

Commissioning Arrangements in North Central London

Summary

The [NHS 5 Year Forward View](#) sets out the direction for the NHS

In response, 44 areas across England have been developing Sustainability and Transformation Plans (STP).

STPs have brought commissioners and providers together with local authorities to address 3 gaps:

- Health and wellbeing
- Care and quality
- Finance and efficiency

In North Central London - Barnet, Camden, Enfield, Haringey and Islington CCGs are working with their main providers as well as with the 5 local authorities

Proposals

The following proposals were approved by all five CCG governing bodies:

- 1. Establish a Joint Committee of NCL CCGs.** This committee will jointly commission some services for the population of north central London. All CCGs will need to delegate some decision making from their governing bodies to the NCL Joint Committee.
- 2. Establish a new management structure across the NCL CCGs.** This includes creating shared posts across NCL, as well as local Executive Directors in each of the CCGs.

Individual CCGs will continue to be the statutory bodies accountable for the health and wellbeing of their populations.

NCL Joint Committee

Services that will be commissioned by the new NCL Joint Committee are:

- All acute services including core contracts and other out of sector acute commissioning. This includes contracts with:
 - Royal Free London NHS Foundation Trust
 - University College London Hospitals NHS Foundation Trust
 - The North Middlesex Hospital NHS Trust
 - Whittington Hospital NHS Trust (acute services)
 - Royal National Orthopaedic Hospital NHS Trust
 - Great Ormond Street Hospital for Children Foundation Trust
 - Moorfields Eye Hospital NHS Foundation Trust
- All learning disabilities contracting associated with the Transforming Care Programme
- All integrated urgent care (through the Urgent and Emergency Care Boards, including NHS 111 and GP Out-of-Hours services)
- Any specialised services not commissioned by NHS England

Membership of the NCL Joint Committee

Voting members:

- Chair from each CCG
- Lay member from each CCG
- Three independent clinical advisors, including a nurse
- NCL Accountable Officer
- NCL Chief Financial Officer

Non-voting members:

- Independent Chair of the NCL Joint Committee
- One representative from each local authority (to be nominated by each local authority)
- Director of Public Health (to be nominated by the Directors of Public Health)
- Two representatives of Healthwatch (to be nominated by Healthwatch)

Other people will be invited to attend meetings as required for specific agenda items. It will also be possible to amend the membership of the committee over time.

NCL CCGs' Joint Financial Strategy

The five governing bodies have agreed a joint financial strategy, which has four components:

1. The creation of an NCL investment pool – to provide funds for pump-priming of priority investments
2. The creation of an NCL risk reserve – to cover unexpected in year pressures
3. The collective management of key contracts – in line with the NCL commissioning strategy
4. The management of legacy financial issues within individual CCGs

Further work is needed to develop an agreed set of principles and processes for effective operation.

As a principle for any redistribution of funding, formal approval will be sought from NHS England to ensure compliance in respect of control totals and any adjustments required.

Commissioning at a local CCG level

| Services proposed to be commissioned independently by individual CCGs | Services proposed to be commissioned by individual CCGs but with strategic alignment across NCL |
|--|--|
| <ul style="list-style-type: none">• Children's joint commissioning and children's services outside of hospital• Primary care development• Primary care prescribing• Sexual health commissioning (within CCG responsibilities)• Joint commissioning with social care:<ul style="list-style-type: none">- preventative care- complex elderly- Better Care Fund | <ul style="list-style-type: none">• Mental health and community contracts<ul style="list-style-type: none">- Barnet, Enfield and Haringey Mental Health NHS Trust- Camden and Islington NHS Foundation Trust- South London and Maudsley NHS Foundation Trust- East London NHS Foundation Trust- Tavistock and Portman NHS Foundation Trust- Central London Community Healthcare NHS Trust- Central and North West London NHS Foundation Trust- Whittington Health NHS Trust (community only)• Other mental health commissioning• All hospice-based end of life care• Continuing healthcare and funded nursing care• Day-to-day tactical delivery of A&E performance |

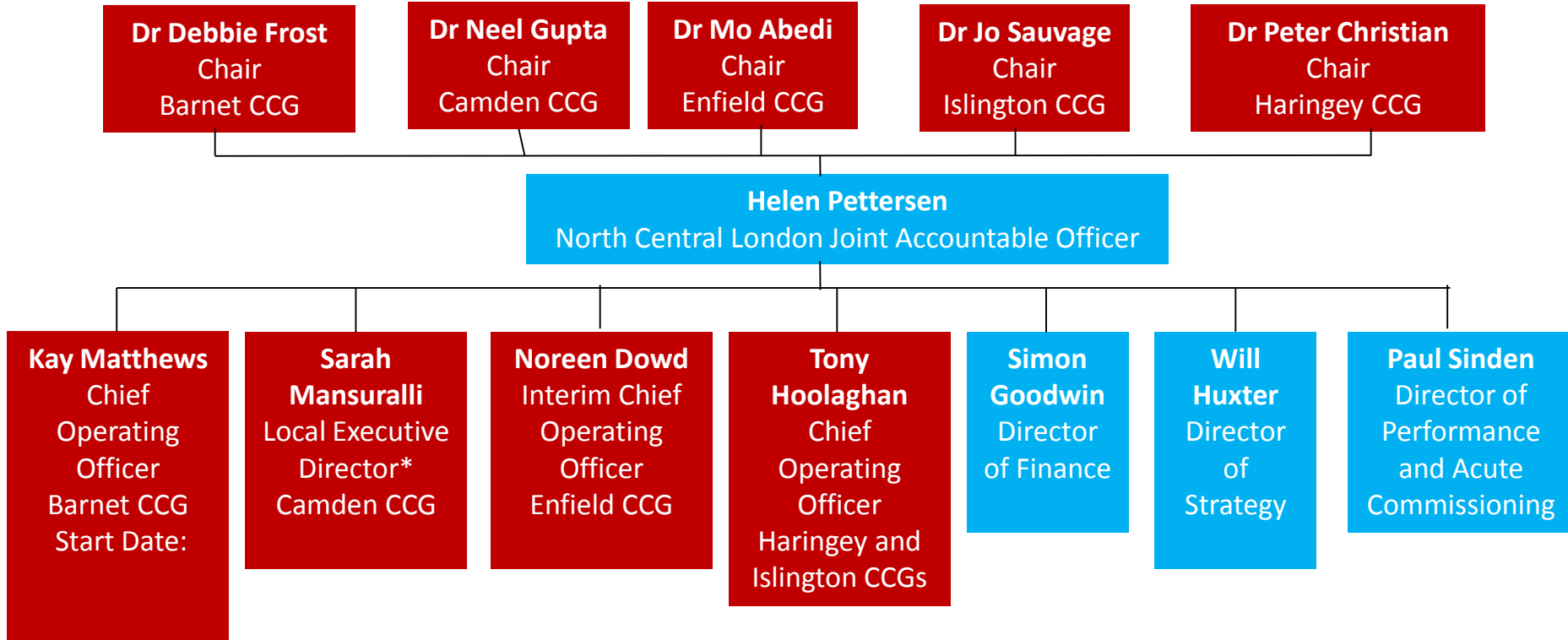
The new CCG management arrangements

New CCG management arrangements have been agreed to support the delivery of the NCL STP, including the creation of four new NCL shared executive roles:

- **An Accountable Officer (AO):** with accountability for the executive management of the NCL system and will be the Accountable Officer for each individual CCG.
- **A Chief Finance Officer (CFO):** with executive accountability for the financial performance of the NCL CCGs and the financial strategy, and will be the Finance Director for each individual CCG.
- **A Director of Strategy:** with accountability for shaping and delivering the strategy of the STP across NCL.
- **A Director of Performance and Acute Commissioning:** with accountability for assurance and service performance across NCL.

There will also be four **Chief Operating Officers/Local Executive Directors:** Managing Directors for Barnet, Camden and Enfield CCGs and a Joint Managing Director for Haringey and Islington CCGs.

The new management structure



Key:

Shared North Central London role

Local CCG role

* The Camden Local Executive Director post reflects the integrated commissioning management structure adopted by Camden CCG and Camden Council in 2016. The CCG Local Executive Director works in partnership with the Director of Integrated Commissioning at Camden Council. The Local Executive Director post has the same responsibilities as the Chief Operating Officer posts in other North Central London CCGs