A dark blue circle is positioned on the left side of a yellow background. The text 'ICS Network Strategy 2024/25' is written in white inside the circle.

# ICS Network Strategy 2024/25

## Our mission for this year



“Thank you to you and your teams for all that you have accomplished during what we know has been a tough year for those working in the health sector. We are proud to represent all 42 ICSs and look forward to continuing to work closely with you and your team.

As the membership body for the whole healthcare system, the NHS Confederation is uniquely placed to bring together, support and speak for you and other leaders across the sector. The ICS Network works closely with colleagues across the NHS Confederation to ensure your voice is heard and that our messaging and priorities are aligned as an organisation.

In this election year, we will be continuing to make the case for integration and ensure you have the support you need to transform the lives of the population that you serve.”

**Sarah Walter, Director, ICS Network**

# The ICS Network

The Integrated Care Systems (ICS) Network is an **independent national network** which supports ICS leaders – including leaders of Integrated Care Partnerships (ICPs) – to exchange ideas, share experiences and challenges, and influence the national agenda.

It is the only national network bringing together the leaders of health and care systems and enables us to promote effective system working, share ideas and best practice across ICSs in England.



**Integrated Care  
Systems Network**  
NHS Confederation

# About this document

This document has been developed to steer the ICS Network in providing a work programme for you, as members, that:

- a) Is informed by and works to support **your priorities**
- b) Provides **value for money** for you

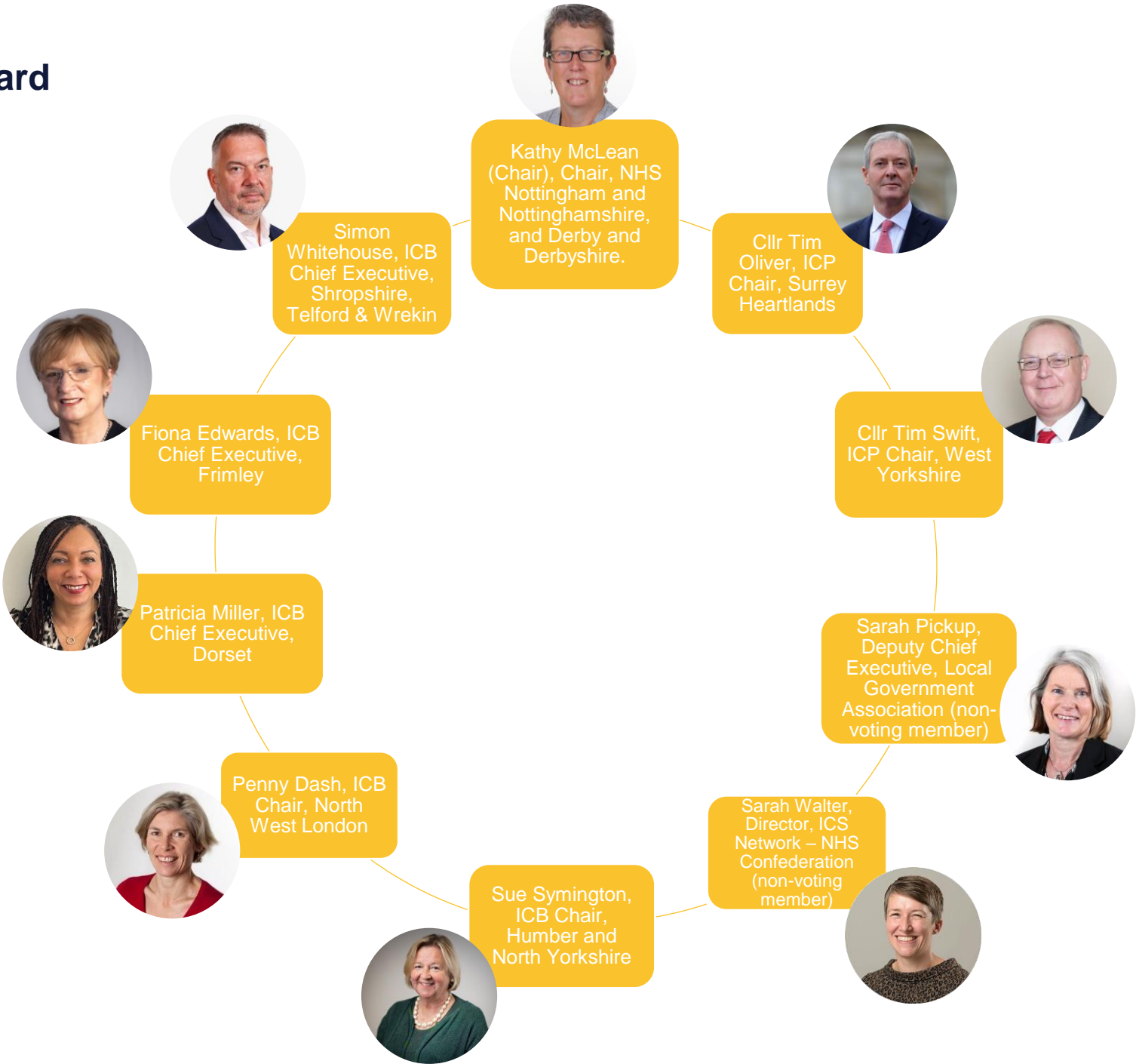
It has been informed by discussions with the ICS Network Board, our key leadership forums and through one-to-one member conversations.



# ICS Network governance

- Each of our priority areas has its own workplan, with projects to help us achieve our **influencing** and **improvement** objectives.
- All of these projects are informed, steered and delivered by and with members.
- The ICS Network team work closely with the ICS Network Board to ensure all our work is pursuing the right outcomes in line with our strategic direction.
- The ICS Network is part of the wider NHS Confederation, linked in through the Confed's Group Executive and Board of Trustees. A member of the ICS Network Board is also represented on the NHS Confederation Board of Trustees.

# ICS Network Board



# What do we do?

In 24/25 we will be supporting our members in two  
core ways:

Influencing to benefit members

Delivering improvement impact

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# How do our members want us to support them?

## Influencing to benefit members

In 2024/25, our members want to see us continuing to **ensure national commitment to ICSs** from political stakeholders as well as wider health and social care system partners, in a crucial year with the coming general election.

## Delivering improvement impact

We will also continue to **share good practice and support implementation** to help ICSs achieve their four stated purposes of:

1. Improving population health and healthcare
2. Tackling unequal outcomes and access
3. Enhancing productivity and value for money
4. Helping the NHS to support broader social and economic development



To ensure our work is focused and driven towards member need, and can be measured throughout the year, we have identified **influencing** and **improvement** objectives for each purpose – these are consistent with our 2023/24 strategy.

	Influencing objectives	Improvement objectives
Integrating to improve outcomes	<ul style="list-style-type: none"> <li>To ensure national commitment to ICSs, and that ICSs have the autonomy and accountability they need to deliver change.</li> </ul>	<ul style="list-style-type: none"> <li>To support systems' integration through peer support, to develop as self-improving systems, including at place level and through provider collaboration.</li> </ul>
Value for money and productivity	<ul style="list-style-type: none"> <li>To ensure systems receive improved capital investment (and define what we want that investment to look like).</li> </ul>	<ul style="list-style-type: none"> <li>To spread best practice and understanding to drive productivity improvements across the membership.</li> </ul>
Population health and health inequalities	<ul style="list-style-type: none"> <li>To make a comprehensive case for a cross-government, health in all policies approach to national policymaking.</li> </ul>	<ul style="list-style-type: none"> <li>To equip systems with the knowledge, tools and resources they need to tackle unequal outcomes and access.</li> </ul>
Social and economic development	<ul style="list-style-type: none"> <li>To build an evidence base about the role of the NHS in supporting broader social and economic development.</li> </ul>	<ul style="list-style-type: none"> <li>To equip systems with the knowledge, tools and resources they need to support the social and economic development of their communities.</li> </ul>

## While our work is expansive, the following is a non-exhaustive list of specific activities planned for 2024/25.

Integrating to improve outcomes		Value for money and productivity		Population health and HIs		Economy	
Influencing	Improvement	Influencing	Improvement	Influencing	Improvement	Influencing	Improvement
Shaping the future of system regulation with partners such as the CQC to support ICBs.	Partnership with Health Foundation's Q Community, launched at ICS Network conference 2023.	Make a compelling case for capital investment ahead of the election.	Supporting ICSs to develop an outcomes-based payment mechanism for frailty care.	Social determinants of health, incl. housing.	Research on understanding system prevention, in coordination with Hewitt Review.	Supporting work to develop the role of anchor systems in local communities.	Integrating Health on the High Street programme.
Research on developing system 'archetypes' to help system evolution.	Support on system governance, e.g. development of ICPs, place partnerships, Integrated Neighbourhood Teams.	Reforming the capital spending and sign off process.	Facilitating peer support to understand system productivity challenges and solutions.	Making the case for cross-government action on issues that affect population health & drive inequalities.	Public Health ICS Forum and Health Inequalities Reference Group.	Research on health as an economic investment.	Sharing best practice on ICSs' fourth purpose.
Campaign to make the case for ICSs through the next general election.	Support and best practice sharing on developing place-based partnerships.			Support influencing the national debate on cost of living from a health perspective.	Programme on ICSs and housing.		Supporting the health and devolution agenda.
Research and influencing on 'spatial levels' – system, place, neighbourhood – and sharing best practice on 'what's done where?'	Working with ICS and ambulance members on making the most of their arrangements.				Supporting ICB NEDs and Chairs to create the conditions for systems to tackle health inequalities, based on Confed research undertaken in 23/24.		Establishing a Fourth Purpose Network.
Establishment of National ICP Forum to support members to engage ministers and driving whole-government approaches to health.	Continuing support for ICS CPOs and workforce programme.				Working with Community and ICS members on pathways for CYP.		

## Members benefit from...

The ICS Network programme of influencing and improvement work centred on ICSs' four purposes

Integrating to improve outcomes

Productivity and value for money

Population health and health inequalities

Social and economic development

## Complimented by our...

Leadership support programme

Place programme

## As well as...

NHS Confederation's wider programme focused on the following areas

Workforce

Integrating to improve outcomes

Productivity and value for money

Population health and health inequalities

Social and economic development

Innovation

## Delivered through NHS Confederation networks and programmes, such as...

Acute Network

Mental Health Network

Primary Care Network

NHS Employers

Strategic Policy Team

Community Network

The Race and Health Observatory

Communications and external affairs

EDI, Partnerships and Improvement programme

Women Leaders' Network

Membership and Engagement Team

We work with a range of key partners from across the sector to deliver a holistic programme of work for you, including:

TheKingsFund



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NEWTON



For any enquiries on this strategy or specific projects planned, please contact:  
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