

## JOB DESCRIPTION

<b>Job Title:</b>	<b>Director of Partnership Delivery &amp; Sustainability</b>
<b>Band:</b>	<b>9</b>
<b>Department(s):</b>	<b>Southwark</b>
<b>Function:</b>	<b>Partnership Delivery &amp; Sustainability</b>
<b>Responsible to:</b>	<b>Joint Place Executive Lead/ Strategic Director (Integrated Health &amp; Care)</b>
<b>Accountable to:</b>	<b>Joint Place Executive Lead/ Strategic Director (Integrated Health &amp; Care)</b>
<b>Hours:</b>	<b>37.5</b>

### Southwark: its assets and challenges

Southwark is an exciting place to work, live and learn. Home to renowned icons like Tower Bridge and theatrical delights such as the Globe theatre; Southwark is a thriving cosmopolitan part of London.

Southwark has around 307,600 residents with a rich social and ethnic mix, including large Black and LGBT+ communities. However, like many other cities, affluence and poverty at times live side by side. There have been big improvements in health outcomes in recent decades. Life expectancy has increased, while child mortality and teenage pregnancy have declined.

But despite these positive milestones, some residents are still struggling. Over a third in Southwark live in areas with the highest levels of deprivation in England. These inequalities continues to widen health outcomes.

With demand for health and care services continuing to rise, it is imperative for organisations, communities and people to find a different way of working and relating together in a more consistent way to support and meet the needs of local people, that is sustainable and uses the wealth of our local assets.

Partnership Southwark offers a vehicle to facilitate a new way, more collective way forward.

### What is Partnership Southwark?

**Partnership Southwark is a partnership of the voluntary and community sector, the NHS and Southwark Council, focused on improving health and wellbeing and reducing inequalities of access, experience and outcome for people in Southwark.**



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**We believe that by working together we can:**

- Remove unhelpful divides between hospital and community-based services, physical and mental health, and health and social care.
- Connect with communities at a neighbourhood level, so that:
  - Local people take the lead in shaping what is needed to address the inequalities that exist.
  - Services are more consistent and responsive to the needs of service users, carers, and families.
- And create a local health and care system which:
  - Uses data and intelligence to inform our decisions.
  - Is sustainable in the face of increasing pressures.
  - Prioritises prevention.

**South East London ICB**

The South East London ICB is the NHS management unit of the ICS. It is accountable both to NHS England and to the South East London Integrated Care Partnership (ICP). The ICS exists to deliver four core purposes:

- Improve outcomes in South East London population health and health and care services
- Tackle inequalities in outcomes, experience and access suffered by the residents of South East London
- Enhance productivity and value for money in the use of health and care resources in South East London
- Help the NHS support broader social and economic development in South East London.

The ICS is not an intermediate management tier and fundamental to the operating model of the ICS are three fundamental principles:

- **Partnership:** We are a partnership of sovereign bodies coming together to achieve something greater than the sum of the partners. All partners have a voice and all partners have responsibility.
- **Subsidiarity:** We work on the basis of subsidiarity. This means issues and decisions should be dealt at the most local level consistent with their effective resolution.
- **Accountability:** We value both supporting each other and being held to account by each other and our wider partners.

**Southwark Council**

Southwark Council is the largest local authority social landlord in London, managing 55,000 homes lived in by 40% of Southwark's residents. Southwark is home to over 18,300 businesses including iconic London venues, social enterprises, world class hospitals and universities.



Southwark residents and communities are the borough's greatest asset. The passion for Southwark is shared by millions of Londoners who enjoy the outstanding cultural offer.

The borough has a young, diverse and growing population. The council is committed to making Southwark a just and fair borough, and is taking positive action to tackle inequalities.

The Council's four year delivery plan has three key and inter-linked themes:

1. Closing the Gap
2. People-powered
3. Neighbourhoods

### **Equality and Diversity**

The ICB is committed to providing services and employment to a community with an increasing variety of backgrounds. To do this effectively it is essential that we promote equality and embrace diversity and treat everyone with dignity and respect.

### **Disability Confident Employer**

We are a Disability Confident Employer and support the guaranteed interview scheme and use of the Government's Access to Work Scheme.

**Living our values**, we are keen to reflect the diversity of society at every level without our organisation.

Our core values are:

- We are collaborative
- We are caring
- We are inclusive
- We are innovative

We welcome applications from all sections of our community including from people with lived experience and/or knowledge of disability or social exclusion.

If you have accessibility requirements and would like further information about the role please contact recruitment-South London (NHS South East London ICB) [recruitment-SouthLondonICBs@selondonics.nhs.uk](mailto:recruitment-SouthLondonICBs@selondonics.nhs.uk)

Please quote the reference for the role you are looking to apply for when contacting us.

### **JOB PURPOSE**

This postholder will lead and hold overall responsibility for the Partnership Delivery & Sustainability Teams and functions in Southwark and associated strategic framework for



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delivery of programmes that meets Partnership Southwark's strategies and priorities as well as the ICB agreed plans and priorities for delegated primary care, both core and at scale population provision aligned with wider Partnership Southwark ambitions. Develop and lead multi-functional staff groups, creating greater synergies and opportunities for service integration and efficiencies. Devise strategies for deeper service integration and collaboration with external stakeholders and partners. Provide advice and support the Place Executive and strategic leadership on achievement of objectives working as part of the local care partnership and Southwark senior leadership team.

To support the Place Executive in their convening role of Partnership Southwark to enable and facilitate impactful change, deliver new models of care, and to work across the partnership to make best use of system resources to achieve shared objectives for the benefit of residents.

### **Duties and Responsibilities**

1. Take overall responsibility for local planning working collaboratively with partners and across SEL and for designing programmes of work to deliver the plans (such as via Health & Care Plan and place operating plan) ensuring alignment with overall place strategies such as Health & Wellbeing Strategy and Southwark 2030 and expectations of the wider SEL ICS through the ICB's Joint Forward View and ICP Strategic priorities. Ensure robust governance arrangements for proactive monitoring and reporting overall progress and outcomes, resolving issues and initiating corrective action as needed across the Director's portfolio.
2. Be a collaborative role model across the system using dispersed leadership to develop and implement integrated models of care and neighbourhood approaches to build trust and relationships between residents, community groups and statutory services to positively impact on people's lives and reduce systemic health inequalities.
3. Lead effective stakeholder management maintaining strong and effective relationships, liaising with the relevant ICB, Council and provider senior teams, clinical and care professional leaders, neighbouring place counterparts across SEL, local oversight and scrutiny committees, health and wellbeing board, Healthwatch, VCSE and others as required to deliver on the ambitions and priorities of the partnership.
4. Act as principal advisor to the Place Executive Lead, Partnership Southwark Strategic Board (PSSB) chairs, Cabinet Portfolio members as well as to PSSB, Cabinet and the Health and Wellbeing Board on transformation, primary care and wider integration, long term conditions and neighbourhood working approaches, strategies, and programmes.
5. Lead on strong effective enabler programmes locally that support programmes, plans and priorities ensuring these align to maximise benefit and opportunity. This will involve close working with SEL SROs to inform and influence the broader SEL enabler programmes as well as Council and provider teams and leads building relationships, aligning opportunities, chairing local forums and developing shared



work plans across enabler areas such as in workforce, quality, digital, estates, population health management and sustainability.

6. Establish strategic partnerships that influence and drive key senior stakeholders, from multiple organisations (e.g. Voluntary Sector), to achieve benefits for Southwark residents. Collaborate with external partners and devise strategies to produce an integrated and co-ordinated multi-agency approach across service delivery. This involves development of innovative solutions and creating strategic plans to deliver programmes and projects
7. Develop long-term policies for transforming and integrating Health and Care, influencing and leveraging change through services to secure delivery and impact for local people, to support service efficiency with ways of working necessary to make genuine differences.
8. Drive and implement a strategy to deepen integration through partnership working between Partnership Southwark members building on progress to date, identifying and managing improvement needs across the partnership, and securing further joint strategic benefit working closely with those partners and joint commissioning colleagues.
9. Lead the business support function for place and support effective, robust partnership governance and processes with clear communication and engagement approaches and foster collaborative ways of working.
10. Lead the co-ordination and leadership of reports and briefings within portfolio, through partnership and ICB governance supporting forward planner, assurance on delivery and performance, decision-making and appropriate scrutiny of any recommendations and decisions.
11. Hold accountability for a budget and take decisions within delegated responsibilities seeking advice from broad range of health and care colleagues and experts as well as partners using data and insights from our communities.
12. Lead on the delegated primary care functions, development and commissioning at place with close working with LMC and at scale providers, PCNs and GP Federations, as well as with other partners to lead implementation of neighbourhood multi-disciplinary teams and Fuller report.
13. Lead, motivate and develop the staff to achieve high performance in line with best HR practice. Take responsibility for training and development of staff.
14. To lead coproduction, involvement and engagement of Southwark people in lead areas through the teams and partners.
15. To deputise for the Place Executive/Strategic Director Integrated Health and Care as required.



## GENERAL DUTIES AND RESPONSIBILITIES

<b>Mobility</b>	The post-holder is contracted to work at any appropriate South East London ICB office as necessary for the delivery of the functions of this role.
<b>Just Culture</b>	<p>The ICB is committed to ensuring that people related matters are resolved as early and as informally as possible and that recourse to formal action under any of the HR policies and procedures is only where necessary. This supports the principles of a <b>just culture</b>, where people are encouraged to come forward when things go wrong and supports those who make honest mistakes.</p> <p>The fair treatment of staff supports a culture of fairness, openness and learning in the NHS by enabling staff to feel confident to speak up when things go wrong, rather than fearing blame</p>
<b>Equality &amp; Diversity</b>	<p>Staff have the right to be treated fairly in recruitment and career progression. Staff can expect to work in an environment where diversity is valued and equality of opportunity is promoted.</p> <p>Staff will not be discriminated against on any grounds including age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation.</p> <p>Staff have a responsibility to ensure that they treat their colleagues and others they may interact with dignity and respect.</p>
<b>Sustainability</b>	<p>SEL ICB is committed to contributing to a net zero NHS, in line with national Greener NHS ambitions. Our contribution will be made by delivery of the ICS Green Plan (<a href="https://www.selondonics.org/wp-content/uploads/2022/06/ICS-Green-Plan-2022-2025.pdf">https://www.selondonics.org/wp-content/uploads/2022/06/ICS-Green-Plan-2022-2025.pdf</a>). Everyone's contribution is required in order to meet the goals set out in our Green Plan and we encourage all staff to work responsibly; embedding sustainability into their core work and minimising their contributions to carbon emissions, waste and pollution wherever possible.</p>



<b>Raising Concerns</b>	Staff may on occasion have genuine concerns about healthcare matters and consequently the ICB endorses the principle that these must be raised in a responsible and appropriate manner, and if necessary, using the ICB's 'Raising Concerns (Whistleblowing)' policy.
<b>Data Protection</b>	<p>The ICB is registered as a data controller under the Data Protection Act 2018/General Data Protection Regulations. All the personal information we hold, obtain, record, use and share as an organisation is governed by this Act and Regulation.</p> <p>As an employee of the ICB you have a legal responsibility for all personal information you handle and must not at any time use the personal data in a way incompatible with the guidelines stipulated in this act.</p> <p>If you are in any doubt regarding what you should or should not do in connection with the Data Protection Act and the General Data Protection Regulations, then you must contact your Line Manager.</p>
<b>Records Management</b>	<p>As an employee of the ICB, you have a legal responsibility for all records you work with e.g. patient records, financial records, personal, administrative, etc that you gather or use as part of your work within the ICB.</p> <p>The records may be held in a variety of formats such as paper, electronic, microfiche, audio, and video tapes, etc. You must consult your manager if you have any doubt as to the correct management of the records with which you work.</p>
<b>Confidentiality</b>	<p>In the course of your employment, you will have access to confidential information relating to the ICB's business, patients, the STP and its staff.</p> <p>You are required to exercise due consideration in the way you use such information and should not act in any way, which might be prejudicial to the organisation's interests. Information which may be included in the category which requires extra consideration covers both access to the</p>



	<p>general business of the ICBs and information regarding individuals. If you are in any doubt regarding the use of information in the pursuit of your duties, you should seek advice from your Line Manager before communicating such information to any third party.</p> <p>Confidential information should always be treated according to the ICB's rules on confidentiality. Any inappropriate disclosure may be subject to the ICB's disciplinary procedures.</p>
<b>Information Governance</b>	<p>ICB staff must keep up-to-date with the requirements of Information Governance and must follow ICB policies and procedures to ensure that ICB information is dealt with legally, securely, efficiently and effectively.</p> <p>Staff must appropriately manage all the Information they handle during their employment with the ICB, making the information available for sharing in a controlled manner, subject to statutory requirements and the ICB Information Governance Policy, and formal Information Sharing arrangements.</p> <p>All SEL ICB staff must ensure that they keep appropriate records of their work and are therefore designated Information Asset Administrators (IAA) responsibilities.</p> <p>Senior members of staff with Director, Assistant/Associate Director positions are designated Information Asset Owners (IAOs) who are responsible for the information assets within their directorate/team.</p>
<b>Health &amp; Safety</b>	<p>Employees must be aware of the responsibility placed on them under the Health and Safety at Work Act (1974) to maintain a healthy and safe working environment for both staff and visitors.</p> <p>Employees also have a duty to observe obligations under the ICB's Health and Safety policies and to maintain awareness of safe practices and assessment of risk in accordance with the Risk Management Strategy.</p>



<b>Infection Control</b>	<p>ICB staff are responsible for protecting themselves and others against infection risks. All staff regardless of whether clinical or not are expected to comply with current infection control policies and procedures and to report any problems regarding this to their managers.</p> <p>All staff undertaking patient care activities must attend infection control training and updates as required by the ICB.</p>
<b>Financial Regulations</b>	<p>All staff are responsible for the security of the property of the ICB, avoiding loss or damage of property, and being economical and efficient in the use of resources.</p> <p>Staff should conform to the requirements of the Standing Orders, Standing Financial Instructions or other financial procedures including the Code of Conduct and Accountability and the Fraud and Anti Bribery Policies.</p>
<b>Safeguarding Children &amp; Vulnerable Adults</b>	<p>All employees are required to act in such a way that always safeguards the health and wellbeing of children and vulnerable adults.</p> <p>Compliance with mandatory and statutory training requirements is an essential requirement of all employees.</p>
<b>Risk Management</b>	<p>Managers are responsible for implementing and monitoring any identified and appropriate risk management control measures within their designated area(s) and scope of responsibility.</p> <p>Responsibilities of staff regarding risk management are outlined more fully in the Risk Management Strategy. Staff are responsible for ensuring that they are aware of those responsibilities</p>
<b>Code of Conduct</b>	<p>The Department of Health's Code of Conduct for NHS Managers has been adopted by the ICB for all Director-level and senior management posts. This requires the post-holder to comply with the Code and for their actions to demonstrate a commitment to the Code. In particular, the post-holder must:</p>



	<p>make the care and safety of patients their first concern and act quickly to protect patients from risk; respect the public, patients, relatives, carers, NHS staff and partners in other agencies; be honest and act with integrity; accept accountability for their own work, the performance of those they manage and of their own organisation;</p> <p>Demonstrate their commitment to team working by co-operating with all their colleagues in the NHS and in the wider community.</p>
<b>Acceptance of Gifts and Hospitality</b>	The conduct of staff in the public service should be scrupulously impartial and honest and in this context any offers of gifts or hospitality should be discussed with your manager, prior to acceptance.
<b>Use of new Technology</b>	<p>The ICB is making increased use of computer technology. Most employees (both clinical and non-clinical) are expected to use automated information systems in their work to improve quality and co-ordination of services, to enable faster and more certain communication.</p> <p>Necessary training will be provided. Compliance with the Data Protection Act 1988, Information Governance and the relevant Computer Usage Policy is expected.</p>
<b>Civil Contingencies Act 2004</b>	All staff will note the Organisation's responsibilities under the Civil Contingencies Act 2004, and NHS Major Incident Plans Guidance (DoH 1998 and 2004).
<b>Smoking or Vaping</b>	Smoking/Vaping by staff, patients, and visitors, is not permitted anywhere on ICB premises.
<b>General</b>	<p>The post holder:</p> <ul style="list-style-type: none"> <li>• may be required to work at any of the ICB's sites in line with the service needs.</li> <li>• has a duty to create, maintain and enhance effective working relationships, both internally and externally</li> </ul>



	<p>This job description provides an outline of the tasks, responsibilities and outcomes required of the role.</p> <p>The job holder will undertake any other duties that may be required which are consistent with the grade and responsibility of the post.</p> <p>This job description describes responsibilities, as they are currently required. It is anticipated duties will change over time and the job description reviewed regularly during employment.</p> <p>All staff have a responsibility to participate in the ICB's Appraisal Scheme and to contribute to their own development and the development of any staff that they are responsible for appraising.</p>
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## GENERAL INFORMATION ON NHS SOUTH EAST LONDON ICB

### Local Context

The South East London Integrated Care System (ICS) brings together the health and care partners that serve our vibrant and highly diverse populations resident in the London boroughs of Bexley, Bromley, Greenwich, Lambeth, Lewisham and Southwark - our Places.

Our partnership brings together six local authorities, over 200 general practices (operating within 35 Primary Care Networks), Guy's and St Thomas' Hospital NHS FT, King's College Hospital NHS FT, Lewisham and Greenwich NHS Trust, South London and the Maudsley Mental Health FT and Oxleas FT. Importantly, the ICS seeks to be connected to the communities we serve (circa 1.92m residents) and work with the widest possible range of community, voluntary and third sector groups and organisations in each borough. The reach of our NHS provider portfolios extends beyond the borders of the ICS, across London, the south of England and nationally for some services.

Our vision for the ICS is a highly performing, sustainable system that looks after its staff, responds to its communities and takes action to reduce the inequalities they experience. As a new organisation we have developed a system development plan <https://www.ourhealthiersel.nhs.uk/SDP-8-November-2021.pdf> that outlines the way in which we seek to operate and the steps we will take to realise the full potential of our partnership.

Our ICS is a 'System of systems' and the Integrated Care Board (ICB) that supports it will work with partners that come together as Collaboratives for acute physical and mental health care; and as Local Care Partnerships (LCPs) that provide multi-agency leadership to the development and delivery of borough focused care. The ICB will relate to and work with residents and the bodies that serve them at neighbourhood, borough and south east London wide levels.



## Person Specification

### Director of Partnership Delivery & Sustainability, Band 9

#### Supporting Evidence

In the supporting evidence of your application form, you must demonstrate your experiences by giving specific examples for the criteria within the person specification.

Factors	Essential	Desirable	Assessment Method
<b>Knowledge and Training</b>  Educated to masters level with additional in depth professional knowledge in a range of disciplines over a significant period  Evidence of post qualifying and continuing professional development	✓       ✓		
<b>Experience and Understanding</b>  Extensive experience, expertise and understanding of performance and change management, business planning, budget setting, monitoring and contracting processes, in a health setting.  Experience of developing and delivering a clear business plan, strategy and vision and of making difficult and challenging decisions to support strategy and vision  A record of significant achievement in directing and managing the delivery and improvement of	✓       ✓       ✓		



services within a complex and diverse organisation.	√		
Significant experience of developing and delivering healthcare reform and innovation that offers patients greater choice and improved services			
Must have an understanding of the background to and aims of current healthcare policy in London and appreciate the implications of this on engagement	√		
Should have an appreciation of the relationship between the Department of Health, NHS England (London) and individual provider and commissioning organisations, as well as social care.	√		
Understanding of the dynamics within business arena and balance against political environment	√		
Broad experience of leading teams of professional staff within a performance management culture	√		
Experience of analysing the business environment and of developing strategies to meet changing organisational needs.	√		
Experience of collaborative working across organisational boundaries and levels and with different professional groups	√		
In depth understanding of national health and care priorities e.g. NHS England's Five Year Forward View and how to translate into practice	√		
Experience of inter-agency			



 **disability**  
**confident**  
EMPLOYER

to a wide range of internal and external stakeholders, including those at board level which may be potentially hostile and antagonistic.	√		
Excellent interpersonal, negotiation and influencing skills and able to work effectively with staff at all levels, particularly those who may hold differing / contentious views	√		
Demonstrates an ability to manage conflict and build consensus: facilitating problem solving and collaboration among various parties	√		
Able to create a compelling vision for the future and communicating this within and across multiple organisations.	√		
Able to create impact and demonstrate proactive stakeholder relationships.	√		
Demonstrable ability to create constructive teams within organisation	√		
Ability to develop and maintain credibility and to garner respect and confidence of staff and colleagues, internally and externally	√		
The skills to evaluate and learn from outcomes, with a clear commitment to innovation, learning and improvement.	√		
Effectiveness in conflict resolution and management.	√		
<b>Other</b>			
Stamina, energy and enthusiasm			



and the ability to work effectively under pressure	√		
Drive and challenge each key working relationship to innovate and achieve change to meet agreed objectives	√		
Outstanding leadership influencing, negotiating and interpersonal skills	√		
The breadth of outlook and political skill necessary to establish effective working relationships with staff at all levels within and outside the organisation	√		
A collaborative management style, which recognises and values personal contributions and agenda and encourages team working	√		
Manage potentially aggressive and/or antagonistic situations with stakeholders within SELA / ICB footprint to achieve successful outcomes	√		
Willingness to listen and ability to challenge processes, ideas and existing practice across all healthcare sectors where these could be improved or where best practice can be applied	√		
Excellent team player who understands and appreciates the benefits of a diverse workforce and recognises the value in different styles, approaches and contributions	√		
The temperament and ability to act effectively in highly emotive situations	√		



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Assessment Method

A = Application	I = Interview	C = Certificate	T = Test
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