

NHS North Central London Transition Update Report Report to the Joint Overview and Scrutiny Committee v0.4

26 June 2012

1. Executive Summary

Members of the Joint Health Overview and Scrutiny Committee have received regular updates on the progress of the Transition Programme in NHS North Central London since January 2012.

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, an update paper focused 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.

Following the focus of the previous report, the June transition update reflected progress and developments of each of these three key 'receiving' organisations.

The purpose of future updates - including this July report - is to provide an overview of the latest developments relating to each of the key receiving organisations, as well as sight of the work the PCT Cluster is doing to enable the appropriate legacy, handover and closedown arrangements of NHS North Central London. Members are invited to reflect on how the transition could impact on their role in scrutiny.

2. Transition programme overview – July 2012

June's report included details of how the North Central London Transition Programme is structured to manage the transition from PCT Clusters to new receiving organisations. In an often uncertain and frequently changing environment, the Transition Programme continues to focus on the areas of least uncertainty, such as the development of the local Commissioning Support Service (CSS), where control and/or influence can be optimised to shape the future of healthcare locally.

It should be noted that the transition period will run until at least April 2013. To ensure effective delivery of outcomes and benefits intended, it will remain vital to ensure the programme progresses at a sustainable pace during this time. Clear leadership, management input and local ownership will be critical to the success of the programme.

The Transition Programme will continue to maintain 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 national developments as they occur.

3. NHS Commissioning Board Authority (NHS CBA)

The NHS Commissioning Board Authority is beginning to take shape, appointing to key senior roles, and developing its organisational structure. Appointments have now been made to each of the four Regional Director posts with further appointments in June to four Non-Executive Director roles.

A pan-London design group has been established to consider options for the design and development of the organisation structure of the London regional team. The group includes representation from NHS North Central London on direct commissioning.

The NHS CBA is becoming increasingly involved in the development of the emerging CSSs and CCGs, particularly in assuring CSS business planning. We expect this to continue and extend as the CBA continues to develop over the coming months.

Further information about the NHS Commissioning Board Authority, including the proposed organisation structures can be found on its website – www.commissioningboard.nhs.uk - which is regularly updated with developments as they take place.

Anne Rainsberry, the CBA's London's Regional Director, is visiting NHS North Central London on 12 July for a session with staff, the executive team and CCG chairs.

4. Public Health

Transition plans have now been developed by all five public health teams in NHS North Central London and work has started to deliver the transition. This includes preparing role specifications, defining and agreeing future operating models, and developing local information asset registers. Refinement of plans is currently underway, supported by on-going Cluster assurance including ensuring the alignment of local plans with wider Cluster HR activities.

The Department of Health consultation on a proposed public health workforce strategy closed for comments at the end of June. Further details can be found on the DH website: www.dh.gov.uk/en/Consultations/Liveconsultations/DH_133219.

In Barnet the Council have agreed to share a public health function and a single Director of Public Health with Harrow. The proposal was approved by both of the Council's Cabinets in June. Work to develop the future operating model for this shared working arrangement is ongoing.

In Camden and Islington, both Councils have approved the proposed plans for a shared public health function across the two boroughs. A joint Project Manager for this work is in place, and will be working closely with the teams to develop a joint transition plan. Work to agree a process for selecting a single Director of Public Health is ongoing.

The proposals to join Harrow and Barnet and Camden and Islington public health functions will be discussed at the NHS North Central London's Joint PCT Board meeting on 20 July.

In Enfield, work is underway to develop the future structure, which will be enabled by further guidance required on the scope of the NHS Commissioning Board and Public Health England when it becomes available. Activities are also underway to determine the specific Public Health Intelligence elements.

In Haringey, draft structure and job descriptions have been developed. As with Enfield, these will be informed by further guidance on the scope of the NHS Commissioning Board and Public Health England. Scoping activity around the contracts held by the public health function has been undertaken and consideration of the approaches for contract transfer is now in train.

5. Commissioning Support Service (CSS)

As the Committee was informed at the meeting in February, North Central London and North East London and the City Clusters are collaborating to develop a single Commissioning Support Service.

The CSS successfully passed through business planning 'checkpoint two' in March, where the Outline Business Plan (OBP) was positively received by the Business Development Unit at the NHS Commissioning Board. Development of the Full Business Plan (FBP) is now underway ahead of submission in August.

The process for appointing the Managing Director of the CSS is being co-ordinated at a national level and is well underway. However, further clarity is required around the timeframes and approach for the wider recruitment process.

The CSS Programme Migration Board has been established since May, with regular sessions focusing on implementing the new organisation including the development of its products and services.

6. Development of Clinical Commissioning Groups (CCGs)

As described in the report to the Committee in June, 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'. CCG Authorisation Guidance released earlier this year provided greater clarity around the process by which each CCG will seek to secure authorisation.

The full authorisation guidance can be found on the NHS Commissioning Board [website](#).

Authorisation will be approached in waves, staggered during the course of the year. CCGs in North Central London are sitting within the following waves:

- Wave one – Islington CCG
- Wave three – Barnet, Camden CCG and Haringey CCG

- Wave four – Enfield CCG

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

Recruitment to senior posts in CCGs in North Central London began in May, with two appointments to Accountable Officer posts made in Islington and Enfield CCGs. Chief Financial Officer posts have been advertised and interviews are expected to take place in July.

As described in detail in previous reports to the Committee, during the transition year (April 2012 – April 2013), CCG performance will be monitored by the Cluster acting as the NHS Commissioning Board.

A number of tools have been made available nationally to support CCGs in their development. Benefits derived from a recent one day 'learning by doing' event attended by six CCGs from across the country including Enfield CCG has resulted in proposals for a further session for CCGs in North Central London. This event is planned for August/September and scoping is currently underway to ensure CCGs get the most from the day.

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.