Matrix approach; *understanding NHS key roles and their responsibilities – ICS CEO example*

Conclusio.

Strategy & delivering long term transformation	Trusted relationships with partners and communities	Social justice and health equalities	High quality, sustainable outcomes	Robust governance and assurance	Compassionate and inclusive culture
Develop and deliver ICS's/ICB's population health plans. Allocates resources accordingly.	Inclusive leadership to engage partners in collective planning, monitoring and intervention.	Ensures place of patient voice and stakeholder engagement in ICS plans. Lead for diversity, health equalities and social justice.	Delivery of four core objectives and triple aim. Leads system in implementation of NHS LTP and People Plan .	Ensures effective governance, performance management arrangements and controls are put in place	Responsible for appointing and holding the executives to account for delivery of their portfolios.
Develop a "one workforce" strategy - effective clinical and professional care leadership across the ICS.	Local priorities, delivery of plans, monitors and addresses variation and drives continuous improvement.	Promotes the values of the NHS Constitution. Ensures a collaborative, inclusive and productive approach across the system.	Responsible for delegated services with place-based and lead provider contracts. Mechanisms to provide assurance on the spending of public money.	Leads the development of appropriate people and workforce capability to discharge the responsibilities of the ICS/ICB.	Together with the Chair, take responsibility for ensuring all members of the board, including the Partner members, comply with the Nolan Principles of Public Life and meet the Fit and Proper Persons test.
System-wide strategy on data & digital, joint work on estates, procurement, supply chain & commercial strategies. Responds to, and leads recovery from incidents such as Covid-19.	Address poor health outcomes through excellent treatment and social movement to improve prevention, enabling VCSE organisations to play a full part.	Ensures the NHS plays full part in social and economic development, and environmental sustainability, to address the wider determinants of health.	Fosters a culture of research, innovation, learning and continuous improvement to support the delivery of high-quality services for all.	*This matrix approach can be replicated for all senior leaders within local NHS systems.*	