



North Central London  
Clinical Commissioning Group

# Directorate Staff Briefing

8 September 2021

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- Over the last month, we have received a number of national guidance documents, which have helped us to better understand the requirements for our developing Integrated Care System (ICS).
- The ICS PMO team have helpfully been summarising these guidance documents as they are received. These have been collated into a slide deck, which is now available on the [ICS development page](#) on the staff intranet.
- This pack includes links to each of the full documents for those who wish to find out more.
- We will continue to receive these throughout September, with further guidance expected as the Bill progresses through parliament.
- The House returned after summer recess this week, so we anticipate the Health and Care Bill will be high on the agenda to ensure changes can be implemented in line with proposed timelines.

- The deck currently covers:
  - Guidance on the employment commitment
  - ICS Design Framework
  - Guidance on Provider Collaboratives
  - Guidance on the ICS People Function
  - HR Framework for developing integrated care boards
  - Interim guidance on the functions and governance of the Integrated Care Board
  - Guidance on the ICS readiness to operate statement (ROS)
  - ICS implementation guidance: Due diligence, transfer of people and property from CCG to ICBs and CCG close down
  - NHSE/I Direct Commissioning Functions: Pre-delegation Assessment Framework.

- Additional guidance was received last week but has not yet been summarised. This pack will be updated to include the following in the coming weeks.
  - [Thriving Places: guidance on the development of place-based partnerships as part of statutory integrated care systems](#)
  - [Building strong integrated care systems everywhere: ICS implementation guidance on effective clinical and care professional leadership](#)
  - [Building strong integrated care systems everywhere: ICS implementation guidance on partnerships with the voluntary, community and social enterprise sector](#)
  - [Building strong integrated care systems everywhere: ICS implementation guidance on working with people and communities](#)
  - [ICS 'What Good Looks Like' Framework \(Digital & Data\)](#)
- Keep checking back to the [ICS development page](#) for the latest information.

# ICS update

- A key milestone for the development of the ICS was the advertisement for the ICS Board Chief Executive Officer role last week.
- This role – as well as the CEO roles for all 42 ICSs have been advertised at the same time nationally.
- The closing date for this role is 26 September, with NCL interviews in mid-October.
- We will keep you all updated on the appointment to this role in due course.
- More info on the NCL CCG website:  
<https://northcentrallondonccg.nhs.uk/news/north-central-london-integrated-care-board-chief-executive-officer-recruitment/>

# Next steps for office working

- Health and safety of our staff remains a top priority.
- Thanks to those involved in our pilot over the summer of staff returning to work from the office – we are pleased that this has been a success and we have taken positive learning from this.
- For September, we are continuing to support staff to work from home – and also to enable staff who want to work from the office, to do so. We have also encouraged teams to start thinking about collaboration activity that would benefit from taking place in person within our offices. The Executive Management Team was pleased to meet in person on 7 September – the first time EMT has met in this way since 17 March 2020.
- For October, we hope to see teams starting to undertake some collaborative work together in the office environment – as part of a measured approach to our return to office working. It is important to start planning for this now to allow for planning around booking rooms and also travel to and from the office – we would encourage staff to travel off peak where possible.
- This is in keeping with our principles for future agile working – i.e. using office spaces for team-based work and retaining the ability for staff to work from home, in particular where there is no clear benefit of travelling to / from the office (helping staff to maintain an improved work / life balance – as part of our ongoing commitment to health and wellbeing). If staff do wish to work from the office for ‘desk-based’ work – this is also fine.

# Next steps for office working

Whilst all our office spaces are available for staff to undertake meetings and other collaboration activity – to help with space allocation, indicatively we are encouraging teams to use the following sites for joint working:

## **Borough directorate:**

- Performance & Assurance, Planned Care, Primary Care and Surge teams: Camden office
- All other teams: current borough offices

**Corporate Services directorate:** Islington office

**Finance directorate:** Camden office

## **Quality directorate**

- Quality teams: borough offices
- CHC team: borough offices
- CIC team: Islington office

**Strategic Commissioning directorate:** Camden office

**Strategy directorate:** Islington office

# Next steps for office working

- Staff will be aware that we are moving our Haringey and Enfield offices and so at this time there is limited access to Haringey (River Park House) and Enfield (Holbrook/Churchwood House) as we undertake preparations to move. For any teams from these boroughs who want to undertake some collaborative work within the next few months, please contact the Business Support Team to arrange (see below).
- We are currently in discussion with Camden Council to agree some hot desk space access at 5 Pancras Square, although we imagine this will be on a more informal basis than before, and as such envisage relevant staff working out of alternate sites in Camden or Islington in the longer term.
- Where staff are required to travel to a CCG site that is a further distance/higher cost to their current contractual base, excess travel costs can be claimed via the Workforce System in accordance with the [CCG's Expenses Policy](#). Guidance and step by step instructions on how to make claims via the workforce system is available on the HR FAQs page – [Claiming Expenses FAQs](#)

# Next steps for office working

- All of the above is in accordance with the procedures we have developed and piloted over the summer in terms of return to office working – including:
  - Completion of risk assessment (Return to Office Working: Conversation Template)
  - Undertaking lateral flow tests
  - The requirement to book desks and meeting rooms via the new e-booking system – prior to coming into office locations
  - Taking sensible precautions on an individual basis when travelling and using office spaces.
- This information, and more (including how to access our buildings) will be placed on a dedicated section on the CCG Intranet. We will share this via the staff newsletter as soon as it is live.
- We will of course continue to monitor government guidelines and assess the risk for colleagues returning to the office.
- Any questions can be sent to the Business Support Team at: [nclccg.businessservices@nhs.net](mailto:nclccg.businessservices@nhs.net)

# Next steps for office working

Some examples of the safety measures taken in the office (these are taken in the Laycock Street office, but all have similar measures in place).



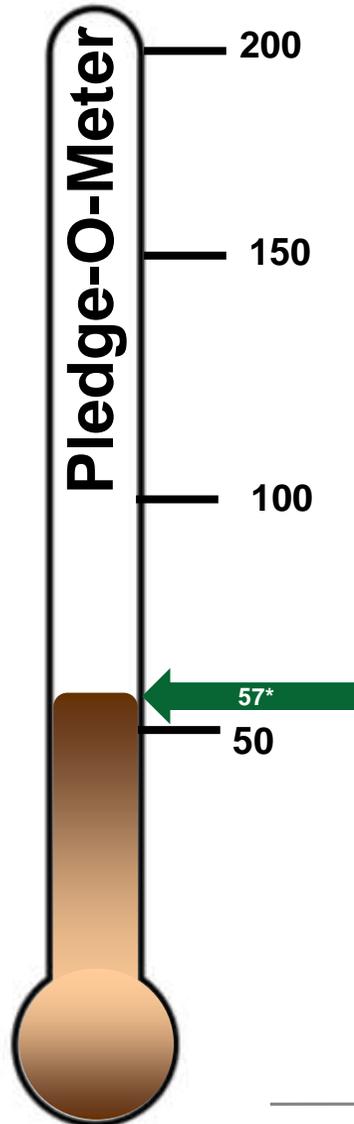
# New non-clinical contracts register

- We are setting up a new register of our non-clinical contracts
- This includes contracts for digital equipment, estates, consultancy support and anything not directly related to providing care to our population.
- The register is for any contract over £30,000 and will be overseen by the NCL CCG Procurement Committee.
- A template has been circulated to service managers and directors to complete, but we wanted to make all staff aware in case you have any contracts to add in
- Any contracts over £30k that are for non-clinical services should be added to the template
- The template should be sent to Mark Eaton ([mark.eaton1@nhs.net](mailto:mark.eaton1@nhs.net)) by 17 September.
- If you have any questions, please speak to Mark in the first instance

# Courses now available for booking

- A number of learning and development courses are now available to book via the [Learning Hub on the intranet](#)
- Courses included:
  - Micro-aggressions and Allyship
  - Developing a Growth Mindset
  - Creating a Positive Impression (Interview skills)
  - Achieving Assertive Leadership
  - Knowing MS Teams
  - Effective Communication
  - Making Meetings Matter
  - Developing Assertiveness and Personal Impact
  - Dealing with Difficult and Challenging Situations
- More information, including booking details, are on the [Learning Hub](#)
- Courses will continue to be added over the coming months. If you have any questions or ideas for future courses please contact [nclccg.od@nhs.net](mailto:nclccg.od@nhs.net)

# See ME First – pledgeometer



- Our See ME First campaign continues to demonstrate our commitment to embracing diversity and supporting others.
- Following the launch back in July we have attracted 57 pledges from CCG staff.
- Thank you to all staff who have made their pledges so far.
- We would love to get this number higher.
- To make a pledge and show your support, [please visit the intranet](#) and complete the pledge form.
- If you are interested in making a pledge, but want more information, please send an email to [nclccg.bame@nhs.net](mailto:nclccg.bame@nhs.net) and a members of the BAME staff network will get in touch.
- Here are a few examples of pledges made by our staff (we have their permission to share them). . .

# 'See ME First' Pledge Wall

I would like to champion diversity and inclusion by being bold and creative in our everyday practices that will enable our staff to work in an environment that they feel is safe, fair, equitable and just.

I am committed to encouraging, promoting and sharing best practice whilst also challenging, calling-out and questioning behaviours, practices and processes that go against our values and vision to have a more inclusive workforce.

There are friends and there are family and then there are colleagues that show so much kindness, respect and support that they become friends and are like family. I wish this for all colleagues that work in the NHS and across our NCL integrated care system irrespective of their background.

Attending the online webinar/presentation. It was an incredibly inspiring session. I want to be seen as someone who promotes diversity in all its forms and to encourage others who may ask what the badge represents.

I'm very touched and inspired by the See ME First campaign. For me it has highlighted the commitment of the NHS in protecting the health and wellbeing of it's NHS family regardless of skin colour and background.

I feel that we are making some progress in our journey towards true anti-racism and equality but the road ahead is long and uncomfortable.

See ME First is a vital tool for our toolkit and seeing the badge will serve as a reminder to those who are lucky enough to not experience microaggressions and discrimination on a frequent basis.

A lot has happened in the last year and half that has brought back to the surface the level of racial inequalities exist world wide. In 2020 we are still talking about and addressing the level of inequalities that exist in the workplace. I am making a commitment to continue to challenge inequality and prejudice through my own personal development. I am committing to keeping the conversation going and spread awareness,

# Ask EMT – next week

- The next Ask EMT drop-in session is taking place on Tuesday 14 September, 11.40am – 12.20pm.
- The MS Teams link for this session is available on the intranet: <https://intranet.northcentrallondonccg.nhs.uk/working/ask-emt.htm>
- These sessions are an opportunity to come along and speak directly to members of EMT.
- You're welcome to just come along just to ask your question(s) or stay and listen to other questions.
- As these are drop in sessions designed for those colleagues who have specific questions for EMT, calendar invites won't be circulated.
- If you'd like to attend, just [add the link](#) to your diary so you don't forget.
- We will also send a reminder about the session on the day.
- If you are unable to attend, you can also submit questions to EMT via the intranet here: <https://intranet.northcentrallondonccg.nhs.uk/working/ask-emt.htm>

# Mid-year pulse staff survey update

- A big thank you to everyone who completed our internal mid-year ‘pulse’ staff survey – we had 235 responses.
- The survey is now closed and we are analysing the results.
- We will share the results shortly in an upcoming briefing session, including any highlights and areas for improvement.
- We are also starting to prepare for the next national NHS staff survey which will be launched in October, with results published in early 2022.
- This whole NHS survey will allow us to see how we are progressing compared to other NHS organisations around the country.
- Further information will follow over the coming weeks.

# New Keeping Well NCL resources

- The Keeping Well NCL website houses a range of free resources to support the wellbeing of all health and care staff across NCL: [www.keepingwellincl.nhs.uk](http://www.keepingwellincl.nhs.uk)
- Some new resources have been recently added to the site, including:
  - A webinar on sleeping well, led by Dominic O’Ryan, a Clinical Psychologist, which offers hints and tips on how to get the most from night-time rest.
  - A podcast on managing ‘re-entry anxiety’ which suggests strategies for coping with life now the majority of Covid restrictions have lifted.
- Other support available on the website includes:
  - 1-1 support with Psychological Wellbeing Practitioners through the live chat function.
  - A number of training modules, including on leadership, mental health and self care
  - Top tips, templates and ideas on how to have wellbeing conversations.

# Some reminders and dates for your diaries

- Our new **NCL CCG switchboard number** has gone live (020 3816 3000) – don't forget to update any letterheads or email signatures you have.
- We are relaunching our **rainbow lanyard campaign** to show our support to our LGBT+ colleagues and residents. Find out more [on the intranet](#) and if you would like to order one, please email [nclccg.businessservices@nhs.net](mailto:nclccg.businessservices@nhs.net)
- **Pensions drop in clinic** – Tuesday 21 September – book your spot.
- **LGBT+ awareness training** – Tuesday 21 September, 2 – 3.30pm – a calendar invite has been sent to all staff. Please let [nclccg.communications@nhs.net](mailto:nclccg.communications@nhs.net) know if you haven't received it.
- **The CCG's Annual General Meeting** – is taking place virtually on 23 September, 2.30 – 3.45pm. Details are available [on our website](#) and all staff are welcome to attend.

# Your feedback on briefings

- We would love to hear your feedback on the directorate staff briefings.
- If you have any ideas for what you would like to hear about in future sessions, or information on an area of your work that you would like to share with all staff, please let us know.
- You can do this via your director or via the comms team:  
[nclccg.communications@nhs.net](mailto:nclccg.communications@nhs.net)
- Thank you!