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PROGRESS LEVELS →	2 BASIC (Principle accepted)	3 EARLY PROGRESS (Agreement of commitment & direction)	4 RESULTS	5 MATURITY	6 EXEMPLAR	7 EXEMPLAR
KEY ELEMENTS ▼						
1. MERGERS, ACQUISITIONS AND DISPOSALS (MAD)	AC has sought and adopted guidance on mergers, acquisitions, disposals and changes in service delivery	AC has shared and imbedded guidance on mergers, acquisitions, disposals and changes in service delivery or setting	MAD are designed to reflect users needs rather than just survival of the organisation i.e. fiduciary duty challenged	Best value is used as model to define who runs what; 5 case model Treasury guidance on investment extended to include sustainable service delivery	Mergers etc successful within agreed timetable. Cultures aligned	Success is shared as better practice with others
2. CONTINUITY OF SUPPLY OF GOODS, SERVICES AND STAFF	Continuity plans sought for critical goods etc	New contracts include continuity clauses and risk sharing in event in supply chain disruption	Alternative sources of supply and storage investigated and secured	Scenarios carried out to test supply disruption	Buying locally is having impact on local economy and strengthening continuity of supply	Continuity system is developed across ICS
3. INTEGRATED SUPPORT AND ASSURANCE PROCESS (ISAP) FOR NOVEL CONTRACTS	AC has defined and identified novel contracts	All parties are aware they are dealing with novel contract status, risks and requirements	Contract procedures are tested and shown as robust enough to avoid challenge and disruption	Risk sharing is evident between commissioners, providers and partners of both	Contracts have been shown to survive challenge and variations in demand and or requirements	ISAP model shared as better practice
4. INTEGRATED CARE SYSTEMS (ICS)	MOU and etiquette in place; expected system benefits defined	Appropriate AC committees in common in place if required	System of scrutiny agreed and joint assurance system in place	Joint Audit process in place with partners for financial, systems and clinical processes	Expected system benefits are being achieved	ICS is making their contribution to critical national improvement programmes, on a comply and explain basis;
5. RESILIENCE TO CYBER THREATS	Information assets and managing the risks to those assets is recognised as a board level responsibility.	Education and awareness training is in place to reinforce staff behaviours that may unintentionally compromise data security	Cyber security focus moving from erecting more barriers to creating greater agility, to provide the capabilities to counter threats as they evolve.	Scenarios are used to test resilience and agility. When defences are breached these are recorded, so that damage is contained	Robust protocols in place to balance data sharing, patient/user confidentiality and system security	Cyber threat agility approach shared as better practice