



Preparing for delegation

*Learn what we're doing for
April 2025 -- and beyond*

NHS England confirms commissioning plans to April 2026

A letter from NHS England national team confirms that specialised services will be fully delegated to integrated care boards (ICBs) by April 2025 (see page 2).

London, along with three other regions yet to receive delegation of specialised services, will have their progress tested via a national moderation panel in October 2024.

Considering the significant progress made across London to settle the conditions imposed in the autumn 2023 pre delegation assessment process, approval is anticipated for all five London ICBs at the December NHS England board meeting.

INSIDE

NHSE update

- Plans to April 2026
- Safety delegation checklist
- Darzi review

South London programmes

- Systems Analytics and Finance Group
- Data and insight programme
- South London efficiency programme
- South London transformation programme

Specialised pilots and local work

- Blood borne viruses
- South East London renal programme
- South London clinical networks

NHS England updates

NHS commissioning plans to April 2026

NHS England's Steve Russell, Chief Delivery Officer and National Director for Vaccinations and Screening, and Julian Kelly, Chief Financial Officer, wrote to ICB chief executives and NHSE regional directors to map out commissioning plans to April 2026.

- NHSE confirms specialised services will be fully delegated by April 2025. Staff transfers associated with this will also occur at that time.
- NHSE will also delegate vaccinations, screening, and child health information services (CHIS) by April 2026, allowing a broader review of screening services. Colleague and trade union consultations for staff transfers will be undertaken for April 2026 delegation.
- NHSE will maintain oversight and assurance of all commissioning functions, both delegated and retained.
- No planned delegations for health and justice or sexual assault and abuse services.

[Read the full letter online.](#)

Safe delegation checklist

The safe delegation checklist is a support tool developed for use by regional teams and ICBs. It sets out key actions that are needed to prepare for and support the safe delegation of functions and transfer of staff from NHS England to ICBs on 1 April 2025.

The checklist is designed to be a live, working document that can be updated and modified to best suit local readiness requirements and evolved as the preparations for change progress.

[Download the checklist from FutureNHS \(login required\).](#)

Darzi review expected in September

Health and Social Care Secretary, Wes Streeting, has ordered a full and independent investigation into the state of the NHS, to uncover the extent of the issues facing the nation's health service. Mr Streeting says he wants a 'raw and honest' assessment that will deliver 'the hard truths'.

He has appointed Professor Lord Darzi, a lifelong surgeon and innovator, independent peer and former health minister, to lead the rapid assessment, which will be delivered in September.

NHS Confederation chair, Lord Victor Adebowale has agreed to be an informal adviser and Matthew Taylor has also joined the government's reference group, which has met earlier this month.

[Read more on the Gov.UK website.](#)

Finance

Systems Analytics and Finance Group (SAFG)

The last meeting of the Systems Analytics and Finance Group (SAFG) included discussion of:



Transformation

Establishment of the new South London Transformation Group, which will serve as a central hub for overseeing specialised networks, integration transformation, and efficiency projects. SAFG members agreed that finance input should be incorporated from the outset of transformation initiatives. An inaugural meeting is expected for September, and the group will be reviewed following further clarity on the future operating model and structure.



Risk

Legacy risk logs were developed from provider insight to inventory known provider issues ahead of specialised delegation to ICBs. South East London ICB and South West London ICB legacy risk logs have been collated for review by South London providers. These will be kept as live documents and reported regularly to the Executive Management Board.



Neurology pilots

Colleagues from the South West London and Surrey Neurosciences Network presented on neurology pilots. Niran Nirmalanathan, Consultant Neurologist and Chair, led the discussion with colleagues Sam Shribman, Consultant Neurologist, St George's Hospital, and Bethan O'Donnell, Neurosciences Collaboration Manager. The pilots test transformation and financial opportunities within five key condition groups: epilepsy, functional neurological disorders, Parkinson's disease, neuromuscular disorders (myasthenia gravis, motor neurone disease) and multiple sclerosis. These were selected as common, chronic conditions and early intervention would improve outcomes. Investment into a small number of system wide roles has already demonstrated benefits to patient care and outcomes (care coordination, multidisciplinary team facilitation, network collaboration and support). Ongoing funding will be returned for discussion at a future SAFG meeting to ensure continued benefits realisation.

South London programme updates

Insight and intelligence



New appointment

The informatics team is strengthening its capabilities with the appointment of Ilesha Lovatt (*left*) as Senior Informatics Project Manager.

Ilesha previously served as the team's Informatics Project Manager, and recruitment is in process to backfill her roll to support ongoing projects and initiatives.



Needs based allocation analysis

The team is actively addressing concerns about the potential loss of funding due to the methodology used in the forthcoming "needs based" allocation. Collaborative efforts with NHSE London Region and ICBs are underway to challenge these calculations and secure fair funding for South London and beyond.



Business intelligence into delegation

In preparation for the upcoming delegation of services, a pan London specialised business intelligence (BI) group has been established to coordinate ICBs' BI capabilities and ensure a smooth transition.

Additionally, the team is collaborating closely with NHSE London BI to develop a new data strategy for clinical networks. This involves establishing a pan-London network analyst community of practice to equip mandated networks with the necessary tools for effective data analysis.



Driving transformation through data

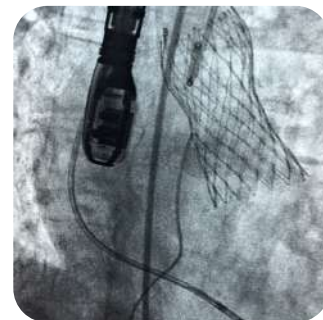
The team continues to provide crucial data driven support for various transformation initiatives, including renal, sickle cell, respiratory, HIV, and neurology services. By identifying key stakeholders, mapping pathways, and conducting rigorous evaluations, the team is helping to optimise evidence based services with improved patient outcomes.

South London programme updates

Efficiency programme

Optimising TAVI

The Edwards Benchmark programme has yielded promising results in optimising transcatheter aortic valve implantation (TAVI) procedures, used to treat aortic stenosis, at King's College Hospital.



An impact evaluation of the Edwards Benchmark programme has revealed an increase in procedure volume, translating to substantial financial gains of £558k. Building on this success, discussions are underway to replicate this approach at St George's Hospital and integrate findings into the South London Cardiac Operational Delivery Network (ODN) catheter lab strategy.



High cost drug efficiencies

In response to rising drug costs, the programme has spearheaded efforts to modify the current patient model for drug switches. A proposal to base incentives on actual cost savings has been submitted to NHSE and is currently under consideration alongside similar proposals from other trusts.

Exploring home care expansion

The SLOSS team is exploring the potential to expand home care services across South East London. The King's College Hospital outpatient parenteral antimicrobial therapy (OPAT) service business case is under review, with the aim of creating a broader service encompassing the entire region.



Looking ahead

The programme is actively seeking new efficiency opportunities across networks to build a robust pipeline for 2025/26. The goal is to identify a diverse range of projects with varying levels of investment to ensure adaptability in response to evolving financial conditions.

The current financial climate and other challenges pose risk to the programme's success. Securing adequate funding for proposed efficiency schemes and identifying innovative savings strategies are critical to overcoming these hurdles.

South London programme updates

Transformation programme

Increasing impact in neurosciences

The SLOSS Transformation Programme team has been actively shaping the future of healthcare in South London. Recent efforts have focused on solidifying the foundation for neurosciences networks.



A revised integration framework, informed by extensive discussions with key stakeholders with NHS England and ICBs (Surrey Heartlands, Kent and Medway) within the South East region, aims to optimise resources and maximise impact.

Network managers meeting: 12 September

The next monthly network managers meeting will be held via Microsoft Teams on 12 September, 13:30-14:30.

Learn more and join the attendee list by emailing [Alice Ward](mailto:Alice.Ward).



South London Transformation Group

The inaugural meeting of the South London Transformation Group will be held in September. This collaborative platform will be led by rotating chairs from South London Executive Management Board clinical leads, ensuring clinical input is at the heart of decision making.

The group will meet quarterly with the Systems Analytics and Finance Group to ensure finance colleagues can provide insight and expertise into transformation plans from the outset.

New areas of exploration

To further enhance patient care, the team is dedicated to several key initiatives:

- Work is in place to scope the potential development of guidance for paediatric to adult transition across South London networks.
- Strengthened partnerships with the national liver transformation team to scope liver networks and plans for hepatitis C networks will investigate what comes after 2026 elimination targets.
- Alice Ward, Associate Director for Networks and Transformation, is supporting networks with budget oversight within mid year spend reports to help networks maximise resources.



Looking ahead

While significant progress has been made, challenges persist. Maintaining consistent funding for transformation projects and fostering full engagement from network members are ongoing priorities. Overcoming these obstacles will be crucial to our future success.

Transformation

South London pilot updates

Blood borne virus (BBV) programme

HIV

Expanding the HIV Network

The BBV programme has made significant strides in promoting the HIV network. A high-profile meeting featuring Dr Diane Addei and Professor Kevin Fenton attracted more than 80 attendees, fostering collaboration and knowledge sharing.

The [South London HIV network workspace](#) on the NHS Futures platform, now boasts 63 members, serves as a valuable resource for network members (*login required*).



(top) Prof Kevin Fenton
(above) Dr Dianne Addei

Addressing the challenge of engaging patients who have been previously diagnosed with HIV but are not currently engaged in care

The team is currently collating outputs for a project running across South East London that aims to re-engage people living with HIV.

Expanding the scope of care

Beyond HIV, the BBV programme is expanding its focus. Efforts to address hepatitis B at pan London level to set clinical standards, plus investigation of liver health as part of the national transformation programme are underway.

The HIV Network is establishing a complex case MDT for people living with HIV that will provide specialised care for those with complex needs or who require a wider clinical consensus.

Transformation

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Enhancing BBV testing in the ED

Implementation of blocking and automation for ED BBV testing is progressing steadily. Collaborative efforts between clinical leads, EPR teams, and ICBs at SGH and KUH are underway to optimise testing processes.

The team is working with NHSE and ICB directors of finance on funding allocations for trusts. Allocations for SWL have been confirmed and gone through CPG and triple lock. In SEL, a signed MOU has been agreed and funding letters distributed.

Testing leads to better care. ED testing has led to the identification of 45 people newly diagnosed with HIV, 431 people newly diagnosed with hepatitis B, and 100 people newly diagnosed with hepatitis C between January and July 2024, leading to better care and outcomes for patients.

Looking ahead

While significant progress has been made, challenges remain. Issues with newly built reports for ED BBV testing are being addressed in collaboration with clinical and IT teams. Overcoming these challenges will be crucial to ensuring accurate data and effective service delivery.

Despite these obstacles, the BBV programme is well positioned to make a substantial impact on population health by preventing new infections and improving the lives of patients.

45 people newly diagnosed with HIV

431 people newly diagnosed with hepatitis B

100 people newly diagnosed with hepatitis C

** Above figures January to July 2024*



Transformation

South London pilot updates

South East London: Renal

The South East London (SEL) multi-morbidity model of care programme is making significant progress in transforming care delivery for patients with complex chronic conditions. By fostering collaboration across primary, community, and secondary care, this programme is improving patient outcomes and building a more sustainable healthcare system.

Integrated neighbourhood teams

- Six out of seven project sites have launched complex case management clinics with accompanying multidisciplinary teams (MDTs).
- All integrated teams have secured named secondary care consultants to support their MDTs, fostering seamless care transitions.
- Teams are actively developing population health approaches to identify, diagnose, and medically optimise patients with chronic kidney disease (CKD). They are collaborating with a local renal registrar on exploring point of care testing for efficient CKD identification.
- A standardised coding system ensures consistent data collection for programme evaluation.
- Patient experience surveys are being distributed across integrated neighbourhood teams to gather valuable feedback.

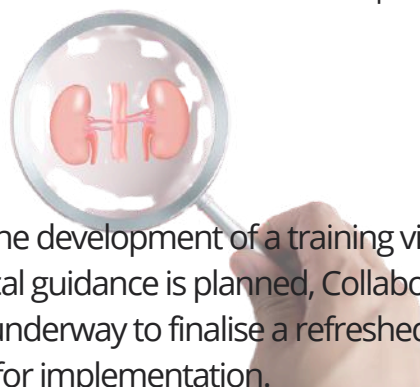
Strengthening secondary care

Two multi specialty pharmacist posts have been filled at KCH and GSTT to commence in November.

These one year, fixed term positions will support integration across renal, cardiology, and cardiometabolic specialties. The pharmacists, while hosted by the trusts, will contribute to care coordination across SEL, spanning community, primary, intermediate, and secondary care.

Prioritising learning

A community of practice, including both clinical and non clinical representatives from primary and community care, convenes every two months to share best practices and address challenges.



Looking ahead

- To facilitate programme expansion, the development of a training video and a comprehensive "spread and scale" toolkit with practical guidance is planned, Collaboration with SEL workforce development hub colleagues is also underway to finalise a refreshed training programme for clinicians and a revamped approach for implementation.
- Facilitating the transfer of funds to the three hospital trusts to compensate for consultant input (renal, cardiology, diabetes, geriatrics) is a key priority.
- Preparations are underway to ensure a smooth onboarding process for the new pharmacy positions.
- Establishing a standardised method for collecting staff experience data along the care pathway is crucial.
- Integrating supportive care into the programme framework will be a focus area moving forward.

South London network updates

Aortic dissection symposium: Connecting cardiac, critical care, and more

The South London Cardiac Operational Delivery Network (ODN) will host a [London virtual aortic dissection symposium](#) on 28 August, 13:00-18:00. This educational webinar offers engaging talks on:

- Clinical presentation and diagnostic challenges of acute aortic dissection
- Best practice for patient management
- Ethical considerations in treatment planning
- Protocols, surgical techniques, and post operative care
- Research and innovation in AAD management

The Royal College of Surgeons has awarded up to 4.5 CPD points for the event. For further detail, email [Joe Wood](#), Project Manager, South London Cardiac ODN.

[Learn more and register online.](#)

Hepatitis Network news

The latest Hepatitis Network newsletter is now available. It highlights the success of our World Hepatitis Day campaign, shares updates on the European Liver Congress, and details progress on hepatitis C testing and treatment initiatives.

[Download the newsletter.](#)

Queries may be directed to [Carlos Moro](#), Engagement Manager.

SWL ACC Network: Driving improvements in critical care

The [South West London Adult Critical Care Network](#) (SWLACCN) continues to make significant strides in improving patient care.

The second annual Education Day in June was a resounding success, with more than 100 attendees networking, sharing knowledge and best practice. The network has also introduced an infection prevention control passport to streamline patient transfers, and are delighted to announce the appointment of new leadership to improve services. These include governance and research leads to direct peer reviews and quality improvement projects and a clinical psychology lead who will seek to secure wider provision of this vital service across the network. These achievements underscore the network's commitment to collaboration, quality improvement, and patient safety.

Looking ahead, the network will focus on peer reviews, developing innovative workforce models to meet the evolving needs of our patients, and implementation of Martha's rule, which allows patients and families to seek an urgent review if their condition, or the condition of a loved one, is deteriorating and they feel their concerns are not being heard.

Queries may be directed to [Tessa Savu](#), Network Manager.



The commissioning and funding landscape is changing.

South London ICSs and tertiary providers have taken the opportunity to work collaboratively to integrate specialised services and deliver an end to end pathway approach for patients.

Integrated care systems (ICSs) in England are taking on delegation of specialised services from NHS England. The South London programme ensures the necessary infrastructure and operating models are in place to achieve success for our patient populations.

South London partners

- [Guy's and St Thomas' NHS Foundation Trust](#)
- [King's College Hospital NHS Foundation Trust](#)
- [St George's University Hospitals NHS Foundation Trust](#)
- [South East London Integrated Care System](#)
- [South West London Integrated Care System](#)
- [The Royal Marsden NHS Foundation Trust](#)



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