

<b>LONDON BOROUGH OF CAMDEN</b>	<b>WARDS:</b> All
<b>REPORT TITLE:</b> Introduction to Camden Integrator	
<b>REPORT OF:</b> Director of Strategy, UCLH NHS Foundation Trust	
<b>FOR SUBMISSION TO:</b> Health and Wellbeing Board	<b>DATE:</b> 11 <sup>th</sup> March 2026
<p><b>SUMMARY OF REPORT</b></p> <p>In July 2025 a partnership between Camden GP Federations (Camden Health Partners (CHP) and Camden Health Evolution (CHE)) and UCLH NHS Foundation Trust was endorsed as the 'Integrator' for the Camden Borough Partnership. This report provides an overview and background to the purpose and role of the Integrator and updates on current ambitions and progress to date.</p> <p><b>Local Government Act 1972 – Access to Information</b> No documents that require listing have been used in the preparation of this report</p> <p><b>Contact Officer:</b></p> <p>Johanna Moss Director of Strategy UCLH NHS Foundation Trust 250 Euston Road, London NW1 2PG <a href="mailto:johanna.moss1@nhs.net">johanna.moss1@nhs.net</a></p>	
<p><b>RECOMMENDATIONS</b></p> <p>That the Health and Wellbeing Board note the contents of the report.</p>	

Signed:



Johanna Moss  
Director of Strategy, UCLH NHS Foundation Trust  
Date: 2<sup>nd</sup> March 2026

## **1. Purpose of Report**

- 1.1. This report provides an overview of the Camden Integrator arrangements and an update on progress since the establishment of the Integrator partnership.

## **2. Integrator background**

- 2.1. In May 2025, the NHS London region published a Target Operating Model (TOM)<sup>1</sup> for neighbourhoods, which identified the need for an “enabling organisation” — the Integrator — to be responsible for supporting and scaling integrated neighbourhood health services.
- 2.2. Integrator arrangements are a key part of driving Neighbourhood Health forward, bringing together the full range of health, care and community partners (including the voluntary sector) to reduce inequalities, design services around people and place and improve outcomes for people, in line with the London Target Operating Model for Neighbourhoods.
- 2.3. Across London, each place was expected to appoint an Integrator arrangement to coordinate integration functions so health, care and community and voluntary sector partners can work effectively at neighbourhood level. This role could sit within one organisation or be shared across partners, but it needed to retain clear accountability to its place-based partnership and are not replacements for existing borough partnerships.
- 2.4. North Central London (NCL) Integrated Care Board (ICB) set out key functions (see appendix) for Integrators, establishing their role in coordinating delivery of the integrated neighbourhood health and care model within each borough. The Integrator’s core purpose is to align partners, services and resources to support neighbourhood working and strengthen local partnership arrangements.
- 2.5. NCL ICB emphasised that the Integrator was not an informal “lead provider” and does not replace the statutory responsibilities of individual organisations. Rather, it provides system capacity, shared leadership and operational support. A selection framework was developed, with domains including:
  - Delivering services locally and supporting borough-level integration
  - Credibility and maturity at place
  - Strong relationships and knowledge of local care
  - Ability to respond quickly and mobilise capacity
  - Capability to transform services and manage risk
  - Leadership and coordination capability
  - Ability to realign existing borough assets to form neighbourhood teams

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<sup>1</sup> <https://www.england.nhs.uk/london/our-work/a-neighbourhood-health-service-for-london/a-neighbourhood-health-service-for-london/>

- 2.6 The role of the Integrator is expected to iterate as arrangements mature, with NCL Integrators appointed for an initial 18-month period (to March 2027), subject to earlier review if required.

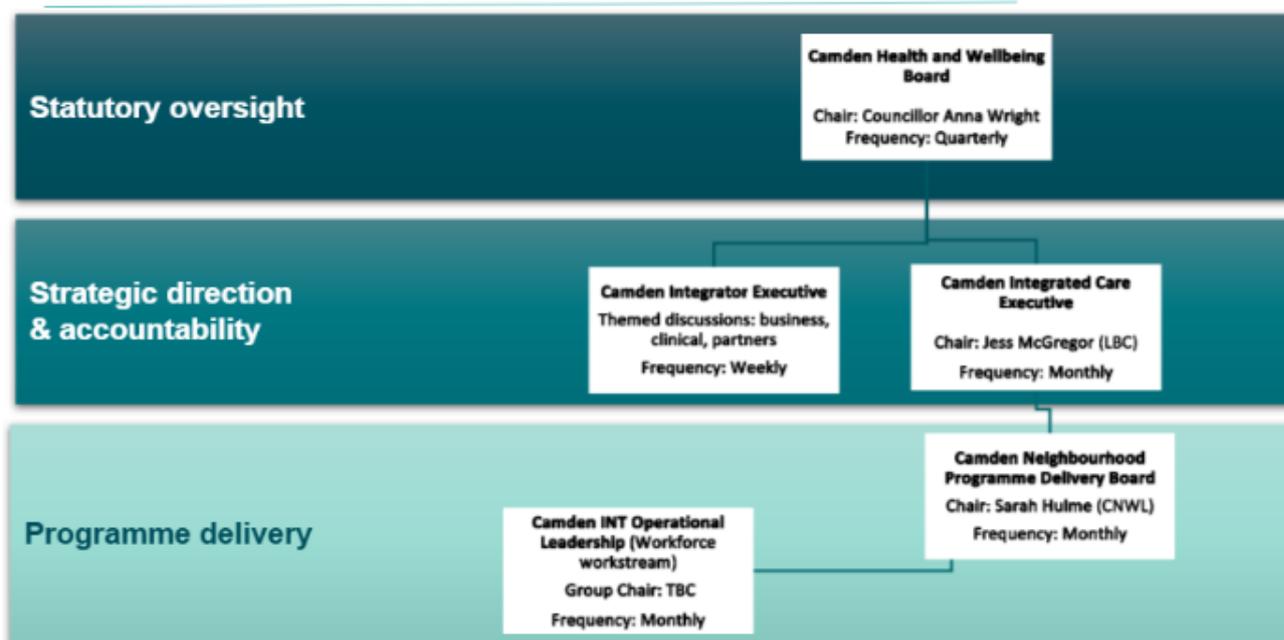
### **3. Camden Integrator**

- 3.1. In Summer 2025, NCL borough partnerships were asked to confirm their proposed Integrator arrangements. The NCL Director of Place for West presented the approach to Camden Borough Partnership at the June Camden Integrated Care Executive (CICE), outlining the pivotal role of the Integrator in delivering the neighbourhood care model across its four pillars (see appendix) and how the Integrator will be held to account by the borough partnership for neighbourhood outcomes.
- 3.2. The draft Integrator specification was also shared setting out what the Integrator role is and crucially what it is not: a replacement for existing governance or planning structures and not a substitute for individual roles and responsibilities within the place-based partnership.
- 3.3. In July 2025, Camden GP Federations and UCLH submitted a partnership proposal to CICE which was endorsed by its chair, the Executive Director of Adults and Health at Camden Council, and all partners.
- 3.4. The agreed Integrator partnership brings together strong Primary Care clinical leadership rooted in Camden Neighbourhoods with world-class health management capability and a strong Council presence, contributing its leading public health, partnership and community development expertise. All partners have extensive joint experience of delivering integrated services and service innovation in Camden with capacity and capability in digital, service and population health management transformation.
- 3.5. As part of the ICB arrangements mutual assurance sessions have been put in place. The ICB identified priorities including partner engagement, implementation planning, clarity on roles and responsibilities, strengthened governance, and population health management.

### **4. Progress to date**

- 4.1. The Integrator partnership has mobilised resources since appointment, including establishing Integrator Executive meetings, alternating between managerial and clinical leadership (see governance chart below). Representatives from partner organisations attend the meetings including Camden Council Adult Social Care and Public Health.

## Governance org chart



- 4.2. The Integrator have jointly funded a full time Associate Programme Director who started in position in January 2026. In addition, UCLH Charity agreed to fund a programme manager and clinical lead, who will work in partnership with the GP Federations funded primary care clinical champions. Camden Council is currently funding a neighbourhood advisor role which includes partnership working with the integrator executive and is contributing strategy capacity to support the emerging neighbourhood team infrastructure.
- 4.3. Alongside borough partners, the Integrator has been supporting existing neighbourhood working groups and hosted neighbourhood and a Camden wide workshop across November and December 2025, which highlighted the ambition to build on existing neighbourhood ways of working across the borough.
- 4.4. A programme plan is currently being drafted to oversee the delivery of neighbourhood working. The Integrator is also supporting the existing chair of the Neighbourhood Delivery Group, CNWL Community Services Director, to move the group to a programmatic approach and forming the Camden Neighbourhood Programme Delivery Board, which will report into the borough partnership via CICE. This plan will establish workstreams and will enable increased visibility of progress, in turn allowing CICE to occupy a more strategic space.
- 4.5. Workstreams are being established, including the development of an approach to identifying cohorts that neighbourhood networks and Integrated Neighbourhood Teams (INTs) could support. CICE agreed three initial priority areas: 1. Build on current services and interventions to identify rising risk, 2. Identify a cohort that INTs would support, 3. Identify groups of residents at neighbourhood level, to develop and explore local interventions.

## **5. Summary**

- 5.1. The Camden Integrator partnership has now been established for an initial 18-month period and is leading on behalf of the Camden Borough Partnership with work focused on building the infrastructure, governance and operational capacity required to support neighbourhood development.
- 5.2. The Integrator has provided resources and is drawing on existing strengths in Camden to improve collaboration between partners, support existing neighbourhood networks and the formation of Integrated Neighbourhood Teams. Early progress has included establishing joint leadership structures, mobilising programme capacity, supporting neighbourhood groups and developing a shared programme plan and priorities. The Integrator will continue to work with borough partners to improve outcomes and experiences for Camden residents, users of services and workforce as it progresses the delivery of neighbourhoods.

## **6. Finance Comments of the Executive Director Corporate Services**

The Director of Finance has been consulted on the contents of the report and has no comments to add to the report.

## **7. Legal Comments of the Borough Solicitor**

The Borough Solicitor has been consulted on the contents of this report and has no comment to make at this time.

## **8. Environmental Implications**

There are no environmental implications to the contents of this report.

## **9. Appendices**

Appendix A: Introduction to Camden Integrator - Slides

**REPORT ENDS**