assurance letter from AO of one/more CCGs</i> Template letter (login to the FutureNHS site is required)	June 2022
	National Quality Board: <i>National guidance on quality risk response and escalation in integrated care systems</i> For system leaders as they develop their approach to quality management	June 2022
	NHS England: <i>Guidance to clinical commissioning groups on the preparation of integrated care board</i> constitutions Brings together and supersedes previously published preparatory documents including the interim guidance on functions and governance of the ICB, the draft ICB model constitution with supporting notes and draft guidance on application of partner member regulations (login to the FutureNHS site is required)	May 2022
	NHS England: <i>Draft code of governance for NHS provider trusts</i> Sets out overarching framework	May 2022
	NHS England: <i>Draft guidance on good governance and collaboration</i> Links effective collaboration to a governance licence	May 2022
	NHS England: <i>Draft addendum to your statutory duties – reference guide for NHS foundation trust governors</i> covers the impact of system working on councils of governors	May 2022
	NHS England: <i>Standing financial instructions template</i> Template SFIs for ICBs (login to the FutureNHS site is required)	May 2022
	NHS England: <i>Readiness to operate statement checklist</i> To support the preparations and assess progress towards the establishment of ICBs (login to the FutureNHS site is required)	May 2022
	NHS England: <i>ICB website guidance</i> To support the development of organisational websites	April 2022
	NHS England: <i>Model terms of reference – quality committee</i> Not mandated but designed to support ICBs as they develop arrangements (login to the FutureNHS site is required)	March 2022
	Good Governance Institute: <i>The GGI guide to integrated care partnerships</i> Covers timeline, submissions, engagement	March 2022
	NHS England: <i>FAQs – ICB functions and governance</i> Accompanies the interim guidance on functions and governance	March 2022

	NHS England: ICB establishment timeline Underpins the readiness to operate guidance and the due diligence checklist	March 2022
	NHS Digital: Data Security Protection Toolkit: CCGs – What’s new for 21-22 and ICBs On-line tool to measure performance against the data security and information governance requirements	March 2022
	NHS England: CCG close down and ICB establishment due diligence checklist Practical tool for use to provide evidence of due diligence of transition from CCG to ICB	February 2022
	HFMA, CCG closedown: maintaining corporate memory To ensure legacy issues from CCGs are captured and managed during and after the transition to ICBs	February 2022
	Healthcare costing for value institute, Information governance for costing at a system level Information governance challenges	January 2022
	NHS England, CCG transition: records management guidance Focuses on the management of records as part of this transition. (login to the FutureNHS site is required)	December 2021
	HFMA: Integrated care boards: finance committee terms of reference Includes key areas of consideration and model terms of reference	December 2021
	NHS England: Preparing for Handover: Managing Quality Risks and Improving Quality through Integrated Care Systems To support the safe and effective handover of quality functions and duties from the existing statutory bodies (login to the FutureNHS site is required)	November 2021
	NHS England: Model audit and remuneration terms of reference Documents to support emergence integrated care boards establish the mandated committees (login to the FutureNHS site is required)	November 2021
	NHS England: Integrated care boards guide to developing a scheme of reservation and delegation Resource for emergent ICBs (login to the FutureNHS site is required)	October 2021
	HFMA: CCG closedown and the establishment of integrated care boards NHSE webinar	September 2021
	NHS Confederation: Non-executive directors and integrated care systems: what good looks like Examples of integrated their independent voice	September 2021
	HFMA: Starting well: ensuring that CCGs leave a good legacy Key messages for CCG finance teams as they closedown	August 2021
	NHS England: Guidance on the readiness to operate statement (ROS) Template and details login to the FutureNHS site is required)	August 2021
	NHS England: ICS implementation guidance: due diligence, transfer of people and property from CCGs to ICBs and CCG close down Outlines process underpinning the legal transfer login to the FutureNHS site is required)	August 2021
	HFMA: Developing system finance and governance arrangements: key considerations for 2021/22 Includes lessons from across the country	March 2021



	NHS England: <i>System collaboration and financial management agreement</i> Model agreement for local adaptation	December 2019
	NHS Clinical Commissioners: <i>Governance and accountability for integrated health and care</i> Outlines some of the key governance and accountability challenges that these organisations may face when seeking to work more collaboratively, and potential solutions	January 2019
	HFMA: <i>Sustainability and transformation partnerships: developing robust governance arrangements</i> A diagnostic tool to support the review of existing governance arrangements and identify areas for development	October 2017
	Good Governance Institute: <i>The new integrated governance handbook 2016: developing governance between organisations</i> Records the progress of governance developments and focuses on governance between organisations	October 2016
	HFMA: <i>How do you ensure robust system risk management arrangements?</i> Considers key challenges, shares experiences and draws out top tips on system risk management	December 2018
	HFMA: <i>How do you support effective system decision-making?</i> Considers key challenges, shares experiences and draws out top tips on system decision-making	November 2018

Provider collaboratives and place

	Links to tools and guidance	Last updated
	HFMA: <i>ICS stories: the mental health provider collaborative in Northamptonshire ICS</i> Webinar sharing experiences and lessons on provider collaboratives	June 2022
	The King's Fund: <i>Provider collaboratives: explaining their role in system working</i> Explainer looks at opportunities and unresolved questions	April 2022
	NHS Confederation: <i>Integration and innovation in action: provider collaboration</i> Explores how collaborations between providers at neighbourhood, place and system level are making a positive impact on patient care	April 2022
	NHS England: <i>Place-based tool guide</i> Guidance on how to use the	April 2022
	NHS England: <i>Provider collaboratives toolkit</i> For setting up collaborative arrangements	January 2022
	NHS England: <i>Delivering together for residents: how collaborative working in places and communities can make a difference</i> Shares best practice (login to the FutureNHS site is required)	September 2021
	NHS England: <i>ICS implementation guidance on partnerships with the voluntary, community and social enterprise sector</i> Details on how to embed partnerships in ICSs (login to the FutureNHS site is required)	September 2021



	LGA and NHS England: <i>Thriving places – guidance on the development of place-based partnerships as part of statutory integrated care systems</i> Helps collectively define place-based partnership working (login to the FutureNHS site is required)	September 2021
	NHS England: <i>Working together at scale: guidance on provider collaborative</i> Outlines expectations for how providers should work together (login to the FutureNHS site is required)	August 2021
	Good Governance Institute: <i>The essential guide to provider collaboratives</i> Guide covering the benefits and set up of provider collaboratives	April 2021

Workforce

	Links to tools and guidance	Last updated
	Department of Health and Social Care: <i>Leadership for a collaborative and inclusive future</i> Independent report led by Gordon Messenger on the state of leadership and management in the health and social care sector	June 2022
	NHS England: <i>FAQ's HR framework v2 support document</i> To read with the HR framework below (login to the FutureNHS site is required)	April 2022
	NHS England and Health Education England, <i>Guidance for CCGs becoming ICBs: Impact on Apprenticeships and apprenticeship service accounts</i> guidance and advice on apprenticeships, as well as providing links for further support (login to the FutureNHS site is required)	March 2022
	NHS England: <i>HR framework for developing integrated care boards</i> Provides policy ambition and practical support	March 2022
	NHS England: <i>ESR guidance for ICB establishment and CCG abolition</i> Details how ICBs will enact changes in the NHS electronic staff record (ESR) (login to the FutureNHS site is required)	January 2022
	NHS England, <i>NHS talent approach toolkit - manager</i> Covers conversations with colleagues during the ICB creation	December 2021
	NHS England, <i>NHS talent approach toolkit – colleague</i> Cover conversations with your manager during the ICB creation	December 2021
	NHS England, <i>Supporting ICS transition to ICBs using a talent-centred approach</i> from North East and Yorkshire	November 2021
	NHS England: <i>Equality Health Impact Assessment - HR Framework for developing Integrated Care Boards</i> Tool to help assess the impact of proposed legislative changes (login to the FutureNHS site is required)	November 2021
	NHS England: <i>People Impact Assessment Template</i> Tool to assess impacts on the workforce	November 2021
	NHS England: <i>Example role profiles ICB executive roles</i> Guidance on 3 mandated executive roles – medical, nursing and finance (login to the FutureNHS site is required)	October 2021

	NHS England: <i>ICS implementation guidance on effective clinical and care professional leadership</i> Supports the development of distributed clinical and care professional leadership (login to the FutureNHS site is required)	September 2021
	NHS England: <i>Building strong ICSs everywhere: guidance on the ICS people function</i> People plan priorities	August 2021
	NHS Confederation: <i>HR framework for developing integrated care boards</i> A summary for transition	August 2021
	Good Governance Institute: <i>People in Place Meeting capacity and cultural challenges in the NHS</i> Covers skills and talent as well as the guiding principles of good governance and subsidiarity	August 2021
	NHS England: <i>Guidance on the employment commitment</i> Outlines what it is, application and how it affects people	June 2021

Working with partners outside the NHS

	Links to tools and guidance	Last updated
	HFMA: <i>ICS stories: closing the data-action gap for patient and population health management in Cheshire and Merseyside</i> Webinar sharing experiences mobilising system-wide linked data to better inform care planning and delivery.	July 2022
	Browne Jacobson and Local Democracy Research Centre: <i>Local health systems: relationships not structure</i> Covers systems thinking, interviews with local government and health integration April 2022	April 2022
	NHS Confederation, <i>Integrated care communications toolkit</i> Support to communicate changes taking place	March 2022
	DHSC: <i>Integrated care partnership (ICP) engagement summary</i> Summarises the engagement undertaken	March 2022
	DHSC and NHS England: <i>Integrated care partnership (ICP) engagement document</i> Designed to support local authorities, ICBs and other key stakeholders consider arrangements	September 2021
	NHS England: <i>ICS implementation guidance on working with people and communities</i> To support how to listen and act on experience and aspirations of local people and communities (login to the FutureNHS site is required)	September 2021
	LGA and SCIE: <i>Achieving integrated care: 15 best practice actions</i> actions for local systems	November 2019
	HFMA: <i>An introduction and glossary to NHS and local government finance and governance in England</i> Provides an introduction to structure and funding flows, as well as a glossary of finance and governance terms	November 2021
	The ASHN Network/ABPI: <i>Simplifying cross-sector working between NHS integrated care systems, sustainability and transformation partnerships and industry – a governance and process guidance</i> Sets out a series of governance and process recommendations to enable NHS systems and industry partners to work together	May 2019
	NHS England: <i>Breaking down barriers to better health and care</i> Discusses increased partnership working	March 2019

The Healthcare Financial Management Association (HFMA) is the professional body for finance staff in healthcare. For over 70 years, it has provided independent and objective advice to its members and the wider healthcare community. It is a charitable organisation that promotes best practice and innovation in financial management and governance across the UK health economy through its local and national networks.

The association also analyses and responds to national policy and aims to exert influence in shaping the wider healthcare agenda. It has particular interest in promoting the highest professional standards in financial management and governance and is keen to work with other organisations to promote approaches that really are 'fit for purpose' and effective.

The HFMA offers a range of qualifications in healthcare business and finance at undergraduate and postgraduate level and can provide a route to an MBA in healthcare finance. The qualifications are delivered through HFMA's Academy which was launched in 2017 and has already established strong learner and alumni networks.

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While every care had been taken in the preparation of this briefing, the HFMA cannot in any circumstances accept responsibility for errors or omissions, and is not responsible for any loss occasioned to any person or organisation acting or refraining from action as a result of any material in it.

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