



**Nottingham and  
Nottinghamshire**  
Integrated Care Board

# Staff Organogram

As at 31 December 2022

# Introduction

NHS Nottingham and Nottinghamshire Integrated Care Board (ICB) was established on 1 July 2022 and is part of the Nottingham and Nottinghamshire Integrated Care System (ICS). Working alongside our citizens and partners, the ICB:

- Assesses health needs in our area and develop plans to improve people's health and wellbeing and reduce inequalities in health.
- Decides how best to use the NHS funding that comes into our area.
- Works jointly with Councils and healthcare providers to join up health and social care and shape our services to meet local needs.

## How our teams work:

The ICB supports the development of our Place Based Partnerships, our Provider Collaborative (made up of NHS Trusts and Foundation Trusts) and our Primary Care Networks.

Our teams work across the health and care system: some directly supporting front line services in general practice, care homes and safeguarding; some working with providers of services to determine the best ways to deliver care and allocate resources accordingly; some coordinating incident, urgent and emergency care responses across services, as well as helping to reduce waiting times for patients who need investigations and treatment.

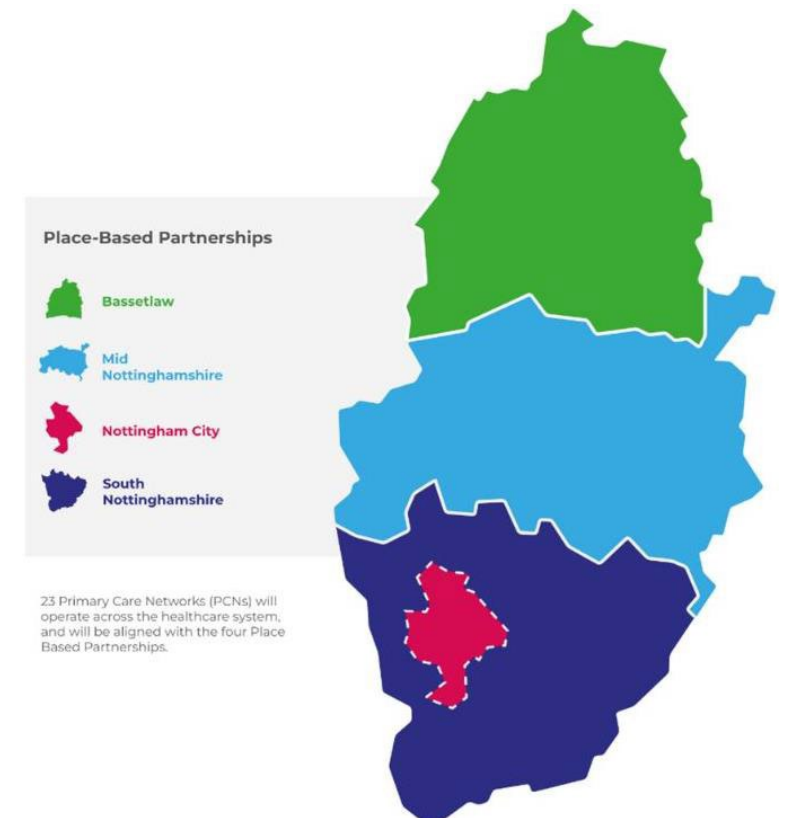
Approximately 2/10 of our employees directly support front-line services as part of Locality Teams (Place-Based Partnerships)

Approximately 2/10 of our employees work closely with localities, but have specialist skills that make it more efficient for them to work on a larger population scale. These employees retain professional or statutory lines of accountability into the ICB, such as accounting, nursing, safeguarding or quality oversight.

Approximately 3/10 of our employees coordinate whole-system incident response, urgent and emergency care or service transformation. Teams also manage consistent and fair resource allocation for personal health budgets and continuing healthcare.

Approximately 3/10 of our employees provide corporate support for the ICB or specialist services to the whole system. These include governance, risk management and audit. They also include the management of complaints, individual funding requests, procurement, service reconfiguration regarding public consultation, communications and engagement.

Our staffing structure has been developed to enable us to work in a manner that is transparent, develop and maintain strong partnerships and makes the best use of the skills and experience that we have to deliver our functions.



# How the organogram has been put together

ICBs have running costs and programme costs. Running cost allowances are determined nationally and are part of NHS England's allocation of NHS resources to ICBs to enable them to exercise their statutory and regulatory functions. They are approximately 1% of our local NHS allocation (for locally commissioned services).

Programme costs are allocated by ICBs for care delivery and time-limited work programmes (for example to develop new services). Programme costs are mainly allocated to providers, but small enabling levels of resource may be used by the ICB for specific pieces of work that apply across the system.

For transparency, this organogram describes pay expenditure across running costs (our functions) and programme costs (programmes of work that we are undertaking or hosting on behalf of the health and care system).

ICBs can outsource functions into Commissioning Support Units (CSUs). Our ICB outsourcing is on a very limited scale, so our running costs are allocated internally. Many ICBs have lower internal costs and higher outsourced running or programme costs.

The organogram on each slide shows the agreed staffing structure for each team within the ICB as at 1 December 2022.

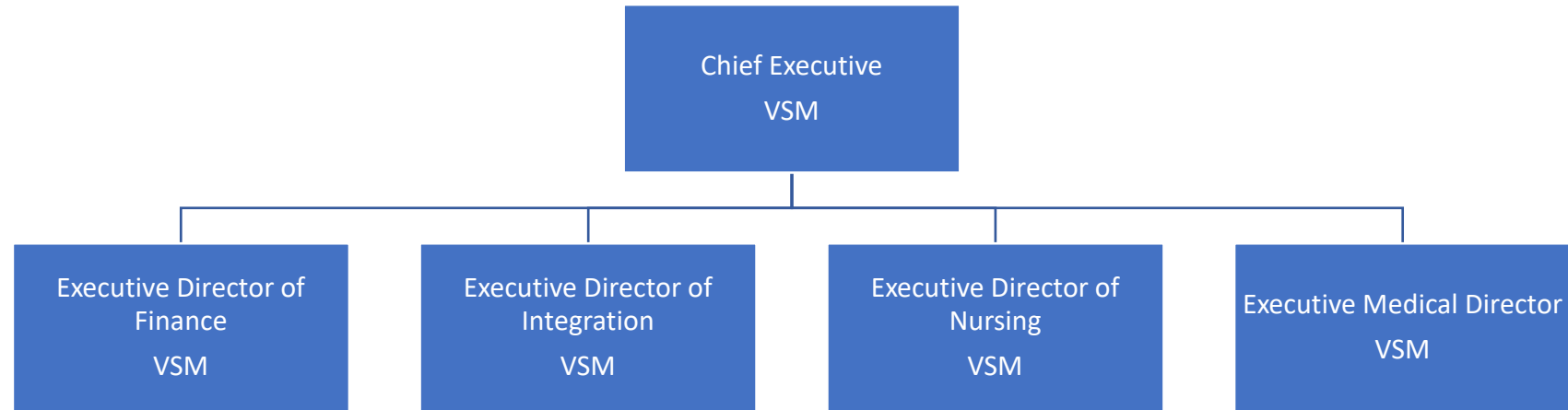
The organogram does not include non-executive office holders or individuals providing services under non-employed contracts.

The costs of each team are provided within the slides, which reflect the forecast costs of staff in post from the inception of the ICB on 1 July 2022 to the 31 March 2023.

The following points should be noted in relation to the team costs:

- The costs include elements experienced by the ICB above salaries, such as employers pension and National Insurance contributions.
- Where a post has been vacant throughout the year, no cost is included.
- Where the post has been filled for part of the year, the cost incurred by the ICB for the part-year has been included.
- The costs of both permanent and fixed term posts are included.
- The organogram on each slide reflects the number of each type of post within the structure. However, the costs of the teams reflect whether the posts within the structures are filled by full-time or part-time staff, so actual part-time costs are included, where relevant.

# Executive Team



The Chief Executive, who is the ICB's Accountable Officer and has lead executive responsibility for the ICB's communications and engagement function, has established an Executive Team to manage the day-to-day responsibilities of the organisation. All Executive Directors are members of the ICB's Board.

- The Executive Director of Finance is the Deputy Chief Executive and has responsibility for financial planning and stewardship and resource allocation (including new payment mechanisms and risk sharing arrangements), capital planning, operational planning, performance and system oversight arrangements, estates, programme management office, social and economic development and environmental sustainability, and audit and counter fraud arrangements.
- The Executive Director of Integration has responsibility for the integrated care strategy and strategic planning (ICB five-year plan), integration of health, social care and health-related services, system development (primary care networks, place-based partnerships, provider collaborative and joint commissioning with local authorities), commissioning hospital and other health services (including NHS England delegated functions) and strategic service change and development of new care models, children and young people, special educational needs and disabilities (SEND), outcomes based contracting, NHS provider selection regime, and emergency planning, resilience and response. The Director of Integration is the ICB's Accountable Emergency Officer (AEO).
- The Executive Director of Nursing is responsible for quality improvement, infection prevention and control, safeguarding, continuing healthcare and personalisation, individual funding requests, people and culture (including ICB's human resources and organisational development function), equality, diversity and inclusion, medicines management, corporate governance, risk management and assurance, and information governance. The Executive Director of Nursing is the ICB's Caldicott Guardian.
- The Executive Medical Director is responsible for health inequalities, clinical prioritisation and transformation, JSNA, population health management and system intelligence, data, digital and technology, clinical and care professional leadership and engagement, research, evidence and evaluation, and innovation. The Executive Medical Director is the ICB's Senior Information Risk Owner (SIRO).

**The total cost of whole-time equivalent staff in post within the Executive Team is £721.4k.**

# Finance Directorate

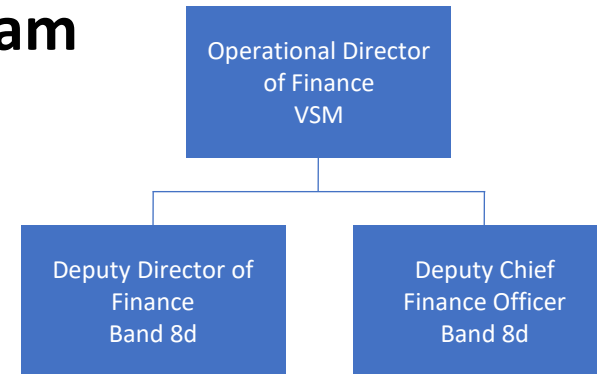
# Corporate, Primary Care and Prescribing Finance Team

The Corporate, Primary Care and Prescribing Finance Team contributes to the overall ICB/ICS financial strategy and planning processes, and is responsible for:

- Managing the ICB's corporate running costs allocation and associated budget management and reporting arrangements.
- Providing expert financial advice and support to the Primary Care Team, Medicines Optimisation Team, Primary Care Networks, GP Federations and GP Practices. This includes ensuring accurate payments are made in a timely manner and other associated budget management and reporting arrangements.
- Maintaining the integrity of the ledger system, including general ledger, purchase ledger, sales ledger and supplier list, managing the ICB's capital allocation and fixed asset/lease register, and managing the ICB's cash resources, forecasting monthly requirements.
- Managing all financial reporting requirements, including compliance with statutory financial duties and preparing all statutory returns to HMRC and other national bodies, and producing the annual statutory accounts for the ICB in line with all relevant guidance and standards.
- Managing financial stewardship arrangements in line with the ICB's Standing Financial Instructions.
- Championing counter fraud within the ICB, working with the Local Counter Fraud Specialist to ensure the ICB is compliant with relevant statutory guidance and functional standards.
- Providing the key liaison point for the ICB's internal and external auditors.

**The Operational Director of Finance reports to the Executive Director of Finance.**

**The total cost of whole-time equivalent staff in post within the Corporate, Primary Care and Prescribing Finance Team is £830.4k.**



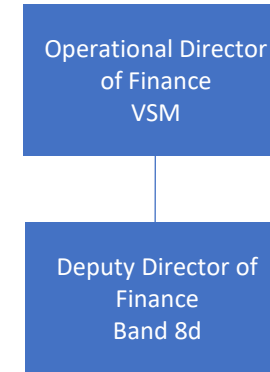
Job title	No.	AfC Band	Reporting to
Assistant Director of Finance	1	Band 8c	Deputy Director of Finance
Assistant Head of Finance (Primary Care)	1	Band 8a	Deputy Chief Finance Officer
Assistant Head of Finance (Corporate)	1	Band 7	Assistant Director of Finance
Assistant Head of Finance (Reporting and Control)	1	Band 7	Assistant Director of Finance
Corporate Accountant	1	Band 6	Assistant Head of Finance (Corporate)
Reporting and Control Accountant	1	Band 6	Assistant Head of Finance (Corporate)
Assistant Financial Accountant	1	Band 6	Assistant Head of Finance(Reporting and Control)
Prescribing Accountant	1	Band 6	Assistant Head of Finance (Primary Care)
Assistant Finance Manager	1	Band 6	Assistant Head of Finance (Primary Care)
Primary Care Network Accountant	1	Band 6	Assistant Head of Finance (Primary Care)
Management Accountant	1	Band 5	Corporate Accountant
Assistant Corporate Accountant	1	Band 5	Corporate Accountant
Assistant Accountant	1	Band 4	Assistant Head of Finance (Primary Care)
PA to Operational Directors of Finance	1	Band 4	Operational Director of Finance
Assistant Accountant	2	Band 4	Reporting and Control Accountant
Finance Assistant	1	Band 3	Assistant Head of Finance (Corporate)

# Provider Finance and System Finance Teams (1 of 2)

The Provider Finance Team contributes to the overall ICB/ICS financial strategy and planning processes, and is responsible for:

- Financial planning and in year reporting (recurrent, non-recurrent) and forecasting, ensuring that the correct position is reported.
- Managing the ICB's programmes costs allocation and associated budget management and reporting arrangements.
- Providing expert financial support to the development and monitoring of business cases for pathway redesign, investments and disinvestments, including financial aspects of efficiency schemes and ensuring that milestone plans, financial baselines, currencies and metrics to support decision-making and monitoring arrangements are correct and robust.
- Providing financial support to the contracts management process, including retendering of contracts, monitoring and reporting arrangement. Ensuring a contract envelope for all commissioners is obtained and all commissioners are regularly updated on the financial position of contract discussions throughout negotiations.
- Monthly General Ledger reporting and updating the financial planning model, supported by detailed analysis and suggested corrective actions in conjunction with the contracting and information teams, ensuring that the financial position is accurately recorded at all times.
- Financial benchmarking and programme budgeting arrangements.
- Interpretation of national guidance relating to policies, which may have a significant impact on the financial performance of the ICB, including accounting standards, NHS policy and financial flows or inflation updates.

**The Operational Director of Finance reports to the Executive Director of Finance.**



Job title	No.	AfC Band	Reporting to
Head of Finance (Acute)	1	Band 8b	Deputy Director of Finance
Head of Finance (Community, Mental Health and Continuing Healthcare)	1	Band 8b	Deputy Director of Finance
Assistant Head of Finance (Acute)	2	Band 8a	Head of Finance (Acute)
Assistant Head of Finance (Community and Continuing Healthcare)	1	Band 8a	Head of Finance (Community, Mental Health and Continuing Healthcare)
Finance Manager	1	Band 8a	Head of Finance (Community, Mental Health and Continuing Healthcare)
Business Support Accountant	1	Band 7	Head of Finance (Community, Mental Health and Continuing Healthcare)
Management Accountant	1	Band 6	Assistant Head of Finance (Acute)
Commissioning Accountant (Acute)	2	Band 5	Assistant Head of Finance (Acute)
Commissioning Accountant (Continuing Healthcare)	1	Band 5	Assistant Head of Finance (Community and Continuing Healthcare)
Commissioning Accountant (Mental Health and Community)	1	Band 5	Assistant Head of Finance (Community and Continuing Healthcare)

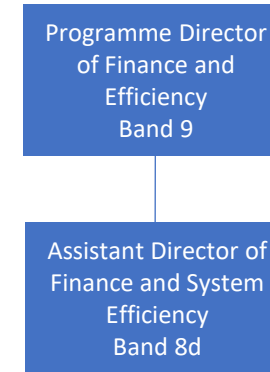
# Provider Finance and System Finance Teams (2 of 2)

The System Finance Team is responsible for producing high quality financial insight to support collective decision making and integration and alignment of financial strategy and information across the Nottingham and Nottinghamshire Integrated Care System. Functions include:

- System financial strategy development and financial framework as the starting point for organisational strategies.
- Coordination and development of system financial plans, ensuring that organisational plans are fully aligned and triangulated.
- Oversight of provider finances in line with the NHS Oversight Framework,
- Lead on framework and approach to delivery of financial targets ensuring consistency between organisations,
- Regular financial reporting, supporting NHS England requirements, ICB and provider governance.
- Development and implementation of system capital strategy, addressing strategic capital priorities alongside the need to maintain 'Business As Usual' capital requirements.
- Financial support to transformation and efficiency plans, including benchmarking and opportunity analysis.
- Gatekeeper of system financial governance, bringing stakeholders together to ensure engagement and collaboration.
- Key liaison with regulators and NHS England policy development.

**The Programme Director of Finance and Efficiency reports to the Executive Director of Finance.**

**The total cost of whole-time equivalent staff in post within the Provider Finance and System Finance Teams is £994.5k.**



Job title	No.	AfC Band	Reporting to
System Planning and Reporting Accountant	1	Band 6	Assistant Director of Finance and System Efficiency



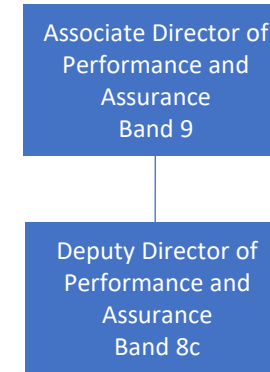
# Performance and Assurance Team

The Performance and Assurance Team is responsible for:

- Leading on an oversight and assurance approach for all system activities and responsibilities, to enable the Executive Leadership of the Nottingham and Nottinghamshire Integrated Care system (ICS) to have oversight of system performance and delivery.
- Providing performance reporting on the collective system position in a transparent and integrated way, for both internal and external forums. This includes production of the Integrated Performance Report received by the ICB's Board and its committees.
- Providing an impartial assessment of system delivery against performance metrics, undertaking additional analysis, lines of enquiry and engagement with subject matter experts as required, to enable an assessment to be made as to the risks to the delivery of the System Plan, NHS Oversight Framework and other NHS constitutional measures.
- Working with ICS transformation programmes and oversight groups and with system partners to monitor and plan for performance improvements, and support the identification of improvement and efficiency opportunities.
- Producing performance reports to enable evidence based discussions relating to performance and to assure recovery of failing performance standards. Reviewing and utilising system situation reports and other routine performance reports as required to support more real-time understanding of operational issues.
- Collating, validating and submitting mandatory corporate information returns to NHS England on behalf of the ICB and wider system.

**The Associate Director of Performance and Assurance reports to the Executive Director of Finance.**

**The total cost of whole-time equivalent staff in post within the Performance and Assurance Team is £268.7k.**



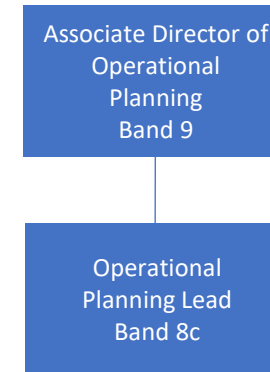
Job title	No.	AfC Band	Reporting to
Performance Manager	1	Band 7	Deputy Director of Performance and Assurance
Senior Performance Analyst	3	Band 6	Performance Manager

# Operational Planning Team and Programme Management Office (1 of 2)

The Operational Planning Team is responsible for:

- Coordinating partners across the Nottingham and Nottinghamshire Integrated Care System (ICS), to develop high quality and ambitious ICS operational plans that meet all national and local requirements and are agreed by all local partners, including clinical and care professionals.
- Ensuring ICS operational plans deliver national and local priorities, paying due regard to the Nottingham and Nottinghamshire Integrated Care Strategy. Ensuring operational plans are aligned across ICS partners and between demand, activity, performance, workforce and finance.
- Facilitating production of robust underpinning system delivery plans and ensuring these are mobilised and delivery is monitored and managed.
- Developing and maintaining a single and balanced demand and capacity plan for the system, with a particular focus on winter. Regularly reviewing demand and capacity forecasts and working across ICS partners to ensure adequate mitigations are in place to close any imbalances and safely maintain delivery of the agreed operational plan.
- Coordinating ICS partnership work to develop and deliver plans to achieve the ICS fourth aim 'to maximise social value'.

**The Associate Director of Operational Planning reports to the Executive Director of Finance.**



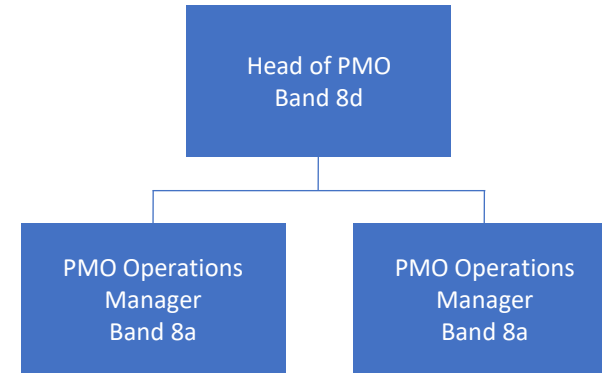
# Operational Planning Team and Programme Management Office (2 of 2)

The Programme Management Office (PMO) is responsible for:

- Co-ordinating a portfolio of change initiatives across the Nottingham and Nottinghamshire Integrated Care System (ICS), with a particular focus on transformational change.
- Facilitating the establishment of annual ICB key deliverables, proactively monitoring and reporting progress during the year, supporting delivery and improvement where required.
- Providing coaching and mentoring for effective project and programme planning and delivery throughout the organisation and wider ICS.
- Leading the development of the Nottingham and Nottinghamshire ICS Green Plan and ensuring its delivery to achieve the NHS net zero targets.

**The Head of PMO reports to the Executive Director of Finance.**

**The total cost of whole-time equivalent staff in post within the Operational Planning Team and the PMO is £420.8k.**



Job title	No.	AfC Band	Reporting to
Programme Manager	2	Band 7	PMO Operations Manager
PMO Support Officer	1	Band 3	PMO Operations Manager

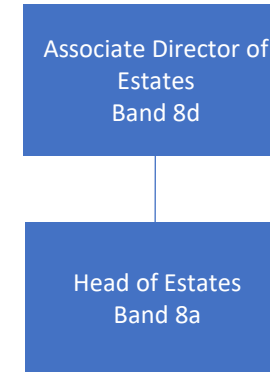
# Estates Team

The Estates Team is responsible for working collaboratively with GP practices and a range of landlords to optimise use of existing premises and to progress investment and disinvestment plans, ensuring the local estate delivers value for money. Functions include:

- Supporting Primary Care Networks with strategic estates planning.
- Ensuring the estate is configured to better meet future commissioning needs and that there is effective future investment.
- Supporting reconfigurations, refurbishments and expansion developments that provide sustainability for service provision.
- Working with local planning authorities on Town Planning, monitoring the impact of residential developments in the area and requesting Section 106 contributions.
- Addressing or removing problems associated with buildings in poor condition, with statutory compliance, and/or infection control issues.
- Making full use of premises and ensuring that any vacant primary care estate is fully utilised.
- Supporting GP practices to work more efficiently, which may allow for consolidation or disposal of existing surplus or sub-standard estate.
- Collaborating with other health and social care providers on population based services, improving the patient experience and reducing duplication.
- Managing the ICB headquarters premises to ensure that they are accessible, fit for purpose and value for money.

**The Associate Director of Estates reports to the Executive Director of Finance.**

**The total cost of whole-time equivalent staff in post within the Estates Team is £205.2k.**



Job title	No.	AfC Band	Reporting to
Estates Manager	3	Band 7	Head of Estates
Estates Officer	1	Band 6	Head of Estates

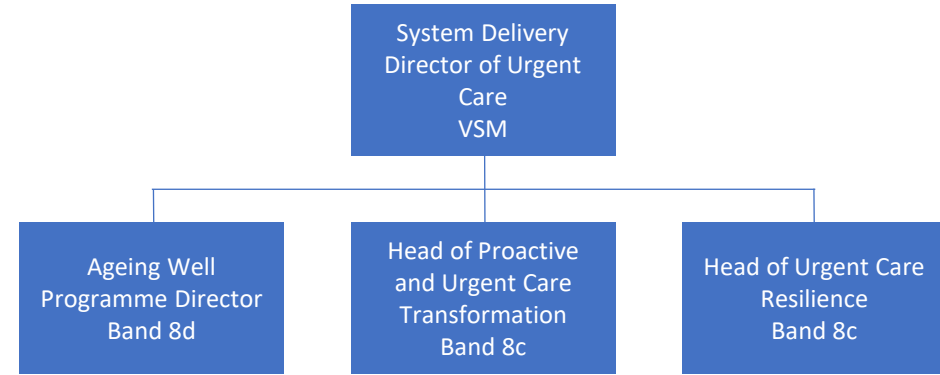
# Integration Directorate

# Urgent Care Team

The Urgent Care Team is responsible for urgent and emergency care resilience and the system control centre, working with partners across the Nottingham and Nottinghamshire Integrated Care System to enable timely patient discharge from hospital and delivery of relevant urgent care performance standards. In addition, the Team commissions all related services on behalf of the ICB, and is responsible for the development and delivery of transformation plans across urgent and proactive care and the Ageing Well Programme in collaboration with system partners. These plans aim to ensure access to the right care first time and focus on anticipatory care to reduce acute demand. The team also manages the local Urgent and Emergency Care Directory of Services.

**The System Delivery Director of Urgent Care reports to the Executive Director of Integration.**

**The total cost of whole-time equivalent staff in post within the Urgent Care Team is £1,184.4k.**



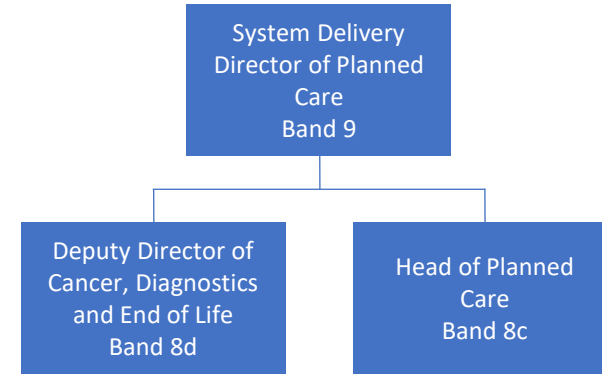
Job title	No.	AfC Band	Reporting to
Senior Commissioning and Transformation Manager	2	Band 8a	Ageing Well Programme Director
Senior Commissioning and Transformation Manager	4	Band 8a	Head of Proactive and Urgent Care Transformation
Senior Urgent Care Resilience Manager	2	Band 8a	Head of Urgent Care Resilience
Commissioning and Transformation Manager	4	Band 7	Senior Commissioning and Transformation Manager
Improvement Lead – Hydration in Care Homes	1	Band 7	Senior Commissioning and Transformation Manager
Urgent Care Resilience Manager	2	Band 7	Senior Urgent Care Resilience Manager
Directory of Services Lead	1	Band 6	Head of Urgent Care Resilience
Urgent Care Project Coordinator	1	Band 5	Commissioning and Transformation Manager
Urgent Care Project Coordinator	1	Band 5	Urgent Care Resilience Manager
Directory of Services Project Coordinator	1	Band 5	Directory of Services Lead
Ageing Well Support Officer	1	Band 4	Improvement Lead – Hydration in Care Homes

# Planned Care Team

The Planned Care team is responsible for the commissioning of all services across elective care, cancer, diagnostics and end of life care. This includes the development of wide scale transformation plans and capital investment in collaboration with partners across the Nottingham and Nottinghamshire Integrated Care System. These plans underpin elective recovery aiming to ensure delivery against all relevant performance standards, improve outcomes for patients with earlier diagnosis and enable timely access to elective care.

**The System Delivery Director of Planned Care reports to the Executive Director of Integration.**

**The total cost of whole-time equivalent staff in post within the Planned Care Team is £674.9k.**



Job title	No.	AfC Band	Reporting to
CDC Programme Manager	1	Band 8b	Deputy Director of Cancer, Diagnostics and End of Life
Targeted Lung Health Check Project Manager	1	Band 8b	Deputy Director of Cancer, Diagnostics and End of Life
Senior Commissioning Manager for End of Life Care	1	Band 8a	Deputy Director of Cancer, Diagnostics and End of Life
Targeted Lung Health Check Responsible Assessor	1	Band 8a	Deputy Director of Cancer, Diagnostics and End of Life
Senior Planned Care Manager	2	Band 8a	Head of Planned Care
Senior Commissioning Manager	1	Band 8a	Head of Planned Care
Senior Commissioning Manager – Cancer	1	Band 8a	Deputy Director of Cancer, Diagnostics and End of Life
Planned Care Manager	3	Band 7	Senior Planned Care Manager
Cancer and End of Life Care Project Officer	1	Band 6	Deputy Director of Cancer, Diagnostics and End of Life
Team Administrator/PA	1	Band 4	System Delivery Director of Planned Care

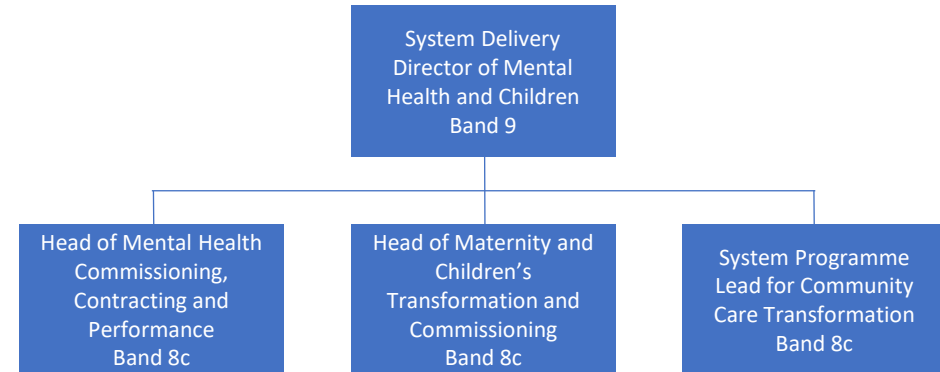
# Mental Health, Children, Community and Maternity Commissioning Team (1 of 2)

The Mental Health, Children, Community and Maternity Commissioning Team is responsible for all mental health, maternity, children's and community commissioning and transformation and contracting of mental health provision. The Team:

- Provides system transformation programme leadership for mental health to ensure delivery of improved patient provision in line with the Long Term Plan and associated national performance standards in addition to the specific requirements associated with the Mental Health Investment Standard. Responsible for formal contracting of mental health services.
- Provides system leadership of the Community Transformation Programme, working in partnership with all stakeholders across the Nottingham and Nottinghamshire Integrated Care System to transform community provision to support ageing well, urgent and emergency care pathways and specialist community services which align to Place.
- Provides system leadership of Children's Transformation Programme, both the national programme and transformation related to local priorities. Covers both mental and physical health in addition to duties around looked after children.
- Leads on system commissioning for maternity services working as part of the Local Maternity and Neonatal System to deliver transformation of maternity services locally.

**The System Delivery Director of Mental Health and Children reports to the Executive Director of Integration.**

**The total cost of whole-time equivalent staff in post within the Mental Health, Children, Community and Maternity Commissioning Team is £831.8k.**



Job title	No.	AfC Band	Reporting to
Deputy Head of Mental Health Commissioning	1	Band 8b	Head of Mental Health Commissioning, Contracting and Performance
Deputy Head of Mental Health Contracting and Assurance	1	Band 8b	Head of Mental Health Commissioning, Contracting and Performance
Deputy Head of Children's Commissioning	1	Band 8b	Head of Maternity and Children's Transformation and Commissioning
Deputy Head of Maternity Commissioning	1	Band 8b	Head of Maternity and Children's Transformation and Commissioning
Senior Commissioning and Transformation Manager for Community Care	1	Band 8a	System Programme Lead for Community Care Transformation
Senior Mental Health Commissioning Manager	2	Band 8a	Deputy Head of Mental Health Commissioning
Senior Children's Commissioning and Transformation Manager	1	Band 8a	Deputy Head of Children's Commissioning
Maternity Commissioning Manager	1	Band 7	Deputy Head of Maternity Commissioning



# Mental Health, Children, Community and Maternity Commissioning Team (2 of 2)

Job title	No.	AfC Band	Reporting to
Commissioning and Transformation Manager for Community Care	1	Band 7	Senior Commissioning and Transformation Manager for Community Care
Mental Health Commissioning and Transformation Manager	1	Band 7	Senior Mental Health Commissioning Manager
Mental Health Commissioning and Contracting Manager	1	Band 6	Deputy Head of Mental Health Contracting and Assurance
Children's Service Transformation Officer	1	Band 5	Senior Children's Commissioning and Transformation Manager
Mental Health Contracting and Commissioning Officer	1	Band 5	Deputy Head of Mental Health Contracting and Assurance
Team Administrator	1	Band 4	Mental Health Commissioning and Contracting Assistant Manager

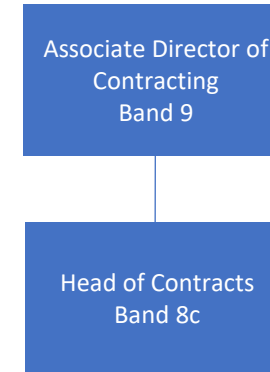
# Acute and Community Contracting Team

The Acute and Community Contracting Team is responsible for delivering the ICB's commissioning requirements through the planning, negotiation and performance management of healthcare contracts. The contracts secure agreement for both elective and non-elective activity, including required service innovation and reform and the adoption of best practice to deliver good patient experience, outcomes and value for money. The Team:

- Establishes constructive commercial relationships with healthcare providers across the NHS, independent and third sectors.
- Manages a portfolio of more than 100 acute and community contracts, ensuring compliance with agreed standard operating procedures.
- Proactively monitors contracts and contract compliance with service delivery standards.
- Promptly resolves contractual and customer service issues.
- Provides assurance on contract performance and the impact of actions taken to rectify areas of concern.
- Works with clinical leads and senior partners across the Nottingham and Nottinghamshire Integrated Care System to ensure system plans are effectively translated into contracts.
- Manages non contract activity for NHS-funded services.

**The Associate Director of Contracting reports to the Executive Director of Integration.**

**The total cost of whole-time equivalent staff in post within the Acute and Community Contracting Team is £468.7k.**



Job title	No.	AfC Band	Reporting to
Deputy Head of Contracts	2	Band 8b	Head of Contracts
Contract Manager	4	Band 7	Deputy Head of Contracts
Contracts Officer	4	Band 6	Contract Manager
Contracts Officer	1	Band 5	Contract Manager
Contracts Administrator	2	Band 4	Contract Manager
Non Contract Activity Officer	1	Band 2	Contract Manager

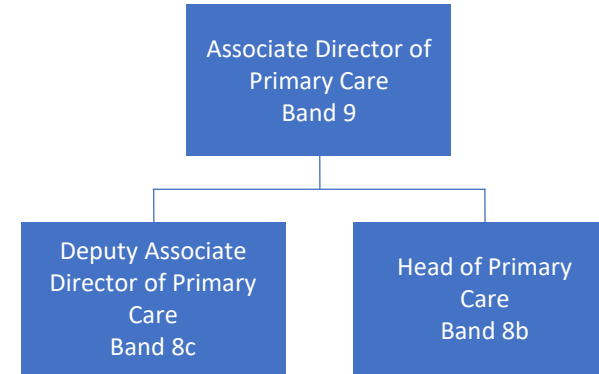
# Primary Care Team

The Primary Care Team is responsible for the delivery of functions delegated by NHS England relating to Primary Medical Services (PMS). These include:

- Carrying out needs assessments and identifying and implementing changes to meet any unmet needs.
- Management of all PMS contracts, actively managing the performance of PMS providers to secure the needs of people who use the services, improve the quality of services and improve efficiency in the provision of the services.
- Designing and commissioning enhanced services and local incentive schemes, ensuring mandated national policy and guidance is met.
- Planning the PMS provider landscape, including establishing new PMS providers, managing any inadequate standards of patient care being provided, procurement and award of new contracts, managing PMS provider mergers and closures of practices and branch surgeries, managing the dispersal of patient lists, and managing variations to the boundaries of PMS providers.

**The Associate Director of Primary Care reports to the Executive Director of Integration.**

**The total cost of whole-time equivalent staff in post within the Primary Care Team is £584.9k.**



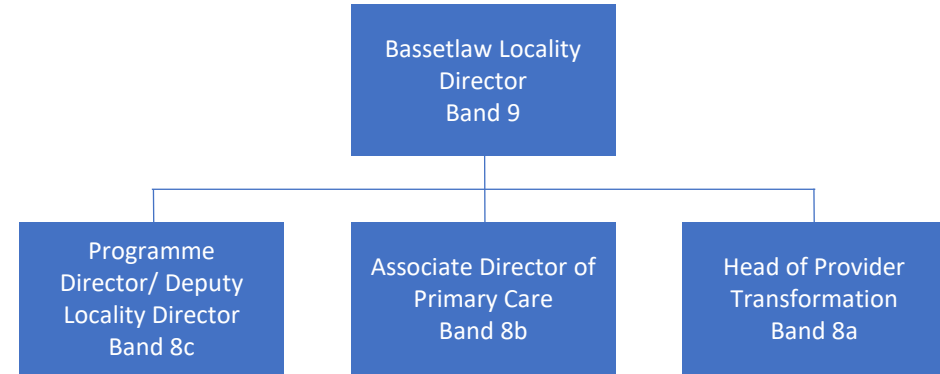
Job title	No.	AfC Band	Reporting to
Primary Care Quality Manager	1	Band 7	Deputy Associate Director of Primary Care
Primary Care Commissioning Manager	3	Band 7	Head of Primary Care
Primary Care Quality Officer	2	Band 6	Primary Care Quality Manager
Primary Care Commissioning Officer	3	Band 6	Primary Care Commissioning Manager
Team Administrator	1	Band 4	Associate Director of Primary Care

# Bassetlaw Locality Team

The Bassetlaw Place Based Partnership (PBP) is supported by a dedicated ICB Bassetlaw Locality Team. The Locality Team is responsible for the development and delivery of programmes, initiatives and projects that deliver the PBP's defined priorities. This includes supporting integrated and collaborative working with partners at a Place level, including the voluntary and community sector, local authorities and NHS bodies. The Locality team also provides developmental support for Primary Care Networks to ensure their ongoing maturity as key system partners, ensuring support for ongoing resilience of general practice services.

**The Bassetlaw Locality Director reports to the Executive Director of Integration.**

**The total cost of whole-time equivalent staff in post within the Bassetlaw Locality Team is £554.8k.**



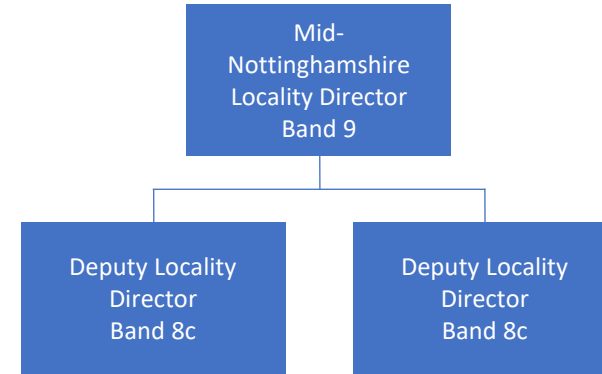
Job title	No.	AfC Band	Reporting to
Head of Service Integration Acute and Mental Health	1	Band 8a	Programme Director/ Deputy Locality Director
Head of Service Integration Frail and Complex	1	Band 8a	Programme Director/ Deputy Locality Director
Transformation Lead Same Day and Urgent Care	1	Band 7	Head of Service Integration Acute and Mental Health
Transformation Lead Mental Health and Health Inequalities	1	Band 7	Head of Service Integration Acute and Mental Health
Transformation Programme Manager Primary Care	1	Band 6	Transformation Lead Mental Health and Health Inequalities
Transformation Officer	1	Band 5	Transformation Lead Same Day and Urgent Care
Admin Officer	2	Band 4	Head of Service Integration Frail and Complex
Admin Officer	1	Band 4	Transformation Lead Mental Health and Health Inequalities

# Mid-Nottinghamshire Locality Team

The Mid-Nottinghamshire Place Based Partnership (PBP) is supported by a dedicated ICB Mid-Nottinghamshire Locality Team. The Locality Team is responsible for the development and delivery of programmes, initiatives and projects that deliver the PBP's defined priorities. This includes supporting integrated and collaborative working with partners at a Place level, including the voluntary and community sector, local authorities and NHS bodies. The Locality team also provides developmental support for Primary Care Networks to ensure their ongoing maturity as key system partners, ensuring support for ongoing resilience of general practice services.

**The Mid-Nottinghamshire Locality Director reports to the Executive Director of Integration.**

**The total cost of whole-time equivalent staff in post within the Mid-Nottinghamshire Locality Team is £488.9k.**



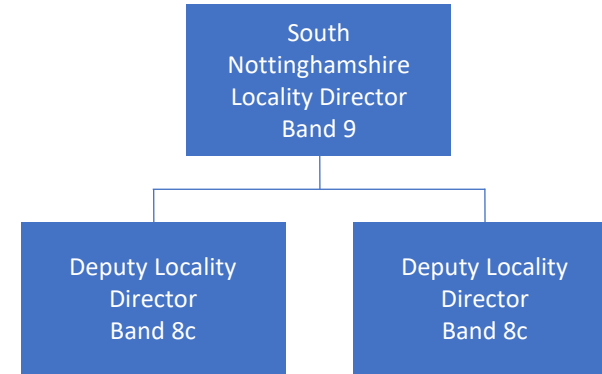
Job title	No.	AfC Band	Reporting to
Senior Service Transformation Manager	1	Band 8a	Deputy Locality Director
Primary Care Network Development Manager	3	Band 7	Deputy Locality Director
Service Transformation Officer	3	Band 6	Primary Care Network Development Manager
Service Transformation Coordinator	4	Band 5	Primary Care Network Development Manager
Team Administrator	1	Band 3	Deputy Locality Director

# South Nottinghamshire Locality Team

The South Nottinghamshire Place Based Partnership (PBP) is supported by a dedicated ICB South Nottinghamshire Locality Team. The Locality Team is responsible for the development and delivery of programmes, initiatives and projects that deliver the PBP's defined priorities. This includes supporting integrated and collaborative working with partners at a Place level, including the voluntary and community sector, local authorities and NHS bodies. The Locality team also provides developmental support for Primary Care Networks to ensure their ongoing maturity as key system partners, ensuring support for ongoing resilience of general practice services.

**The South Nottinghamshire Locality Director reports to the Executive Director of Integration.**

**The total cost of whole-time equivalent staff in post within the South Nottinghamshire Locality Team is £668.8k.**



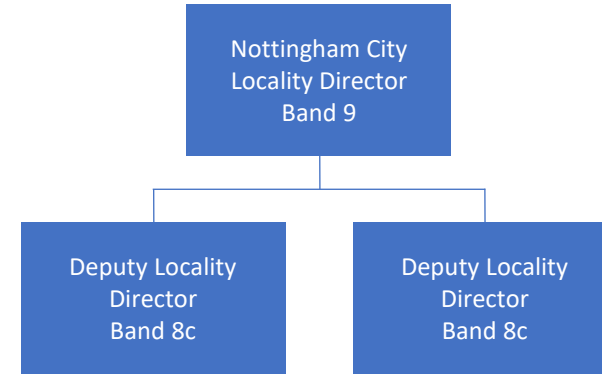
Job title	No.	AfC Band	Reporting to
Senior Service Transformation Manager	2	Band 8a	Deputy Locality Director
Primary Care Network Development Manager	6	Band 7	Deputy Locality Director
Service Transformation Officer	2	Band 6	Senior Service Transformation Manager
Service Transformation Coordinator	1	Band 5	Senior Service Transformation Manager
Team Administrator	2	Band 4	Deputy Locality Director

# Nottingham City Locality Team

The Nottingham City Place Based Partnership (PBP) is supported by a dedicated ICB Nottingham City Locality Team. The Locality Team is responsible for the development and delivery of programmes, initiatives and projects that deliver the PBP's defined priorities. This includes supporting integrated and collaborative working with partners at a Place level, including the voluntary and community sector, the local authority and NHS bodies. The Locality team also provides developmental support for Primary Care Networks to ensure their ongoing maturity as key system partners, ensuring support for ongoing resilience of general practice services.

**The Nottingham City Locality Director reports to the Executive Director of Integration.**

**The total cost of whole-time equivalent staff in post within the Nottingham City Locality Team is £651.2k.**



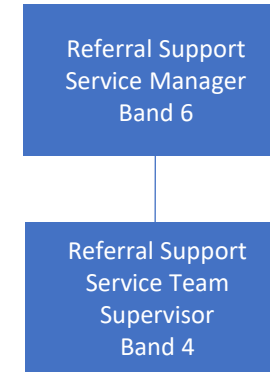
Job title	No.	AfC Band	Reporting to
Senior Service Transformation Manager	3	Band 8a	Deputy Locality Director
Primary Care Network Development Manager	4	Band 7	Deputy Locality Director
Transformation Officer	2	Band 6	Senior Service Transformation Manager
Service Transformation Coordinator	2	Band 5	Senior Service Transformation Manager
PA/Team Administrator	1	Band 4	Deputy Locality Director

# Referral Support Service Team

The Nottingham and South Nottinghamshire Referral Support Service is a referral management service working on behalf of all GP practices in Nottingham City and South Nottinghamshire, providing a comprehensive and an effective approach to manage, direct and monitor planned care referrals for up to 40 specialities. The Team acts as a single point of contact for patients, primary care and secondary care providers, working closely with clinicians and patients via an integrated referral gateway. Upon receipt of the referral or triage outcome, the Team directly contact patients to offer their preferred choice of appointment with the most appropriate provider. This helps to ensure that patients are referred to the right place quickly, and are advised and involved in the process throughout.

**The Nottingham and South Nottinghamshire Referral Support Service is hosted by the Nottingham City Locality Team. As such, the Referral Support Service Manager reports to one of the Senior Service Transformation Managers within the Nottingham City Locality Team.**

**The total cost of whole-time equivalent staff in post within the Referral Support Service Team is £257.4k.**



Job title	No.	AfC Band	Reporting to
Patient Care Advisor	10	Band 3	Referral Support Service Team Supervisor



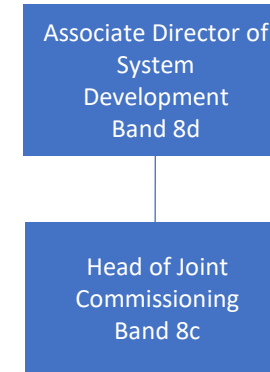
# System Development Team

The System Development Team is responsible for supporting the ICB to discharge its statutory duty to promote integration and is focused on the delivery of integrated care at neighbourhood, place and system levels. The Team leads on collaborative planning and commissioning, bringing together ICB and local authority planning approaches to deliver integrated community based care, including prevention and the management of long term conditions. The Team's functions include the development and maturity of:

- Joint commissioning between the ICB and two local authorities
- Provider Collaborative at Scale
- Place Based Partnerships
- Primary Care Networks

**The Associate Director of System Development reports to the Executive Director of Integration.**

**The total cost of whole-time equivalent staff in post within the System Development Team is £431.9k.**



Job title	No.	AfC Band	Reporting to
Deputy Head of Joint Commissioning	1	Band 8b	Head of Joint Commissioning
Head of Primary Care Network Development	1	Band 8b	Head of Joint Commissioning
Tomorrow's NUH Project Manager	1	Band 8a	Head of Joint Commissioning ( <i>interim</i> )
Senior Commissioning Manager – Diabetes	1	Band 8a	Deputy Head of Joint Commissioning ( <i>interim</i> )
Senior Commissioning Manager – Cardiovascular Disease	1	Band 8a	Deputy Head of Joint Commissioning
Prevention Programme Manager	1	Band 8a	Deputy Head of Joint Commissioning
Joint Commissioning Manager	1	Band 7	Deputy Head of Joint Commissioning
Low Calorie Diet and Weight Management Programme Manager	1	Band 7	Senior Commissioning Manager – Diabetes
Diabetes Project Officer	1	Band 6	Senior Commissioning Manager – Diabetes
Joint Commissioning Project Officer	1	Band 6	Prevention Programme Manager
Primary Care Network Development Coordinator	1	Band 5	Head of Primary Care Network Development

# Procurement and Commercial Development and Emergency Preparedness, Resilience and Response Teams

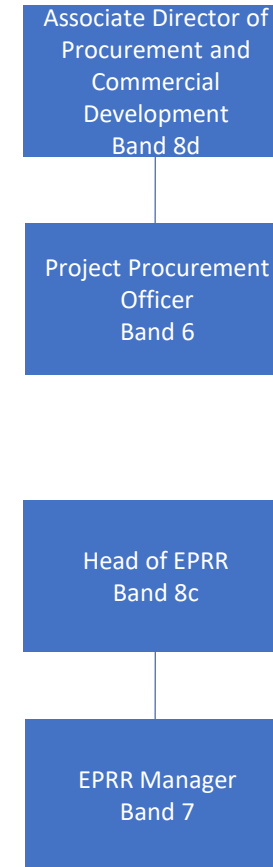
The Procurement and Commercial Development Team is responsible for the oversight and delivery of commercial contracting functions, including the provision of subject matter expertise for all procurement and commercial development on behalf of the ICB.

**The Associate Director of Procurement and Commercial Development reports to the Executive Director of Integration.**

The Emergency Preparedness, Resilience and Response (EPRR) Team is responsible for ensuring the ICB meets its statutory responsibilities as a Category 1 Responder under the Civil Contingencies Act 2004. The Team ensures the ICB delivers against national EPRR Core Standards and coordinates an integrated approach to EPRR across the Nottingham and Nottinghamshire Integrated Care System.

**The Head of EPRR reports to the Associate Director of Health Inequalities and Clinical Programmes (see Medical Directorate). This is an interim arrangement, subject to an organisational change process.**

**The total cost of whole-time equivalent staff in post within the Procurement and Commercial Development and Emergency Preparedness, Resilience and Response Teams is £163.4k.**



Job title	No.	AfC Band	Reporting to
EPRR Officer	1	Band 5	EPRR Manager

# Nursing Directorate

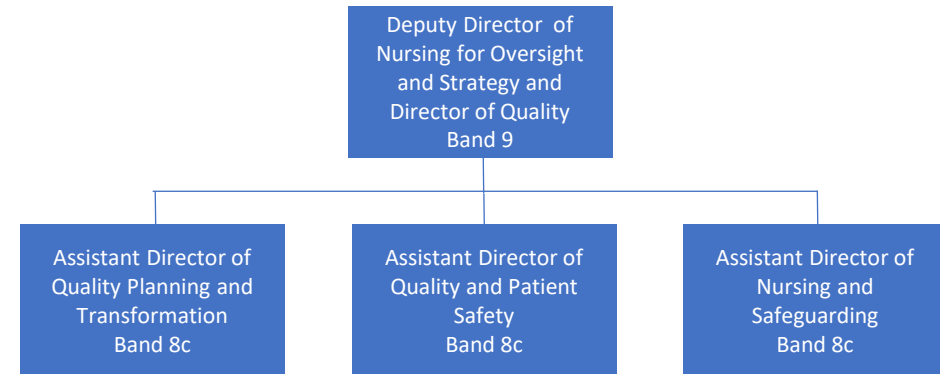
# Nursing Oversight and Strategy Team (1 of 2)

The Nursing Oversight and Strategy Team leads on the development of the Quality Strategy for the Nottingham and Nottinghamshire Integrated Care System (ICS) and monitors delivery of associated implementation plans. The Team works across all ICS partners and providers to understand the quality of services provided and to identify and flag any emerging areas of concern, supporting the development and delivery of improvement plans as needed. The Team works with partners to manage serious incidents, patient safety concerns and any areas where the quality of experience, outcome or service may be impacted, and triangulates information and the work of the quality assurance, quality improvement, quality intelligence and transformation functions to ensure the work of the ICB's nursing and quality teams is streamlined, well supported and informed. The Team's responsibilities also include:

- Working in partnership with local authorities to support the care provided in residential, nursing and home care across the ICS, supporting market management, contracting and oversight of the sector, as well as ensuring oversight of quality concerns and areas of required development.
- Developing and delivery of system quality transformation programmes, including the Local Maternity and Neonatal System, Learning Disability and Autism, Coproduction, and Universal Personalised Care.
- Working with ICS partners on health protection matters, including ensuring a robust immunisation and screening programme is in place.
- Ensuring that the ICB is able to fulfil its statutory duties in relation to safeguarding adults and in relation to equality, diversity and inclusion, and providing professional leadership for nurses and health care professionals within the ICB and supporting the ICS nursing and midwifery cabinets.

**The Deputy Director of Nursing – Oversight and Strategy and Director of Quality reports to the Executive Director of Nursing.**

**The total cost of whole-time equivalent staff in post within the Nursing Oversight and Strategy Team is £2,596.9k.**



Job title	No.	AfC Band	Reporting to
Strategic Quality and Transformation Manager	1	Band 8b	Assistant Director of Quality Planning and Transformation
Head of LDA Transformation and Commissioning	1	Band 8b	Assistant Director of Quality Planning and Transformation
Head of Quality	4	Band 8b	Assistant Director of Quality and Patient Safety
Designated Professional Safeguarding Adults	1	Band 8b	Assistant Director of Nursing and Safeguarding
Lead Nurse Care Homes and Home Care	1	Band 8b	Assistant Director of Nursing and Quality
Head of LDA and Mental Health	1	Band 8b	Assistant Director of Nursing and Safeguarding
Head of Equality, Diversity and Inclusion	1	Band 8b	Assistant Director of Nursing and Safeguarding
Senior Project Manager	1	Band 8a	Assistant Director of Quality Planning and Transformation
Head of Personalised Care	1	Band 8a	Strategic Quality and Transformation Manager
Senior Project Manager	1	Band 8a	Head of LDA Transformation and Commissioning
Head of Social Prescribing	1	Band 8a	Strategic Quality and Transformation Manager
Associate Designated Nurse Safeguarding Adults	1	Band 8a	Designated Professional Safeguarding Adults

# Nursing Oversight and Strategy Team (2 of 2)

Job title	No.	AfC Band	Reporting to
Care Sector Clinical Lead	1	Band 8a	Lead Nurse Care Homes and Home Care
LD Commissioning Manager	1	Band 8a	Head of LDA Transformation and Commissioning
Head of Professional Standards and Leadership	1	Band 8a	Assistant Director of Nursing and Safeguarding
Quality Manager	6	Band 7	Head of Quality
Quality Intelligence Manager	1	Band 7	Head of Quality
Specialist Practitioner Safeguarding Adults	1	Band 7	Associate Designated Nurse Safeguarding Adults
Quality Manager MH and LDA	1	Band 7	Care Sector Clinical Lead
Care Homes and Home Care Commissioning Manager	1	Band 7	Lead Nurse Care Home and Home Care
Coproduction Manager	1	Band 7	Strategic Quality and Transformation Manager
Project Manager	1	Band 7	Head of Social Prescribing
Project Manager	4	Band 7	Senior Project Manager
LDA Quality Manager	1	Band 7	Head of LDA and Mental Health
LDA Case Manager	1	Band 7	LDA Quality Manager
LeDER Quality Manager	1	Band 7	Head of LDA and Mental Health
Equality, Diversity and Inclusion Manager	1	Band 7	Head of Equality, Diversity and Inclusion
Quality Officer	2	Band 6	Quality Manager
Quality Officer	2	Band 6	Quality Manager MH and LDA
Quality Officer	1	Band 6	Care Homes and Home Care Commissioning Manager
Senior Programme Officer	1	Band 6	Senior Project Manager

Job title	No	AfC Band	Reporting to
Quality Intelligence Coordinator	1	Band 5	Quality Intelligence Manager
Senior Project Manager	6	Band 5	Deputy Director of Nursing – Oversight and Strategy and Director of Quality
Project Support Officer	1	Band 5	Head of Social Prescribing
Programme Support Officer	1	Band 5	Senior Project Manager
Programme Support Officer	2	Band 5	Project Manager
Maternity Voices Partnership/ Coproduction Officer	3	Band 5	Coproduction Manager
Quality Support Officer	1	Band 4	Quality Officer
Business Support Officer	3	Band 4	Senior Project Manager
Team Administrator	1	Band 3	Quality Officer
Administrator	1	Band 3	Business Support Officer
Team Administrator	1	Band 3	Strategic Quality and Transformation Manager
LeDER Administrator/ Support Officer	1	Band 3	LeDER Quality Manager
Personalised Care Administration Apprentice	1	Apprentice Grade	Head of Social Prescribing

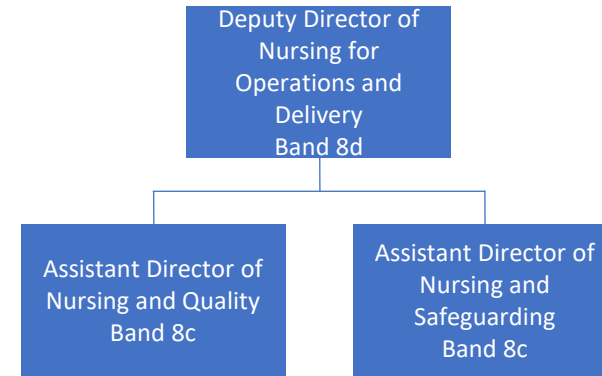
# Nursing Operations and Delivery Team (1 of 3)

The Nursing Operations and Delivery Team is responsible for:

- Managing arrangements for NHS Continuing Healthcare, working with local authorities to manage jointly funded packages of care and arrangements for Children’s Continuing Care.
- Working with people receiving additional care to design, deliver and monitor personal health budgets.
- Managing Individual Funding Requests.
- Resolving complaints raised by the people of Nottingham and Nottinghamshire in line with statutory guidance.
- Providing expert infection, prevention and control advice, support and training to all community and social care providers, including the management of community outbreaks and working closely with system partners to ensure quality oversight and alignment of system infection, prevention and control arrangements.
- Ensuring that the ICB is able to fulfil its statutory duties in relation to safeguarding children and young people, including responsibilities relating to special educational needs and disability (SEND), looked after children, children and young people complex cases and children in crisis.

**The Deputy Director of Nursing – Operations and Delivery reports to the Executive Director of Nursing.**

**The total cost of whole-time equivalent staff in post within the Nursing Operations and Delivery Team is £2,305.2k.**



Job title	No.	AfC Band	Reporting to
Head of Service IPC	1	Band 8b	Deputy Director of Nursing – Operations and Delivery
Head of CHC	1	Band 8b	Assistant Director of Nursing and Quality
Deputy Service Lead Nurse IPC	1	Band 8a	Deputy Director of Nursing – Operations and Delivery
Deputy Service Lead Nurse IPC	1	Band 8a	Head of Service IPC
Head of CHC Assessment and Delivery	1	Band 8a	Assistant Director of Nursing and Quality
Senior CHC Commissioning Manager	1	Band 8a	Head of CHC
Continuing Healthcare Lead	1	Band 8a	Deputy Director of Nursing – Operations and Delivery
Personalised Care Delivery Manager	1	Band 7	Assistant Director of Nursing and Quality
IPC Matron	3	Band 7	Deputy Service Lead Nurse IPC
IFR Manager	1	Band 7	Assistant Director of Nursing and Quality
Case Manager Physical Health	2	Band 7	Head of CHC Assessment and Delivery
Case Manager LD and MH	1	Band 7	Head of CHC Assessment and Delivery
Individual Packages Manager	4	Band 7	Senior CHC Commissioning Manager

# Nursing Operations and Delivery Team (2 of 3)

Job title	No.	AfC Band	Reporting to
CHC Manager	1	Band 7	Senior CHC Commissioning Manager
Case Manager Complex Frailty	1	Band 7	Continuing Healthcare Lead
Case Manager Complex LD	1	Band 7	Continuing Healthcare Lead
Case Manager MH and IBC	1	Band 7	Continuing Healthcare Lead
Patient Experience Manager	1	Band 7	Assistant Director of Nursing and Quality
IPC Nurse	4	Band 6	Deputy Service Lead Nurse IPC
IFR/Service Restricted Officer	1	Band 6	IFR Manager
Nurse Assessor Physical Health	8	Band 6	Case Manager Physical Health
Nurse Assessor LD and MH	4	Band 6	Case Manager LD and MH
LD Liaison Nurse	1	Band 6	Continuing Healthcare Lead
Appeals Officer	1	Band 6	Individual Packages Manager
CHC Data and QIPP Coordinator	1	Band 6	Individual Packages Manager
Patient Experience Officer	1	Band 6	Patient Experience Manager
Patient Experience Support Officer	2	Band 5	Patient Experience Officer
IPC Audit and Surveillance Assistant	1	Band 5	IPC Matron
CHC Lead Administrator	1	Band 5	Head of CHC Assessment and Delivery
Personalised Care Coordinator	2	Band 5	Personalised Care Delivery Manager
Personalised Health Budgets Administrator	1	Band 5	Personalised Care Delivery Manager

Job title	No.	AfC Band	Reporting to
IPC Support Officer	1	Band 4	Head of Service IPC
Service Restriction Officer	1	Band 4	IFR Manager
Appeals Support Officer	1	Band 4	Appeals Officer
CHC Support Officer	1	Band 4	Appeals Officer
CHC Support Officer	2	Band 4	Individual Packages Manager
Personalised Health Budgets Officer	1	Band 4	Personalised Care Delivery Manager
PA to Deputy Director of Nursing – Operations and Delivery	1	Band 4	Deputy Director of Nursing – Operations and Delivery
Administrator	2	Band 4/3	CHC Lead Administrator
IFR/Service Restriction Administration Assistant	1	Band 3	IFR Manager
CHC Administrator	2	Band 3	CHC Lead Administrator
CHC Administrator	1	Band 3	Administrator
CHC Support Officer	1	Band 3	CHC Data and QIPP Coordinator
Administrator	1	Band 3	CHC Data and QIPP Coordinator
Administrator	1	Band 3	CHC Support Officer
CHC Administrator	2	Band 3	Continuing Healthcare Lead
Personalised Care Administration Officer	1	Band 3	Personalised Care Coordinator

# Nursing Operations and Delivery Team (3 of 3)

Job title	No.	AfC Band	Reporting to
Designated Nurse Safeguarding Children	1	Band 8b	Assistant Director of Nursing and Safeguarding
Designated Nurse Looked After Children	1	Band 8b	Assistant Director of Nursing and Safeguarding
Head of Nursing Children and Young People	1	Band 8a	Assistant Director of Nursing and Safeguarding
Designated Clinical Officer SEND	1	Band 8a	Assistant Director of Nursing and Safeguarding
Lead MASH Specialist Safeguarding Practitioner	1	Band 8a	Designated Nurse Safeguarding Children
Specialist Practitioner Safeguarding – Primary Care and Looked After Children	1	Band 7	Designated Nurse Looked After Children
Associate Designated Clinical Officer SEND	1	Band 7	Designated Clinical Officer SEND
Specialist MASH Safeguarding Practitioner	1	Band 7	Lead MASH Specialist Safeguarding Practitioner
MASH Safeguarding Practitioner	2	Band 6	Lead MASH Specialist Safeguarding Practitioner
PA Designated Doctors and Nurses	1	Band 4	Specialist Practitioner Safeguarding – Primary Care and Looked After Children
MASH Administrator	2	Band 3	Lead MASH Specialist Safeguarding Practitioner
Administrator	1	Band 3	Head of Nursing Children and Young People



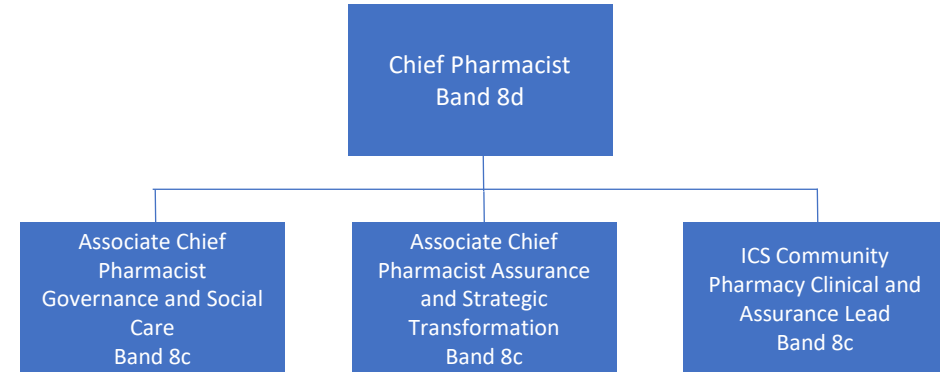
# Medicine Optimisation Team (1 of 2)

The Medicine Optimisation Team is responsible for working with partners across the Nottingham and Nottinghamshire Integrated Care System (ICS) to ensure the safe and effective use of medicines, optimising medicines use to improve health outcomes and the quality of care. Key functions and responsibilities include:

- Leading the strategic transformation of medicines optimisation, development of system medicines optimisation strategy and delivery of the Integrating Pharmacy and Medicines Optimisation (IPMO) plan, and supporting medicines optimisation delivery at practice, neighbourhood and place levels.
- Ensuring the ICB undertakes all its statutory duties in relation to medications, including management of controlled drugs, anti-microbial guardianship, and responsibility for producing policies, formularies, procedures and guidance to enhance transitions and equitable access to treatments.
- Leading the integration of medicines optimisation through input to system transformation pathways, and providing expert advice to pathway redesign with respect to alternative options for access to prescribed treatment to benefit patient outcomes.
- Responsibility for commissioning and contracting bespoke pharmacy and prescribing services, leading on specialised commissioning of high cost medicines, and developing clinical community pharmacy services.
- Utilising prescribing data to enhance disease management, identifying unwarranted prescribing variation and promotion of medicines value. Oversight of national and local prescribing metrics to drive improvements in prescribing behaviour. Development of systems and processes to provide quality assurance for use of medicines in commissioned services.

**The Chief Pharmacist reports to the Executive Director of Nursing.**

**The total cost of whole-time equivalent staff in post within the Medicine Optimisation Team is £2,309.3k.**



Job title	No.	AfC Band	Reporting to
Senior Medicines Optimisation Pharmacist (APC and Interface)	1	Band 8b	Associate Chief Pharmacist Governance and Social Care
Specialist High Cost Drugs Pharmacist	1	Band 8b	Associate Chief Pharmacist Governance and Social Care
Senior Medicines Optimisation Pharmacist	3	Band 8b	Associate Chief Pharmacist Governance and Social Care
Senior Medicines Optimisation Pharmacist	4	Band 8b	Associate Chief Pharmacist Assurance and Strategic Transformation
Specialist Interface and Formulary/ Medicines Optimisation Pharmacist	8	Band 8a	Senior Medicines Optimisation Pharmacist (APC and Interface)
IPMO Medicines Optimisation Project Manager	1	Band 8a	Chief Pharmacist
Medicines Optimisation Pharmacist	33	Band 8a	Senior Medicines Optimisation Pharmacist
Medicines Optimisation Pharmacist (Teacher Practitioner)	1	Band 8a	Senior Medicines Optimisation Pharmacist
Pharmacy Technician Services Manager	1	Band 7	Associate Chief Pharmacist Governance and Social Care

# Medicine Optimisation Team (2 of 2)

Job title	No.	AfC Band	Reporting to
Senior Medicine Optimisation Dietician	1	Band 7	Associate Chief Pharmacist Assurance and Strategic Transformation
Senior Prescribing Analyst	1	Band 7	Senior Medicines Optimisation Pharmacist
Lead Medicines Optimisation Technician	4	Band 6	Pharmacy Technician Services Manager and Senior Medicines Optimisation Pharmacist
Governance and Social Care Technician	1	Band 6	Pharmacy Technician Services Manager
Prescribing Interface Technician	1	Band 6	Senior Medicines Optimisation Pharmacist (APC and Interface)
Prescribing Analyst	1	Band 6	Senior Prescribing Analyst
Medicines Optimisation Technician	10	Band 5	Lead Medicines Optimisation Technician
Prescribing Analyst	3	Band 5	Senior Prescribing Analyst
Medicines Officer	1	Band 5	Chief Pharmacist
Medicines Optimisation Administrator	2	Band 4	Medicines Officer
Prescribing Support Officer	1	Band 4	Lead Medicines Optimisation Pharmacist

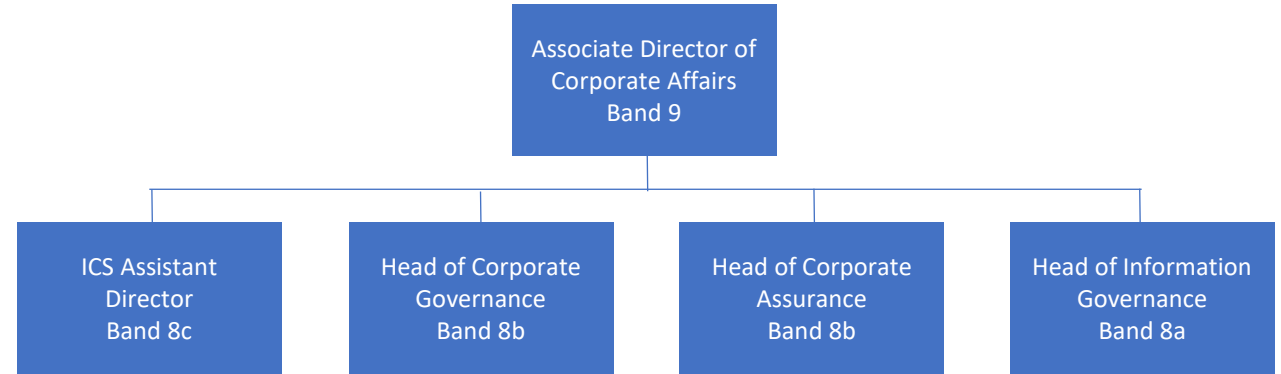
# Corporate Affairs Team

The Corporate Affairs Team is responsible for: establishing and embedding effective corporate governance, information governance, risk management and assurance arrangements across the ICB to ensure compliance with relevant legal and regulatory requirements and to ensure openness, transparency and accountability in the ICB's decision-making arrangements. The Team:

- Prepares and maintains all governance documentation, provides the Board and Committee secretariat function, and maintains the ICB's probity arrangements. These functions are also delivered on behalf of the Nottingham and Nottinghamshire Integrated Care Partnership.
- Maintains the ICB's strategic and operational risk management framework and leads on system risk management arrangements.
- Delivers the corporate records management function, including maintenance of the ICB's corporate policy framework and management of freedom of information requests.
- Manages the ICB's health and safety arrangements, monitors statutory and mandatory training compliance, and manages corporate incidents and claims.
- Ensures that the ICB meets the requirements of the NHS Data Protection and Security Toolkit, delivering the Data Protection Officer function and providing expert information governance advice and guidance to all staff, including the Senior Information Risk Owner (SIRO) and Caldicott Guardian.
- Provides a comprehensive executive administrative support function, headquarters office management, and the single point of contact function for the ICB.

**The Associate Director of Corporate Affairs reports to the Executive Director of Nursing.**

**The total cost of whole-time equivalent staff in post within the Corporate Affairs Team is £962.2k.**



Job title	No.	AfC Band	Reporting to
Corporate Compliance Manager	1	Band 7	Head of Corporate Assurance
Corporate Governance Manager	1	Band 7	Head of Corporate Governance
Information Governance Delivery Manager	2	Band 7	Head of Information Governance
Risk and Assurance Manager	1	Band 7	Head of Corporate Assurance
Corporate Governance Officer	5	Band 6	Head of Corporate Governance
FOI/Corporate Compliance Officer	1	Band 6	Corporate Compliance Manager
Risk and Assurance Officer	1	Band 6	Risk and Assurance Manager
Executive Assistant	5	Band 5	Corporate Compliance Manager
HQ Office Manager	1	Band 5	Risk and Assurance Officer
ICS Office Manager	1	Band 5	ICS Assistant Director
Information Governance Administrator	1	Band 5	Head of Information Governance
Personal Assistant to ICB Chair	1	Band 5	Corporate Compliance Manager
Corporate Governance Administrator	1	Band 4	Head of Corporate Governance
Corporate Assurance Administrator	1	Band 4	Corporate Compliance Manager
Personal Assistant	1	Band 4	Associate Director of Corporate Affairs

# People and Culture Team

The People and Culture Team is responsible for leading the delivery of ten people functions across the Nottingham and Nottinghamshire Integrated Care System (ICS), as follows:

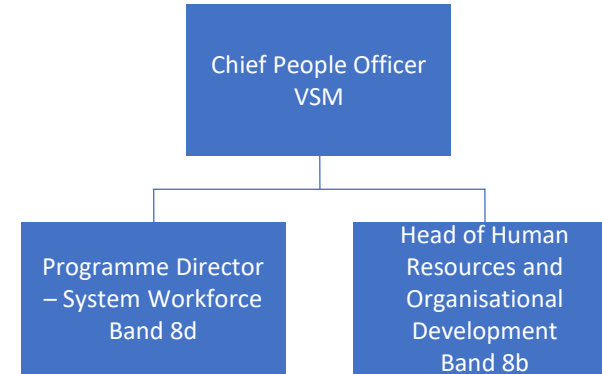
- Supporting the health and wellbeing of all staff.
- Growing the workforce for the future, and enabling adequate workforce supply.
- Supporting inclusion and belonging for all, and creating a great experience for staff.
- Valuing and supporting leadership at all levels, and lifelong learning.
- Leading workforce transformation and new ways of working.
- Educating, training and developing people, and managing talent.
- Driving and supporting broader social and economic development.
- Transforming people services and supporting the people profession.
- Leading coordinated workforce planning using analysis and intelligence.
- Supporting system design and development.

The Team is also responsible for all aspects of the human resource management and organisational development function for the ICB's workforce.

*NOTE: The staff structure required to deliver the People and Culture Team's responsibilities is currently under development.*

**The Chief People Officer reports to the Executive Director of Nursing.**

**The total cost of whole-time equivalent staff in post within the People and Culture Team is £323.0k.**



Job title	No.	AfC Band	Reporting to
System Workforce Planning and Transformation Manager	1	Band 8c	Programme Director – System Workforce
ICS Culture and Improvement Intelligence Hub Lead	1	Band 8a	Programme Director – System Workforce
Human Resources Manager	1	Band 7	Head of Human Resources and Organisational Development
Organisational Development Manager	1	Band 7	Head of Human Resources and Organisational Development
Human Resources Administrator	1	Band 4	Head of Human Resources and Organisational Development

# Medical Directorate

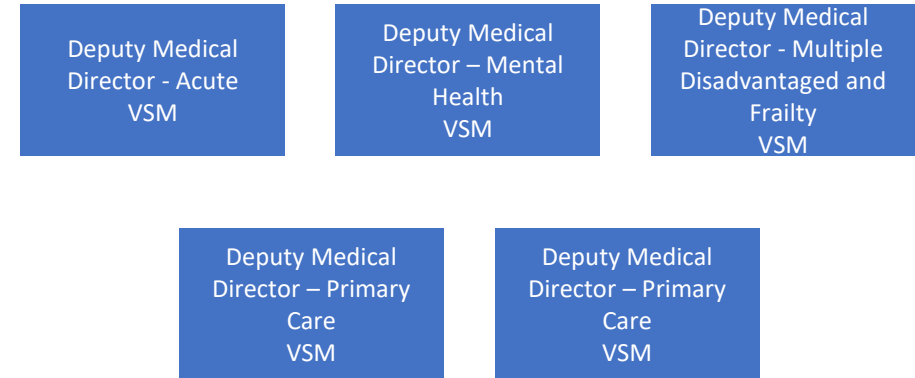
# Deputy Medical Director Team

The Deputy Medical Director Team is responsible for:

- Supporting the development and implementation of clinical transformation.
- Facilitating, promoting and enhancing new models of care at a system and local level
- Co-ordinating and enhancing clinical and quality improvement across the system.
- Clinical leadership development and enhancement.
- Clinical leadership to community and service user engagement and feedback in system development.
- Clinical leadership and support for provider collaboration and network development.
- Provider development support.
- Supporting and enhancing clinical stewardship.
- Development and delivery of health inequalities strategies.
- Clinical leadership for research and development, medical education and medical workforce.
- Clinical leadership of information and technology and data analysis.
- Championing innovation and clinical developments

**The Deputy Medical Directors report to the Executive Medical Director.**

**This is a newly established team within the ICB, and as such, none of the posts have been recruited to as yet. Therefore, the total cost of the Deputy Medical Director Team is currently £0k.**



# Digital Services Team

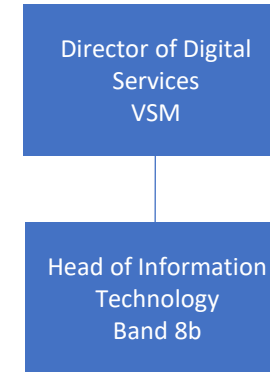
The Digital Services Team is responsible for leading the development, delivery and assurance of the digital transformation strategy in line with the national 'What Good Looks Like' framework for the Nottingham and Nottinghamshire Integrated Care System (ICS), working across all ICS partners.

The Team is also responsible for all aspects of the information technology management function for all providers of Primary Medical Services across Nottingham and Nottinghamshire in line with responsibilities delegated by NHS England, and delivering the information technology management requirements for the ICB.

*NOTE: The staff structure required to deliver the Digital Services Team's responsibilities is currently under development.*

**The Director of Digital Services reports to the Executive Medical Director.**

**The total cost of whole-time equivalent staff in post within the Digital Services Team is £148.0k.**



Job title	No.	AfC Band	Reporting to
Primary Care Information Technology Projects Manager	1	Band 7	Head of Information Technology
Primary Care Information Technology Project Implementation Officer	1	Band 6	Head of Information Technology
Primary Care Information Technology Support Officer	2	Band 5	Head of Information Technology

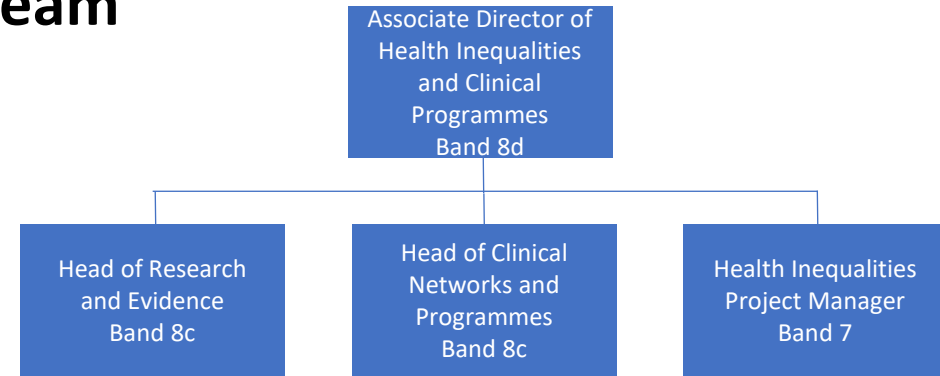
# Health Inequalities and Clinical Programmes Team

The Health Inequalities and Clinical Programmes Team is responsible for:

- Working with Local Authority colleagues to support the maintenance of statutory Joint Strategic Needs Assessments.
- Leading on health inequalities, working with partners across the Nottingham and Nottinghamshire Integrated Care System (ICS) to develop and oversight delivery of a Health Inequalities Plan for the ICB.
- Supporting evidence-informed decision making through evidence searching, knowledge mobilisation, and evaluation across a range of areas, including commissioning activities, strategic transformation programmes, and population health management.
- Supporting the delivery of the ICB's statutory duties in relation to research, including Research Capacity Building within primary care and Primary Care Networks, commissioning research to meet identified gaps in evidence, establishment of strategic research partnerships with a wide range of stakeholders, and provision of a Research Passport function for GP practices.
- Leading the Excess Treatment Costs function on behalf of all East Midlands ICBs, ensuring that high quality research can progress when new treatments are being trialled.
- The Team also has a focus on clinical and care professional leadership that sits alongside building robust clinical networks and effective long term condition management. These responsibilities align with the delivery of the Long Term Plan priorities.

**The Associate Director of Health Inequalities and Clinical Programmes reports to the Executive Medical Director.**

**The total cost of whole-time equivalent staff in post within the Health Inequalities, Research and Evidence Team is £211.5k.**



Job title	No.	AfC Band	Reporting to
Senior Research and Evidence Manager	1	Band 8a	Head of Research and Evidence
Research and Evidence Support Officer	1	Band 5	Head of Research and Evidence



# System Analytics and Intelligence Unit (1 of 2)

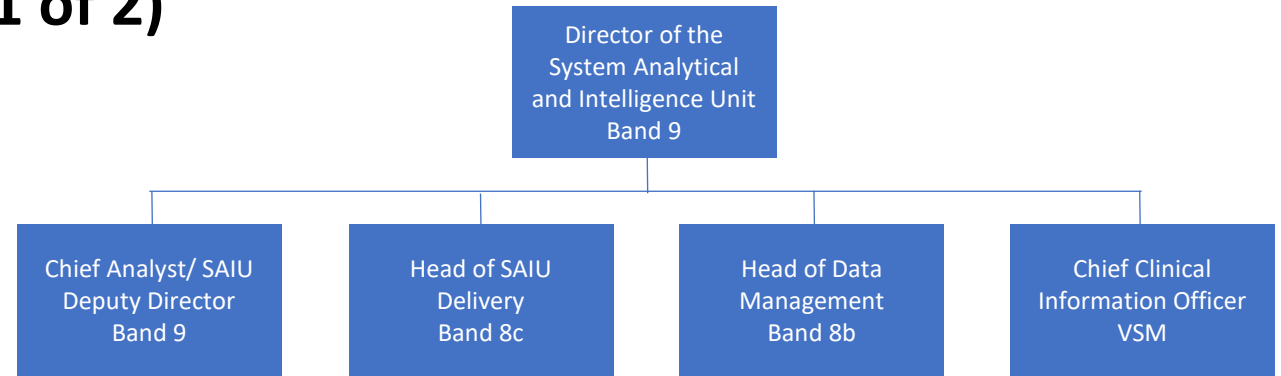
The System Analytics and Intelligence Unit (SAIU) leads on the analysis of data and information and production of intelligence and insight for the Nottingham and Nottinghamshire Integrated Care System (ICS), working with ICS partners to support a breadth of strategic, clinical and operational decisions at ICS, Place, Primary Care Network and organisational level. The SAIU provides analytical outputs and supports the operation of all teams and functions within the ICB.

The SAIU manages and processes national NHS datasets for commissioning and planning purposes, and hosts an ICS-wide shared care record and Population Health Management system, which are used to calculate care gaps and care opportunities and for healthcare planning and risk stratification purposes.

The SAIU also develops and hosts bespoke information technology solutions related to data and processed information, provides technical information governance solutions to enable complex linked patient datasets to be analysed for population health benefits, service planning and outcomes, maintains a shared analytical knowledge resource, develops and maintains self-service data management tools, and stores and maintains a large electronic library of clinical guidelines and service information.

**The Director of the System Analytical and Intelligence Unit reports to the Executive Medical Director.**

**The total cost of whole-time equivalent staff in post within the System Analytics and Intelligence Unit is £1,549.9k.**



Job title	No.	AfC Band	Reporting to
Head of Analytics	1	Band 8c	Chief Analyst/ SAIU Deputy Director
Senior Analytical Lead	1	Band 8b	Chief Analyst/ SAIU Deputy Director
Senior Analytical Lead	1	Band 8b	Head of SAIU Delivery
Principal Developer	1	Band 8b	Head of Data Management
Principal Analyst	1	Band 8a	Chief Analyst/ SAIU Deputy Director
Principal Analyst	1	Band 8a	Head of SAIU Delivery
Technical Project Manager	1	Band 7	Head of Data Management
Principal Analyst	1	Band 7	Chief Analyst/ SAIU Deputy Director
Advanced Analyst	1	Band 7	Head of Analytics
Advanced Analyst	3	Band 7	Senior Analytical Lead
Advanced Analyst	1	Band 7	Principal Analyst
Senior Analyst	3	Band 6	Principal Analyst
Senior Analyst	4	Band 6	Senior Analytical Lead
Senior Analyst	1	Band 6	Head of Analytics
Analyst Programmer	4	Band 6	Technical Project Manager
Business Intelligence Developer	1	Band 6	Principal Developer

## System Analytics and Intelligence Unit (2 of 2)

Job title	No.	AfC Band	Reporting to
Analyst	1	Band 5	Senior Analyst
Analyst	1	Band 5	Head of SAIU Delivery
SAIU Project Coordinators	2	Band 5	Head of SAIU Delivery
Business Intelligence Analyst	1	Band 5	Head of Data Management
Data Management Librarian	1	Band 5	Head of Data Management

# Chief Executive Directorate

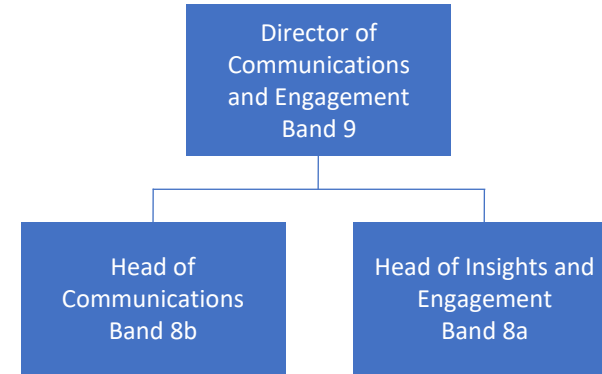
# Communications and Engagement Team

The Communications and Engagement Team is responsible for:

- Ensuring compliance with the ICB’s statutory duty to involve people whether directly or through representatives (whether by being consulted or provided with information, or other ways) in planning the provision of services, the development and consideration of proposals for changes in the way services are provided, and decisions to be made affecting the operation of services.
- Ensuring compliance with the ICB’s statutory duty to consult local Health Scrutiny Committees on any proposal for ‘substantial development or variation of the health services.’
- Internal and external communications and engagement for the ICB and the wider Nottingham and Nottinghamshire Integrated Care System (ICS), including media relations (both reactive and proactive), issues management, public awareness campaigns and engagement, stakeholder management, internal communications, design and print of all materials, web and intranet management, digital communications, and briefings for key external audiences.
- Building and maintaining public confidence in and awareness of local NHS services through effective media and public relations, use of social media, advertising and promotions.
- Developing and managing relationships with stakeholders, staff, citizens, patient, carers, ICS partners and the media.

**The Director of Communications and Engagement reports to the Chief Executive.**

**The total cost of whole-time equivalent staff in post within the Communications and Engagement Team is £639.6k.**



Job title	No.	AfC Band	Reporting to
Communications Manager	3	Band 7	Head of Communications
Communications Manager	1	Band 7	Head of Insights and Engagement
Engagement Manager	1	Band 7	Head of Insights and Engagement
Senior Insights and Engagement Officer	1	Band 6	Head of Insights and Engagement
Digital Communications Officer	1	Band 5	Head of Communications
Communications Officer	1	Band 5	Communications Manager
Engagement Officer	1	Band 5	Engagement Manager
Engagement Officer	1	Band 5	Senior Insights and Engagement Officer
Engagement Assistant	1	Band 3	Engagement Manager