

v1.0



Role description: place partnership lead

Place in North East London's integrated care system

The seven place partnerships within North East London are crucial building block of our integrated care system, along with provider collaboratives, the Integrated Care Partnership (ICP), and the Integrated Care Board (ICB).

This is because North East London's places are:

- where health services, the local authority, and voluntary- and community-sector organisations integrate delivery, supporting seamless and joined up care;
- where we will most effectively tackle many health inequalities through prevention, early intervention, and community development, including at neighbourhood level;
- where diverse engagement networks generate rich insight into residents' views, which we will need to act upon;
- where we can build detailed understandings of need and assets on a very local basis and respond with appropriate support; and
- where the NHS and local authority as a partnership are held democratically accountable.

In order to maximise their impact of collaborative working on residents' health and wellbeing, each place partnership is working with the ICB to create its own strong leadership team.

This will include residents and community leaders, clinical and care professionals, and executive leads from partner organisations. It will also include three specific roles leading each partnership as a whole: the place partnership lead (this role), a clinical or care director, and a delivery director.

The place partnership lead

The place partnership lead is the pivotal member of this team, as the prominent and accessible executive leader already working at place level who will combine her or his existing organisational responsibilities with assuming overall responsibility for the work of the place partnership.

Overall, this means ensuring that partners across health, care, and the community and voluntary sector are combining their insight, expertise, and resources to drive meaningful improvements to health, wellbeing, and equity – in line with the ICS's purpose statement.

Most specifically, this means being the key local figure leading partnership work between health and care organisations and with residents to improve and integrate services, reduce local inequalities, improve the social determinants of health and wellbeing, and harness partners' economic influence to the benefit of local communities.

The place partnership lead will hold the partner organisations at place level accountable for delivering their contributions to the place plan covering all of these areas. She or he will in turn be

accountable to the wider integrated care system, through the Integrated Care Board, for the delivery of this plan and other aspects of delivery and performance at place level.

The place partnership lead will direct and support partners to:

- devise and deliver a data-driven local plan to improve health and wellbeing, aligned to NEL-wide strategy and outcomes frameworks and based on a holistic view of how health, wellbeing, and equity can be improved;
- base this plan on meaningful participation by local residents and engagement with clinical and care professionals, and that both groups are involved in evaluating its impact against agreed criteria, in line with NEL-wide standards and expectations;
- for areas of care for which place partnerships are taking a co-ordinating role in NEL's integrated care system, lead the process of analysis of need, co-design of care models, implementation, and evaluation;
- deliver key quality and performance metrics where these sit at place level, in line with the developing accountability framework for North East London's integrated care system;
- through the delivery director, lead the integrated place team and ensure that all partner organisations support the work of the place partnership through the provision of appropriate staff resources;
- in line with the overall ICS People Plan, lead on place- and neighbourhood-level interventions designed to support the sustainability of the local health and care workforce;
- ensure that the place partnership interacts constructively with NEL's provider collaboratives as well as the Integrated Care Board.

This role reflects the expectation in *Health and social care integration: joining up care for people, places and populations* (the white paper published in February 2022¹) that there will be a 'single person accountable for delivery of a shared plan at a local level'. Across North East London, as across England, there is considerable work to do to understand the interaction of varying accountabilities within organisations and across systems at place- and ICS-level. All place partnership leads in North East London will work closely with the Integrated Care Board's Chief Executive Officer and Chief Participation and Place Officer to continue to evolve the local accountability framework.

The place partnership lead might or might not chair the place-based partnership and the ICB place committee, based on local agreement.

As a senior executive already working at place level, the person holding this role will bring advanced personal and professional attributes relevant to it. Most relevantly, this will include:

- experience of delivering meaningful improvement to health, wellbeing, and equity through collaboration across multiple organisations in a complex environment;
- the ability to create an open, honest and positive culture, encouraging partnership working across organisational and professional boundaries;
- a commitment to listening to others and understanding different points of view, along with strong relationship-building skills and the capability to work with partners to develop a shared vision;
- the ability to foster a culture of continuous learning, continually measuring effectiveness and adapting the approach on what is or is not working;
- readiness to take visible ownership of complex cross-system problems; and

¹ [click here](#)

- skills in influencing, negotiating, and arbitrating to lead organisations towards consensus decision-making.

Key relationships:

- all organisations participating within the place partnership, plus wider networks across the voluntary and community sector;
- place partnership leads across North East London, for the sharing of learning and best practice; and
- the Integrated Care Board's Chief Executive Officer and Chief Participation and Place Officer.