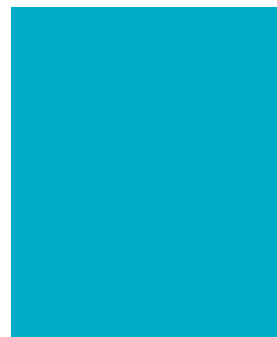
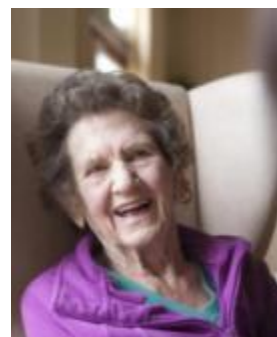
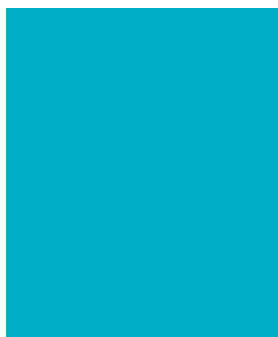


Establishment Programme Closure Report: June 2013



NHS England:
Corporate Planning and Support
Team



Purpose and background

- The NHS Commissioning Board (NHS CB), now known as NHS England, set up the “Establishment programme” to manage the major changes to the commissioning system, which were part of the broader health system reforms set out in the Health and Social Care Act 2012 (the Act).
- The Act received Royal Assent in March 2012, leaving just 12 months to develop and implement huge reforms, bringing together elements from over 160 different organisations into one.
- This report provides NHS England's Board with assurance that all programme activities have been successfully achieved as planned, and where transition activities continue into 2013/14, these are covered in NHS England’s business planning and reporting systems going forward.
- The work achieved was due to the considerable effort and commitment from NHS staff, who were often in dual roles, operating within the old system, whilst working to design the new one.

Purpose and background

- The Department of Health (DH) had oversight for all the work that was being undertaken by different parts of the new health and social care system to ensure that this was integrated.
- The NHS CB's Establishment Programme of work was one of a number of programmes being run by Arms Length Bodies (ALBs) and Agencies throughout 2012/13.
- The programme itself is now closed and any remaining work from the Establishment Programme has been incorporated into NHS England's business plan "Putting Patients First: The NHS England business plan for 2013/14 – 2015/16".

Scope of the Establishment Programme

- 49 work programmes supported the delivery of 13 Critical Success Factors (CSFs) agreed by the NHS CB's Board in May 2012.
- Regular reports of progress and risks were made to the NHS CB's Board, Audit Committee and Executive Team, and the Department of Health's Integrated Programme Office (IPO) during 2012/13.
- The NHS CB's 2012/13 Board Assurance framework (BAF) was used to manage risks related to the 13 CSFs.
- The tracking and monitoring of programme delivery has also included comprehensive testing of key systems through independent assurance (such as Deloitte on the financial systems).
- The following slide high lights key achievements successfully delivered by 1 April 2013. Annex A provides the description of the 13 CSFs and the status of the 49 work streams, as at 30 April 2013.

Key achievements delivered by 1 April 2013 include:

- 211 Clinical Commissioning groups (CCGs) in place across England and 19 Commissioning Support Units (CSUs) to support them.
- New national direct commissioning models developed for Specialised Commissioning, Public Health, Primary Health, Military Health and Offender Health.
- Safe transfer and redesign of the Emergency Preparedness, Resilience and Response (EPRR) model to ensure that a robust system to plan for, and respond to, a wide range of incidents and emergencies that could affect health or patient care.
- Transfer and redesign of key functions with partners to support the operation of the new commissioning system. A key component of this has been the development of patient and public centred approaches to commissioning services.
- Transfer and recruitment of over 6,000 staff from Primary Care Trusts (PCTs), Strategic Health Authorities (SHAs) and other organisations to ensure that NHS England has the right skills and experience in place to support the commissioning system.
- Set up of the Information Communication Technology (ICT) platform, estates and other corporate functions (Finance and HR) for NHS England to ensure that the commissioning system and its staff have the appropriate tools and facilities available to undertake its work.

Closure Status

49 work programmes status: Refer to Annex A for detail

24 work programmes (shown in dark green) are closed and all planned work is completed.

17 work programmes (shown in light green) have activities remaining that have been transferred into mainstream business plans.

8 work programmes have activities that are part of the remaining transition work (shown in grey). These are also being tracked as part of NHS England's business planning process.

Risk status:

All risks in the NHS CB's 2012/13 BAF in relation to the delivery of the 13 Critical Success Factors (CSFs) have been reviewed and closed, apart from one around the transformation of the Family Health Services (FHS), as this work is on going and it is proposed that this is transferred to the 2013/14 BAF.

Annex A: Detailed Closure

Critical Success Factor			Products being delivered in 2013/14 as part of NHS England directorate work plans
Work Programme	Programme	No of programmes supporting CSF	
1. Safe transfer of functions from current organisations (DH, PCTs, and SHAs) to a new commissioning system comprised of an NHS Commissioning Board, CCGs and commissioning support organisations.		7	
1	Quality Focus		
5a	NHS Change and Improvement Approach		
5b	NHS Change and Improvement Approach - NHS Innovation (formally, the National improvement Body)		
18	NHS CB Information Strategy		Products being delivered in 2013/14 as part of business plans include the continued development of Care.data and the Integrated Intelligence Tool.
27	CCG Development and Relationships		
28	Quality Improvement and Clinical Leadership		Operationalisation of Clinical Senates and Networks, set up during 2012/13 are being managed via the Operations directorate and the Clinical Advice Hub through the Medical directorate.
N/A	Integrated care and Support		Product: National Task and Finish Group established to develop tools and support as required and requested by the local system (August 2013).

Critical Success Factor			Products being delivered in 2013/14 as part of NHS England directorate work plans
Work Programme	Programme	No of programmes supporting CSF	
2. Safe transfer of Emergency Preparedness, Resilience and Response (EPRR) responsibilities at all levels		1	
3	NHS Resilience and Emergency Planning		
3. The NHS Commissioning Board is established with the full set of legal powers required to deliver its functions.		6	
35a	Legal Establishment & Sponsor Relations		Product: Revisions to the NHS England framework agreement with the DH (August 2013)
35c	Estates and Facilities		Product: Review Estates Strategy for NHS England for permanent accommodation: a) Quarry House (Leeds) refurbishment complete (October 2013). b) Identify permanent base for NHS England London based staff (Target date for the identification of the London base is the end of May 2013) .
35c	Information Communication Technology (ICT)		Product: Complete the deployment of the Open Service technology platform to all NHS England sites (end October 2013).
35e	Communications, Branding, Marketing		Product: Continued development of NHS England's intranet is part of P&I's work plan for 2013/14.
35f	NHS CB Corporate Accountability and Governance		The corporate governance framework is in place and work will continue in 2013/14 to ensure all the governance functions and policies are functioning as planned.
35h	Policy, Research and Evaluation		

Critical Success Factor			Products being delivered in 2013/14 as part of NHS England directorate work plans
Work Programme	Programme	No of programmes supporting CSF	
4. The NHS CB is adequately resourced to enable it to carry out its functions, with people transferred from existing organisations (DH, SHAs, PCTs, and ALBs) in accordance with the People Transition Policy.		3	
35i	People Transition		Accuracy of HR data for internal use e.g. Payroll is to be finalised .
35b	Human Resources		HR policy development is part of the 2013/14 work plan .
35g	Shared Services (HR)		
5. There is full coverage across England by established CCGs, with the majority fully authorised.		1	
8b	CCG Authorisation		
6. Commissioning support services, with robust oversight arrangements, are in place, providing high quality support to the NHS CB and CCGs.		1	
11	NHS CB market strategy and initial provision of commissioning support		Product: CSU staff survey to continue in to 2013/14 (March 2014).
7. The NHS CB has an agreed Mandate, which provides the freedom and resources to deliver its full set of functions.		1	
14	NHS Mandate and relationship with the Department of Health (DH)		

Critical Success Factor			Products being delivered in 2013/14 as part of NHS England directorate work plans
Work Programme	Programme	No of programmes supporting CSF	
8. A new finance spine is in place and continuity of FHS payments has been delivered.		3	
9	Financial spine, rules and incentives		
6	Financial Systems Control		
35d	Finance and Procurement		Product: Final accounts for NHS Commissioning Board for part year 2012-13 (October 2012 - March 2013) published (August 2013).
9. Agreed operating plans are in place focused on delivering the NHS Outcomes Framework, the NHS Constitution, any other requirements that flow from the mandate and statutory requirements for: a) Fully or partially authorised CCGs; b) in the NHS Commissioning Board for all services that will be commissioned directly by the Board (offender health, military health, specialised commissioning and primary care) c) shadow CCGs (established but not authorised)		7	
2	Choice and Competition Framework		Product: Decision tool(s) for commissioners (September 2013). Product: Monitoring and evaluation programme (on going).
8a	Commissioning Accountability and Planning		Products: CCG Planning Assurance framework (Published 3 May 2013). All operating plans agreed and in place for CCGs and Direct Commissioning Services (May 2013).
10a	Direct Commissioning - Specialised Commissioning		

Critical Success Factor			Products being delivered in 2013/14 as part of NHS England directorate work plans
Work Programme	Programme	No of programmes supporting CSF	
CSF 9 cont.			
10b	Direct Commissioning - Public Health		
10c	Direct Commissioning - Primary Care, Military Health and Offender Health		Products: Offender Health: Securing Excellence for Offender Health was published in March 2013. A supplementary document around Securing Excellent Sexual Assault Services was published in June 2013.
12	Commissioning Enablers		
19	NHS Constitution		Product : NHS Constitution established in NHS England's corporate systems (on going). Product : Strategy and programme plan for promotion of the NHS Constitution (May 2013).
10. Partnership agreements are in place which capture the way the NHSCB will co-operate and collaborate with external partners to deliver its statutory functions, consistent with its organisational objectives		8	
13	NHS CB relationship with industry		
16	NHS CB Concordat with Local Government		
20	Public Health England		
21	NHS CB Compact with Health Education England		Product: Concordat between NHS England and Health Education England to be finalised setting out ways of working between the new organisations.

Critical Success Factor			Products being delivered in 2013/14 as part of NHS England directorate work plans
Work Programme	Programme	No of programmes supporting CSF	
CSF 10 cont.			
22	NHS CB Partnership with Unions		
23	NHS CB Partnership with Professional Groups		Product: Partnerships with Professional Groups. Work is continuing and will be part of the Medical directorate's work plan 2013/14.
25	NHS CB Compact with regulators		Product: Finalisation of agreement with Monitor (June 2013)
26	NHS CB relationship with providers		
11. The NHS Commissioning Board has received positive feedback from partners on its values, behaviours and whether the NHS CB is delivering on its commitments.		0	
	Refer to CSF 10		
12. The NHS Commissioning Board can demonstrate that patients, the public and their representatives have participated in, and the Board has responded to their views on, the establishment of the NHS CB.		1	
24	Patient and Public Voice Insight		

Critical Success Factor			Products being delivered in 2013/14 as part of NHS England directorate work plans
Work Programme	Programme	No of programmes supporting CSF	
13. An organisational development strategy and plan is in place, providing interventions designed to create a high performing, healthy organisation where people want to work and with whom others want to do business.		7	
7	NHS Leadership Academy		Product: Complete the final review of the Leadership Academy 's financial and business plans for 2013/14 (June 2013).
17	Strategy (Process, Positioning and Plan)		Product: Publish national vision for the future of NHS Services.
29	Organisational Design: Values; Director & Leadership development; and staff development and capacity		Product: PDR system design and development taking place and due to be available October 2013. On going organisational development work is part of the work plan for 2013/14. This includes continuing work in the following three areas: Matrix Working, Director Leadership Development and Staff development and capability,
30	Matrix Working		
31	Directorate Build		
32	Director Leadership Development		
34	Staff development and capability		

Cross programme work streams supporting the delivery of 13 CSFs

Equality and Health Inequalities	1	The following products have been transferred to the 2013/14 work plan: 1) The high-level strategy on inequalities for Board approval. 2) Develop a programme to deliver the equality and health inequality strategy through matrix working with other Directors across NHS England and 3) NHS England's long term equality objectives developed, agreed and published. Work will start on the long-term objectives from October 2013. The Board agreed interim equality objectives on 12 April 2013.
Innovation	1	Products: Academic Health Science Network designations announced (w/e 10 May); Web Portal for NHS Innovations launched (target summer 2013. Currently in test); and NHS Innovation Fellowship Scheme Launched (16 May 2013).
Tariff	1	Product: Agreement of resource transfer/team to NHS England to deliver future tariff (April 2014) Product: Joint agreement with Monitor on definition of minimal change and 14/15 tariff (Sept 2013)
Total no of work programmes across all 13 CSFs	49	