

## Appendix 1 - Service Change Standard Operating Procedure

### 1.0 Introduction and Purpose

- 1.1 The Lancashire and South Cumbria (LSC) ICB has introduced a Service Change Policy that outlines the strategy for managing service change in LSC to ensure compliance with national frameworks and guidance.
- 1.2 The Service Change Standard Operating Procedure (SOP) documents the process, governance and roles & responsibilities to ensure there is a robust approach in place to effectively manage service change processes across LSC.
- 1.3 There are two distinct processes for temporary and substantial service change. **Temporary service change** does not need to progress through the NHS England Planning and Assuring Service Change guidance, but does need to be logged, managed, tracked and reported on both at ICB and NHS England regional level.
- 1.4 **Substantial and permanent service change** must also fully comply with NHS England Planning and Assuring Service Change guidance.
- 1.5 The SOP is supplementary to the ICB Service Change Policy and documents the process, governance, roles and responsibilities to ensure there is a robust approach in place to effectively manage service change processes across Lancashire and South Cumbria.
- 1.6 The SOP is in accordance with the ICB Service Change Policy, NHS England guidance on Planning and Assuring Service Change, and Working in Partnership with People and Communities. The guidance is referenced within Appendix 1.

### 2.0 Governance

- 2.1 Any service change requires the 'service change proforma' to be completed so that it can be logged, tracked and reported. The relevant commissioner or provider is to notify the ICB Single Point of Contact (SPoC) regarding the service change. The SPoC will then inform the relevant commissioner and completion of the proforma will be requested. This can be completed jointly between the provider and commissioner to ensure accuracy of information and joint ownership of the service change where appropriate.
- 2.2 The lead commissioner is to submit the proforma to the SPoC for recording on the Service Change Log, maintained by the SPoC. Temporary service changes are also captured internally on the ICB service change log and reported to NHSE on a monthly basis.

- 2.3 The ICB Service Change Assurance Group (SCAG) will receive the proforma and rationale paper/briefing prepared by commissioning lead for discussion and recommendation to proceed with the relevant service change process.
- 2.4 The SCAG will then make a recommendation to the ICB Executive Committee seeking approval to proceed with the service change process. The ICB Executive Committee will then review the rationale and approve the commencement of the service change process. The Chief Commissioner is to feed back the outcome to the relevant commissioning lead and SPoC so that the Service Change Log can be updated.
- 2.5 The ICB Chief Commissioner and NHS England Regional Director meet on a monthly basis to discuss service change. The SPoC will provide a briefing to the Chief Commissioner each month, based on updates to the service change log provided by commissioning leads. This will also be shared with the ICB Executive Committee, on a monthly basis.
- 2.6 Following each meeting with the NHS England Regional Director and service change discussions at the ICB Executive Committee, the ICB Chief Commissioner is to feed back to the commissioning lead and SPoC for recording any pertinent information and progression of action.

### 3.0 Roles and Responsibilities

Role	Responsibilities
<b>Chief Commissioner</b> Craig Harris	<ul style="list-style-type: none"> <li>Be accountable for the implementation of the Service Change policy within the ICB</li> <li>Ensure monthly updates on proposed service changes are communicated to NHS England Regional Director.</li> <li>Ensure information relating to services changes is provided to ICB Executive Committee and the Senior Responsible Officer for Service Change, including the outcome of service change proposals considered.</li> </ul>
<b>Service Change Senior Responsible Officer</b> Jane Cass	<ul style="list-style-type: none"> <li>Support the Chief Commissioner in the implementation of the Service Change Policy</li> <li>Ensure all aspects of the Service Change Policy and standard operating procedures are complied with.</li> <li>Engage with providers on potential service change ensuring alignment to strategic priorities and commissioning intentions.</li> <li>Lead monthly informal service change meetings with NHSE and convene internal ICB leadership and support as required.</li> </ul>
<b>Lead Commissioner</b>	<ul style="list-style-type: none"> <li>Assigned in response to each individual service change proposal</li> <li>Complete Service Change proforma, if change is commissioner initiated, and return to ICB SPoC</li> </ul>

	<ul style="list-style-type: none"> <li>• Responsible for ensuring service change processes are adhered to, that service provision is safe and contractual obligations are met.</li> <li>• Work in close collaboration with providers and wider stakeholders</li> <li>• Work closely with lead provider for service change initiated by provider</li> <li>• Ensure alignment to strategy and commissioning intentions</li> <li>• Ensure compliance with statutory duties as outlined in the relevant NHS England guidance.</li> <li>• Support navigation of the relevant ICB service change process</li> <li>• Production of case for change, options appraisal and business cases (if the intention is initiated from a commissioner)</li> <li>• Work in partnership with the Comms and Engagement Lead to engage and consult with Health Overview and Scrutiny to information and formal decision points</li> <li>• Identification of interdependencies that are jointly managed to minimise unintended consequences on other parts of service provision</li> <li>• Provide updates to the PMO when requested for Service Change Log as part of monthly briefings for the Chief Commissioner</li> <li>• Production and sign off of a jointly owned comms and engagement plan</li> <li>• Work in partnership with the Comms and Engagement Lead to plan stakeholder engagement in line with comms and engagement plan</li> <li>• Proactive management of risks and issues that are jointly managed and owned</li> <li>• Work in partnership with the Comms and Engagement Lead to plan and deliver public consultation (joint commissioner and provider responsibility to agree approach and timelines should public consultation be required)</li> </ul>
<b>Lead Provider</b>	<ul style="list-style-type: none"> <li>• Lead on service change process instigated by provider, ensuring impacts are fully understood and mitigated, and internal and external messaging is consistent.</li> <li>• For service change initiated by providers, a lead commissioner is to be identified and assigned to the process</li> <li>• Work in close collaboration with commissioner and wider stakeholders</li> <li>• Work in partnership with commissioners on potential intentions for service change ensuring alignment to strategic priorities and commissioning intentions</li> <li>• Complete Service Change proforma, if change is provider initiated, and return to ICB SPoC</li> <li>• Work in partnership with Lead Commissioner on the production of case for change, options appraisal and business cases</li> </ul>

	<ul style="list-style-type: none"> <li>• Identification of interdependencies that are jointly managed to minimise unintended consequences on other parts of service provision</li> <li>• Provide updates to the ICB PMO when requested on service change updates as part of monthly briefings for the Chief Commissioner</li> <li>• Production and sign off of a jointly owned comms and engagement plan</li> <li>• Stakeholder engagement in line with comms and engagement plan</li> <li>• Proactive management of risks and issues that are jointly managed and owned</li> <li>• Work with Lead Commissioner to plan and deliver public consultation (noting the legal duty to consult sits with the ICB)</li> <li>• Joint commissioner and provider responsibility to agree approach and timelines should public consultation be required)</li> </ul>
<b>Single Point of Contact</b> Lisa Roberts	<ul style="list-style-type: none"> <li>• Support the Chief Commissioner and Service Change SRO.</li> <li>• Act as the ICBs single point of contact, to be notified by the Lead commissioner or Lead Provider at the start of any temporary or substantial service change process</li> <li>• Ensure service changes are logged, tracked and reported, through management of the service change log and associated reporting requirements.</li> <li>• Ensure service change pro-forma is completed and new service changes are added to the Service Change Log</li> <li>• Ensure ICB leadership including Lead Commissioner are assigned at the start of any new service change</li> <li>• Schedule monthly Service Change update onto ICB Executive Committee</li> <li>• Work with the Service Change SRO ensure compliance with service change policy and standard operating process</li> <li>• The SPoC will not be involved in the service change process itself, this will be the responsibility of the lead commissioner and lead provider.</li> <li>• Update Service Change Log with Exec Committee decision on service change proposals</li> <li>• Produce monthly Service Change briefings for the Chief Commissioner to support discussions with NHSE Regional Director, ICB Executive Committee and ICB Board</li> <li>• Complete monthly NHSE Temporary Service change return</li> </ul>
<b>ICB Leadership</b>  <b>Medical Director</b> <b>Chief Nurse</b> <b>Finance Lead</b> <b>Comms Lead</b> <b>HR Lead</b>	<ul style="list-style-type: none"> <li>• Where appropriate work in collaboration with Lead Commissioner and Lead Provider counterparts on service change</li> <li>• Work in partnership with the Lead Commissioner to form part of the ICB Service Change programme team on approved service change</li> <li>• Support the planning and delivery of public consultation (joint commissioner and provider responsibility to agree approach and timelines should public consultation be required)</li> </ul>

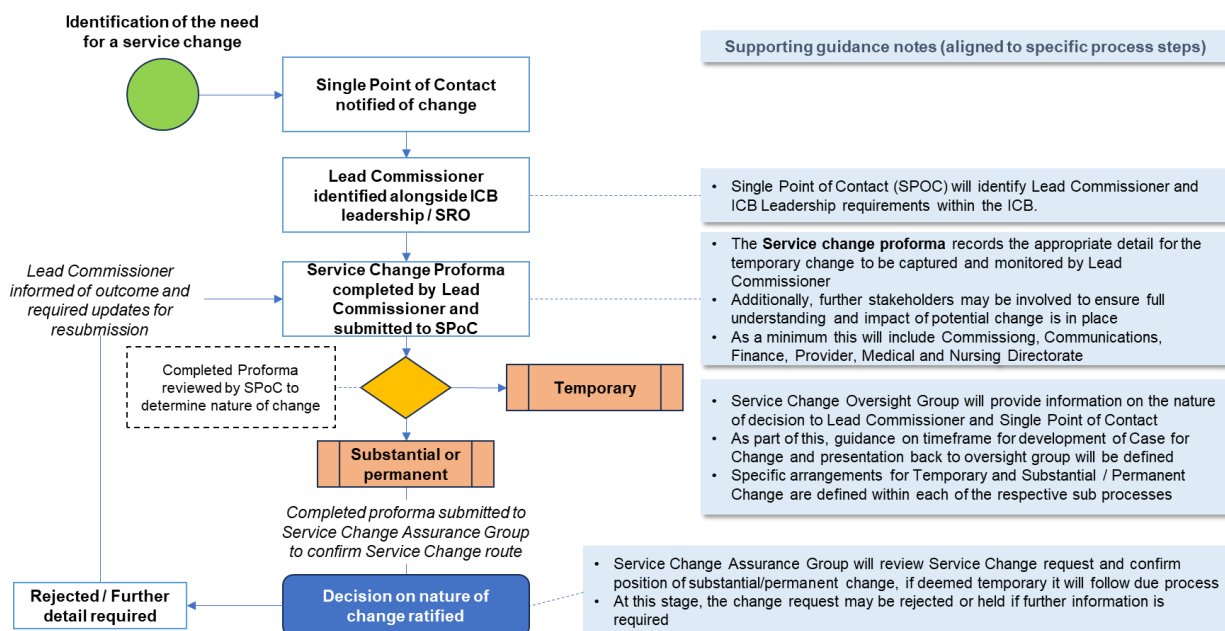
	<ul style="list-style-type: none"> <li>Supporting the engagement and consultation with Health Overview and Scrutiny</li> <li>Support the Lead Commissioner to plan stakeholder engagement in line with comms and engagement plan</li> </ul>
<b>Service Change Assurance Group</b>	<ul style="list-style-type: none"> <li>Receive and review all Service Change proposals and supporting proforma detailing the trigger(s) for commencement of the service change process</li> <li>Provide assurance to the ICB Executive Committee to proceed, or not, with the service change process.</li> <li>Review and endorse any draft Case for Change documentation prior to submission to Executive Committee for endorsement</li> </ul>
<b>ICB Executive Committee</b>	<p><b>Substantial/permanent service change</b></p> <ul style="list-style-type: none"> <li>Receive and approve outline plans for the proposed substantial service change from identification to implementation including, drivers and context, engagement to date, consultation with the Local Authority, named lead commissioner, provider role/involvement, timescales, resource needed and proposals for the delivery/programme board and any workstreams (proportionate to the scale of the change being proposed)</li> <li>Ensure the board is appraised of any such plans</li> <li>Receive regular progress reports including any risks or issues</li> <li>Review any case for change, pre-consultation business case and decision-making business case prior to board approval</li> <li>Approve any implementation plan</li> <li>Ensure the outcomes of the change are evaluated and receive assurance of the success of the programme change</li> </ul> <p><b>Temporary service change</b></p> <ul style="list-style-type: none"> <li>COO brings Temporary Service change log to Executive Committee on monthly basis, highlighting any emerging issues or risks</li> </ul>
<b>LSC ICB Board</b>	<p>Where the ICB is the single commissioner, the ICB Board will:</p> <ul style="list-style-type: none"> <li>Approve any Case for Change in public</li> <li>Approve any Pre-Consultation Business Case in public</li> <li>Approve the Pre-Consultation Business Case in public</li> <li>Approve the final outcome/recommendations from any Decision-Making Business Case in public.</li> <li>Received updates on implementation and evaluation</li> <li>Multi-ICB Substantive Service Change Proposals</li> </ul> <p>Where a proposal for substantive service change involves one or more ICB, the Board (partners) will agree which organisations need to be involved in the decision making and approve the appropriate and proportionate governance and decision-making arrangements. This could include establishing a time-limited Joint Committee with delegated decision making on behalf of all partners.</p>

<b>Committees of the Board</b>	The Board is supported in decision-making by a number of committees, and the board may request additional assurance through these committees as required.
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## 4.0 Service Change Process charts

4.1 The below shows the service change policy processes which aligns with national guidance and ICB service change policy and should be followed for every service change. The temporary service change and permanent and substantial service change flowcharts are outlined below.

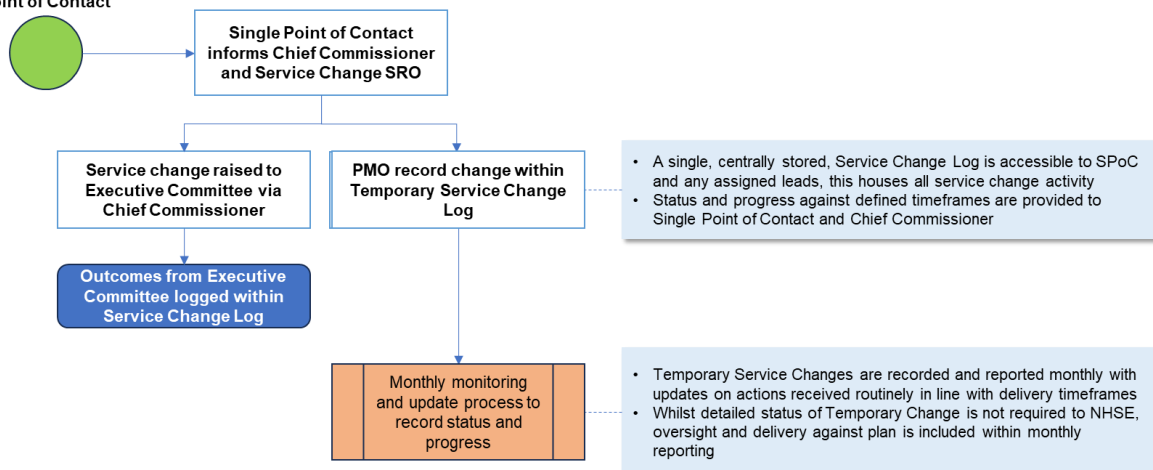
## 4.2 Initiating a Service Change - Identification of the need for a service change



## 4.3 Temporary Service Change process

Confirmation of Temporary  
Service Change from Single  
Point of Contact

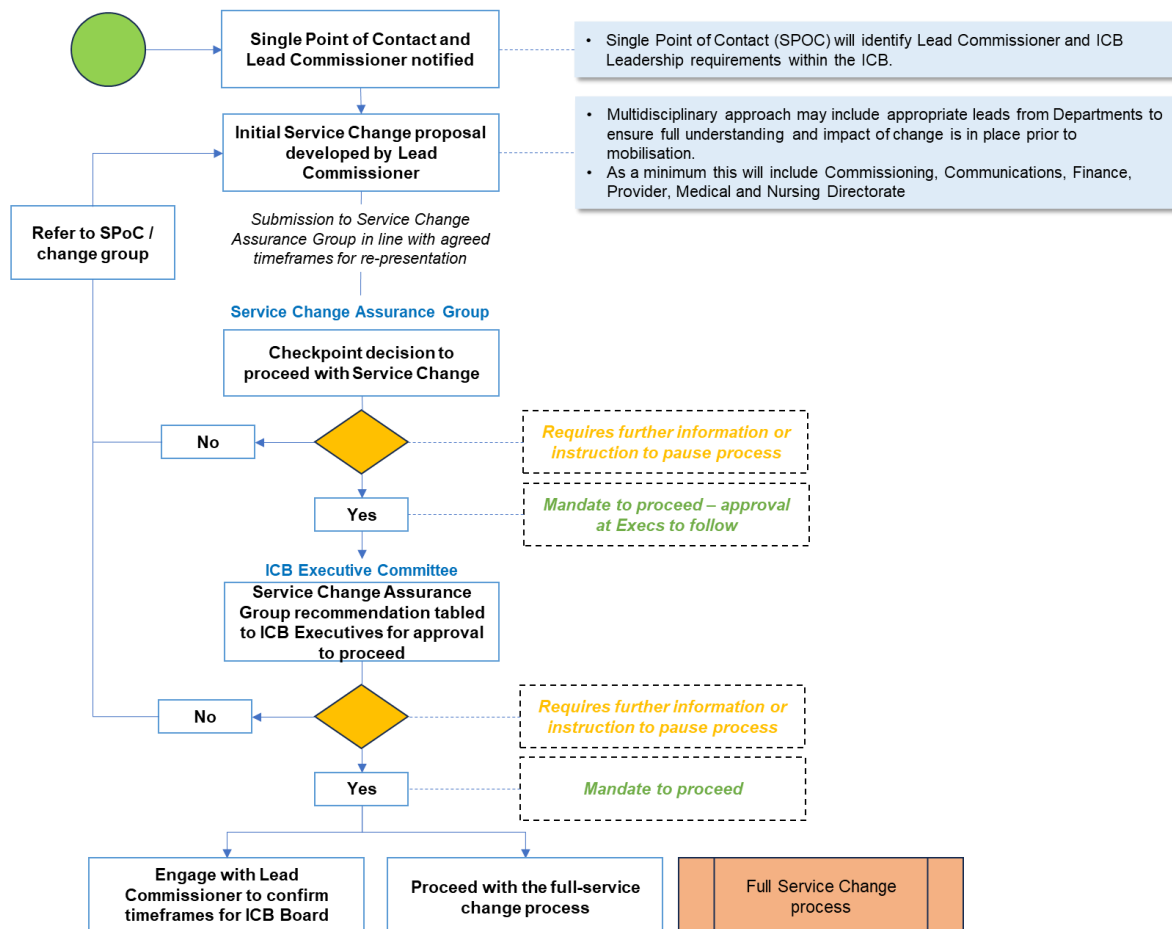
Supporting guidance notes (aligned to specific process steps)



## 4.4 Substantial/Permanent Service Change process

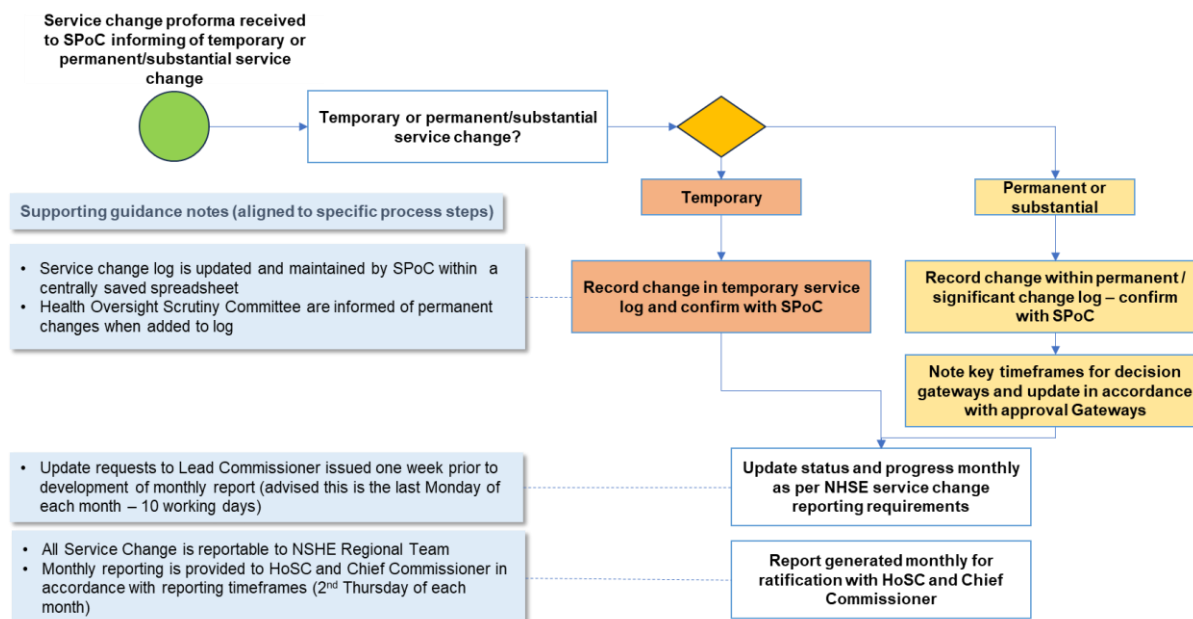
Supporting guidance notes (aligned to specific process steps)

Permanent Service Change  
confirmed by Service Change  
Assurance Group





## 4.5 Monitoring and reporting arrangements



## Appendix 1 – NHSE Guidance

The policy guidance is set out by NHSE in determining and managing service change via two key documents and an interactive handbook.

A good practice guide for commissioners on the NHS England assurance process for major service changes and reconfiguration.	<a href="#">planning-assuring-delivering-service-change-v6-1.pdf (england.nhs.uk) (2018)</a>
Provides an update to the March 2018 document to improve the alignment of service reconfiguration and capital business cases.	<a href="#">B0595_addendum-to-planning-assuring-and-delivering-service-change-for-patients may-2022.pdf</a>
Interactive handbook reviewed and refreshed based on legislative and statutory duties as of June 2023, in line with the Health and Care Act 2022	<a href="#">NHSE Major Service Change Interactive Handbook 2023.pdf</a>

Working in Partnership with People and Communities Guidance has also been published and sets out the public involvement legal duties and defines how people and communities



should be involved in decision making to improve services. [NHS England » Working in partnership with people and communities: statutory guidance.](#)

This should be read in conjunction with our local strategy; Lancashire and South Cumbria Strategy for working in partnership with people and communities 2023-2026 [Working with people and communities FINAL.pdf.](#)

Where services need to be closed or suspended at short notice, NHS bodies and their partners should act in accordance with the Joint Working Protocol. [NHS England » Joint Working Protocol: When a hospital, services or facility closes at short notice.](#)