

NHS North Central London Transition Update Report Report to the Joint Overview and Scrutiny Committee

25 May 2012

1. Executive Summary

Members of the Joint Health Overview and Scrutiny Committee have indicated their interest in the emerging organisations within the new healthcare system and how NHS North Central London (NHS NCL) as a 'sending' organisation intends to enable the transition of functions and staff from PCTs to these new 'receiving' organisations.

In January 2012, the Committee was updated on the progress of the NCL Transition Programme and provided with specific information about the delegation of responsibilities to Clinical Commissioning Groups (CCGs).

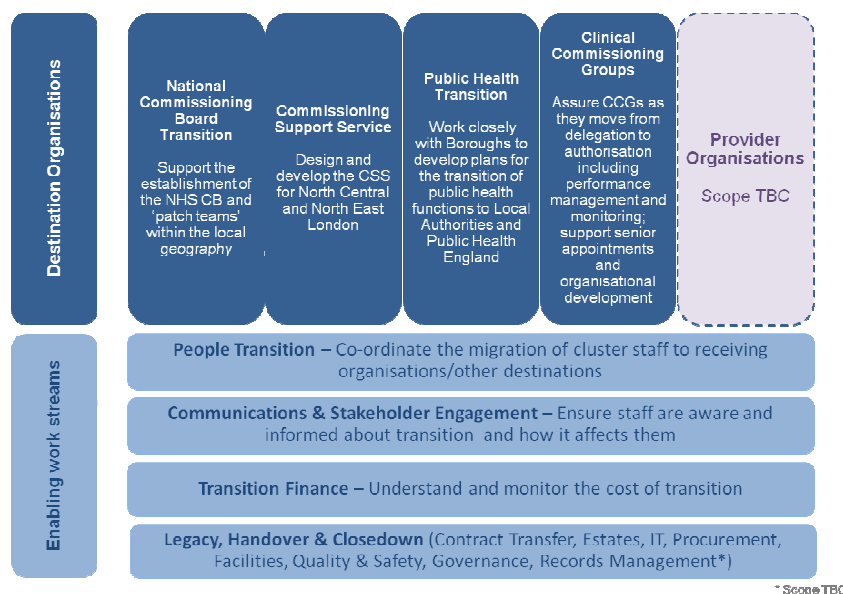
In February, NCL provided a further paper focusing on three of the key 'receiving' organisations within the new system: the emerging NHS Commissioning Board, Public Health transition to Local Authorities and Public Health England and the Commissioning Support Service in North Central and North East London.

This paper aims to provide a further update on the progress of each of these key 'receiving' organisations. Members are invited to reflect on how the transition could impact on their role in scrutiny.

2. Transition programme overview – May 2012

As you will be aware, in March 2012 the Health and Social Care Bill passed all its stages in Parliament and gained Royal Assent to become the Health and Social Care Act. This means that from April 2013, the NHS landscape will look very different. PCT statutory duties, functions and staff will be transferred to new 'receiving' organisations over the next 12 months. The outcome will be a re-designed NHS largely led by GPs through Clinical Commissioning Groups.

To enable and manage the transition to the new health landscape, NHS North Central London set up a transition programme in August 2011. The programme is structured to reflect the main receiving organisations and is supported by four enabling workstreams (see figure below). These workstreams will support the safe migration of people and functions from the current NCL PCT Cluster to future destinations.



In March 2012 an additional workstream was added to the transition programme: Legacy, Handover and Closedown. This workstream focuses on how to approach the closure of the existing NCL PCT Cluster and transition functions to new organisations in a methodical way.

The NCL transition programme also maintains strong links with the pan-London System Transition Group, and wider developments in the healthcare system to ensure it is sighted on and prepared for the changes ahead.

3. NHS Commissioning Board Authority (NHS CBA)

In February, the NCL Transition update paper to the Committee described the status of development of the NHS Commissioning Board Authority (NHS CBA). The NHS Commissioning Board Authority is a Special Health Authority and continues to develop and establish as it moves towards becoming a statutory authority from October 2012. The NHS CBA will be responsible for a significant number of contracts currently held by the Cluster, Boroughs and Local Authorities, as well as for specialised commissioning.

Proposals for the design of the new organisation were released in February this year, and were subsequently updated in April. Additional staffing requirements and a number of cost pressures have been identified. A due diligence exercise has been completed to ensure that all of the Board's duties and powers have been reflected by the organisation design of the new body. The majority of senior appointments have now been made including the appointment of the London Regional Director – Dr Anne Rainsberry.

Ahead of the NHS CBA taking responsibility for a number of clinical contracts, the NCL programme of 'stock take' activity to assess and novate all NHS funded clinical contracts concluded in March with positive feedback received from NHS London. The next phase of 'stabilisation' activity is expected to begin in May.

Detailed planning for the safe transfer of the relevant functions to the NHS Commissioning Board will take place following further guidance from the Department of Health and NHS CBA on staff appointments and a detailed function mapping exercise.

Further information about the NHS Commissioning Board Authority, including the proposed organisation structures, can be found on its [website](#).

4. Public Health

The Public Health work stream within the NCL transition programme was formally mobilised in February with dedicated support driving the co-ordination and development of local public health transition plans in each of the five boroughs.

Transition plans were jointly drafted by local NHS Public Health teams and local authorities in early April. Directors of public health and local authorities are continuing to work together on refining and developing local transition plans for public health functions. The timescales for the public health transition are still very high level, although more detail should emerge as local transition plans are developed.

Memoranda of understanding setting out working arrangements for public health functions during this shadow transition year (April 2012-March 2013) have been agreed between each local authority and the NHS. These MoUs are now in operation.

Local public health transition plans include alignment with Cluster HR activities. Local teams have also started preparing role specifications, defining and agreeing the future operating model, and developing local information asset registers.

The Department of Health has launched a consultation on a proposed public health workforce strategy. It sets out proposals for a workforce strategy and asks questions about how public health specialists will be developed and supported in the new public health system and how public health capacity can be embedded in the wider system. The consultation was developed in conjunction with the Local Government Association (LGA). The Department of Health plans to publish the subsequent strategy in the autumn. Comments should be submitted by Friday 29 June. Further details can be found on the DH website:

www.dh.gov.uk/en/Consultations/Liveconsultations/DH_133219.

Finally, NHS London will host a London Public Health Summit on 10 May, which will bring together approximately 200 key people from both local government and the public health community across London and will be opened by the Secretary of State. The aims of the Summit are to provide delegates with updates from the Department of Health, to highlight progress made on local activities, and to offer opportunities to work collaboratively to address key emerging issues.

5. Commissioning Support Service (CSS)

As the Committee was informed at the meeting in February, NHS North Central London cluster (NCL) and North East London and the City cluster (NELC) have been working together to establish a single commissioning support service (CSS): the North Central and East London CSS.

The CSS will deliver high-quality, professional and innovative commissioning support to 12 foundation clinical commissioning groups (CCGs), representing a population of 3.3 million residents, and other potential customers such as the NHS Commissioning Board and local authorities.

The CSS Outline Business Plan (OBP) for the proposed North Central London CSS was finalised ahead of submission to the Business Development Unit, part of the emerging NHS Commissioning Board, in March 2012. A comprehensive review of the OBP took place at a panel session on 25 April, as part of a national programme of review of all Commissioning Support Services. The OBP was well-received by the panel, and feedback is expected in mid-May.

Recruitment to the Managing Director and Chief Financial Officer roles, which is being coordinated at a national level, has now started with appointments likely to be made in June. Other senior posts will be advertised shortly.

A proposed senior management structure for the CSS has been shared with staff for engagement and comments with a response deadline of 22 May. The remaining draft structures will be shared with staff for engagement before the end of May. Two further CSS development and engagement workshops for staff in both Clusters are taking place on 21 and 22 May.

A CSS Programme Migration Board has now been established. Meetings will focus on the implementation of next steps in the establishment of the CSS.

6. Development of Clinical Commissioning Groups (CCGs)

Following the update to the Committee in January 2012, the scope of the CCG delegation work stream expanded to incorporate the development of CCGs more broadly during the shadow-running year. Detailed planning for 2012-13 has been undertaken, including the approach to 'authorisation' of CCGs, senior appointments and performance management. Delivery of organisational development plans continues and activity with appointed providers is expected to continue into the summer for some CCGs.

During the transition year (April 2012 – April 2013), CCG performance will be monitored by the Cluster acting as the NHS Commissioning Board until its establishment in 2013. The performance cycle has now begun, with initial CCG performance management meetings undertaken with Islington CCG, Haringey CCG and Barnet CCG. These meetings proved very useful, and a number of issues surfaced which will be addressed to ensure that future reporting cycles are enhanced.

Once CCGs have secured delegation of eligible budgets, they will need to prepare to take on full accountability and management of these budgets from 2013 onwards

when they will become 'authorised'. To support this preparation, an authorisation process has been developed, for which guidance has recently been released.

The NHS CBA will seek assurance during the authorisation process that CCGs can – among other things – commission safely, discharge their responsibilities as stewards of the majority of the NHS budget and to carry out their functions in relation to improving quality, reducing inequality and delivering improved outcomes within the available resources.

The authorisation process is designed as a maturity model. It incorporates a number of thresholds set in the context of a longer-term vision drawn from what aspiring CCGs are already striving to deliver. To stagger authorisation throughout the transition year, CCGs will move through this process in waves. A Joint Cluster Working Group has been established, led by NHS North Central London, to share good practice as we move through the authorisation process.

The full authorisation guidance can be found on the NHS Commissioning Board website: www.commissioningboard.nhs.uk.

Recruitment to senior posts in CCGs in North Central London is due to proceed to interview stage following the appointment of the NHS CB London Regional Director on 4 May.

Progress continues to be made in the delegation of responsibility to emerging CCGs. Islington CCG, Camden CCG and Haringey CCG have secured sign off of all eligible budgets. Barnet CCG and Enfield CCG have secured sign off for the delegation of the prescribing budget, and plans are in place for both CCGs to achieve delegation for all eligible budgets later this year.

7. Recommendations

The Joint Health Overview and Scrutiny Committee is asked to:

- 1 Note the contents of this report and consider the implications of what this might mean for the overview and scrutiny function in the future;
- 2 Note the latest development status of the NHS Commissioning Board Authority, Public Health transition and Commissioning Support Service.