

Saxton Bampfylde

Appointment brief

North West London Integrated Care Board

Appointment of Executive Director for Place

November 2023

Reference: AASAKD



North West London  
Integrated Care System

# 01 Organisational summary

The NW London Integrated Care System (ICS) covers the eight boroughs of NW London and brings together all health and care organisations working to deliver against the four core national objectives of ICSs.

The NW London Integrated Care Board (ICB) is the statutory NHS organisation, and employer, responsible for developing a plan for meeting the health needs of the population, managing the NHS budget and arranging for the provision of health services in NW London. In NW London the ICB is known publicly as NHS NW London and is the employer for this role.

The vision of NW London is to reduce inequalities and achieve health outcomes on a par with the best of global cities. To do this we will focus on population health locally and at the level of the ICS. We will strengthen integrated Borough based provision across health and social care in order to increase physical and mental health outcomes, promote life expectancy, quality of life and reduce health inequalities across the entire population of North West London.

## 02 Job profile

Job title	Executive Director for Place
Responsible to	Chief Executive
Accountable to	Chief Executive
Location	<p>Ferguson House, 15 Marylebone Road and may involve working from Borough Based</p> <p>Partnership locations across North West London. NHS NWL ICB has hybrid working, with many staff working a mixture of home and office-based working.</p>
Band	VSM
Key working relationships	<p>ICB executives</p> <p>As well as internal colleagues the Executive Director of Place will need to establish relationships across the health and social care sector in all 7 Borough Based Partnerships Partner Members (NHS Provider, Mental Health and Primary Care) and Programme SROs / Provider and Local Authority SROs as well as Local Authority Leaders – Chairs of Health &amp; Wellbeing Boards and Health Overview and Scrutiny Committees</p>

## 03 Job summary

The Executive Director for Place is responsible for delivery of transformation of the out of hospital sector in NWL by leading service redesign, operational integration between out-of hospital providers and co-ordination of strategy delivery at Borough level.

They will do this by bringing together a Local Care Programme (including primary care) and the ICB's responsibilities for Primary Care transformation with the development of thriving Borough Based partnerships. They will be both a visionary leader and someone who is focused on delivery of improvement, working in partnership with a range of colleagues and stakeholders, and providing leadership to the development and implementation of the NW London integrated care objectives, vision and values.

As a member of the unitary board, each executive director is jointly responsible for planning and allocating resources to meet the four core purposes of integrated care systems (ICSs).

This role requires a keen intellect to analyse complex problems and a proven track record in the engagement and leadership of people within an organisation and across organisational boundaries to develop effective coalitions that can address & successfully resolve longstanding issues and inequalities.

The post holder will have an independence of thought, emotional intelligence, the ability to work through conflict and ambiguity, and the ability to demonstrate a range of leadership styles to secure results through high-level influencing skills.

As a member of the ICS leadership team, an ICB Executive, and named participant of the ICB Board, the Executive Director for Place will deliver objectives agreed with the Chief Executive and take on extended roles, responsibility and joint accountability for delivery of ICS functions as and when required.

# 04 Key duties and responsibilities

## The Executive Director of Place has responsibility for:

1. Executive lead for leading the operational delivery of Local Care and Primary care Programmes.
2. Executive lead for the operational delivery of programmes of work for the NWL ICB population that cut across place or provider configuration programmes of delivery. For example ensuring that Borough Based Partnership are delivering the blue print developed by the NWL strategic programmes such as Urgent & Emergency Care Programme, Planned Care Programmes, Mental Health, LDA Programmes of work and Children and Young People. They will ensure that services are integrated at Borough level to provide a coherent offer to our residents in meeting their health care needs.
3. Leading the organisational development of Borough Based Partnerships in line with their role defined in the NHS NWL ICS Operating Model. The Director will be responsible for building collaboration between the NHS and local government to help shape and design the future of our seven Borough Based Partnerships (BBPs) and developing the Integrated Neighbourhood teams within them. This incorporates a focus on health and social care integration, developing integrated health and care at grassroots level, to reduce inequalities and improve outcomes for our communities, achieving value for money. The development of health and care integration across NWL is a central element of our ICS strategy.
4. Leading the integration of local care, primary care, programmes and Borough teams to create cohesive ICB teams at Place.
5. NHS NWL ICB responsibility for delivery of local care, primary care, and borough team's responsibilities within budget.
6. Ensuring the responsibility of Programmes and BBPs are delivered as defined within the NWL ICS Operating model

*[Clarification note: It is important to acknowledge that Programme staff line managed within the Place Directorate will have responsibility to contribute to the development and agreement of ICS Strategy and therefore the resultant commissioning and procurement processes which sit within the responsibility of the Director of Strategy]. The Executive Director of Place will manage the programme staff associated with the primary and local care programme and will be responsible for the associated commissioning functions in primary care and local care. Commissioning new service models and the associated procurement processes will be in line with the overall ICS strategy.*

## 04 Key duties and responsibilities, continued

7. NHS NWL ICB Line management responsibility of leadership teams, including collaborative working between teams, for:

- a) Local Care (including Primary Care).
- b) 7 Borough Based Partnerships (across 8 Boroughs) – (currently 8 Borough Directors but subject to change dependent on Borough Based Partnership leadership structures in each Borough). The Place Directorate will ensure that all ICS Programmes will be successfully implemented at Borough level These include strategies and programmes such as the development of Provider Collaboratives, the ICS Involvement Strategy, the Maternity, Babies, Children and Young People Programme, Mental Health, Learning Disabilities & Autism Programme, Population Health & Inequalities Programme , Workforce Transformation Programme , Digital & Data Programme, Estates Programme , Productivity Improvement Programme , Research & Innovation Programme, Clinical Networks and Clinical Advisory Groups. The Place Director will work with and support the effective operation of the ICB corporate functions.

8. Responsibility for effective commissioning and contracting in primary care and local care (including pooled or jointly commissioned arrangements with Local Authorities such as s75 funding.

As a member of the ICS executive team, the : Executive Director for Place will deliver objectives agreed with the Chief Executive Officer and take on, responsibility and joint accountability for delivery of ICS functions as and when required.

As a leader, they will support appropriate initiatives that will ensure positive employee experience such as inclusivity, organisational culture, health and wellbeing, employee voice and reward and recognition.

As portfolio lead they will ensure delivery on relevant requirements that support the organisation to meet its statutory obligations through maintaining, demonstrating and improving upon relevant compliance.

# 05 Functional responsibilities

## Strategy

- Ensure the BBPs and Local Care and Primary Care sectors , support the development of the ICS Strategy for agreement by the ICP.
- Ensure the BBPs and Local Care and Primary Care sectors , support the Strategy Directorate and the Finance, Performance & Planning Directorate to develop the 1 year and 5 year annual delivery plans for each of the North West London BBPs to deliver the ICB Strategy, the local aspirations of the BBPs, provider collaboratives and transformation programmes.
- Ensure Borough leaders support the HR and OD Function in development of people delivery plans for the Boroughs and Place Directorate, based on ICS Strategy, ICB People Strategy, performance indicators, staff survey and operational priorities.

## Delivery

- Executive lead for leading the operational delivery of Local Care and Primary Care Programmes.
- Executive lead for leading the operational delivery at Borough level of programmes of work for the NWL ICB population that cut across place or provider configuration, such as Urgent & Emergency Care Programme, Planned Care Programmes and implementation of Winter Planning.
- Executive Director lead for North Kensington Recovery Programme (Grenfell Tower)
- Oversee BBP delivery of their part of the ICS Strategy agreed by the ICP and Annual Plans agreed by the ICB and ensure BBP Directors deliver their delegated accountabilities within the ICB Scheme of

## Delegation.

- Evaluate best practice, locally and nationally, and facilitate adoption across BBPs, and , local care including primary care, community care and mental health services.
- With the support of the Population Health Management and Inequalities Programme , embed a systematic approach to addressing inequalities, promoting equality and inclusion in line with the ICS Involvement Strategy . within primary, community and mental health care within BBPs.
- With the support of Clinical Networks embed a systematic approach to improving health outcomes, reducing inequalities, improving value for money and improving social and economic added value for Children and Young People, Patients with Long Term Conditions, End of Life Care and Cancer.

## Change, Improvement and Transformation: Integration of Primary Care and Local Care

- Lead the delivery of a programme to transform primary care in support of the wider ICB strategy and in line with the Fuller Review.
- An early priority will be the delivery of the NWL Primary Care Access Programme to ensure all those with a clinical need receive same day care and that routine appointments are bookable within two weeks.
- A further priority is working across primary and local care and the 7 BBPs to deliver Integrated Neighbourhood teams to ensure coordinated and streamlined care which improves health outcomes by taking a Population Health Management approach

## 05 Functional responsibilities, continued

- Support the development of at scale working in primary care, developing PCNs and ensuring that the benefits of the PCN level Enhanced Services offer are realised
- Embed the primary care quality and performance framework to ensure effective management of performance and provide assurance to the ICS Leadership and Board
- Commission and manage all primary care contracts: general practice, dentistry, pharmacy, optometry and GP OOH. This function will be supported by the shared dentist, optometry and pharmacy commissioning team, hosted by North East London ICS
- Executive Director lead for the local and primary care budget and ensure maximum draw down of ARRS funding in the final year

### **Development of Borough Based Partnerships**

Lead ICB Executive responsible for ensuring development of BBPs as part of development and implementation of the NWL ICB operating model and associated organisational design. Specifically:

- Working with system partners to continue to develop the collective understanding of the purpose, role and priorities of BBPs in the delivery of health and social care alongside improvements in population health and reducing health inequalities.
- Co-ordinating the contribution of BBP leadership and staff to ICB Programmes ensuring that staff working in Borough teams are supporting NWL programmes
- Leading, in conjunction with the Director of Strategy and Population Health, collaborative and flexible ways of working between Place teams and ICB programmes to deliver transformation in models of health, social and primary care as well as improvements in population health and health inequalities.
- Ensuring the consistent scale and delivery of NWL programmes.
- As ICB Executive Lead for Place, represent the ICS and develop effective and trusted working relationships with LA CEOs and Place Directors that will provide greater understanding and effective interface between Boroughs and the ICB.
- Acting as an enabler, facilitate other ICB Executives' delivery where this relates to Place.
- Convening the contribution of BBPs to system wide problem solving, bringing system and place together on critical issues
- Support the application of appropriate organisational design and governance in respect of BBPs including in respect of the quality, financial and operating performance framework to support effective investment decisions incorporating NWL Programmes BBP.
- With the executive team, designing the future development of the BBP operating model, to support effective place decisions and outcomes in relation to delivery of safe services, better investment of the NWL pound, reducing inequalities, improvements in clinical practice and outcomes and creating a great place to work for ICB staff.
- Hold executive level responsibility for delivery at Place of the ICB Operating Framework & Plan and the strategic transformation programmes at Place such as those relating to mental health & learning disabilities, maternity care, local care and primary care



# 05 Functional responsibilities, continued

- In collaboration with the CPO and Director of HR, developing and commissioning an over-arching OD Programme to facilitate effective Place Based partnerships.
- Supporting the development of BBP Directors to deliver effective system working.

## **Providing robust governance and assurance**

- You will ensure that the ICBs statutory commissioning duties are delivered
- You will support a strong culture of public accountability, probity, and governance, ensuring that appropriate and compliant structures, systems, and process are in place to minimise risk and promote the freedom to speak up.
- You will lead on the identification of performance risks and issues related to the delivery of the ICS strategy and ICB plan.
- You will have a duty to safeguard and promote the welfare of vulnerable adults, children and young people in NW London through the commissioning of safe and effective services
- You will be required as part of your role to ensure you are abreast of the latest policy and information in relation to your portfolio and participate in mandatory training and personal and Board development.

This post is subject to the terms and conditions of employment of NHS North West London ICB. This is not an exhaustive list of duties and the post holder is required to undertake any other duties commensurate

with the grade and in line with the requirement of this post. All staff must comply with the NHS Code of Conduct for Managers, based on the Nolan principles of public accountability.

In addition to completing the NHS NWL mandatory training modules the post holder will be required complete the following: Safeguarding Children – Level 2 Safeguarding Adults - Level 2

## **Professional Development**

You should take ownership over and pursue a programme of continuous professional development, attending relevant training and courses.

# 06 Person specification, continued

## Knowledge and experience

- Substantial board level leadership experience within healthcare is desirable.
- Experience of both delivery and transformation of out-of-hospital care at scale, across multiple local authority areas simultaneously.
- Experience of managing highly sensitive situations simultaneously at scale, with multi-agency stakeholders, and working with senior leaders including local politicians.
- Experience overseeing commissioning and contracting at scale in a complex healthcare environment, including primary care contracting. Experience of engaging service users and/or communities to effect service change.
- Experience of leading complex negotiations relating to health and care services to a successful outcome.
- Board Senior management or Board level experience of managing significant budgets, ensuring compliance with funding governance and maintaining financial balance in the face of increasing demands. Experience of leading highly complex and contentious quality improvement/clinical change, people and digital transformation at significant scale.
- Experience of working with clinicians to deliver service redesign.
- Experience of developing and implementing strong performance management systems against clear business objectives.
- Experience of creating and maintaining high-performing teams and compassionate cultures within health or social care, including building staff engagement.
- Experience of working with colleagues from multiple local authorities to achieve successful partnerships.
- Extensive knowledge of the health, care and local government landscape and an understanding of the social determinants of public health.
- Knowledge of the primary care contracting regime and the policy context for primary care and out of hospital sector transformation. Current thinking on practices which reduce health inequality, improve patient access to care and outcomes. Sound understanding of health care, commissioning, financial planning, budgeting, and oversight and control of public funds.
- Knowledge and experience of public sector commissioning and procurement systems and processes to deliver improved health outcomes.
- Good understanding of ICS corporate governance, Standards in Public Life and personal responsibilities in relation to probity and personal conduct.
- Good understanding of the leadership practices that build and sustain effective teams and individuals.

## Skills

- A visionary leader with the ability to inspire and take others with you. Strong critical thinking and strategic problem solving; the ability to contribute to a joint strategic plan and undertake problem resolution and action.

# 06 Person specification

- Sophisticated leadership and influencing skills; building compassionate and inclusive cultures where individuals and teams thrive at organisation, partnership and system levels.
- Exceptional inclusive communication skills that engender community confidence, strong collaborations, and partnership.
- Effective, inclusive communication and stakeholder relationship skills, with the ability to communicate on highly complex matters and difficult situations.
- Experience of contributing to the development of strategic objectives and in particular setting direction, long term goals and planning and using commissioning to secure their delivery.
- Financially literate with the ability to review, critically challenge and effectively utilise financial information for decision-making.

## **Personal values**

- Personal commitment to the values and objectives of the NHS Long Term Plan, the NHS People Plan, the Fuller Review, Nolan Principle and the Fit and Proper Persons regime.
- Personal attributes include emotional intelligence and communication skills, resilience, determination and outstanding innovative spirit combined with rigour in delivery.
- Lives by the values of openness and integrity and has experience supporting cultures where this thrives.
- Committed to continuing professional development

## **Qualifications / training**

- Masters Level qualification (or equivalent significant experience) and evidence of working strategically at senior level
- Postgraduate qualification in management and/or healthcare is desirable and evidence of up-to-date continuing professional development

# 07 How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to North West London Integrated Care Board on this appointment.

Candidates should apply for this role through our website at [www.saxbam.com/appointments](http://www.saxbam.com/appointments) using code **AASAKD**.

Click on the 'apply' button and follow the instructions to upload a CV and cover letter, and complete the online equal opportunities monitoring\* form.

The closing date for applications is noon on **11<sup>th</sup> December 2023**.

\* The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.

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