



North Central London
Clinical Commissioning Group

Staff Briefing Thursday 8 October 2020



North Central London
Clinical Commissioning Group



Black History Month

Black History Month

- October is Black History Month.
- Black History Month 2020 is a time to look forward and celebrate the here and now – and the future possibilities.
- Black History Month has been celebrated widely for many years within the NHS through honouring the achievements, culture and history of black people.
- This year, we have found innovative ways to mark Black History Month with virtual meet-ups and online events.
- We would like to invite all our staff to join the events and celebrations and promote Black contributions to British society and foster an understanding of Black history and its future.



Black History Month

- The focus of NCL CCG Black History Month 2020, during October, is **AIM (Awareness – Involvement – Movement)** to celebrate and promote Black contributions to British society, and to foster an understanding of Black history and the future.
- There will also be an emphasis on the culture and contributions of our Black staff in the organisation and engage all staff to foster understanding and appreciation.
- The theme of **AIM** is:
 - ✓ **Awareness** – Evoke an appreciation and understanding of Black history and its impact.
 - ✓ **Involvement** – Opportunity to experience Black culture and contributions.
 - ✓ **Movement** – Ascertain the long term vision and what is needed for change and progression.

Black History Month

Throughout October, the Staff newsletter will feature:

- ICON: Black British Pioneers
- Black Book of the Week
- Black Movies of the Week
- Black Staff Headliner



Please keep an eye out for these articles.

Black History Month – events



North Central London
Clinical Commissioning Group

Date	Time	Event	Info:
13 October	12:30 - 14:00	NHSE/I - The Importance of Allyship – John Brouder	HERE
14 October	12:00 – 13:30	NHSE/I Healthcare Scholarship	HERE
20 October	14:30 – 15:30	NHSE/I Anti-Racism – Tracie Joliff	HERE
21 October	14:00 – 15:30	NHSE/I My Story – Racism in Football	HERE
21 October	19:00 - 21:00	Royal Museums Greenwich - Christy Symington discuss her sculpture of writer and abolitionist Olaudah Equiano. Feature music from Ugandan multi-instrumentalist Steve Kasamba.	HERE
22 October	11:00 - 12:30	Structural Racism by Professor Vini Lander	HERE
23 October	12:30 - 13:30	Black History Month Virtual Potluck Join us as we come together to share your Black cuisine, its origins and recipes. You can also send in your pictures which we will publish via Staff News/Intranet.	HERE
28 October	09:30 - 11:30	NHSE/I The Windrush Generation and the NHS - Historian David Olusoga will share his knowledge of the Windrush Generation and the thousands of NHS workers that came from the Caribbean.	HERE
28 October	12:30 - 13:30	NHSE/I 100 Great Black Britons	HERE
29 October	10:00 – 13:00	NHSE/I The Impact of Telling your Story	HERE
29 October	16:00-17:00	Black History Month Quiz Bowl Take part in a pop quiz to test your general knowledge on Black history, culture, food, lifestyle, etc.	Sign up HERE



North Central London
Clinical Commissioning Group



NCL CCG restructure programme update

Introduction

- We recognise that this is an uncertain period for staff and that this can be challenging given that everyone is working very hard including on winter plans and second wave COVID-19 preparations.
- EMT is committed to providing as much clarity and detail as possible as we move through the restructuring programme and will make every effort to conclude the required process, as soon as possible in a fair, consistent and equitable manner.
- A number of concerns were raised by staff and managers about carrying out the formal consultation process over November – December 2020 and therefore over the Christmas period.
- Having listened and considered the feedback from staff and managers, we remain committed to undertaking a 45-day consultation.
- EMT have reviewed the consultation timescales and made the decision to amend the timescales in accordance with the feedback received.
- The formal 45-day consultation process will therefore commence after the Christmas period, in January 2021.

Where are we now?

- Existing structure charts are currently being updated to take account of new line management arrangements following implementation of the new Executive Management Team Structure and to incorporate any new appointments over the past few months.
- Updated current structure charts will be published in October on the intranet.
- A **job description audit** is currently being undertaken for all staff to ensure that current job descriptions on file are reflective of substantive roles and responsibilities.
- Directors have been informed not to include any interim or temporary duties.

Where are we now?

- Executive Directors are **reviewing the size and composition of the workforce** for their areas of responsibility to ensure that services / functions are developed and fit for purpose in line with the newly merged CCG and evolving commissioning landscape.
- Considerations for the development of the new structures include:
 - ✓ Each Executive Director to determine the future proposed structures in view of current and future needs.
 - ✓ Peer review between Executive Directors regarding proposed structures and ways of working following engagement with staff on the emerging operating model.
 - ✓ Determining impact of changes on each member of staff and proposed pooling arrangements, where required.
 - ✓ Undertaking job evaluations for new roles, where required via matching panels.
 - ✓ Undertaking an equality impact assessment on impact of proposed changes.
 - ✓ Preparing all necessary consultation documentation.

Updated roadmap for key milestones and indicative timescales

**October
2020**

Critical Activities

- HR to provide guidance / templates for new JDs & workforce impact assessment template
- Executive Directors to submit initial proposed structures
- HR to undertake due diligence
- Finance to undertake reconciliation to ensure affordability of proposed structures

**Early
November
2020**

Executive Directors to submit the following completed documents to HR:

- New / amended JDs for roles in the proposed structure
- Completed workforce impact assessment templates
- HR to provide advice and support on proposed pooling arrangements
- Work in Partnership with staff side colleagues on issues regarding proposed pooling arrangements

**Mid-
November/
early December
2020**

Critical Activities

- HR Due diligence of Workforce Impact information
- Undertake analysis of proposed pooling arrangements, resolving issues of pooling exercises with Directors, where necessary.
- Discuss pooling issues with staff side, where required
- Undertake job evaluation matching panels with staff side, where required
- Undertake Equality Impact Assessment

**December
2020**

Preparatory Consultation Activities

- Draft Consultation Document
- Undertake final Equality Impact Assessment
- EMT Approval of final Consultation Document
- Share Consultation Document and accompanying documents with staff side

**January/
February
2021**

Consultation Process

- Commence 45- day consultation process at the beginning of January
- Ensure appropriate mechanisms for meaningful consultation and feedback processes are in place

**February /
March
2021**

Consultation Outcome

- EMT to review feedback received during consultation
- Draft consultation outcome document
- Communicate outcome of Consultation to staff
- Allow time for appeal's process prior to implementation

**From
April
2021**

**Implement
Consultation
Outcome**

Supporting our staff during the restructuring process

We understand that everyone responds differently to change and that people have different individual circumstances and needs. We are committed to providing all staff with continued support during the change programme:

- **Wellbeing Support:**

- Available via the Employee Assistance Programme
- The health and wellbeing support that has been rolled out nationally from NHSE/I continues to be available to staff during this time.
- Full details about what is offered from EAP and NHSE/I is available on the Intranet.

- **Building Resilience Workshops:**

- Several workshops were held earlier this year and we received positive feedback from staff.
- As we near the commencement of the consultation period and to support the health and wellbeing of our staff we will be commissioning NEL to roll out virtual workshops from October.
- The critical outcomes of the workshops will enable staff to develop positive thinking habits, identify strategies for coping with pressured situations, recognising signs of emotional overload and exploring how change affects individuals.
- Dates and times will be published on the Intranet.

Supporting our staff during the restructuring process

- **HR drop-in sessions:** To continue for all staff to drop-in if they have any individual questions or would like any information on the HR process – dates and times during October 2020 have been identified and published on the Intranet.
- **Pension Drop-in Sessions:** Following several requests from staff, pension drop-in sessions have been arranged with the NEL pensions team on 3 and 17 November 2020 and will be publicised to staff.
- **Briefings on the HR Consultation Process:** The HR team will be rolling out short briefings from November 2020 to provide staff with information on the HR consultation process with regard to the restructure programme.
- **FAQs:** Are being updated regularly and shared with staff via the FAQs document.
- **Staff Briefings:** In view of current working arrangements, staff briefings will be a key way of providing staff with critical messages and updates.

Questions about structures

- The majority of the questions that staff have submitted with regard to the restructure programme have been responded to via staff briefings and/or the FAQ document that has been published on the intranet.
- Specific questions with regard to the size, composition and cost of future proposed structures are unable to be responded to at this stage.
- These details will be determined and worked through during the review stage and therefore this information will be shared with staff as part of the formal consultation process.
- Staff may have questions on the revised consultation timescales; we will endeavour to respond to as many questions as we can at this stage via the staff briefings over the coming weeks.
- In the meantime, if you have any immediate questions or concerns, please do speak to your Director in the first instance.



North Central London
Clinical Commissioning Group



National staff survey

National staff survey

- The CCG will be partake in the national NHS staff survey which will run from 05 October to 27 November 2020
- The core areas of the staff survey will be: *Your Job; Your Manager; Health and Wellbeing; COVID-19 Pandemic; Your Organisation; Background Information.*
- There will also be some local questions incorporated into the survey for example on health and wellbeing.
- We encourage all staff to take time to complete this year's survey. The insights from staff will help us to work together to create the best organisation we can, where people are valued and we can learn together to address the impact of the Covid-19 pandemic and continue to deliver the best for our residents.



Equality, diversity and inclusion update

Diversity & Inclusion Steering Group

- The Diversity and Inclusion Steering Group has been formed as a key component of the CCG's approach to developing a fairer, supportive and an encouraging working and learning environment for our staff.
- The Group is supporting the setting up and running of the staff networks including BAME Staff Network, Disability Staff Network, and LGBT+ Staff Network.
- The Diversity & Inclusion Steering Group formally launched with the first meeting taking place on 29 September 2020.
- Key areas of discussion included:
 - Terms of Reference
 - Emerging themes from safe space conversations and next steps
 - Approach to identifying equalities related training and briefings for staff with the support of the Networks.
 - Development of the Workforce Race Equality Standard with support from the BAME Network
 - Black History Month
 - Staff Network Work Programme Priorities

The CCG has set up three Staff Networks: BAME, Disability and LGBT+ to improve the way it supports staff from different protected backgrounds. Good progress has been made including:

- Drafting and agreeing the Terms of Reference for all three staff networks.
- The appointments process to the Staff Network Chairs has been completed for all three staff networks: For the BAME Staff Network, two vice-chairs have been appointed to support the chair and the network given the programme of activities that will be required to meet the requirements of the London Workforce Race Strategy.
- Chairs and Vice Chairs of the Staff Networks have attended the first Diversity and Inclusion Steering Group meeting.
- A brief induction for Chairs and Vice chairs – and open discussion about the next steps.
- Building working relationship between the networks to focus on common objectives and priorities.

Membership of the Staff Networks and Meetings

- The first BAME network meeting with members will take place in October 2020.
- Over the coming weeks, the Chairs of the Disability and LGBT+ networks will be publicising their respective networks to gain greater membership to these groups.

Staff Network Work Programme Priorities

- Each of the networks will develop a work programme that will support the CCG in the following areas with regard to equality and inclusion:
 - ✓ Procuring training and awareness raising programmes
 - ✓ Developing equality objectives and action plans
 - ✓ Developing a dedicated intranet page on staff network activities and updates
 - ✓ Supporting safe conversations across the CCG
- Critical activities agreed by the network will be incorporated into the equality, diversity and inclusion forward planner.

Equality information and the Workforce Race Equality Standard report

- Publishing the CCG's Equality Information Report every year is a specific equality duty.
- We have prepared the 2019/20 Equality Information Highlight Report which will go to the Patient and Public Engagement and Equalities (PPEE) Committee today (8 October).
- This report shows how NCL CCGs delivered their equality objectives in 2019/20.
- The Workforce Race Equality Standard (WRES) Report is part of equality information which was approved by the Committee in August.

Workforce Race Equality Standard report

Key highlights from Workforce Race Equality Standard Report 2019/20:

- The number of staff from BAME and White backgrounds is generally reflective of the NCL population demography.
- The recruitment data shows that the likelihood of BAME staff being appointed from shortlisting has improved from 2.39 less likely in 2018/19 to 1.48 less likely in 2019/20 compared with White staff across the NCL CCGs.
- The number of staff from BAME backgrounds across band 1-7 has overall increased across NCL.
- The number of Governing Body Members and Office Holders from a BAME background has increased significantly due to an improvement in the reporting of the ethnicity of this group.
- The number of staff from BAME backgrounds experiencing discrimination, bullying and harassment from staff and managers has reduced therefore showing an improvement
- There has been a significant increase in the number of staff from BAME backgrounds undertaking non-mandatory training in 2019/20.



North Central London
Clinical Commissioning Group



NCL CCG Contract Management update

Contract Management for NCL CCG

- Following the merger of the CCG, much work has been done to have a central contracts register of all contracts held by the CCG.
- Work has been taking place on a borough contract review, which many of you will have been involved with. This will inform how we manage contracts in line with our legal duties as a single organisation.
- Since March, the CCG has been busy responding to the demands of COVID which has impacted the way in which we manage NHS and non NHS contracts as well as how we have procured services / goods to support the COVID-19 response.
- To ensure that we comply with appropriate governance arrangements with regard to contract management and procurement, an NCL Finance and Contracting Working Group was established to oversee contract management actions/decisions required.

NCL Finance and Contracting Working Group

- The NCL Finance and Contracting Working Group meets on a weekly basis in order to take decisions and progress procurement governance requirements as well as key actions required for either NHS or non-NHS contracts held by the CCG.
- These include...
 - ✓ Application of the national guidance impacting both NHS contracts and non-NHS contracts.
 - ✓ Timely processing of contract awards, contract procurements to support the COVID-19 response.
 - ✓ Appropriate CCG governance processes are followed, including adherence to the requirements of the CCG's Standing Financial Instructions (SFIs).

Standing Financial Instructions (SFIs)

- The new NCL Standing Financial Instructions (SFIs) came into effect from 1 April 2020.
- The SFIs detail the financial responsibilities, policies and procedures adopted by the CCG.
- They are designed to ensure financial transactions are carried out in accordance with statute and policy in order to achieve probity, accuracy, economy, efficiency and effectiveness.
- **ALL** staff members are required to adhere to the financial instructions and these can be downloaded from the policies page of the staff intranet (under Governance):

<https://intranet.northcentrallondonccg.nhs.uk/policies/policies.htm>

Contract management governance process

- New financial guidance recently received from NHS England and Improvement sets out requirements for remainder of the financial year.
- We now need to put in place some new processes and governance arrangements which are aligned to the new CCG EMT structure.
- The NCL Finance and Contracting Working Group recently agreed a new process so that all contract management decisions should be submitted to the Working Group for review.
- A decision will then be made as to whether to:
 - give approval in accordance with the requirements of the CCG's SFIs, or
 - refer to the Executive Management Team (EMT) for consideration and approval or submit for formal approval by a CCG committee.
- If you have any queries, or would like further information please contact Ernie Gartrell via email: ernie.gartrell@nhs.net



Phase 3 Covid-19 recovery update

Phase 3 Covid-19 recovery

- Following confirmation of expectations for the next phase of recovery and response to COVID-19 set out in the letter from Sir Simon Stevens and Amanda Pritchard on the 31 July, we developed a response as a system to the key actions set out in the letter.
- This included:
 - submission of NHS E/I templates confirming planned activity and performance levels for months 7–12 of the current financial year
 - summary narrative for the planning submissions that sets out how we are meeting the overall requirements outlined in the Phase 3 letter
 - a series of accompanying mental health focused submissions which include details of how we are meeting the Mental Health Investment Standard.

Phase 3 Covid-19 recovery

- Our narrative submission was structured around the priorities set out by NHS E/I for the next phase of recovery.
 1. **Recovery:** Accelerating the return to near-normal levels of non-COVID health services, making full use of the capacity available in the ‘window of opportunity’ between now and winter.
 2. **Response:** Preparation for winter demand pressures, alongside continuing vigilance in the light of further probable COVID-19 spikes locally and possibly nationally.
 3. **Enablers:** Doing the above in a way that takes account of lessons learned during the first COVID-19 peak; locks in beneficial changes; and explicitly tackles fundamental challenges including: support for our staff, and action on inequalities and prevention.
- Our response provided a narrative on how we are meeting the actions set out in the letters and, where possible, linked to existing recovery plans and narratives provided for the Check and Challenge sessions with the NHSE/I regional team.

Phase 3 Covid-19 recovery

- These existing plans are the product of partnership working across North London Partners; other elements of this submission are in development and were provided as a response to the actions set out in the Phase 3 letters rather than as finalised system plans.
- It is our intention to further iterate our plans with partners, with a view to action and embed system working as we continue to work collaboratively and mature into an integrated care system (ICS).
- We submitted a draft at the start of September and received feedback from the regulatory on this.
- A final submission was made on 21 September and we had a final feedback session a few days later.
- We will continue to work as a system to develop and deliver the plans included in our phase 3 submission through existing channels.



Ongoing IT issues

Ongoing IT issues

- Thank you for bearing with our IT over the last couple of weeks. We are aware that there have been extensive issues with access to drives, but also some reported issues with Outlook and the staff intranet.
- Staff trying to access Shared Drives will have experienced issues with performance when opening files and folders.
- NELCSU have investigated and found the root cause of the issue was around a lack of available memory.
- This was rectified as a result of an Emergency Change Tuesday evening.
- All Drives should now be performing correctly – you may need to shut down and reboot for these to be reflected properly.
- Any issues, please log this with NELCSU IT in the first instance so they have a record.
- For escalations, please send these to the business managers, who can then escalate to our Digital Team.



North Central London
Clinical Commissioning Group



Flu shots for staff

Flu shots for staff

- Helping to protect against flu is particularly important with COVID-19 in circulation because people vulnerable to COVID-19 are also at risk of complications from flu.
- This year we are providing the flu vaccine for all our staff free.
- As most people are working remotely, and may not live in the NCL area, you will be able to have your vaccination at a location convenient for you and claim the cost back through expenses up to a value of £15. Please do keep your receipt.
- [More information on how to claim this back on Workforce is available here.](#)
- If you are in one of the eligible at risk groups for the free vaccine you will not need to pay and claim back. Either your GP will contact you or you can book an appointment with your local pharmacy to receive your vaccine.
- Like GPs, pharmacies are having to prioritise their vaccine supplies for at risk groups first, so if you are not in one of these groups you may have to wait to be able to book your appointment. It varies, so do please check with your local pharmacy.



North Central London
Clinical Commissioning Group



Future staff briefings

Staff briefings

- Staff briefings are ranked by staff as one of the most valued internal communication channels, supporting people to feel connected to CCG plans and informed on key areas of business.
- We have been through a significant period of transformation over the last six months, and have made some adjustments to how we run staff briefings during this period.
- However, there is room for improvement – so it is very clear where formal updates on key topics will be shared, ensure everyone has equal access to these updates – and crucially – and the opportunity to feedback and ask questions
- As such, we will be moving to the following model (transitioning in October):
 - Every Directorate will hold a formal staff briefing each fortnightly, led by Executive Directors
 - Borough Operations Directorate - informal borough team fortnightly meeting
 - Quarterly all staff events (date for the first one will be confirmed shortly)
 - Reinstating Wider Leadership Team meetings

Staff briefings

- Fortnightly Directorate briefings will be the formal forum for updates on topics such as:
- Future direction for NCL CCG as strategic commissioner and ICS development
 - CCG Business Plan and directorate priorities, performance updates and ‘good news’
 - Operating model development and CCG processes
 - CCG restructure and staff consultation
 - HR / OD activity e.g. staff wellbeing support, annual staff survey, policies, appraisals
 - Equality and Diversity work – updates from engaging our people forum and staff networks

Proposed date for Directorate formal staff briefings – fortnightly Wednesdays.

Calendar invites for each Directorate will be set up and circulated to the end of December.

Borough Operations Directorate – informal borough team meetings:

- To be held in the intervening weeks
- Informal meetings – focused on each boroughs priorities, key activity, achievements
- Joined by Borough team staff (not other Directorate staff)

Other Directorates – Exec Directors may hold team meetings in the ‘in-between’ weeks as informal time for directorate specific topics (when needed)

Wider Leadership Meetings

These will be re-established for senior managers to come together quarterly with the Executive Management Team, as an opportunity for in depth review of key areas of focus.

Quarterly all staff events

Introducing quarterly all staff events, with a focus on:

- Involving everyone in our vision and future plans
- Collaboration on key areas of CCG transformation
- Developing ways of working together as one NCL team
- Celebrating our successes!

Agendas will focus on interaction and discussion (and while we are holding these virtually we'll explore the best platform to support this aim).

The date for the first event will be confirmed shortly.