

HR Transition Framework For Commissioning Reform in North Central London

1. Background

Across North Central London, there are diverse populations with some common and some different challenges. NCL CCGs have been working together under a joint Accountable Officer and Chief Finance Officer for 18 months. As part of this, some functions have been delegated to NCL wide Committees to support more effective working. Alongside this, the NCL CCGs have been working together with partners on a range of transformational programmes through the STP to build on organisational ambitions which include

- Improving the health and wellbeing of the local population
- Reducing health inequalities
- Maximising out of hospital care and build resilient, well supported communities

In NCL, significant progress on transforming services, to address the three gaps set out in the NHS Five Year Forward View, has already been undertaken ranging from mental health crisis provision, to consistent and quicker discharge home from hospital, and faster access to hospital specialists to support primary care.

Whilst progress has also been made against the three gaps set out in the NHS Five Year Forward View, the CCGs are now faced with considerable financial challenges and a need to reduce system costs alongside preparing our organisations to work in new more integrated and collaborative ways that ensure there is a sustainable health and care system to improve outcomes of our diverse and growing population.

2. Introduction

The NHS Long Term Plan published in January 2019 sets out a refreshed vision for the future of NHS services, building on the Five Year Forward View. The plan confirms the need to streamline commissioning arrangements via a single CCG for each Integrated Care System (ICS) rather than the 5 CCGs that we currently have across North Central London. This will enable a single set of commissioning decisions at system level that includes the development of local Integrated Care Partnerships (ICPs) which would be underpinned by Primary Care Networks (PCN).

In view of the above, every system will need streamlined commissioning arrangements to enable a single aligned strategic commissioning direction that will support a new system accountability framework and provide a consistent and comparable set of performance measures.

The Plan confirms existing clinical priorities and makes a number of commitments in that the NHS will:

- Do things differently through a new service model
- Take more action of prevention and health inequalities



- Improve care quality and outcomes for major conditions
- Ensure the NHS staff get the backing they need
- Make better use of data and digital technology
- Ensure we get the most out of tax payers' investment in the NHS

In line with the NHS Long Term Plan, over the past 6 months, across NCL, there has been a co-ordinated programme of events exploring potential future arrangements for integrated health and care, at borough level and across the five boroughs. This has identified a number of opportunities to increase the level of collaborative working, to work differently, to strengthen front-line support to residents and a population-wide approach to health and wellbeing.

3. Purpose

The purpose of the HR Framework is to provide assurance to the CCG Boards, Senior Management and Staff Side Organisations of the fairness, equity and consistency in approach that will be applied during any change management arrangements required as part of the transitional period. The Framework will also provide clarity and focus on the key priorities and HR objectives that will need to be addressed to ensure a seamless process throughout this complex change programme.

The HR Framework's primary objective is not only to ensure a consistent approach is applied in the handling of employee related matters affecting staff, but to give assurance to staff of the support and commitment that all staff can expect during this period of change.

The focus of this Framework is on staff. We recognise that office holders also play a very important role in all of the 5 CCGs, and we will produce a separate document setting out the proposed approach to office holders through this period of change.

4. Alignment of Commissioning and Operational Delivery

The key drivers for change that have been identified to support the alignment of our Commissioning arrangements and operational delivery have been identified as:

- The NHS Long Term Plan sets out that there will be one CCG per Integrated Care System (and therefore one for North Central London)
- Current governance and decision points are duplicative and can slow down the impact we can have for residents
- We need to move away from transactional processes to delivering transformational change
- We need to dedicate time to borough-based integration to increase our focus on communities and prevention
- Revising ways of planning services based on population health to maximise the impact we can have



Detailed below are the benefits of aligning our commissioning arrangements and operational delivery:

- Working more effectively across North Central London to ensure teams spend time on work that will have the biggest impact for our residents:
 - Improved effectiveness
 - Reduced duplication
 - Improved sharing best Practice
 - Increased career opportunities for staff
 - Improve Capability
 - Reduction in system costs
 - Delivery of the required 20% Management Cost Savings

- To make the best use of our Clinical Leadership and become more effective in our decision-making processes.
 - Streamlined decision making
 - Best use of clinical leadership
 - Reduced duplication across CCGs
 - In line with NHS Long Term Plan
 - Sets us up to better work with Partners in ICS

5. Transition

This HR Transition Framework has been developed for NCL CCGs to support the transition process and the new direction of travel that will have a direct impact on services and staff that as we move to new commissioning arrangements. The change process takes into account the commitment to retaining highly skilled people and their expertise, and at the same time aiming to make North Central London a great place where staff want to work now and in the future.

The Framework sets the overarching HR strategic direction and underpinning interventions required that supports a mechanism in which to maximise the opportunity of employment and retention of scarce knowledge and skills across NCL CCGs and to facilitate continuity of service across organisational boundaries.

Transition will be the first critical phase in delivering the step change required as part of the development of our new organisational form and the smooth delivery of the organisational change process to enable a stable platform for future transformational interventions that deliver effective service outcomes and value for money.

Successful implementation of the HR Transition Framework will be a critical part of the overall change management process and the transitional programme ensuring:

- NCL CCGs embed strong practices and values in order to address organisational challenges and provide sustainable solutions for the future transformational developments.



- Ensure staff are supported, engaged and communicated with effectively throughout the development and implementation of the new commissioning arrangements.
- There is minimum disruption to business as usual and continued service improvements delivered during the development phase of the new commissioning arrangements.
- Any re-structuring requirements as a result of the development of the new commissioning arrangements are carried out fairly and equitable and in accordance with good HR governance arrangements and in line with HR Policies and Procedures.
- Maximisation of employment and minimising redundancies where possible.

6. Overarching HR Transition Principles

The NHS is founded on a common set of principles and values and has an important role in upholding the NHS Constitution. Employees have a right to be treated fairly, with courtesy and respect. The application of this HR Transition Framework must therefore ensure that all staff have equal opportunities in employment throughout any period of change. No employee shall receive less favourable treatment on grounds of age, gender, marital status, race, religion, creed, sexual orientation, colour, disability, working patterns or on the grounds of trade union membership.

NCL's HR Transition Framework sets out the agreed core principles and guidance to be adopted during the transitions and on how we can work together to meet the challenges ahead.

The HR Transition Principles to ensure staff are supported are outlined below:

- consult and engage with employees and their representatives and make sure they are kept fully informed and supported during the change process
- promote transparency, equity and fairness in all restructuring, selection and appointment processes
- ensure professional and respectful behaviour towards all employees moving between CCGs
- work with pace to minimise disruption and uncertainty for employees affected by change
- ensure the consistent treatment of employees at all levels
- actively promote equality and diversity standards through all restructuring, selection and appointment processes
- promote compliance with relevant employment legislation
- undertake early engagement with employees and staff side organisations to enable effective and sustainable change.
- ensure that there is an equality impact assessment of the proposed changes
- ensure that all reasonable steps are taken to maximise opportunity of employment and minimise redundancies and work to ensure that valuable skills knowledge and experience are retained



- ensure that employees who leave are supported and treated with dignity and respect
- use the transition process to enable shared learning and career opportunities
- Staff will receive training and development, as appropriate to meet new skill requirements and where appropriate to identify new career opportunities, with funding and time to attend activities.

7. The Role of HR During Transition

The required reform detailed within the NHS Long Term Plan and the requirement for a 20% management cost reduction can present a difficult period for staff working within NCL CCGs as the uncertainty of continued employment and the management of transitional arrangements for the staff, are heightened whilst maintaining essential day to day services.

The changes required present significant challenges and the potential for increased efficiency and cost reductions across our CCGs become increasingly important.

The NHS Long Term Plan clearly has implications for all NCL CCG staff and therefore during the transitional period, it is essential that the Human Resource Function provide support for staff, and we need to be proactive in how we do this. It is important to maintain morale and stability in order to deliver improved patient outcomes, any financial savings and ensure business continuity.

8. Key HR Priorities

Key priorities for HR during Transition Primary and the need for effective Strategic Human Resource Management will include the following:

- **Transition Management**
 - There will be a requirement for seamless transitional arrangements for services and staff who feel engaged and supported in all areas of the transition.
 - Management of risks relating to the workforce
 - Business continuity
- **Retaining Key Talent/Supporting Staff Through Transition**
 - Assessing business critical posts within structures to retain leadership, knowledge and expertise
 - Review existing spend on learning and development so that sufficient funding is available to support staff through change.
 - Support Directors in undertaking effective skill mix reviews, restructuring (where required) whilst ensuring application of the relevant change management policies
- **Increasing line management capability to handle people management**
 - Proactively increasing the skills, confidence and competence of line managers through a range of accessible interventions which will mitigate commencement and escalation of employment related case work.



- **Financial Sustainability – Management Cost Reduction**
 - Looking at options to reduce workforce costs while retaining high performance
 - Identify highest cost areas of workforce spend and support as required to assist in developing and delivering cost improvements
 - Reducing duplication that supports increased capability and efficiency

- **Workforce Planning, redesign and productivity**
 - Constraints on headcount 'making do with less'
 - Finding efficiencies through joint services and shared resources
 - Adopting new technologies which support more efficient use of the workforce
 - Understanding staff turnover and scrutinising vacancies in the local health economy to consider potential redeployment of workforce as required
 - Improving attendance rates/reducing absence
 - Increased flexibility of workforce

- **Staff Satisfaction/Engagement and Wellbeing**
 - Partnership working with staff side colleagues
 - Effective communication/team time to enable engagement and involvement in service changes
 - Promotion of the positive elements which affect staff whilst facing challenges during transitional period e.g. Training and development opportunities, flexible working.
 - Appraisals to assist in clarity of role and contribution to the organisation
 - Promotion of Equality and Diversity and the health and wellbeing of staff
 - OD Plans
 - Supporting new emerging models of for new commissioning arrangements

HR will work closely NCL's SMT, with NHS England Colleagues (to ensure best practice) as well as cross cutting areas such as Finance, IT, Communications and Estates adopting a proactive approach throughout the transitional period ensuring effective business continuity is maintained.

9. Joint Consultative Arrangements

Undertaking early engagement with staff and their staff side organisations to enable effective and sustainable change is another important principle to the successful transitional process.

Working in partnership with our staff side colleagues is pivotal to the transition process, and will be led at an NCL level. NCL CCGs will review how the current Joint Partnership Group is working and where required increase the meetings as this is the central consultative group.

When staff are identified as being affected by change then the employees concerned and their representatives will be consulted with. This consultation will begin at the earliest opportunity. NCL CCGs supports the principles of staff representation and staff may be represented by recognised trade unions throughout this process, wherever practicable. The onus will be on the staff member to involve their representative in individual issues, should they wish to do so.

North London PARTNERS in health and care

NCL HR Transition Framework



Prior to and during formal consultation with staff, NCL CCGs will provide staff with regular communications in relation to the proposed changes. Communication mechanisms are in place to ensure employees are aware of the support initiatives available to them during this period of change.

10. Communication and Engagement

NCL CCGs working collaboratively together to ensure effective communication mechanisms are adopted in order to ensure consistent and regular communications to key stakeholders, staff and staff side organisations.

A robust Communications Plan is currently being developed by the Communications and Engagement function plan to ensure that staff who are identified as affected by change are consulted and communicated with on a regular basis and in accordance with employment legislation, best practice and in accordance with CCGs' change management policies.

Formal staff consultation will require the support of effective communication processes in order to ensure that all staff and staff side organisations are kept informed and up to date on progress/staff implications during the transitional period. The aim of the communications plan is to enable a robust, planned and consistent approach to engaging and communicating with staff in a planned and structured manner.

In addition to the above, all communication to staff, staff side organisations and key stakeholders should adhere to the following Communication principles outlined below.

- Communication activity should take a proactive approach rather than reactive.
- North Central London will act as a Transition Board with oversight from a Design Group with nominated Governing Body leads on. All communication will follow a structured approach in line with the Transitional Board/Design Group requirements.
- All key messages and information should be agreed with the Transition Working Group
- All communications must be two way, with effective feedback mechanisms.
- All communications should be delivered in an accessible format.
- HR Communication activity will be co-ordinated by the HR Transition Workstream.
- Continually explore ways of communicating to staff and staff side organisations to enable two-way communications.

11. Conclusion

The HR Transition Framework has been developed to ensure the establishment and delivery of a robust HR Framework that provides clarity and focus on the key HR issues that will need to be addressed to ensure a seamless process throughout the transitional period and beyond. The Framework will also support all parties working to an agreed timetable and within agreed governance arrangements taking appropriate actions where there are slippages that could impact on the overarching Transition



Programme timescales either directly or through interdependence with other work streams.

To support the achievement of required outcomes and to minimise disruption of service delivery, it is vital that staff, managers and staff side organisations have the necessary communication and engagement regarding the arrangements that are being put in place to support staff throughout the transitional arrangements. The HR Transition Framework is a mechanism which will ensure clarity and consistency in approach for all staff throughout this process.

Human Resources have a pivotal role in ensuring successful achievement of the key priorities and HR objectives outlined within the HR Transition Framework. It is vital therefore, that the Human Resources function adopts a dynamic, flexible and responsive approach to support the overarching transitional programme of work and to enable the CCGs to move at pace whilst recognising at the same time the uncertainty of this agenda.

The rapidly developing and changing environment means that we will need to continually monitor and review our approach to the transitional arrangements as a whole.

Michelle Chadwick
HR Programme Director
NCL CCGs

June 2019

