

# Changes across the region and the NHS Operating Framework



# Lots of changes across NHS



**1 July 2022:** Establishment of ICBs

**1 April 2023:** Delegation of POD – Pharmacy Optometry & Dental services from NHS England to ICBs

## **In progress:**

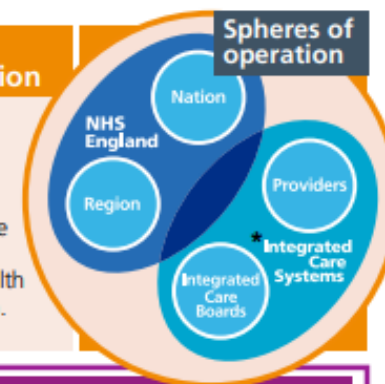
- Implementation of NHS Operating Framework: [NHS England » NHS England operating framework](#)
- Creating a new NHS England
- ICB consultation processes in response to running cost allowance reductions from 24/25 onwards
- Delegation of Specialised Commissioned services from 1 April 2024 with staff transfer from NHSE from 1 April 2025

# The NHS England operating framework: the foundations

**1 Why we are here** To lead the NHS in England to deliver high-quality services for all

## What we do to add value

2 Set direction	Allocate resources	Ensure accountability	Support and develop people	Mobilise expert networks	Enable improvement	Deliver services	Drive transformation
<ul style="list-style-type: none"> <li>Policy and strategy</li> <li>Relationship with government</li> <li>Agree mandate</li> <li>Set annual planning guidance and priorities</li> <li>Provide leadership.</li> </ul>	<ul style="list-style-type: none"> <li>Plan workforce strategy with partners</li> <li>Workforce innovation</li> <li>Financial structures and incentives</li> <li>Financial stewardship of NHS</li> <li>Financial allocation.</li> </ul>	<ul style="list-style-type: none"> <li>Accountability</li> <li>Standards</li> <li>Goals and expectations</li> <li>Monitoring and assurance</li> <li>Regulation</li> <li>Health protection.</li> </ul>	<ul style="list-style-type: none"> <li>Leadership culture and development</li> <li>Culture and behaviours</li> <li>Inclusion and diversity</li> <li>Training and education.</li> </ul>	<ul style="list-style-type: none"> <li>Expert knowledge and consensus</li> <li>Outcomes</li> <li>Benchmarks</li> <li>Best practices</li> <li>New products and services</li> <li>National stakeholders</li> <li>System development.</li> </ul>	<ul style="list-style-type: none"> <li>Support improvement</li> <li>Deploy improvement support</li> <li>Intensive support</li> <li>Regulatory intervention.</li> </ul>	<ul style="list-style-type: none"> <li>Digital</li> <li>Data and analytics</li> <li>Commercial &amp; procurement support</li> <li>Direct commissioning.</li> </ul>	<ul style="list-style-type: none"> <li>Medium-term priorities</li> <li>Transformation enablers</li> <li>Partner with life sciences</li> <li>Population health and prevention.</li> </ul>



## 3 How we do it

Leadership behaviours	Working to improve lives	We are inclusive - everyone counts	Working as one team	Getting things done	Learning and improving	Compassion and respect
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Accountabilities and responsibilities	Providers	ICBs	NHS England
	<ul style="list-style-type: none"> <li>Statutory responsibilities for safe, effective, efficient, high-quality services</li> <li>Effective system working and delivery of their contribution to ICS strategies and plans</li> <li>Financial performance and requirements set out in NHS planning guidance, including quality and access</li> <li>Compliance with provider licence, Care Quality Commission standards</li> <li>Reducing unwarranted variation, especially through Provider Collaboratives.</li> </ul>	<ul style="list-style-type: none"> <li>Effective system leadership which balances immediate and longer term priorities</li> <li>Overseeing NHS delivery of strategies and plans, ensuring progress toward and achievement of objectives for annual planning and Long Term Plan priorities.</li> <li>Overseeing the budget for NHS services in their system</li> <li>Ensuring delivery of the ICB core statutory function of arranging health services for its population and compliance with other statutory duties</li> <li>Work with local authorities to act as the stewards of local population health outcomes and equity.</li> </ul>	<ul style="list-style-type: none"> <li>Use input from ICBs, providers and their partners to agree the mandate for the NHS with government and secure required resources</li> <li>National NHS performance and transformation as set out in NHS mandate and constitution</li> <li>Contribution to effective system working and delivery, including statutory intervention if required</li> <li>Foster relationship and alignment with government</li> <li>Stewards of the NHS</li> <li>Set strategy for the future</li> <li>Foster productive relationships with partners and major stakeholders.</li> </ul>

## 4 What we need to achieve

Medium term objectives	STOP avoidable illness and intervene early	SHIFT to digital and community	SHARE the best	STRENGTHEN the hands of the people we serve	SUPPORT our local partners
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Outcomes	<ul style="list-style-type: none"> <li>Longer healthy life expectancy</li> <li>Excellent quality, safety and outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Excellent access and experience</li> <li>Equity of healthy life expectancy, quality, safety, outcomes, access and experience</li> </ul>	<ul style="list-style-type: none"> <li>Value for taxpayers' money</li> <li>Support to society, economy and environment</li> </ul>
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\* Partnerships between ICBs, NHS providers, local authorities and other partner agencies are now a core component of the NHS's operating framework and ways of working. NHS England will support NHS leaders to embed partnership working locally, and we will work with partners to support wider ICS development.

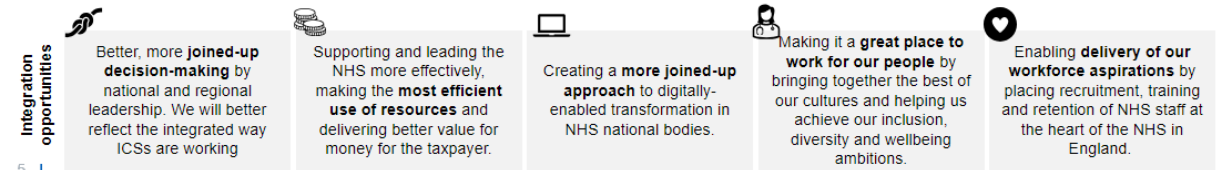
# Creating a new NHS England - Bringing together NHS England & Improvement, NHS Digital and Health Education England into a single organisation



## There are drivers and further potential opportunities in creating a new NHS England

	System transformation	Recent reports	Best value	Political	Long term goals
Drivers & wider context	The creation of Integrated Care Systems and Integrated Care Boards is driving system transformation which requires us to change how we work	Laura-Wade Gery report 'Putting data, digital and tech at the heart of transforming the NHS' recommendation to merge NHS D and NHS X into NHS EI	Need to continue providing best value for money for the taxpayer	Secretary of State's desire to put long-term planning and strategy for healthcare workforce at the forefront of the NHS agenda	For example delivering C-19 vaccinations, elective care recovery and refreshing the NHS Long Term Plan

## 'Creating the new NHS England programme'



## Key changes to our future size

We need to **reduce the size of our organisation, so that we are focused on enabling and supporting change, and empowering systems to lead locally**. This means being rigorous about the activity our new organisation undertakes. We need to simplify how we work across the new organisation and how we interface across the wider NHS to maximise our impact and value.

Based on our initial work, we expect that, by the end of 2023/24, the new single organisation will be at least **30%, and up to 40%, smaller** than the current combined size of NHS England, Health Education England and NHS Digital. We will take account of any vacancies we have.

### To date, this has involved:

- Reviewing all our **national programmes to ensure effective, streamlined delivery of key priorities** and consider new ways of enabling sustainable improvement. We are reviewing which functions we can delegate to ICSs and from national to regional teams. Where we can, we will build on the delegation of direct commissioning functions, transferring roles to the wider system and explore what other functions would best be delegated or transferred locally.
- **Introducing recruitment controls** (initially introduced on 18 July). In November, we shared that colleagues in NHS England, Health Education England and NHS Digital have taken the decision to further tighten the recruitment controls established in July with immediate effect. Please find this update [here](#).
- Exploring how all three organisations can offer **voluntary redundancy schemes**. The proposed scheme has been developed across the three merging organisations and with trade unions. It has support from all our boards, and subject to approvals, we anticipate that it will launch in early 2023. It is not anticipated that the scheme will be open to everyone, but instead will be focused on specific eligibility and selection criteria.
- Managing this **important organisational change process in close partnership with our staff trade unions** including how we consult with you and manage any selection processes and redeployment or redundancy exercises.



# Progress in NHS England – East of England

- Organisation design phase is complete – consultation ended in mid – August after a 45 day consultation period – efficiency ask is proportionate across all directorates
- Individuals have been issued with provisional status letters and have had the opportunity to challenge these if they believe their status is incorrect
- Start of October we will begin the filling of posts process which will run through a number of stages and expect to conclude in the final quarter of 23/24
- Ensuring equality, diversity and inclusion is at the heart of what we do – throughout the design phase and the filling of posts / implementation phase
- Maintaining BAU in parallel
- Ensuring staff feel supported and have access to resources as needed throughout the process
- Overall, we aim to implement a new regional organisation to provide professional leadership, guidance and support to systems



# ICB consultations

- ICB Running Cost Allowances (RCA) have historically been held flat in cash terms
- It has been confirmed that RCA will be subject to a 30% reduction per ICB by 2025/26, with at least 20% to be delivered in 2024/25.
- This has provided some time for ICBs to reorganise and gives some flexibility on funding change, with scope for ICBs to go further and faster where possible, enabling resources to be recycled into front line care.
- Each ICB is working through their own response to the reduction in RCA, how they restructure and the required steps.
- Some ICBs have completed consultation processes already, some in progress and some due to start.
- Maintaining BAU in parallel
- Ensuring staff feel supported and have access to resources as needed throughout the process



# Specialised Commissioning Delegation

- From 1 April 2024 we expect to delegate a large portion of specialised services from NHS England to ICBs
- This will enable ICBs to join up the specialist elements of pathways with the prevention activity and primary, community and secondary care services that they are responsible for.
- NHSE regions and ICBs are currently completing their pre-delegation assessments which will be moderated and then considered by the NHS England Board in December 2023.
- It is expected that commissioning staff will transfer from NHS England to the specialised commissioning hub ICB from 1 April 2025

# Questions?