

Understanding staffing at place level

INEL JHOSC Feb 2023

Background

- We are nine months into a new organisation. We have established core governance with greater emphasis on place-based decision-making for all our seven partnerships. We see partnership, engagement and collaboration as underpinning all that we do.
- We have agreed – through our committee of local authorities, NHS and wider partners, our integrated care strategy for NEL and are working together on our five year forward plan
- We have been working with staff and partners on how we best align our staff to ensure we deliver on our commitments to ensure greater equity, and better integrate partnership teams (along the lines of those in City and Hackney and in Tower Hamlets)
- We plan to start a formal consultation with staff once we know the NHSE financial settlement for Integrated Care Boards for 2023/24

Place partnerships – principles

- Will be responsible for the health and wellbeing of their local populations and will convene a range of partners to enable their contribution to the delivery of integrated local care based on smaller neighbourhoods, reflecting the local system and community assets
- Staff structure design principles in the Participation and Place Department are:
 - People at the centre of what we do (co-design, local people, involvement and communications)
 - Equity (reducing inequalities; improving health and wellbeing)
 - Subsidiarity (place partnerships will share the work of all partners)
 - System and Place are one (each place-based team will include people from the ICB working alongside people from local partner organisations, including through collaboratives. Corporate ICB teams will provide embedded resources or business partnering, with a clear understanding that working at Place means working physically from a Place at least part of the week)
 - Integration (the goal is to develop more integration – where integrated arrangements already exist these will not be undone but will be sustained and developed)

Staffing

- The Chief Participation and Place Officer 's leadership team comprises seven directors of partnership impact and delivery (one for each Place); and a director of communication and involvement
- Each Director of Partnership Impact and Delivery will lead a local team that is different in each borough depending on the needs of the local community, discussions with local partners, and the current ways of working/direction of travel. So some Places may want to have more integrated teams, but it may take some time to reach that goal with all partners.
- Each Director will lead a fully embedded team within the local Place, along with a team of staff which, while also part of NEL-wide teams, is fully focused on Place delivery. Together, working at Place, with local authority, health and care providers, community and voluntary sector leads, Healthwatch and residents, these teams develop integrated strategic plans and ensure delivery for responsibilities, which are set to increase over time as the ICB and partners delegate more.
- To ensure we meet our commitment to greater equity, Place teams are planned to be arranged around 'starting well', 'living well' and 'ageing well'; along with teams for primary care; and operations, finance and resourcing.