



City and Hackney Place Based Partnership

Place Based structures
October 2023

Context and Outline

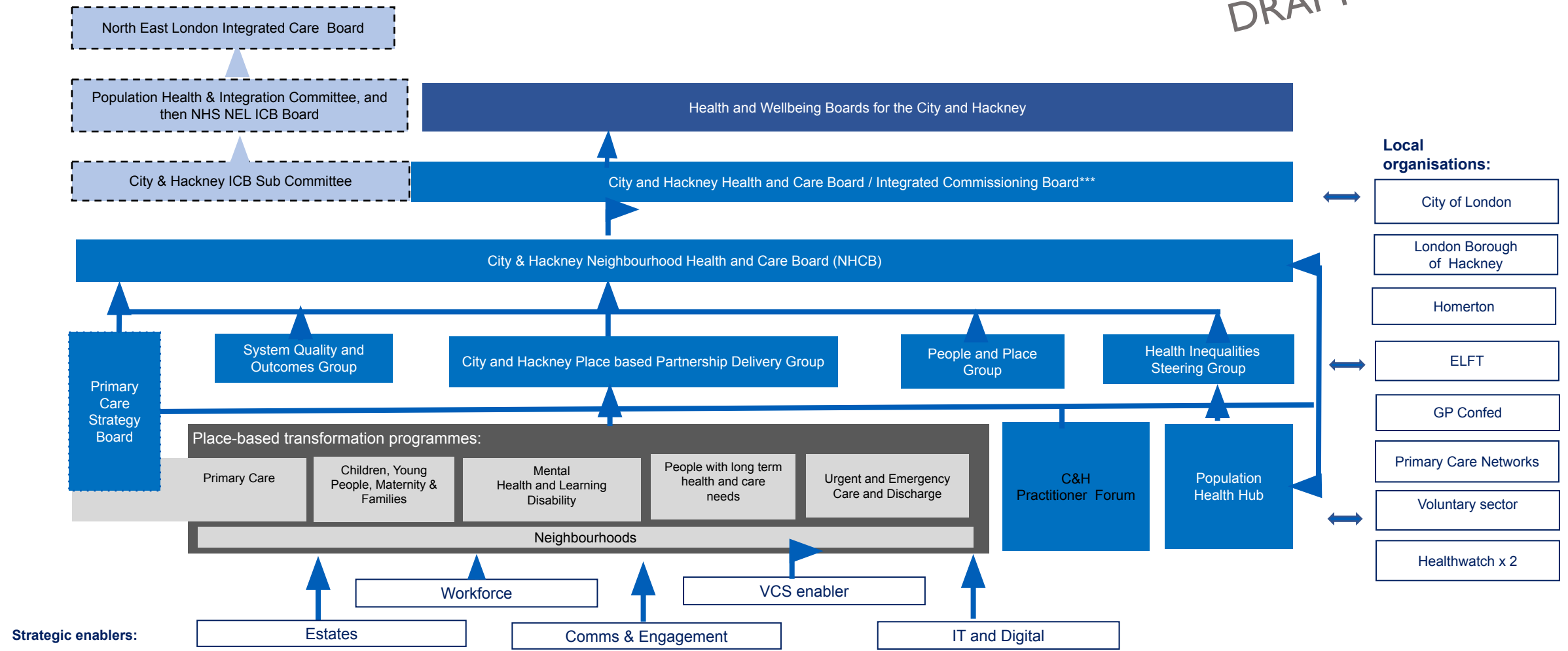
- The recent merge of 7 LA Northeast London CCGs to become NEL NHS ICB has seen the design and implementation of new staffing structures both centrally and at place, culminating in a full re-structure that it currently embedding. The 'go-live' date is December 2023, with the exception of the Chief Nursing Directorate (CNSO) that is still to agree a final structure and implement it.
- The direction of travel is to create an over- arching ICB structure that enables a focus on prevention, collaboration and creating the conditions to develop the wider Integrated Care System. The ICS will work in a different way to former CCGs, delivering different functions, and will need a different shaped organisation to enable this.
- Additionally, a key driver in the re-shaping is the nationally mandated ask by NHSE to save at least 20% on management costs. NEL ICB is operating in a position of considerable financial pressure, as are many other ICBs across the country. This has meant there is a drive to consolidate 'back office' and management functions centrally, which delivers economies of scale in a way we have not been able to previously.
- There is a central commitment to place based working articulated, with place based partnerships and all 6 place 'teams' forming part of the CPPO directorate under the Chief officer for Participation and Place - one of 6 Chief officers and Directorates. Alongside this, the wider architecture around a range of collaboratives (acute, community, mental health, primary care), enables different ways of working together across the wider system, sharing expertise.
- It remains unsure about if and how much funding would eventually be delegated to places, for delivery. As above, most contracting, informatics, HR, finance, quality, safeguarding, communications and other support functions are now managed and delivered centrally.

The new City and Hackney Place Structure

- The new City and Hackney place staffing structure is **heavily based on the previous staffing structure, re-modelled to support 3 key areas**: Start Well, Live Well, and Age Well, in line with other ICB places. This replaces previous structures (or 'workstreams') of CYPMF, Planned Care, Unplanned Care and Mental health programmes, along with primary care.
- The new structure **retains the core team of commissioners** and other staff, many of whom have been in City and Hackney for a long time, reworked into the 3 new programme areas across the life course. Additionally we describe 2 further transformation areas locally - mental health and primary care, as per the operating model.
- A focus on delivery of the **neighbourhoods programme continues and** underpins our operating model. We continue to retain the non-recurrently funded neighbourhoods team delivered by Homerton Healthcare.
- The **consolidation of support functions** centrally has meant that we have reduced support from these functions, although many of our previous City and Hackney staff are now based in these central teams. Generally, the teams now work across NEL, with 1 or 2 staff members assigned to a specific place or number of places (*Eg. Medicines management has our former team centrally reporting to the Chief Pharmacist, with a reduction of 2 posts on our previous structure. Business support is managed centrally with one Band 5 allocated to each place*). Some of these functions are **still embedding**, so it is difficult to establish an exact comparison of resource for City and Hackney.
- Our historical ways of working, in terms of both **integrated working**, and working with a **lean staff team** means we are in a relatively good position moving into the place based partnership.

City and Hackney Place Based Partnership Operating Model

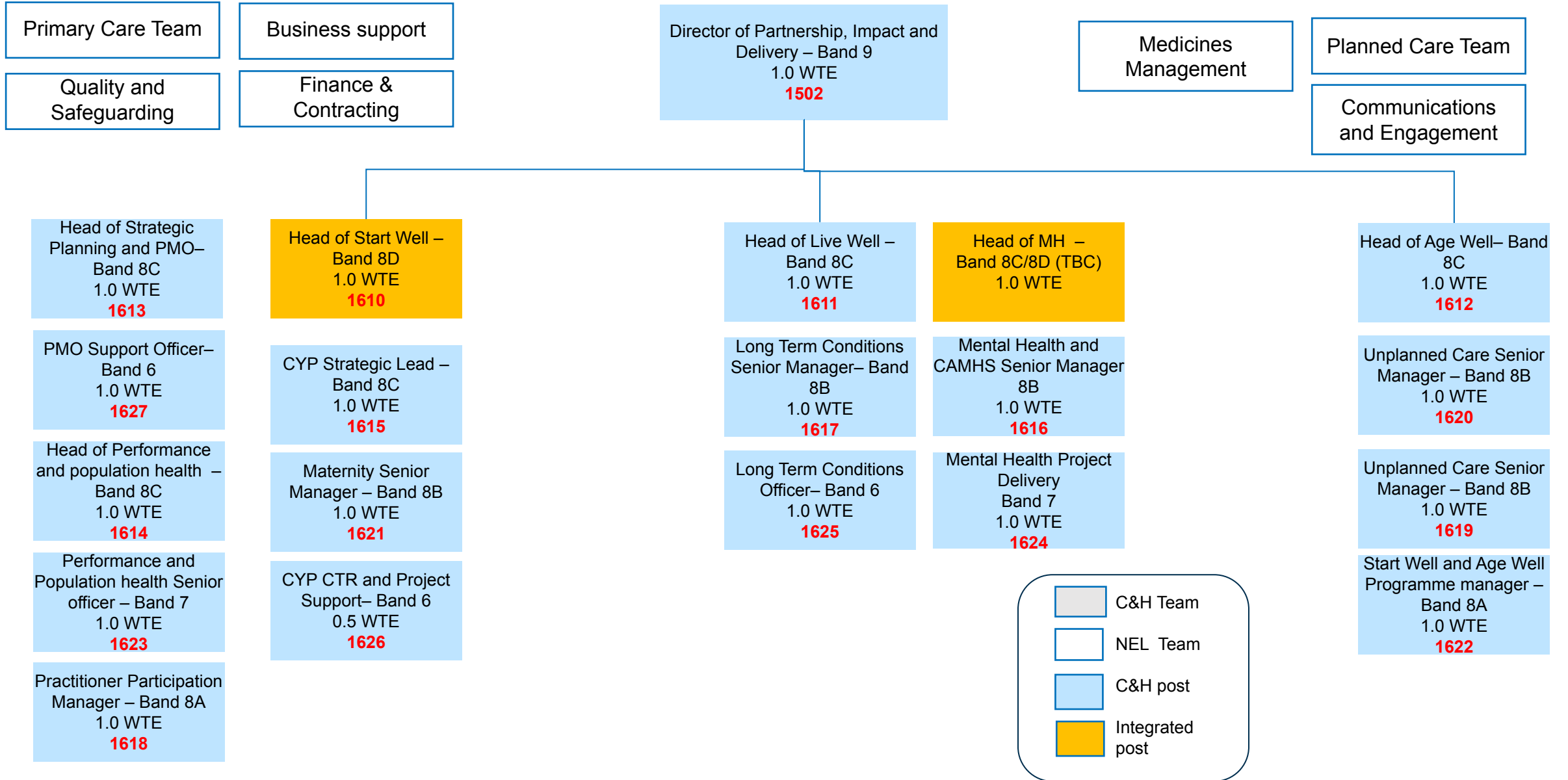
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*** = The **Integrated Commissioning Board** operates under a 'committees in common' structure with sub-committees from both the City of London Corporation and the London Borough of Hackney, allowing for delegated decision making for pooled budgets.

- = Formal meeting of NHS NEL ICB relating to City and Hackney PbP
- = Support meeting / function to the City and Hackney PbP
- = Statutory meeting of the City and Hackney Place

City & Hackney New structure



City & Hackney Old structure

