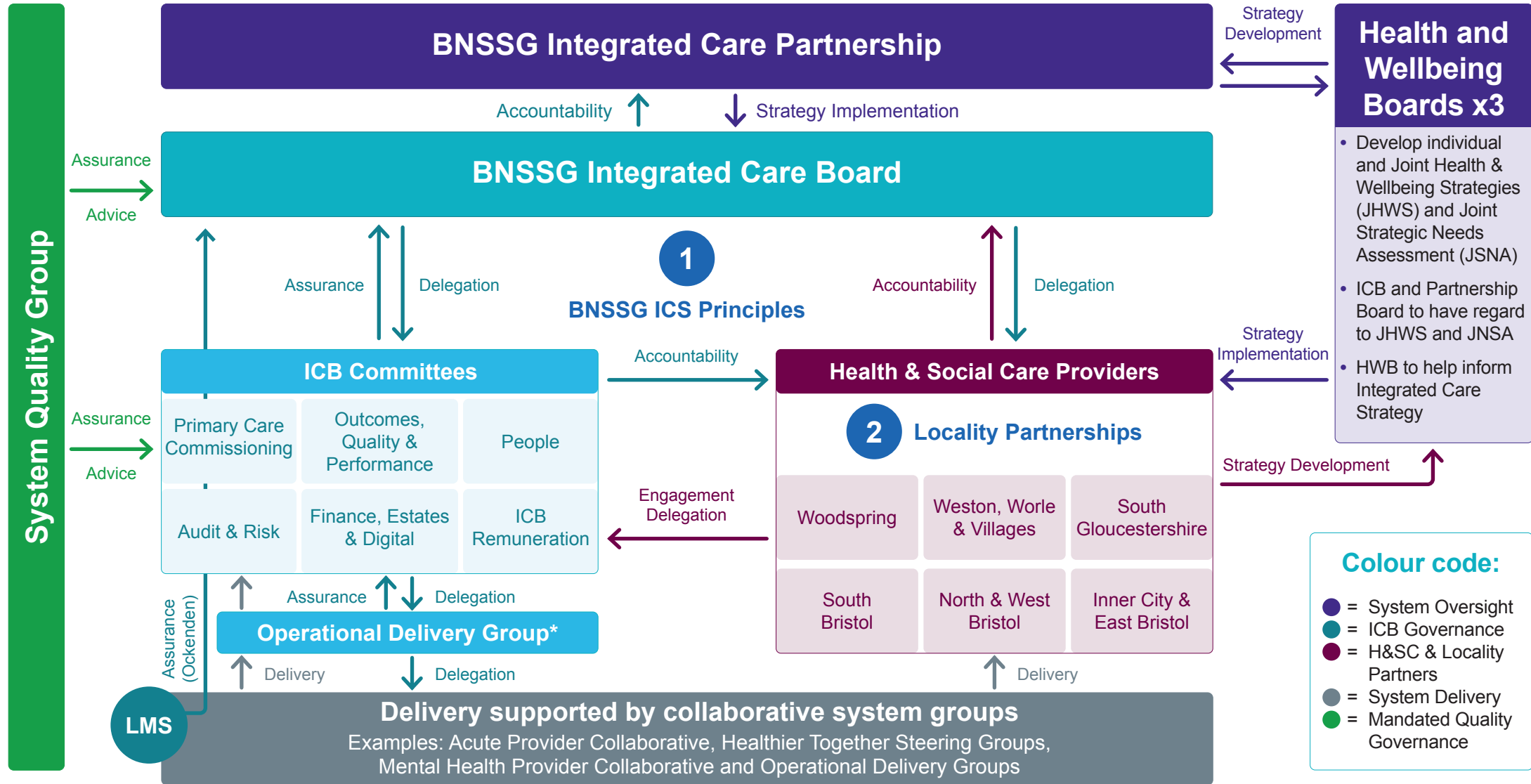


# BNSSG ICS: Future system governance and operating model



## Key:

- Strategy Development** = Input into system forward-planning
- Strategy Implementation** = The delegation of the implementation of system strategy
- Delegation** = The delegation of functions to deliver strategy or operational plans
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- Assurance** = Confirmation that systems, processes and behaviours are in place and appropriate to deliver the functions
- Advice** = Strategic input and guidance into system decision making. Assurance must be given that this advice and guidance has been given due regard
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- Delivery** = Outputs from workstreams/ programmes/ working groups

\*Form & function to be finalised



# 1

## Principles for how we work together as an ICS

### Individuals @ the Centre

1. We work to achieve **our vision** to meet our citizens' needs by working together within our joint resources, as one health and care system. We will develop a model of care and wellbeing that **places the individual at its heart**, using the combined strengths of health and social care.
2. **Citizens** are integral to the design, co-production and delivery of services.
3. We involve people, communities, clinicians and professionals in all decision-making processes.
4. We will take collective, considered risks to cease specific activity to release funds for **prevention, earlier intervention and for the reduction of health inequalities**.
5. We will focus on the causes of inequality and not just the symptoms, ensuring **equalities is embedded** in all that we do.

### Subsidiarity

6. **Decisions taken closer to the communities** they affect are likely to lead to better outcomes. The default expectation should be for decisions to be taken as close to communities as possible, except where there are clear and agreed benefits to working at greater scale.

### Collaboration

7. **Collaboration between partners in a place** across health, care services, public health, and the voluntary sector can overcome competing objectives and separate funding flows to help address health and social inequalities, improve outcomes, transform people's experience, and improve value for the tax payer.
8. **Collaboration between providers** across larger geographic footprints is likely to be more effective than competition in sustaining high quality care, tackling unequal access to services, and enhancing productivity.
9. Through **collaboration as a system** we will be better placed to ensure the system, places, and individual organisations are able to make best use of resources.
10. We **prioritise investments based on value**, ensuring equitable and efficient resource allocation, and we take shared ownership in achieving this.

### Mutual Accountability & Equality

11. We are coming together under a distributed leadership model and we are committed to working together as an **equal partnership**.
12. We have a **common understanding** of the challenges to be addressed collectively and the impact organisations can have across other parts of the system. We engage in honest, respectful, and open dialogue, seeking to understand all perspectives and recognising individual organisations agendas and priorities. We accept that diverse perspectives may create dissonance, and we seek to understand and work through any disharmony, and move to conclusions and action in service of our citizens. We strive to **bring the best of each organisation** to the partnership.
13. We adhere to a **collective model of accountability**, where we hold each other mutually accountable for our respective contributions to shared objectives.
14. We develop a **shared approach to risk management taking collective responsibility** for driving necessary change while mitigating the risks of that change for individual organisations.

### Transparency

15. We **pool information** openly, transparently, early, and as accurately and completely as practical to ensure one version of the truth.
16. We work in an open way and establish **clear and transparent accountability for decisions**.

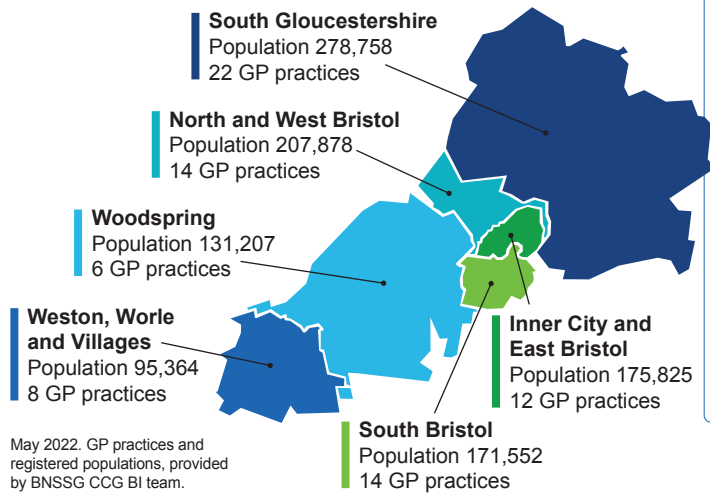


## BNSSG Locality Partnerships

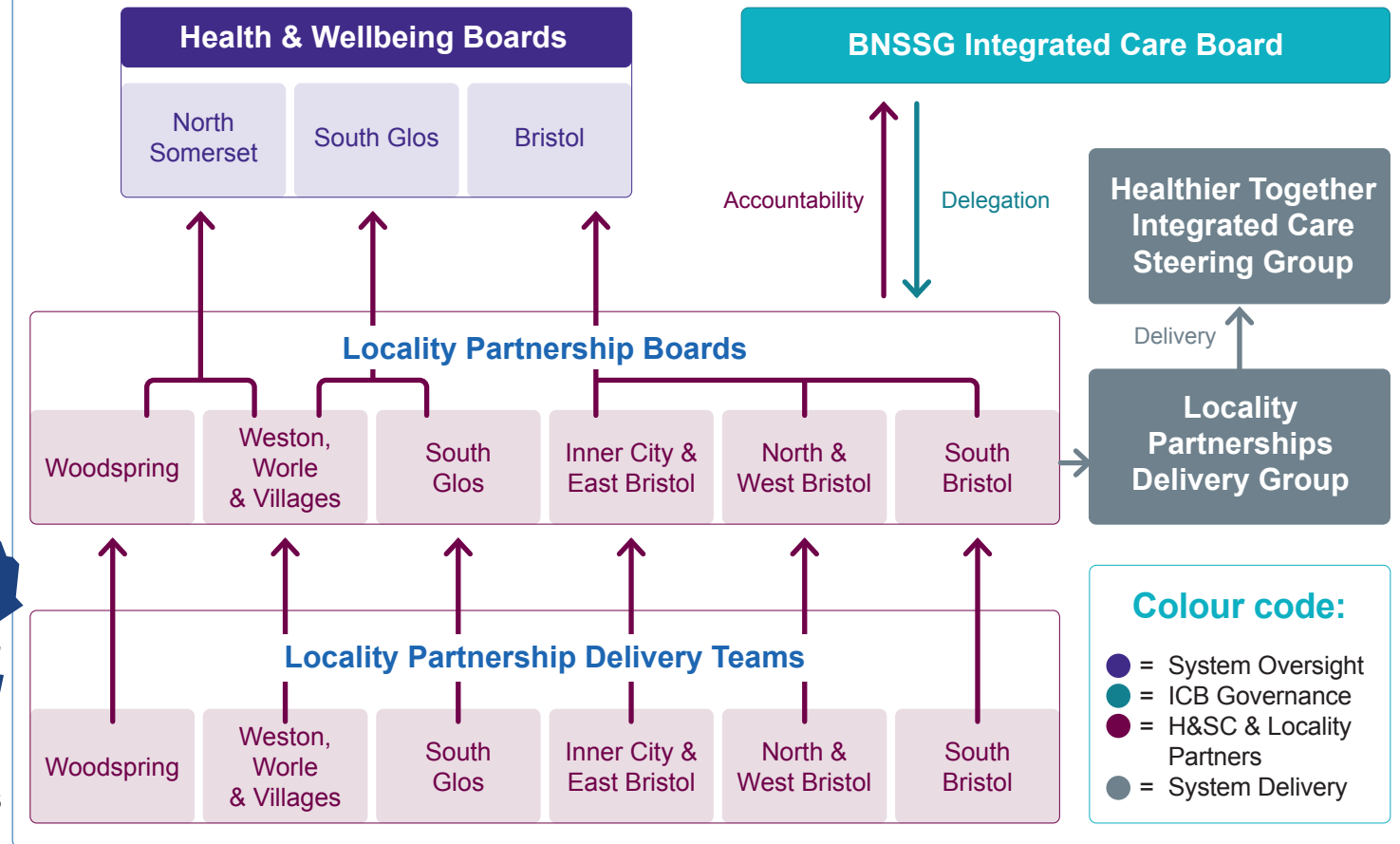
### Locality Partnerships



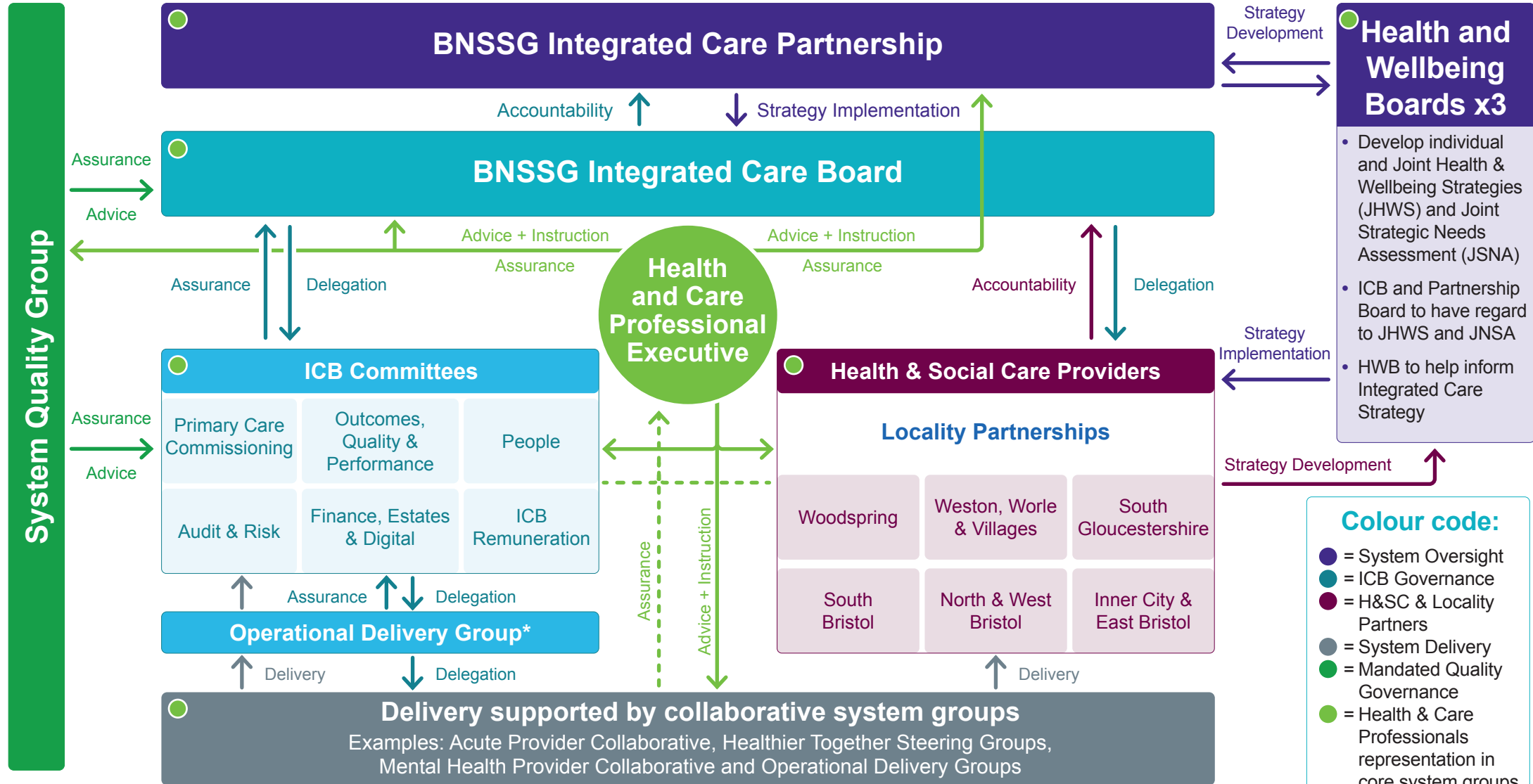
### Place-based Leadership in each Locality:



### Place-Based Governance



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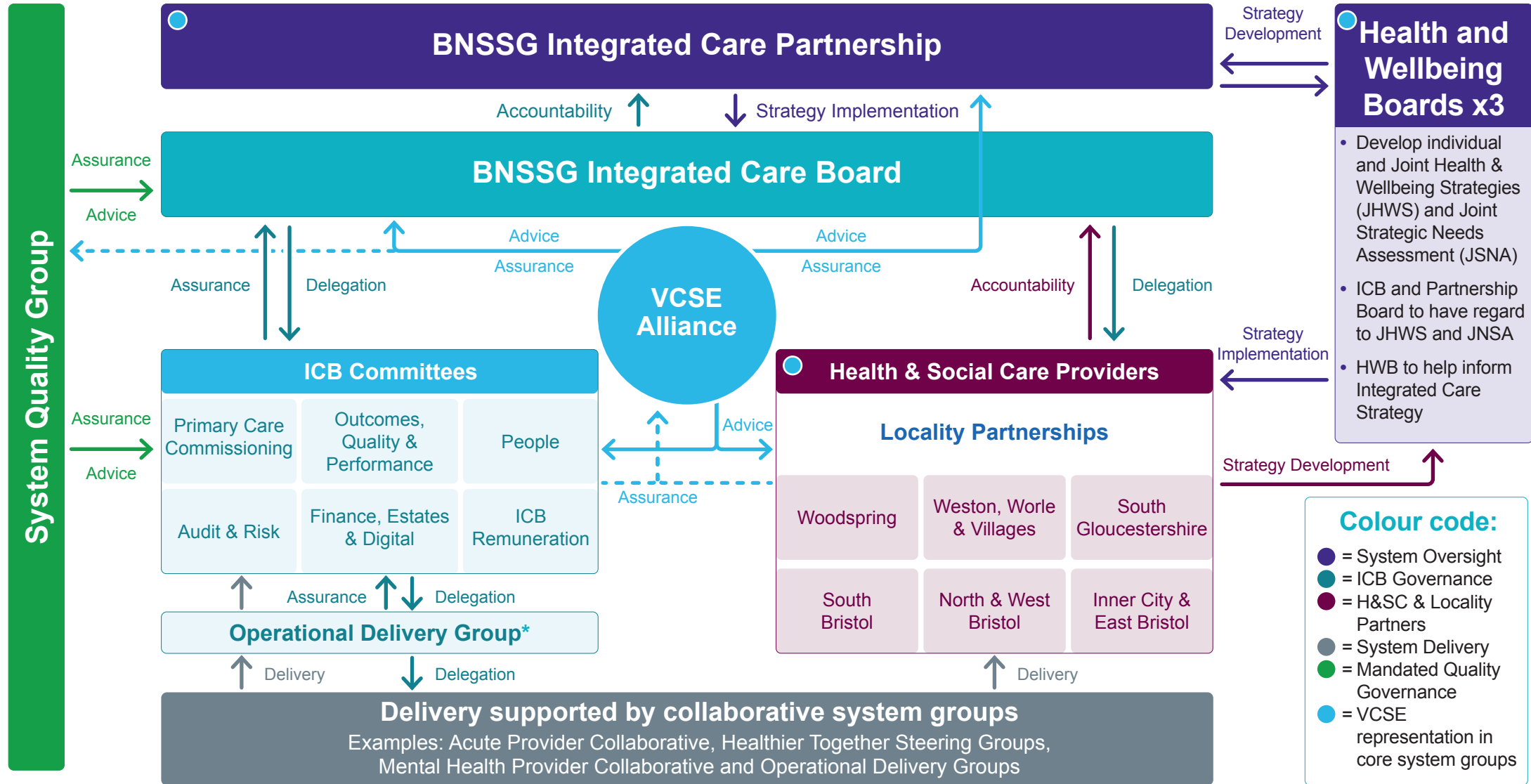
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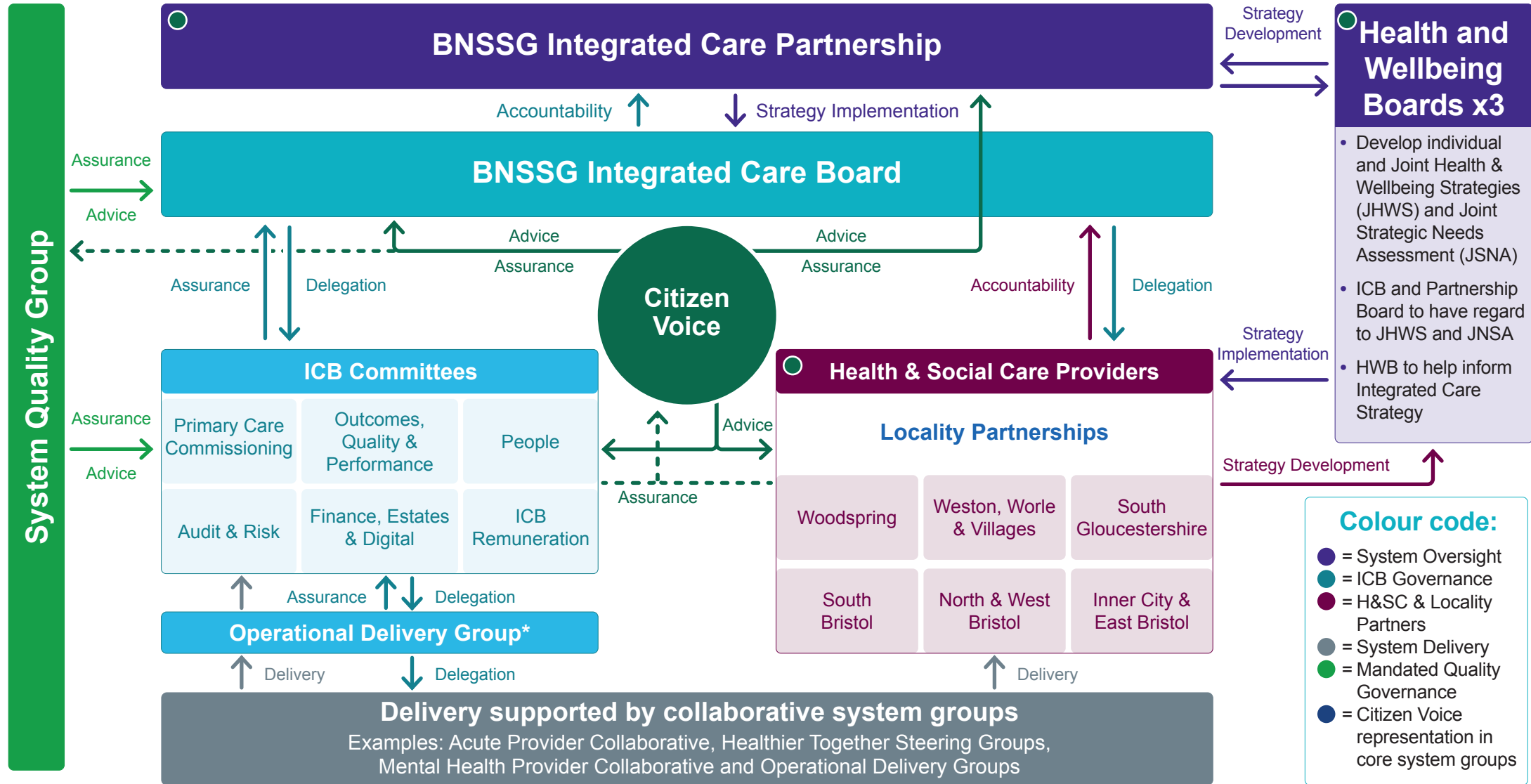
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