

Corporate Staff Survey Action Plan

- A corporate action plan has been developed to address the CCG-wide gaps and issues that were identified from the results of the 2020 national staff survey results.
- The plan will be updated following feedback on any further CCG wide cross cutting themes that are identified from the Directorate staff action plans that are currently being finalised.
- This document provides the following information:
 - *Key themes of the Corporate Staff Survey Action Plan*
 - *Key areas of the staff survey action plan that good progress has been made against*
 - *The corporate action plan, including the timescales and progress each action (slides 5 – 12)*
- Progress against the actions will be updated in this document and staff briefings so please come back and review this staff survey action plan on a regular basis for the latest updates.
- A mid-year pulse staff survey will be held in July to check-in with staff and obtain views, comments and feedback on key areas of the national staff survey

Corporate Staff Survey Action Plan



North Central London
Clinical Commissioning Group

The corporate action plan, including the timescales and progress each action have been grouped into the following themes:

- Greater understanding of work responsibilities/team objectives and priorities
- Adequate supplies, materials and equipment to do work
- Effective appraisal discussions with staff
- Learning and Development for all staff
- Publicise and communicate members of the Executive Management Team/Strengthen communication between senior management and staff
- Development and roll out of essential skills for manager programme to strengthen line management capability and support to staff

- Creating a culture and environment that is free from bullying, harassment and discrimination
- Health and Wellness Programme
- Strengthen career progression opportunities for staff
- Creating a culture and environment in which staff feel safe to raise concerns
- Establish and publicise corporate values, vision and priorities
- Embed CCG values
- Communicating and keeping staff up to date with information, updates and changes across the CCG
- Collate information on staff experiences to support recruitment and retention

Corporate Staff Survey Action Plan

– Key Highlights

The corporate plan shows the successful progression against a number of key activities including:

- ✓ Development and publication of the 'How we Work' document that describes how the CCG will function and deliver the CCG's priorities for 2021-2022.
- ✓ Publicising the requirement for all staff to have appraisals and the provision of a quick reference guide, bite-size learning sessions and drop-in sessions with the HR Team.
- ✓ The first 'In Conversation' event held with all staff and the next event is scheduled to take place on 22 July 2021.
- ✓ 'Ask EMT' drop-in sessions have been scheduled to allow staff to meet and directly ask Executive Directors questions
- ✓ Establishing and publicising CCG values that create a more inclusive culture and set standards of how to treat one another. Work is underway to embed the values in our everyday work and practices
- ✓ The campaign to recruit to Mental Health and Wellbeing Champions and Speak Up Guardians was launched in early June



North Central London
Clinical Commissioning Group

Corporate Staff Survey Action Plan

June 2021

Area requiring Improvement	Brief Description of Action	Start Date	Expected End Date	Owner/Lead	Status
Greater understanding of work responsibilities/team objectives and priorities	Communicate and publicise CCG corporate priorities for 2021-2022 to all staff	01 May 2021	19 May 2021	Executive Management Team	Complete
	Develop and communicate the operating model and 'How we work' document that describes how the CCG will function to deliver the priorities in 2021-2022.	01 February 2021	19 May 2021	Executive Director of Borough Partnerships/Executive Director of Corporate Services	Complete
	Support Teams and Directorates to embed new ways of working following re-alignment	01 April 2021	Ongoing	Directors & Executive Directors	In Progress
	All staff to have an appraisal discussion to reflect on key achievements during 2020-2021; agree priorities/objectives; personal development needs and health & wellbeing support	01 May 2021	30 June 2021	Executive Directors	In Progress
Adequate supplies, materials and equipment to do work	Communicate organisational position on how staff can get DSE equipment (chair, desk, keyboard mouse)	01 June 2021	30 June 2021	Assistant Director of Business Services	In Progress
	Communicate organisational position on whether staff can claim expenses for notebooks, pens, printing paper, ink, printer	01 June 2021	30 June 2021	Assistant Director of Business Services	In Progress

Personal Development

Area requiring Improvement	Brief Description of Action	Start Date	Expected End Date	Owner/Lead	Status
Effective appraisal discussions with staff	Prepare guidance and publicise requirement for managers and staff to have end of year appraisal discussions/set objectives	01 May 2021	31 May 2021	HR/OD Team	Complete
	All staff to have an appraisal discussion to reflect on key achievements during 2020-2021; agree priorities/objectives; personal development needs and health & wellbeing support	01 May 2021	30 June 2021	Executive Directors	In Progress
	Roll out briefings for staff and managers on having effective appraisals during appraisal season	01 May 2021	30 June 2021	HR/OD Team	In Progress
Learning and Development for all staff	Identify and communicate an individual learning and development budget for each member of staff and a Corporate Training budget	01 May 2021	31 May 2021	HR/Finance	Complete
	Co-ordination and roll out of bite size learning and awareness sessions to increase knowledge of CCG and system wide priorities (<i>via subject matter experts across the CCG</i>)	01 May 2021	31 March 2022	HR/OD Team	In Progress
	Undertake a Learning and Needs Analysis to identify organisational wide capability gaps via appraisal outcomes and discussions with Executive Directors and Directors	01 May 2021	31 July 2021	HR/OD Team	In Progress
	Update and harmonise a Learning & Development Policy, including ratifying the policy via EMT and the JPG	01 June 2021	31 July 2021	HR/OD Team	In Progress
	Roll out a Corporate Training Programme	01 August 2021	31 March 2022	HR/OD Team	Not Yet Started
	Development and Implementation of a Reciprocal Mentoring Programme	01 July 2021	31 October 2021	HR/OD Team	Not Yet Started
	Development and Implementation of a Job Shadowing Programme	01 October 2021	31 December 2021	HR/OD Team	Not Yet Started

Management

Area requiring Improvement	Brief Description of Action	Start Date	Expected End Date	Owner/Lead	Status
Publicise and communicate members of the Executive Management Team/Strengthen communication between senior management and staff	Executive Directors to introduce and lead first 'In-Conversation' event with all staff	29 April 2021	29 April 2021	Executive Directors/Communications & Engagement Team	Complete
	Publicise name, photo and portfolio of each Executive Director in the 'How We Work' operating model pack that has been shared with all staff	19 May 2021	19 May 2021	Executive Director of Borough Partnerships/Corporate Services	Complete
	Set up a dedicated intranet page to publicise name, photo, portfolios and Bios of each Executive Director and Governing Body Member	01 June 2021	30 June 2021	Communications & Engagement Team	In Progress
	Schedule and publicise monthly 'Ask EMT' drop-in sessions to allow staff to join and ask Executive Directors questions during 2021-2022	01 May 2021	31 March 2022	Executive Directors/Communications & Engagement Team	Complete
	Member of the Executive Management Team to join the Joint Partnership Group meeting each month in 2021-2022	01 May 2021	31 March 2022	HR/OD Team	In Progress
	Set up a dedicated intranet page to publicise name, photo, portfolios and Bios of each Executive Director and Governing Body Member	01 May 2021	31 March 2022	Communications & Engagement Team	In Progress
Essential skills for manager programme to strengthen line management capability and support to staff	Development and roll out of essential skills for managers learning programme (effective appraisal discussions, 1:1s, feedback models, role model behaviours, HR policies and procedures health and wellbeing conversations)	29 April 2021	31 March 2022	HR/OD Team	In Progress

Health, Wellbeing and Safety



North Central London
Clinical Commissioning Group

Area requiring Improvement	Brief Description of Action	Start Date	Expected End Date	Owner/Lead	Status
Creating a culture and environment that is free from bullying, harassment and discrimination	Safe space conversation forums for staff to share experiences and ideas on initiatives to address issues and feedback to EMT	01 August 2020	31 March 2022	Diversity Network Chairs	In Progress
	Workshops with some managers to discuss key themes from the safe space conversations and explore new ways of being, behaviours and relating to each other from different backgrounds	01 April 2021	30 June 2021	BAME Diversity Network Chair/Vice-Chairs	In Progress
	Establish and publicise CCG values that create a more inclusive culture and set standards of how to treat one another	01 December 2020	19 May 2021	HR/OD Team/Engaging our People Forum	Complete
	Statement from the Accountable Officer stating a zero tolerance environment of bullying and harassment	01 June 2021	30 June 2021	Accountable Officer	In Progress
	Launch the 'See ME First' Campaign which encourages all staff to show their open commitment to tackling disrespect, micro-aggressions, discrimination and prejudices	01 May 2021	31 July 2021	Diversity Network Chairs/Equality Lead	In Progress
	Establish Speak Up Ambassadors for staff to obtain guidance if they have concerns about bullying, harassment and discrimination	01 May 2021	31 July 2021	HR/Governance Team	In Progress
	Further facilitated sessions with Executive Directors and Directors on equality and value of inclusion, increase awareness and understanding of cultures, cultural differences and different communities.	01 June 2021	31 July 2021	Executive Director of Corporate Services	In Progress
	Roll out sessions to raise awareness and educate staff and managers on key equality and inclusion areas such as micro-aggression behaviours, discrimination, unconscious prejudices and supporting staff with mental health and long term conditions.	01 January 2021	31 March 2022	HR/OD Team/Diversity Network Chairs	In Progress
	Develop a behavioural framework which describes the acceptable/unacceptable behaviours that underpin each value	01 June 2021	31 August 2021	HR/OD Team/EoPF	In Progress

Health, Wellbeing and Safety



North Central London
Clinical Commissioning Group

Area requiring Improvement	Brief Description of Action	Start Date	Expected End Date	Owner/Lead	Status
Health and Wellness Programme	Bi-weekly mindfulness sessions for all staff	01 December 2020	31 March 2022	Executive Director of Corporate Services	Complete
	Publicise national health and wellbeing support and resources that are available via NHSEI	01 December 2020	31 March 2022	HR/ Communications & Engagement Team	In Progress
	Mental health and wellbeing reflective sessions facilitated by Tavistock and Portman for staff to consider impact of the challenging times on mental health and learn approaches to support self and others	01 March 2021	30 April 2021	Executive Director of Corporate Services	Complete
	Keep Active Week to encourage staff to take time out to exercise and do outdoor activities	03 May 2021	09 May 2021	Executive Director of Corporate Services	Complete
	Seek views and feedback from staff in relation to return to office-based working and also longer term ways of working	12 May 2021	26 May 2021	Business Services/Comms and Engagement Team	Complete
	Publicise external wellbeing support for staff that are/have worked in front line roles and staff from a BAME background on the impact of COVID	01 June 2021	30 June 2021	HR/OD	In Progress
	Hold a pilot week during June to support staff to take lunch breaks, reducing emails and meetings out of standard office hours and reduce duration of meetings by 10 minutes	01 June 2021	30 June 2021	Executive Director of Corporate Services / Comms & Engagement Team	In Progress
	Launch Agile Working Policy and future agile/flexible working arrangements	01 June 2021	31 July 2021	Executive Director of Corporate Services	In Progress
	Establish Mental Health and Wellbeing Champions, including appointments process training, publicising and communicating roles	01 June 2021	31 July 2021	HR/OD Team	In Progress
	Appoint a Health and Wellbeing Guardian in accordance with the NHS People Plan	01 June 2021	31 July 2021	HR/OD Team	In Progress
	Workshops for managers on how to have effective and regular health and wellbeing conversations with staff	01 June 2021	31 August 2021	HR/OD Team	In Progress

Health, Wellbeing and Safety



North Central London
Clinical Commissioning Group

Area requiring Improvement	Brief Description of Action	Start Date	Expected End Date	Owner/Lead	Status
Strengthen career progression opportunities for staff	EMT decision that all posts to be advertised internally for 2 weeks in the first instance, unless exceptional reason to advertise internally/externally at the same time	01 April 2021	31 March 2021	Executive Directors and HR/OD Team	Complete
	Identify and communicate an individual learning and development budget for each member of staff and a Corporate Training budget to enable staff to access training and development	01 May 2021	31 May 2021	HR/Finance	Complete
	All staff to have an appraisal discussion with their manager to identify personal development needs/career planning	01 May 2021	30 June 2021	Executive Directors	In Progress
	Strengthen recruitment practices to require greater diverse recruitment panel membership and recruitment and selection training	01 May 2021	31 August 2021	HR/OD Team/Diversity Network Chairs	In Progress
	Strengthen recruitment processes to ensure robust and comprehensive feedback to internal candidates that apply for roles	01 May 2021	31 August 2021	HR/OD Team/Diversity Network Chairs	In Progress
	Development and Implementation of a Job Shadowing Programme	01 October 2021	31 December 2021	HR/OD Team	Not Yet Started

Your Organisation



North Central London
Clinical Commissioning Group

Area requiring Improvement	Brief Description of Action	Start Date	Expected End Date	Owner/Lead	Status
Creating a culture and environment in which staff feel safe to raise concerns	Safe space conversation forums for staff to share experiences and ideas on initiatives to address issues and feedback to EMT	01 August 2020	31 March 2022	Diversity Network Chairs	In Progress
	Update and harmonise Speaking up (Whistleblowing) Policy and Audit Committee to ratify the policy	01 January 2021	31 March 2021	Governance Team	Complete
	Communicate and publicise the Speaking up (Whistleblowing) Guardians and create a dedicated intranet page for all Speaking up information for staff to access	01 May 2021	31 May 2021	Governance Team/Communications & Engagement Team	Complete
	Communicate and publicise the Speaking up (Whistleblowing) Policy to all staff via staff briefings and on the intranet	01 May 2021	31 May 2021	Governance/Communications & Engagement Team	In Progress
	Establish Speak up Ambassadors, including appointments process training, publicising and communicating roles	01 May 2021	31 July 2021	HR/Governance Team	In Progress
Establish and publicise corporate values, vision and priorities	Communicate and publicise CCG Corporate Vision with the NCL Integrated Care System	01 May 2021	19 May 2021	Executive Management Team	Complete
	Communicate and publicise CCG corporate priorities for 2021-2022 to all staff	01 May 2021	19 May 2021	Executive Management Team	Complete
	Develop and communicate the operating model and 'How we work' document that describes how the CCG will function to deliver the priorities in 2021-2022.	01 February 2021	19 May 2021	Executive Director of Borough Partnerships/ Corporate Services	Complete
	Establish and publicise CCG values	01 December 2020	19 May 2021	HR/OD Team/ Engaging our People Forum	Complete

Your Organisation



North Central London
Clinical Commissioning Group

Area requiring Improvement	Brief Description of Action	Start Date	Expected End Date	Owner/Lead	Status
Embed CCG values	Create branding for CCG values and publicise on the intranet and staff briefings	01 May 2021	19 May 2021	Communications and Engagement Team	Complete
	Prepare guidance on having effective appraisal discussions - Incorporating and linking values to appraisal discussions with staff	01 May 2021	30 June 2021	HR/OD Team	Complete
	Incorporate values into key documents including HR policies, recruitment documents, CCG template documents	01 May 2021	30 June 2021	HR/Communications and Engagement Team	In Progress
	Create an 'Appreciation Page' on the intranet to post messages of appreciation for staff in line with the CCG values	01 July 2021	31 July 2021	Communications and Engagement Team	Not Yet Started
	Develop a behavioural framework which describes the acceptable/unacceptable behaviours that underpin each value	01 June 2021	31 August 2021	HR/OD Team/EoPF	In Progress
	Incorporate values into recruitment processes including value based recruitment interview questions and assessments	01 June 2021	31 August 2021	HR/OD Team/EoPF	In Progress
Communicating and keeping staff up to date with information, updates and changes across the CCG	Prepare and publicise structure charts for each Directorate following the re-alignment exercise	01 March 2021	21 April 2021	HR/OD Team	Complete
	Publicise purpose and functions of each Directorate and the responsibilities of each Team	01 May 2021	19 May 2021	Executive Director of Borough Partnerships/ Corporate Services	Complete
	Create and publicise a dedicated intranet page with the key contacts for each Directorate and Team	01 June 2021	30 June 2021	Business Services/Communications and Engagement Team	In Progress
	Intranet content to be reviewed to ensure it is up to date and page owners to be assigned to ensure content continues to be up to date	01 June 2021	31 July 2021	Communications and Engagement Team	In Progress
	Review and re-start induction for new staff	01 Sept 2021	31 March 2022	HR/OD Team	Not Yet Started
	Produce a e-handbook for managers and staff	01 Sept 2021	30 October 2021	HR/OD Team	Not Yet Started