

Holbrook House move Consultation FAQs

1. Office Location

1.1 Future office location must be close to public transport i.e. tube, bus, rail and have access to car parking, especially if we have a future blended working arrangement where staff may wish to drive to work. The Barnet borough office location is not convenient for staff currently based at Holbrook House due to poor access by public transport.

This is noted, although previous assessment indicates the majority of staff drive to Holbrook House. In regards to public transport, North London Business Park can be accessed via London Underground at Arnos Grove station (Piccadilly Line) and via Overground services at New Southgate. Both stations are within a mile of the business park entrance. Buses 34, 251 and 382 stop 12-15 minutes' walk from main site entrance. The park is 1.5 miles away from North Circular Road, which can be used to reach the site from east or west London. Alternatively, you can use Junction 25 of the M25 or the A111, both of which are within 5 miles of the site.

1.2 Future borough office must enable local residents in Enfield to attend future engagement meetings, as this has always been a very important issue for local patients, residents and community and voluntary sector organisations / representatives.

This is noted and we will factor in all requirements when we are identifying office space within the London Borough of Enfield; the move to North London Business Park is an interim measure until such office space is secured.

1.3 Can we understand the number of staff impacted by the re-location of the Enfield office?

All staff previously based in the Enfield office are impacted by the required move. The current numbers are circa Enfield 85.

1.4 What consideration is being given for the future NCL ICS office location and borough ICP presence in each borough – is there consideration being given that some staff may be co-located in local authority offices and /or provider offices.

At this time, we are committed to retaining our existing offices in Barnet, Camden and Islington and as part of the options appraisal. We have reviewed all current opportunities for Enfield and Haringey noting the new sites will require less space as we establish our requirements taking into account factors such as; staff needing to work from a borough office and our move to agile working, which will effectively mean staff continuing to benefit from a flexible approach to home and office working. We recognise the need to retain borough based offices and as such continue to work closely with system partners and particularly local authorities to develop borough based space.

1.5 Will staff be able to visit the office in advance of moving in? Some of us have never been there.

Yes absolutely – any members of staff who would like to visit NLBP can do so – please contact Shamila in Business Services, or alternatively, you can book a desk and work from the office for the day. It may be preferable to discuss with Shamila in the first instance, so a

member of the Business Services Team can meet you at NLBP and show you around. We can also show you the wider business park facilities, such as the coffee shop, gym etc. and provide staff with security passes and, if required, a parking permit.

2. Future return to the office

2.1 There are concerns that we'll lose the gains we've made in the last year re: flexible working as well as falling further into siloed and 'not what you know but who you know' working patterns if any return to the office and office relocation isn't carefully considered.

The CCG Agile Working Policy has recently been launched; it was developed over several months with feedback received from a range of staff events, the recent staff survey and staff side representatives. It is recognised by EMT that agile working needs to be implemented in a way that supports staff and line managers to have meaningful discussions. Line managers will be provided with training and guidance on agile working. EMT recognise the benefits gained by staff and as such support the blended approach to home and office working. The staff survey results indicate that staff want to benefit from home working with the majority also recognising the benefits of spending some time in the office.

2.2 How will people working from home be accommodated in an in-person meeting?

Staff working at home can join meetings that are being held in a meeting room in one of our offices, through use of large screens and an AV system. This allows those in the office to see and hear those working from home, and vice versa, using MS Teams. As mentioned in the Agile Working Policy, staff are encouraged to undertake particular meetings, such as 121s or appraisals in person, where appropriate.

2.3 Will there be a dedicated area for Enfield staff or will we be expected to use up hot-desks?

We are planning on having some specific office space for Enfield teams although it is important to recognise our office ways of working have changed, and so we anticipate many staff will use offices less for desk based work and more for collaboration, meetings and other interactions and these will be shared across all staff using the office.

2.4 What are the expectations for staff to be in the office on a particular day of the week, i.e. corporate day, directorate day of the week?

The Agile Working Policy allows for greater flexibility in staff working patterns. Different roles and individual circumstances will require different patterns of working. Staff will need to discuss and agree this with line managers within pragmatic boundaries referenced in the Agile Working Policy. The recent staff survey has shown a broadly even split across the week for days that staff would prefer to work in the office.

2.5 What provision is being planned for staff working in the office and the use of MS teams – i.e. meeting pods for MS Teams calls, as all staff will need headsets and recognition of disruption in an open plan office environment and that some meetings will include staff working from home.

New ways of working and the consideration for how we use space is part of our on-going work, and we are looking at further developing our office space – this will include pods in the offices for confidential calls. All staff are able to request a headset from Business Services – we are monitoring how many headsets are available and will order more if needed. Longer term, we envisage staff using our offices less so for desk facilities and more for spaces for collaborative or team working.

2.6 How many staff are expected to be in the office at any one time on each day of the week, as it is recognised all staff could not be accommodated on the same day, given the future blended working arrangements being suggested.

There is no expectation around a particular number of staff in the office on any particular day. The Agile Working Policy encourages staff to consider the most effective and efficient place for them to work; this may be at home or at any office site, and will vary between individuals and the role and responsibilities that they hold. Staff numbers within each office are however dictated by the capacity of a building, which includes the number of desks, pods, spaces, meeting rooms etc. 'DeskSmart' (our CCG e-booking system) allows staff to view floor plans and see what desks are booked/occupied and what is available to book.

2.7 The return to the office survey was full of leading questions that defaults to the assumption that everyone wants/is able to return to the office. For the sake of decent survey methodology, everywhere this should probably be flagged.

We feel that there was plenty of free text space available for staff to provide clear responses to some very important questions. Whilst we manage the challenges of the pandemic and implementing safe office space, it is also clear that as an organisation the wellbeing of staff is of paramount importance. However, all staff will be required to work from an office base at some point subject to risk assessment and discussion with line managers. Staff continue to have multiple opportunities to ask questions within their own directorate, via 'Ask EMT', 'In Conversation' events or directly to Karl Thompson, or the Business Services Team. The survey covered longer term working, not just return post Covid-19.

2.8 It would be helpful if Enfield staff could know how many desks are being planned for. At North London Business Park, there are currently 19 out of 44 desks available. The limited number of desks is to allow for social distancing, however this is regularly reviewed and more desks will be made available following staff feedback and government guidance. Considerations around further developing future ways of working, which has taken into account feedback from staff, recognises that staff are likely to attend offices for more interactive and collaborative face2face meetings rather than to sit at a desk all day. Staff have overwhelmingly told us they would like to work, longer-term, via a blend of office and home working – which helps us determine future desk requirements.

2.9 Back to work with new working practices isn't just about Covid risks and issues. Some staff may have health problems that will be need to be considered in the new working environment especially if it's open plan and the way we are working is changing. This could be about access to equipment like special chairs and desks that are set up for individuals and therefore shouldn't be shared or changed, or issues with their health that are really individual that may be harder to manage in the office than they are at home. Is there going to be any OH involvement in the moves for any staff who think they need extra support as the manager's questionnaire which was done for Covid may not meet

those needs and also it would be hard for managers too to make an assessment of people's wider health needs.

The support available to staff and our recognition that staff wellbeing is a priority has not changed. Staff continue to have the opportunity to discuss their personal circumstances and requirements with their line manager and access the full range of support including, workstation assessments through our occupational health provider. Staff can also speak directly with the Business Services team who have oversight and management responsibility for equipment and facilities in our offices. The revised Return to Office Working: Conversation Template and supporting guidance is to be used and , discussed with your line manager. It's a good way to identify any further support you may need, as we start to consider increased time in the office.

2.10 Is a group booking facility going to be enabled on Workforce for Enfield staff that want to book the same working days together for work/clinical supervision/ meetings – or for example if you need to book a desk for work but also arrange for an external guest to come in. (this is assuming the building has a capacity number)

All desks and meeting rooms are available to be booked via 'DeskSmart'; when you view the floor plan, you can 'hover' over existing bookings and the system will tell you who has booked which desk, which allows you to choose to co-locate in the office. In regards to an external visitor needing to book a desk, we have a specific direct URL link which can be shared, with those who don't have access to Workforce, but need to book a desk.

2.11 There's lots of talk about meeting space – what space is there at Barnet, Camden and Islington offices for this? Was this factored in to those buildings? Will each borough meet locally only or will any particular buildings be ICS or host meeting space in particular? It would be good to minimise travel if possible from boroughs to other boroughs for meetings and work on teams.

The current space in offices may well change and be adapted as we develop and better understand our requirements. The traditional rows of desks are less likely to be required and so for example, whilst Barnet has several meeting rooms and a large open space area with rows of desks, we are likely to remove some desks to allow for different meeting areas – pods, Teams areas and perhaps incorporate specific zones for certain types of work. The latest office move in Camden has already incorporated small pods and large meeting tables for informal meetings in the open plan area.

2.12 Where staff are contracted to Enfield, will they have priority booking for the desks? Many colleagues don't want to travel on public transport so there could be more demand at the outer London locations.

Enfield staff will not have priority over bookings; all staff can book a desk at any site. By having this flexibility, and with a workforce from across London and further afield, we find that staff naturally attend different offices. However, to help with spacing and numbers, we have recently, through the directorate briefings, indicated which sites staff should attend, if they wish to go into an office.

2.13 Will partnership colleagues be allowed to hot desk or stay to hot desk after a meeting or will there be a maximum capacity and a strict visitor policy?

Visitors able to attend and as we move towards the ICS and further development of local ICPs, we will work closely with new partners to see how we can benefit from sharing office space.

2.14 Will specific teams have fixed desks i.e. Continuing Healthcare. Referral Support Service, Safeguarding, as they will be dealing with sensitive/patient confidential issues?

Yes, dedicated space within the office at North London Business Park has been identified for those teams who deal with sensitive/confidential patient data.

2.15 Will staff who need specific equipment i.e. desk/chair etc. also have ring-fenced space.

Staff who have specific requirements will be assessed on an individual basis with workstation assessments and advice from Occupational Health and review of the equality impact assessment undertaken prior to and following formal consultation. Staff should discuss any ergonomic workstation requirements with their line manager to ensure that the appropriate adjustments and support are put in place.

2.16 Will provision be made to accommodate CSU colleagues?

We are speaking with the CSU and will ensure we keep updated on any changes influencing the space they require. The current CSU in-housing preparations are also being factored into our future accommodation planning.

2.17 IT support etc.?

IT support will continue in its current form via the CSU

3. Staff re-aligned to NCL CCG central teams

3.1 What expectation is there that staff currently based at Holbrook House would be expected to work with other team members at another office location e.g. in Camden or Islington?

At present, the majority of CCG staff are working from home. On occasions where staff are required to attend an NCL site, to help with spacing, when staff do need to attend an office, some staff may attend a different office site, depending on where it has been agreed that their team will work together for the day in order to undertake collaborative working, project planning, team meeting etc.

3.2 Will there be a change in my High Cost Area Supplement if I work in another NCL office location?

Subject to the outcome of the consultation, the contractual work base of staff will become North London Business Park. Staff will continue to receive the High Cost Area Supplement in accordance with their contractual work base and the national Agenda for Change terms and conditions which will be Outer High Cost Area Supplement.

At present, the majority of CCG staff are working from home. On occasions where staff attend an NCL site (other than their contractual work base), there will be no changes in the contractual work base or high cost area supplements, however, the CCG will reimburse staff for any additional travel costs in accordance with the CCG's Expenses Policy.

3.3 Can I claim for additional travel costs that I may incur if I am required to attend another NCL CCG office site that is not my contractual work base?

Yes. On occasions where staff are required to attend an NCL site (other than their contractual work base), the CCG will reimburse staff for any additional travel costs in accordance with the CCG's Expenses Policy. Additional travel expenses should be claimed via the CCG's Workforce System.

3.4 My journey between home and North London Business Park will take longer than my current journey to and from Holbrook House. Has consideration been given to staff that may need to make longer journeys?

At present, the majority of CCG staff are working from home and the CCG's Agile Working Policy allows for greater flexibility in staff working patterns and return to office working arrangements. Should staff wish to work from the office and if the commute to/from North London Business Park take longer, staff should discuss and agree the start and finish times with their line manager.

4. Office facilities

4.1 Do we have assurance there will be sufficient free parking for all those who ask for it?

There are approximately 65 parking spaces on the first floor of the car park at NLBP; we provide parking permits for these spaces. Staff will need to pre-book their parking space, in the same way that they will book a desk or meeting room (via the 'DeskSmart' e-booking system), this will ensure that there is a space reserved for you, before you make the journey to the office.

There is also large amounts of 'pay and display' parking on the ground floor of the same car park, though we anticipate that the spaces on the first floor will be more than sufficient. We will keep this under review. There are also 20 parking spaces free for 2 hours at [Brunswick Park Road - Car Park \(parkopedia.co.uk\)](http://parkopedia.co.uk) .