

How SW London ICB is organised

A decorative graphic in the bottom-left corner of the slide. It features several overlapping shapes: a white teardrop shape, a green oval, a light blue oval, a dark blue diagonal bar, and a white curved line.

South West London

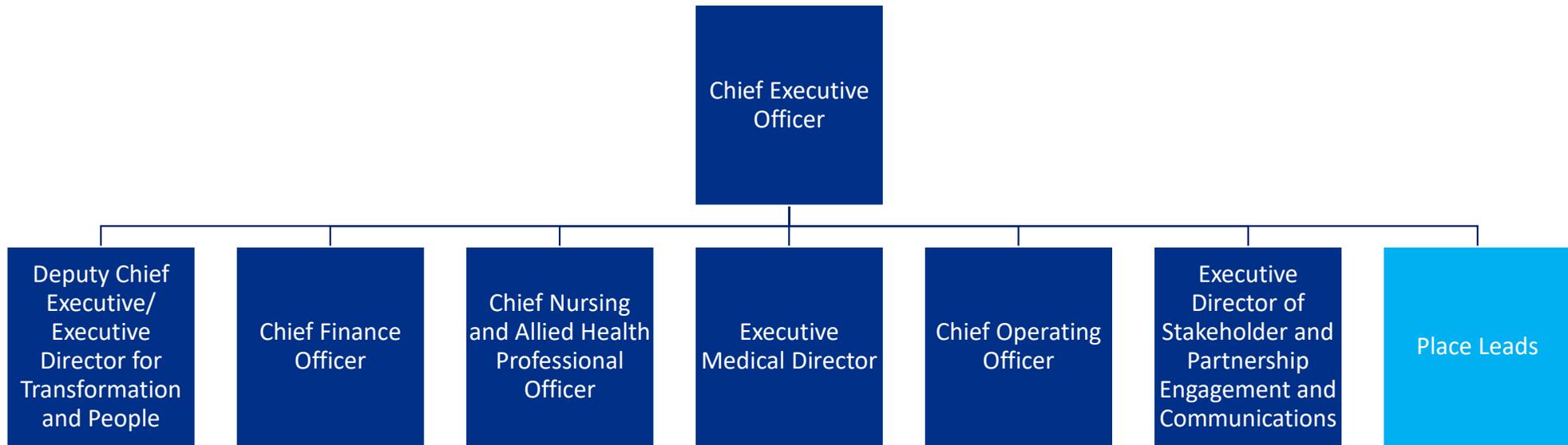
As you read our document please note:

- Our teams are made up from structures that we “lifted and shifted” from the South West London Clinical Commissioning Group and structures that transferred to us from the London Shared Services (CSU) following its disaggregation on 1 July. This means we have no additional shared services management costs.
- We have intentionally held a number of vacancies as we will need to redesign our structures to ensure we deliver the range of responsibilities of the new ICB.
- In addition to these team structures we invest c. £4m in clinical leadership roles to ensure our clinicians drive improvements in quality and patient care.
- This costing includes funding that sits outside of our running costs because we are funded centrally or are providing services for others.
 - a number of our teams provide services on behalf of the whole of London for which we re-charge £900,000 funding
 - In addition some teams are funded from different funding sources with some being funded from our running costs allowance and others from transformation/programme funding
- We have shown the costs of each of our teams and used the mid-point of salary scales to cost these. We have also included c27% on-costs and allowances for each post.

*this document reflects the way the ICB was organised from 1 July 2022



Executive Structure - Overview



Executive Team - Overview

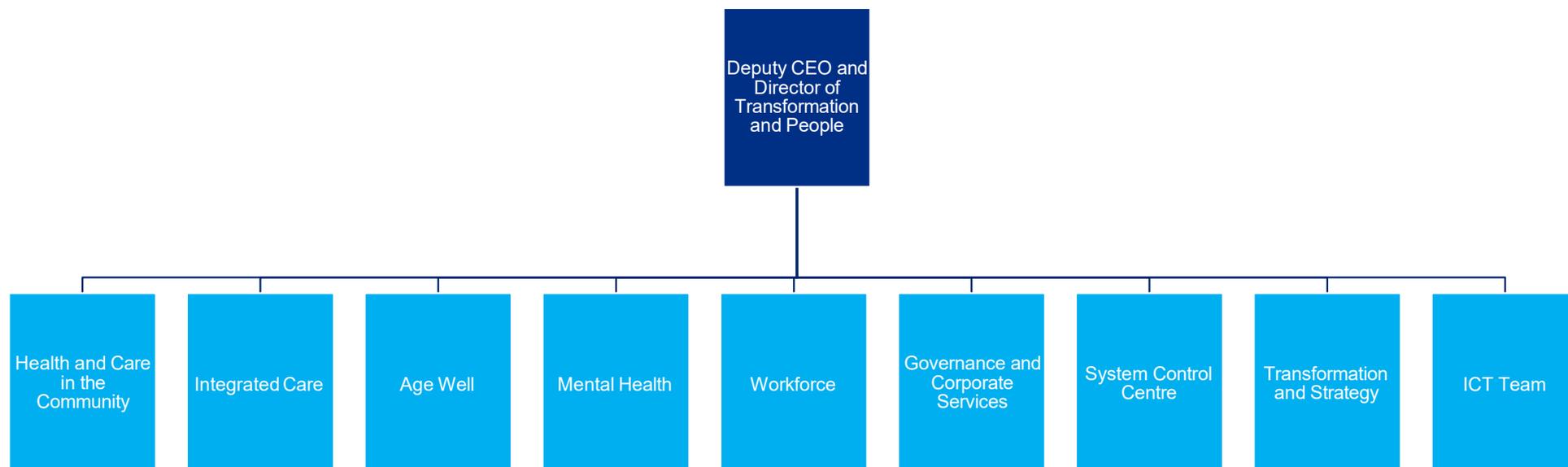
Team Description

The Executive Team provides strategic leadership to the SW London system to improve population health, ensure value for money, tackle inequalities in outcomes, experience and access, and to support broader social and economic development. It ensures delivery of the NHS Plan and priorities for local people by directing the ICB's teams and activities.

	Number of staff in post
VSM	7
Clinical Leads	0
Band 9	0
Band 8d	0
Band 8c	0
Band 8b	0
Band 8a	0
Band 7	0
Band 6	0
Band 5	0
Band 4	0
Band 3	0
Band 2	0
Team costs	£1,597,653



Deputy Chief Executive, Transformation and People – Team Overview



Deputy Chief Executive, Transformation and People - Structure of Teams

Team Description

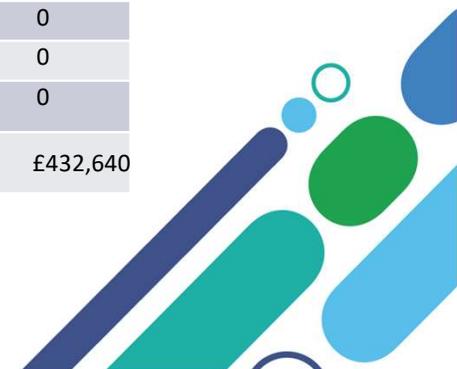
The team works with health and care partners to integrate and transform services, so patients and service-users receive joined-up care in the community. The team also leads on key workstreams including immunisation, ageing-well, learning disabilities, personalisation and End of Life Care.

Health and Care in the Community	
	Number of staff in post
VSM	1
Band 9	3
Band 8d	0
Band 8c	1
Band 8b	1
Band 8a	1
Band 7	2
Band 6	1
Band 5	0.8
Band 4	0
Band 3	0
Band 2	0
Team costs	£981,139

Team Description

Working with SW London community services organisations to improve care and services and deliver the NHS's priorities for community services. The team is also delivering on key workstreams such as the Virtual Ward, Post Covid services, and Frailty.

Integrated Care	
	Number of staff in post
VSM	0
Band 9	0
Band 8d	0
Band 8c	3
Band 8b	2
Band 8a	0
Band 7	0
Band 6	0
Band 5	0
Band 4	0
Band 3	0
Band 2	0
Team costs	£432,640



Deputy Chief Executive, Transformation and People - Structure of Teams

Team Description

The team is focused on delivering the 3 areas of the NHS England Ageing Well Programme – 2 hour Community Crisis Response service, Enhanced Health in Care Homes and Anticipatory Care. Working with the local authorities the team are focussed on supporting care homes to improve medical support to prevent admissions to hospital, identifying people at risk of hospital admission early and developing support to prevent hospital admission.

Age Well	
	Number of staff in post
VSM	0
Band 9	0
Band 8d	1
Band 8c	0
Band 8b	2
Band 8a	3
Band 7	4
Band 6	4
Band 5	1.7
Band 4	0
Band 3	0
Band 2	0
Team costs	£994,536

Team Description

The team drives delivery of the NHS's priorities and commitments for all-age mental health. Working with partners the team is developing the ICB's Mental Health Strategy, with a focus on early intervention and prevention, and supporting closer working between Mental Health Trusts. The team also works to improve crisis pathways, inpatient discharge, support to children and young people in schools and improving access to mental health services for all our communities.

Mental Health	
	Number of staff in post
VSM	0
Band 9	0
Band 8d	0
Band 8c	1
Band 8b	0
Band 8a	0
Band 7	1
Band 6	0
Band 5	0
Band 4	0
Band 3	0
Band 2	0
Team costs	£154,239



Deputy Chief Executive, Transformation and People - Structure of Teams

Team Description

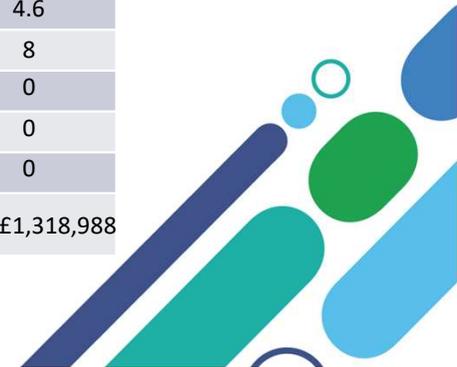
The team supports NHS organisations and system partners to address our workforce challenges, for example leading on programmes such as SW London-wide apprenticeships, supporting local people into employment, joint work on recruitment, and improving health and well-being services for our staff. The team also are working on the workforce strategy for SW London so that we have the right staff in place to support the future needs of our patients and communities.

Workforce	
	Number of staff in post
VSM	1
Band 9	2
Band 8d	1
Band 8c	0
Band 8b	0
Band 8a	0
Band 7	0
Band 6	1
Band 5	0
Band 4	0
Band 3	0
Band 2	0
Team costs	£469,212

Team Description

This team is responsible for supporting effective decisions making and governance of the ICB. The team also leads on responses to Freedom of Information requests, organises our Board and Committee meetings, supports risk management and responds to enquiries and complaints from the public and patients.

Governance & Corporate Services	
	Number of staff in post
VSM	0
Band 9	1
Band 8d	1
Band 8c	1
Band 8b	2
Band 8a	2
Band 7	2
Band 6	4.6
Band 5	8
Band 4	0
Band 3	0
Band 2	0
Team costs	£1,318,988



Deputy Chief Executive, Transformation and People - Structure of Teams

Team Description

The System Control Centre is responsible for providing a real time view of what is happening across the SWL health system. For example, understanding which parts of our system are under pressure and helping to find solutions to this with our NHS colleagues and wider partners. The team are also responsible for ensuring we are prepared and ready to respond to variety of major incidents, for example a pandemic or terrorist attack.

System Control Centre (Ops Room)	
	Number of staff in post
VSM	0
Band 9	0
Band 8d	1
Band 8c	0
Band 8b	0
Band 8a	1
Band 7	4
Band 6	1
Band 5	0
Band 4	0
Band 3	0
Band 2	0
Team costs	£476,248

Team Description

This team brings together system leaders, clinicians and communities to create our future plans for health and care across SW London ensuring services meet the needs of local people now and in the future.

Transformation and Strategy	
	Number of staff in post
VSM	0
Band 9	1
Band 8d	0
Band 8c	0
Band 8b	0
Band 8a	1
Band 7	0
Band 6	1
Band 5	0
Band 4	0
Band 3	0
Band 2	0
Team costs	£248,092



Deputy Chief Executive, Transformation and People - Structure of Teams

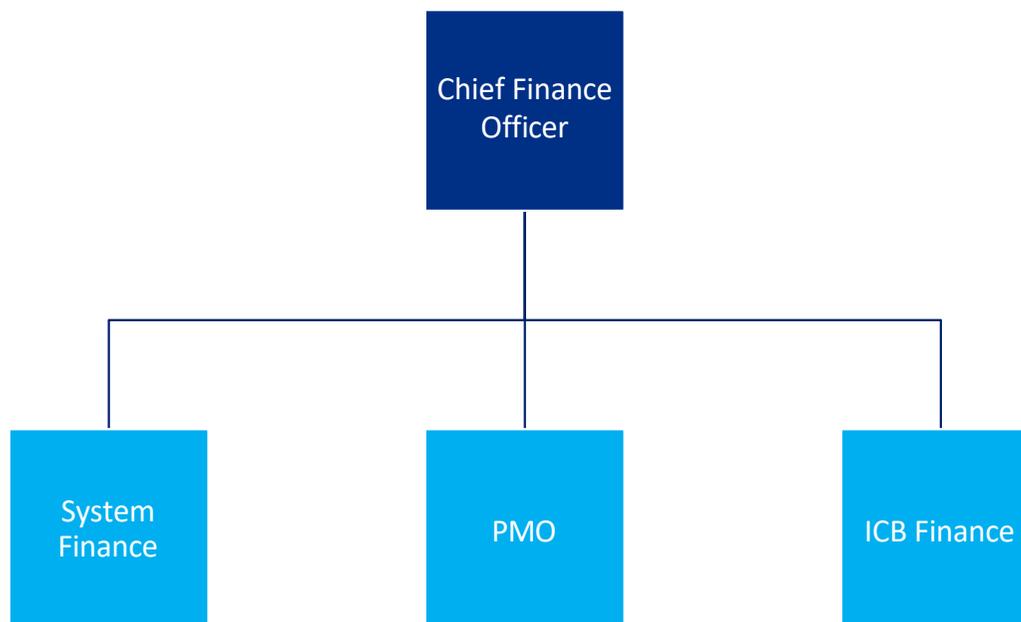
Team Description

The Information, Computing and Technology team supports our 174 GP practices across SWLondon and ICB staff with computer technology, telephone services and technical support.

ICT	
	Number of staff in post
VSM	0
Band 9	1
Band 8d	1
Band 8c	6
Band 8b	4
Band 8a	5
Band 7	10
Band 6	12
Band 5	8
Band 4	5
Band 3	0
Band 2	0
Team costs	£3,207,507



Chief Finance Officer – Team Overview



Chief Finance Officer - Structure of Teams

Team Description

The Finance team provide the financial control and management of the funding allocated to the ICB ensuring this is accurately reported on an annual basis. The team supports the contracting and financial flows to healthcare providers within the ICS and beyond, as well as co-ordinating the planning and delivery of the ICS system revenue and capital plans, in line with the organisation's objectives. The team also includes resource to lead on the delivery of the ICS green plan and development of the estates strategy.

Elements of this team are funded by the 5 London ICBs and hosted within SW London ICB.

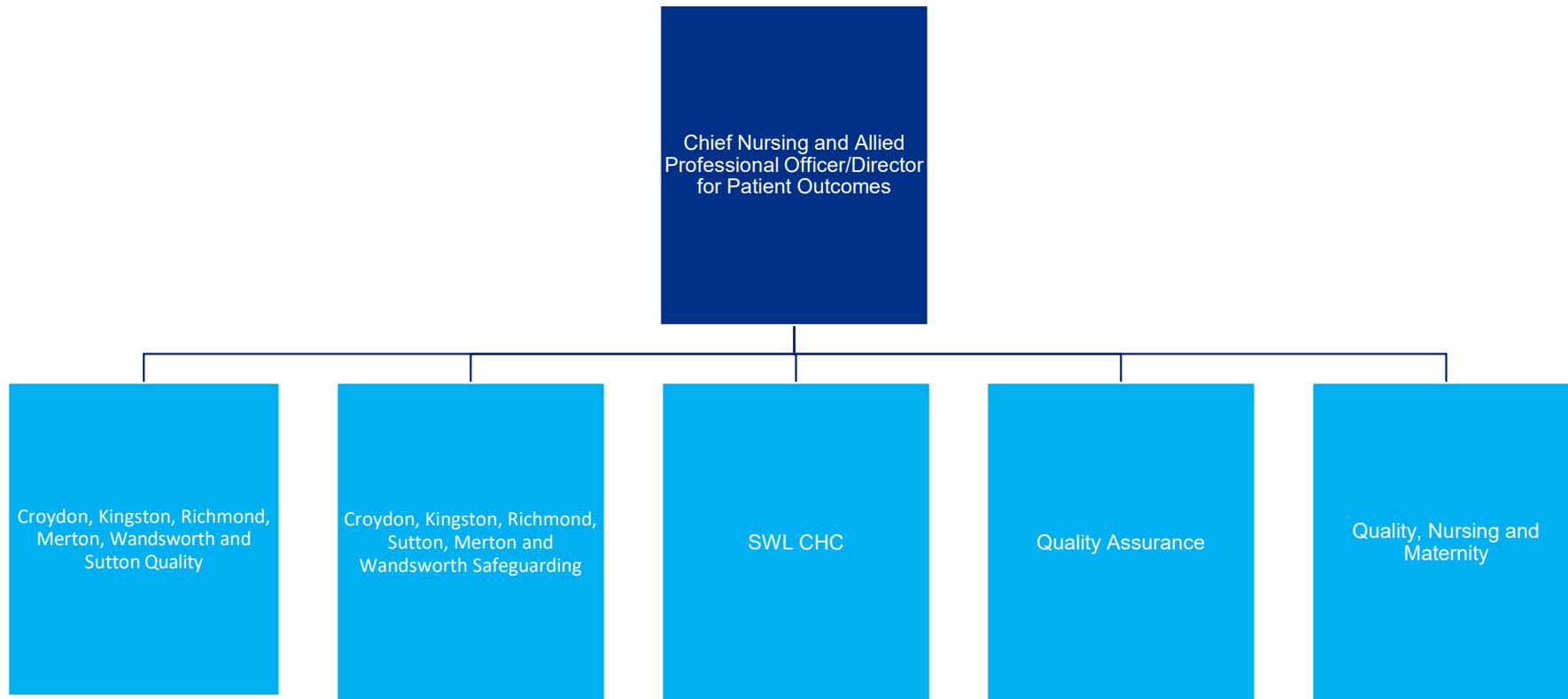
System Finance	
	Number of staff in post
VSM	0
Band 9	3.7
Band 8d	1
Band 8c	0
Band 8b	3
Band 8a	1
Band 7	0
Band 6	1
Band 5	0
Band 4	0
Band 3	0
Band 2	1
Team costs	£969,205

PMO	
	Number of staff in post
VSM	0
Band 9	0
Band 8d	0
Band 8c	1
Band 8b	0
Band 8a	0
Band 7	1
Band 6	0
Band 5	0
Band 4	0
Band 3	0
Band 2	0
Team costs	£154,239

ICB Finance and LSS	
	Number of staff in post
VSM	0
Band 9	0
Band 8d	1
Band 8c	2
Band 8b	4
Band 8a	5
Band 7	3
Band 6	0
Band 5	1
Band 4	2
Band 3	0
Band 2	0
Team costs	£1,250,182



Chief Nursing and Allied Health Professional Officer – Team Overview



Chief Nursing and Allied Health Professional Officer - Structure of Teams

Team Description

The quality team ensures the delivery of high-quality care across NHS services in SW London. The team focuses on supporting delivery of safe, effective, well led, sustainably resourced, equitable care to provide a positive experience for patients that is responsive, personalised and caring.

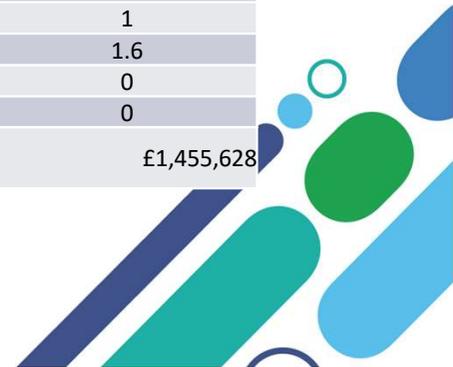
Croydon, Kingston, Richmond, Merton, Wandsworth and Sutton Quality	
	Number of staff in post
VSM	0
Band 9	2
Band 8d	1
Band 8c	1
Band 8b	5
Band 8a	5.2
Band 7	0
Band 6	3.6
Band 5	3.8
Band 4	0
Band 3	0
Band 2	0
Team costs	£1,547,471

Quality Assurance	
	Number of staff in post
VSM	0
Band 9	0
Band 8d	1
Band 8c	1
Band 8b	1
Band 8a	1
Band 7	0
Band 6	0
Band 5	0
Band 4	0
Band 3	0
Band 2	0
Team costs	£346,798

Team Description

The safeguarding team delivers the an ICB statutory safeguarding function. It provides clinical leadership on all aspects of the health service contribution to the safeguarding of vulnerable children and adults at risk and the promotion of their welfare. Working with local safeguarding partnerships to improve the outcomes for vulnerable children and adults at risk. The responsibilities of safeguarding also includes the ICB requirement to ensure assurance of Looked After Children healthcare provision

Croydon, Kingston, Richmond, Sutton, Merton and Wandsworth Safeguarding	
	Number of staff in post
VSM	0
Band 9	0
Band 8d	0
Band 8c	0.6
Band 8b	14
Band 8a	3
Band 7	0
Band 6	0
Band 5	1
Band 4	1.6
Band 3	0
Band 2	0
Team costs	£1,455,628



Chief Nursing and Allied Health Professional Officer - Structure of Teams

Team Description

NHS Continuing Health Care is for adults, children and young people who may receive a "continuing care package of care" if they have needs arising from disability, accident or illness that cannot be met by existing services. The CHC team is a multi-disciplinary team of healthcare professionals who assess whether a person is eligible for NHS continuing health care, and procure and oversee the required care packages. This is a statutory function of the ICB.

CHC	
	Number of staff in post
VSM	0
Band 9	1
Band 8d	1
Band 8c	0
Band 8b	1
Band 8a	2
Band 7	4
Band 6	2
Band 5	0
Band 4	0
Band 3	0
Band 2	0
Team costs	£802,403

Team Description

The ICB has a responsibility for the planning and co-ordination of the Local Maternity and Neonatal System (LMNS) which has responsibility for the delivery of the Maternity Transformation Plans and ensuring the delivery of high quality safe care for women and babies.

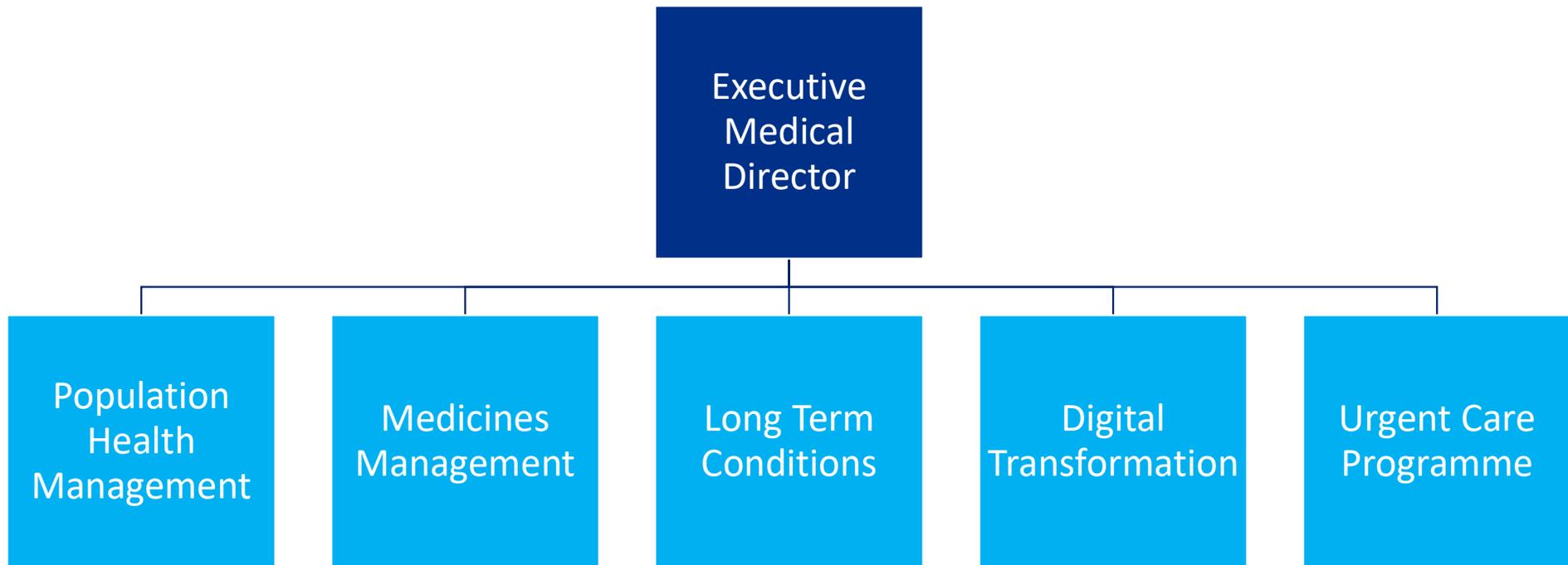
These post are funded through national transformational funding.

Quality, Nursing and Maternity

	Number of staff in post
VSM	0
Band 9	0
Band 8d	0.6
Band 8c	3
Band 8b	0
Band 8a	8
Band 7	0.5
Band 6	2
Band 5	2
Band 4	0
Band 3	0
Band 2	0
Team costs	£1,105,025



Executive Medical Director – Team Overview



Executive Medical Director - Structure of Teams

Team Description

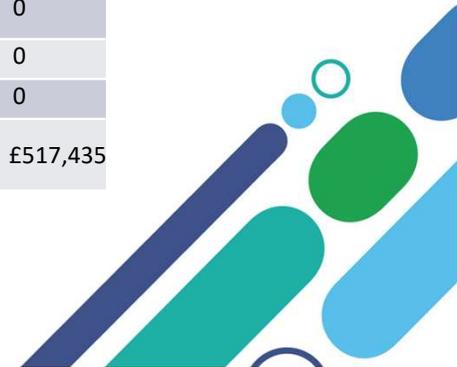
The population health management team works with clinicians to understand local peoples' health and care needs, using data and local intelligence to improve outcomes and well-being for local people, with a focus on reducing health inequalities.

Population Health Management	
	Number of staff in post
VSM	0
Band 9	0
Band 8d	0
Band 8c	1
Band 8b	0
Band 8a	0
Band 7	0
Band 6	1
Band 5	0
Band 4	0
Band 3	0
Band 2	0
Team costs	£143,582

Team Description

This team supports innovation and NHS service redesign, to support patients' to better manage their long term condition, to ensure better outcomes and improved quality of life.

Long Term Conditions	
	Number of staff in post
VSM	0
Band 9	0
Band 8d	0.8
Band 8c	1
Band 8b	1
Band 8a	2
Band 7	2
Band 6	0
Band 5	0
Band 4	0
Band 3	0
Band 2	0
Team costs	£517,435



Executive Medical Director - Structure of Teams



South West London

Team Description

This team funded by the 5 London ICBs and hosted within SW London ICB. This team lead on the development, implementation and management of the London-wide electronic care plan. This means clinicians from different organisations can read patients' health records.

Urgent Care Programme	
	Number of staff in post
VSM	0
Band 9	2
Band 8d	1
Band 8c	1
Band 8b	1
Band 8a	1
Band 7	2
Band 6	3
Band 5	0
Band 4	0
Band 3	0
Band 2	0
Team costs	£882,174

Team Description

The team lead the improvement of health services and the health system through digital transformation, data and technology, in partnership with health and care organisations. The team ensures that digital resources are managed and prioritised across the SW London so patients and staff have a better experience.

Digital Transformation	
	Number of staff in post
VSM	1
Band 9	0
Band 8d	1
Band 8c	2
Band 8b	0
Band 8a	0
Band 7	1
Band 6	1
Band 5	1
Band 4	0
Band 3	0
Band 2	0
Team costs	£609,911



Executive Medical Director - Structure of Teams

Team Description

This team works across SW London, and with provider partners at Place, to ensure that medicines are used safely, in line with the most up to date guidance and represent good value for money.

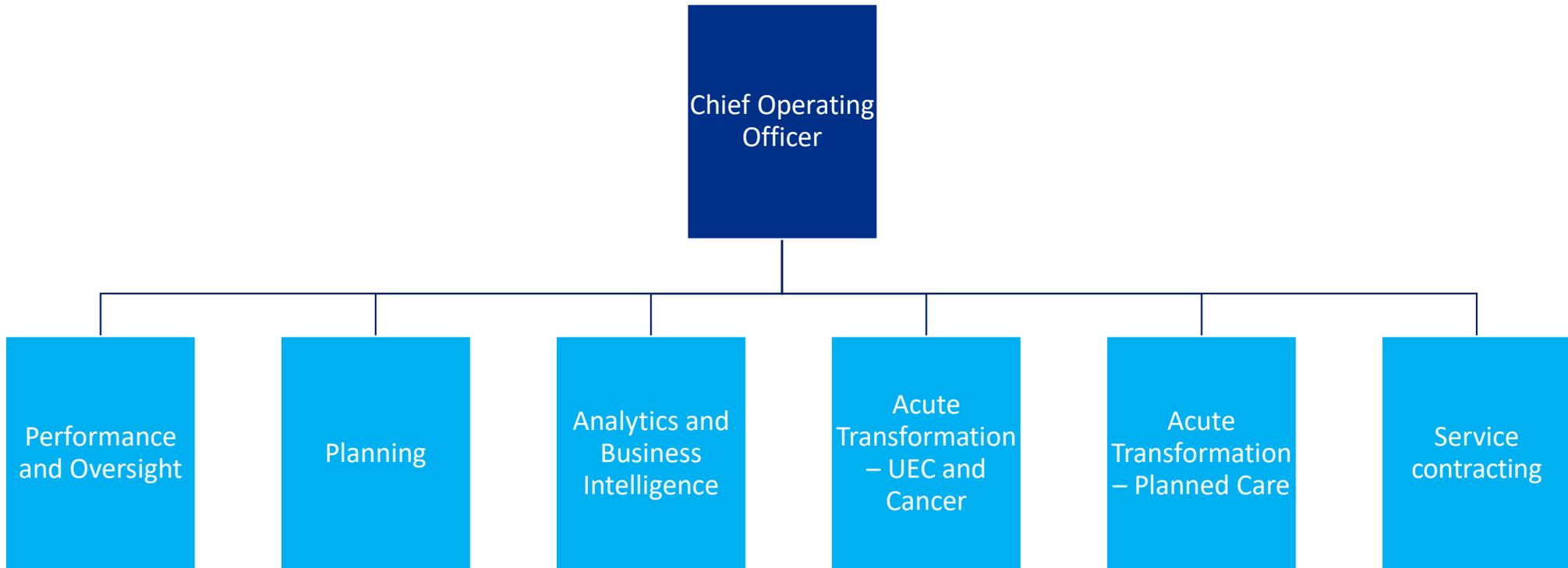
Medicines Management	
	Number of staff in post
VSM	0
Band 9	0
Band 8d	1
Band 8c	0
Band 8b	1
Band 8a	0
Band 7	2
Band 6	0
Band 5	0
Band 4	1
Band 3	0
Band 2	0
Team costs	£348,589



Chief Operating Officer – Team Overview



South West London



Chief Operating Officer - Structure of Teams

Team Description

This team ensures that the SW London partners have visibility and understanding of performance against NHS priorities and regulatory frameworks, and providing oversight and support to, NHS Trusts, NHS provider collaboratives and Places.

Performance and Oversight	
	Number of staff in post
VSM	0
Band 9	1
Band 8d	1
Band 8c	2
Band 8b	3
Band 8a	1
Band 7	0
Band 6	2
Band 5	0
Band 4	0
Band 3	0
Band 2	0
Team costs	£826,421

Team Description

This team develops the ICB annual plan to meet to meet NHS national requirements and ensures they are delivered.

Planning	
	Number of staff in post
VSM	0
Band 9	1
Band 8d	1
Band 8c	1
Band 8b	0
Band 8a	0
Band 7	0
Band 6	0
Band 5	0
Band 4	0
Band 3	0
Band 2	0
Team costs	£329,061



Chief Operating Officer - Structure of Teams

Team Description

This team analyses data to show NHS Trusts' performance and to ensure evidence-based decision making about NHS services

Analytics and Business Intelligence

	Number of staff in post
VSM	0
Band 9	0.5
Band 8d	1
Band 8c	2
Band 8b	2
Band 8a	6
Band 7	8
Band 6	2
Band 5	0
Band 4	0
Band 3	0
Band 2	0
Team costs	£1,521,539

Team Description

Acute transformation

The team provides day to day support to our NHS Acute Provider Collaborative to deliver their transformation programme.

Urgent and Emergency Care Team

The team leads the urgent and emergency care transformation programme across SW London. It leads the commissioning and contracting of 111 and ambulance services for SW London.

Cancer team

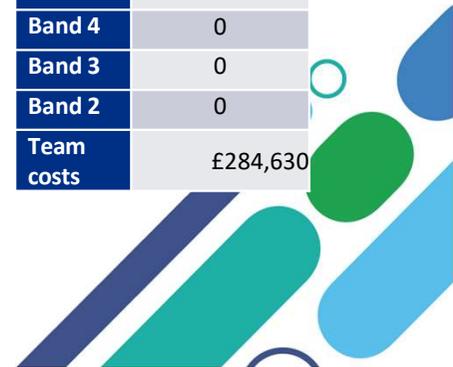
The team works with Royal Marsden Partners our Cancer Alliance to transform and improve cancer services in SW London.

Acute Transformation – UEC and Cancer

	Number of staff in post
VSM	0
Band 9	1
Band 8d	1
Band 8c	1
Band 8b	1
Band 8a	0
Band 7	1
Band 6	1
Band 5	1
Band 4	0
Band 3	0
Band 2	0
Team costs	£562,706

Acute Transformation – Planned Care

	Number of staff in post
VSM	0
Band 9	1
Band 8d	0
Band 8c	0
Band 8b	2
Band 8a	0
Band 7	0
Band 6	0
Band 5	0
Band 4	0
Band 3	0
Band 2	0
Team costs	£284,630



Chief Operating Officer - Structure of Teams

Team Description

The team monitors the purchasing and procurement of services and goods for SW London, ensuring best value for money and delivery for the population.

Non Acute & Mental Health Contracting

	Number of staff in post
VSM	0
Band 9	0
Band 8d	1
Band 8c	1
Band 8b	1
Band 8a	3
Band 7	3
Band 6	4
Band 5	0
Band 4	1
Band 3	0
Band 2	0
Team costs	£913,005

Contracting

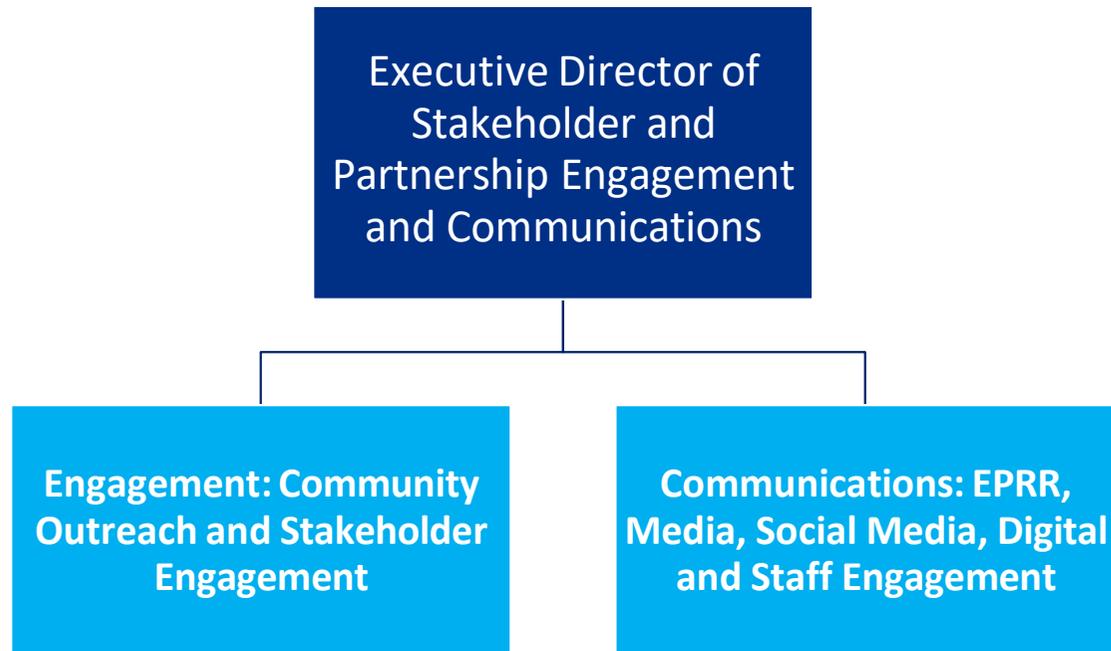
	Number of staff in post
VSM	0
Band 9	0.5
Band 8d	3
Band 8c	1
Band 8b	3
Band 8a	1
Band 7	3
Band 6	3
Band 5	1
Band 4	0
Band 3	0
Band 2	0
Team costs	£1,166,488

Croydon Joint Contracting

	Number of staff in post
VSM	0
Band 9	0
Band 8d	1
Band 8c	1
Band 8b	1
Band 8a	0
Band 7	0
Band 6	0
Band 5	0
Band 4	0
Band 3	0
Band 2	0
Team costs	£278,620



Stakeholder and Partnership Engagement and Communications – Team Overview



Communications and Engagement - Structure of Teams

Team Description

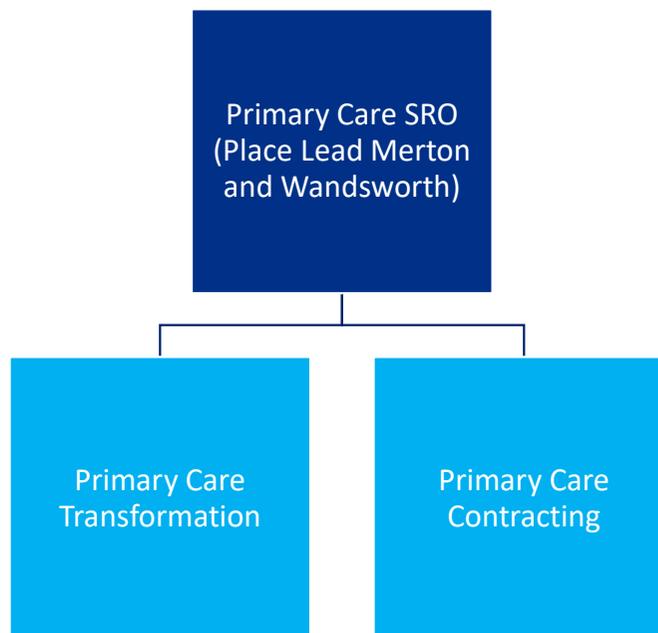
This team makes sure the views of patients and local communities influence how NHS money is spent and how services are improved in SW London, and that information about the local NHS is kept up to date, so people know how and when to access services.

Engagement: Community Outreach and Stakeholder Engagement	
	Number of staff in post
VSM	0
Band 9	0
Band 8d	1
Band 8c	2.4
Band 8b	2
Band 8a	3
Band 7	5.2
Band 6	2
Band 5	2
Band 4	0
Band 3	0
Band 2	0
Team costs	£1,200,037

Communications: EPRR, Media, Social Media, Digital and Staff Engagement	
	Number of staff in post
VSM	0
Band 9	0
Band 8d	1
Band 8c	0
Band 8b	1
Band 8a	0
Band 7	1.8
Band 6	1
Band 5	0
Band 4	0
Band 3	0
Band 2	0
Team costs	£349,583



Primary Care SRO – Team Overview



Primary Care SRO - Structure of Teams

Team Description

Supporting GP practices and primary care to transform and improve access and services for the residents of southwest London. This covers both the implementation and management of the national contract as well locally driven initiatives spanning digital, workforce, training and quality improvement. It is an ICB statutory function to provide primary care contracting to the national GP contract.

Primary Care Contracting	
	Number of staff in post
VSM	0
Band 9	0.5
Band 8d	0
Band 8c	0
Band 8b	3
Band 8a	2
Band 7	5
Band 6	3
Band 5	1
Band 4	1
Band 3	0
Band 2	0
Team costs	£979,476

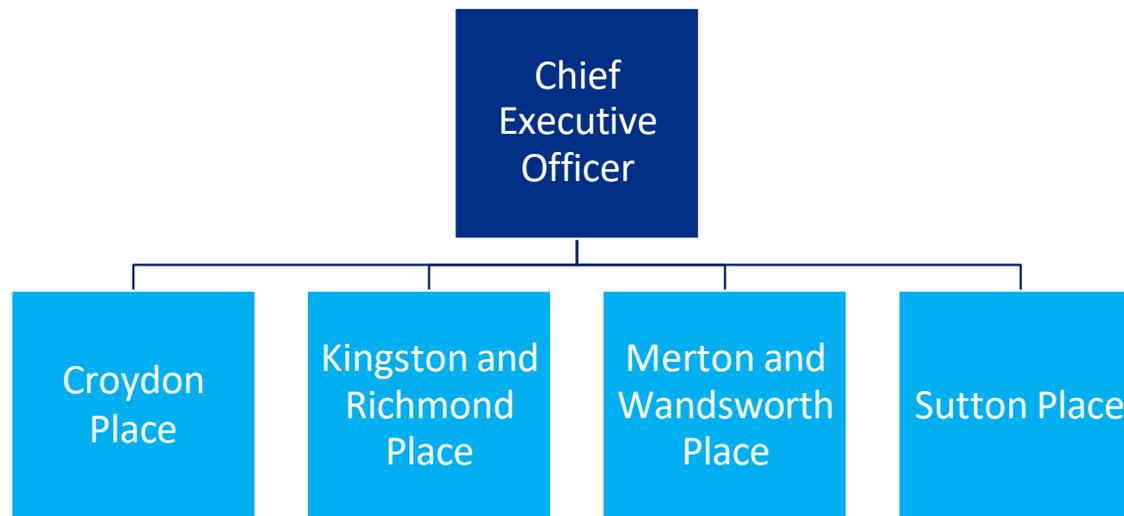
Primary Care Transformation	
	Number of staff in post
VSM	0
Band 9	0.5
Band 8d	1
Band 8c	0
Band 8b	1.4
Band 8a	0
Band 7	0
Band 6	0
Band 5	0
Band 4	0
Band 3	0
Band 2	0
Team costs	£281,926



SWL Places – Team Overview



South West London



Croydon Place Team



South West London

Team Description

Leading local integration, transformation and improvement of health and care in collaboration with Councils, Primary Care, the Voluntary Sector and NHS Trusts; planning and delivering priority programmes of work to improve local services, including ambitions set out in local Health and Care Plans, such as developing joined up teams in our neighbourhoods; providing local leadership to address inequalities in health and care, working with residents to improve population health.

This includes statutory and supportive functions for example Continuing Health Care at Place, Medicines Management at Place, and oversight of delegated finances.

	Number of staff in post
VSM	1
Band 9	1
Band 8d	6
Band 8c	8
Band 8b	9.42
Band 8a	19.43
Band 7	10.50
Band 6	9.00
Band 5	4.00
Band 4	9.00
Band 3	0
Band 2	0
Team costs	£5,241,206



Kingston and Richmond Place Team



South West London

Team Description

Leading local integration, transformation and improvement of health and care in collaboration with Councils, Primary Care, the Voluntary Sector and NHS Trusts; planning and delivering priority programmes of work to improve local services, including ambitions set out in local Health and Care Plans, such as developing joined up teams in our neighbourhoods; providing local leadership to address inequalities in health and care, working with residents to improve population health.

This includes statutory and supportive functions for example Continuing Health Care at Place, Medicines Management at Place, and oversight of delegated finances.

	Number of staff in post
VSM	0
Band 9	1
Band 8d	3
Band 8c	3
Band 8b	11
Band 8a	17
Band 7	7
Band 6	7
Band 5	7
Band 4	0
Band 3	0
Band 2	0
Team costs	£3,877,383



Merton and Wandsworth Place Team

Team Description

Leading local integration, transformation and improvement of health and care in collaboration with Councils, Primary Care, the Voluntary Sector and NHS Trusts; planning and delivering priority programmes of work to improve local services, including ambitions set out in local Health and Care Plans, such as developing joined up teams in our neighbourhoods; providing local leadership to address inequalities in health and care, working with residents to improve population health.

This includes statutory and supportive functions for example Continuing Health Care at Place, Medicines Management at Place, and oversight of delegated finances.

	Number of staff in post
VSM	1
Band 9	1
Band 8d	6
Band 8c	3
Band 8b	14
Band 8a	28
Band 7	7
Band 6	6
Band 5	1
Band 4	1
Band 3	0
Band 2	0
Team costs	£5,063,823



Sutton Place Team



South West London

Team Description

Leading local integration, transformation and improvement of health and care in collaboration with Councils, Primary Care, the Voluntary Sector and NHS Trusts; planning and delivering priority programmes of work to improve local services, including ambitions set out in local Health and Care Plans, such as developing joined up teams in our neighbourhoods; providing local leadership to address inequalities in health and care, working with residents to improve population health.

This includes statutory and supportive functions for example Continuing Health Care at Place, Medicines Management at Place, and oversight of delegated finances.

	Number of staff in post
VSM	0
Band 9	2
Band 8d	4
Band 8c	5
Band 8b	8
Band 8a	9
Band 7	5
Band 6	7
Band 5	5
Band 4	0
Band 3	0
Band 2	0
Team costs	£3,171,858

