

<p>NHS NORTH CENTRAL LONDON</p>	<p>BOROUGHES: BARNET, CAMDEN, ENFIELD, HARINGEY, ISLINGTON</p> <p>WARDS: ALL</p>
<p>REPORT TITLE: Transition Programme Progress Update – March 2013</p>	
<p>REPORT OF: Alison Pointu Director of Quality and Safety and Executive Lead for Transition NHS North Central London</p>	
<p>FOR SUBMISSION TO: North Central London Joint Health Overview and Scrutiny Committee</p>	<p>MEETING DATE: 14 March 2013</p>
<p>EXECUTIVE SUMMARY OF REPORT:</p> <p>This paper provides an ‘exception report’ on the NHS North Central London Transition Programme as requested by Members of the Joint Health Overview and Scrutiny Committee and sets out:</p> <ol style="list-style-type: none"> 1. Progress on the handover of functions from NHS North Central London to the new organisations that will commission and manage healthcare services from 1 April 2013; 2. Details of the Legacy Management Organisation that will manage any residual activities and issues from 1 April 2013; 3. Our approach to managing the final remaining Transition Programme risks and issues. <p>Sile Ryan Transition Programme Manager NHS North Central London</p>	
<p>RECOMMENDATIONS:</p> <p>The North Central London Joint Health Overview and Scrutiny Committee is asked to note this report.</p> <p>Attachments included: Report.</p>	
<p>Alison Pointu Director of Quality and Safety and Executive Lead for Transition</p>	
<p>DATE: Tuesday 26th February 2013</p>	

TRANSITION PROGRAMME PROGRESS UPDATE – February 2013

1. Update on handover from NHS North Central London to new NHS organisations

The NHS North Central London Transition Programme is nearing completion of the phased handover of functions from NHS North Central London to the new organisations which will manage and commission healthcare services from 1 April 2013. This handover of functions was preceded by extensive joint planning and preparation across the system.

Significant progress has been made in partnership with receiving organisations to enable a smooth transition to the new system. The handover process involves meetings at functional level supported by comprehensive documentation, followed by Final Handover Meetings at Chief Executive, Chief Officer and Director level to provide oversight and sign-off. The majority of the functional level meetings have taken place, and NHS North Central London is on track to complete sign-off by mid March.

In addition, some activities and live issues will be handed over to a Legacy Management Organisation, where it is not appropriate for these to transfer to receiving organisations. This organisation is described in further detail below.

Delivery against plans for managing the closedown of NHS North Central London is also on track:

- The majority of NHS North Central London staff have been placed in new roles. The People Transition Team is engaged in a priority activity on a pan-London basis to identify opportunities across the system for suitable alternative employment for displaced staff.
- Month 9 Financial Hard Close was completed as planned, and audit has commenced.
- The Corporate Governance Team submitted the scheme of NCL assets and liabilities to the Department of Health as required in January 2013. These will be signed off formally at the final Joint PCT Boards meeting 21 March 2013.

During the final transition period there remains a core cluster team at NHS North Central London ensuring the delivery of statutory PCT functions including quality and safety, finance and supporting local governance arrangements until 31 March 2013.

2. The role of the Legacy Management Organisation

The purpose of the Legacy Management Organisation is to co-ordinate post-reform transition and to resolve appropriate legacy and new / unplanned issues as they arise. It will deal with legacy elements arising from closedown (locally and nationally), transfer schemes and unresolved or new issues.

Work is currently underway at the Department of Health, NHS London and NHS North Central London to identify legacy organisation activities and issues that will extend beyond 31 March 2013, and the resources and approach required to manage these activities. It is anticipated that the Legacy Management Organisation will be established at national level, with a specific and dedicated Legacy Management Programme for London.

The potential scope of the Legacy Management Organisation includes incomplete or on-going activities that are not appropriate to handover, or that will not be ready to be closed down or handed over by the 31st March. Some examples include:

- **Financial closure:** Completion of 2012/2013 accounts and audit, settling of outstanding invoices, final payments to staff relating to 2012/2013, transfer of balances to receiving organisations;
- **Human Resources (HR):** Management of remaining staff exits and HR administration activity;
- **Governance and case management:** Completion of annual reports; acting as a focal point to signpost new organisations to “old world” issues; managing the response to all claims or queries (including Freedom of Information) that are received relating to transition or the previous organisations’ statutory duties;
- **IT:** Closedown of servers and data centres; de-commissioning of assets and facilitating access to systems (e.g. finance and payroll);
- **Case management:** Management of investigations (e.g. Independent Investigations, Ombudsman cases, coroner’s inquests) that relate to the previous organisations’ statutory duties.

3. Managing risk during the final stage of transition

The Transition Programme for NHS North Central London is taking a risk-based approach to delivery. This approach places a strong emphasis on early identification, proactive management and resolution of risks and issues, with rapid escalation when necessary.

Key areas of risk for the future system in the period post 1 April 2013 have been identified, captured and are being actively managed in collaboration with NHS London and receiving organisations. These areas of risk and our mitigating actions are set out below.

Achieving a safe handover of corporate knowledge and skills from the old to the new system

Our mitigating actions include:

- A highly comprehensive approach to handover and assurance developed in partnership with receiving organisations. Detailed handover certificates have been developed for each statutory function and are discussed at each handover meeting. This is in addition to a comprehensive suite of legal documentation.
- A face-to-face meeting between the ‘sender’ and ‘receiver’ is being convened for the handover of every statutory function, to provide opportunity for discussion and sharing of information.
- A comprehensive ‘Library of Knowledge’, covering all key organisation, activities and developments related to the PCT Cluster has been developed as part of mitigation on loss of corporate memory.
- A systematic approach to documenting and sharing transition plans and reports and the outputs of all transition related meetings.

Ensuring the alignment of commissioning activities in the new system to avoid gaps in service delivery

Our mitigating actions include:

- Facilitating weekly conversations between those involved in delivery of the new system to avoid differences in expectations. For example, weekly meetings with the CCGs and the CSU.
- Working with organisations that will commission services in the new world to undertake skills transfer and capability development, and to support the development of commissioning partnerships.
- Convening learning and information sharing events for future commissioners and promoting joint working, e.g. Learning by Doing Event (October 2012), Quality and Safety Information Sharing Event (12 March 2013).

Maintaining the safety and stability of the healthcare system by ensuring continuity of commissioning and delivery of services

Our mitigating actions include:

- A robust approach to handover and assurance, which involves both functional meetings and Chief Executive and Director level meetings
- Local (CCGs and CSU) and pan-London (e.g. NHS Commissioning Board London) sender / receiver meeting taking place on a weekly basis to ensure complete clarity regarding 'who does what' once functions are transferred.
- Promoting collaborative working between senders and receivers, and amongst receivers, specifically around governance and functional transfer.

If residents of your boroughs have any questions about Transition at NHS North Central London or would like to receive further information or information in another format, please contact: Sile Ryan, Transition Programme Manager, Sile.Ryan@nclondon.nhs.uk.