



North Central London  
Clinical Commissioning Group

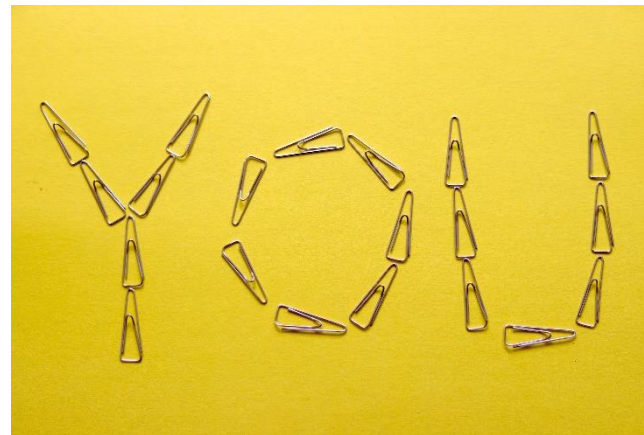
# Directorate briefing 16 June 2021

# In this week's briefing. . .

- Time for you week.
- Staff survey action plan.
- Organisational development update.
- Appraisals – reminder.
- System development plan.
- Return to work update.
- Learning Disability awareness week.
- Joint Equality Impact Assessment Workshop.
- Coaching for BAME staff.
- See ME First Campaign – launching soon.

# Time For You Week

- During the week commencing Monday 21 June, we are encouraging all staff to take some simple steps to make sure they are taking breaks and not working long hours.
- We know that working from home provides both challenges and opportunities. Throughout Time For You Week, we will be suggesting all staff implement some simple measures to make sure they can actively take time for themselves throughout the week.
- These initiatives don't need to be the only measures you take during **Time For You Week** – or any week! There are many different ways you can take time for you during your workday – stopping for a virtual coffee with a friend or colleague, stepping away from your screen for lunch or even building in some exercise to your workday.



# Time For You Week

Initiatives that all colleagues are encouraged to implement during Time For You Week are:

- Not sending emails out of hours (between 6.30pm and 8.00am).
- Reducing the use of 'CC' on emails.
- No internal meetings to be booked between 12.30pm and 1.30pm. We encourage staff to use this time for **YOU**.
- Any internal meetings (of more than half an hour) that you book for this week should be shortened to ensure comfort breaks are possible between meetings – so to start 5 mins later and/or end 5 mins earlier, wherever possible.
- Reviewing meeting invites you circulate to determine if all attendees are necessary.
- Reviewing meetings in your diary to determine if you definitely need to attend.

NOTE: A good way to judge meeting attendance is to consider: *If you were in the office, would you be attending/expecting people to attend?*

# Time For You Week



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- We recognise that some staff work flexibly and these initiatives should not impact your ability to continue to do this – we just ask that emails to colleagues are sent between the hours of 8am and 6.30pm. If you work outside of these hours as part of a flexible working arrangement, we would ask you to save any emails to drafts or set up a delayed send (we will share information on how to do this next week).
- We are aware that we work with external colleagues and that some colleagues have caring arrangements that may mean some of these initiatives are less easy to accommodate.
- We would however encourage you all to adhere to as many of the initiatives as possible throughout the week.
- Please start thinking about your diary for Time for You week in advance – feel free to block out a one hour break from meetings between 12.30 – 1.30pm now!
- We are hopeful that these small changes will help you find more time in your day to focus on YOU and that you may consider some of these changes longer term.
- We will share tips throughout Time for You Week – keep an eye out for these emails and intranet articles.

# 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 NHS staff survey results.
- The corporate staff survey plan document is available to view in full on the [staff survey intranet page](#) and 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 against each action.

## Next steps

- 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.
- Progress against the actions will be updated in the document and staff briefings so please review the 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

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 2021/22.
- 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 (closing Wednesday 16 June) and Speak Up Guardians (closing Friday 25 June) was launched in early June.
- Continuing to support staff via health and wellbeing activities, including Keep Active Week, mindfulness sessions and Time for You Week.



# Organisational development

To complement the work on the corporate plan, a number of organisational development activities are underway and are planned over the coming months.

## **April – June 2021**

- ✓ Co-ordination and roll out of bite size learning and awareness sessions to increase knowledge of CCG and system wide priorities (via subject matter experts across the CCG) – please check the new Learning Hub intranet page for further information.
- ✓ Development and roll out of essential skills for managers learning sessions (e.g. 1:1s, feedback models, health and wellbeing conversations).
- ✓ Recruitment of Mental Health and Wellbeing Champions.
- ✓ Supporting the Directorates and Engaging our People Forum to develop staff survey action plans/interventions.
- ✓ Development and implementation of the Corporate/CCG wide staff survey plan/interventions.
- ✓ Support Directorates to embed new ways of working following re-alignment.

# Organisational development

## **July – September 2021**

- ✓ Learning Needs Analysis to identify organisational capability gaps and corporate training programme.
- ✓ Continue the roll out of bite size learning and awareness sessions and essential skills for managers.
- ✓ Roll out the Mental Health and Wellbeing Champions.
- ✓ Continue the development and implementation of the Corporate/CCG wide staff survey plan/interventions.
- ✓ Regular check-ins with Executive Directors on progress of staff survey actions/interventions.
- ✓ Development of Reciprocal Mentoring Programme.
- ✓ Mid-year staff pulse survey.

## **October – December 2021**

- ✓ Review organisational development priorities/activities in view of mid year pulse survey results.
- ✓ Implementation of Reciprocal Mentoring Programme.
- ✓ Development and Implementation of an internal Job Shadowing Programme.
- ✓ Continue the roll out of the corporate training programme.
- ✓ Continue co-ordination and roll out of Learning Hub sessions and essential skills for managers.
- ✓ Roll out 2021 national staff survey.

# Reminder: Appraisals

- In what has been a continued period of crisis and rapidly changing priorities, it is an ideal time to recognise efforts, motivate and engage our staff by reflecting and celebrating achievements and successes in 2020/21 through our appraisal process.
- As a reminder, the appraisal cycle and key timescales will be as follows:
  - **May – June 2021:** appraisal meeting – end-of-year review/setting objectives for the year ahead and identifying personal development needs.
  - **July – September 2021:** ongoing review and conversations.
  - **October – November 2021:** Mid-year appraisal review.
  - **December 2021 – March 2022:** ongoing review and conversations.
  - **April – May 2022:** appraisal meeting – end-of-year review/setting objectives for the year ahead and identifying personal development needs.
- This year, our target is for 100% of staff to have an appraisal.

## What should be discussed during an end-of-year review?

End of year appraisal discussions should focus on the following key areas:

1. Reflection on key activities, objectives, successes and achievements during 2020/21 and successes and achievements during the COVID-19 pandemic.
  - We recognise that some staff have been realigned to a different directorate and in some cases under a new line manager. In these situations we expect managers to liaise with the previous line manager to ensure they have captured the member of staffs' key achievement/successes prior to realignment that will facilitate a meaningful discussion with the member of staff.
  - For those staff that have a dotted line to another manager, the appraisal discussions should take place with the 'hard' line manager. It is expected that the 'hard' line manager will liaise with the 'dotted' line manager to ensure they have obtained feedback on the member of staffs' key achievements/successes and are given an opportunity to contribute to objective setting that will facilitate a meaningful discussion with the member of staff.
2. Agree priorities/objectives for the short-medium term (setting SMART objectives).
3. Identify personal development needs.
4. Health and wellbeing support.

All appraisal conversations should be completed under the designated appraisal section of the [Workforce system](#) (*please note: you can upload your notes as a word document*).

# ICS System Development Plan update

- We have shared information recently about the next stages of the [Integrated Care System \(ICS\) development](#).
- The Government White Paper published in February 2021 set out the vision for ICS development and highlighted some specific ways of handling this change, that should be taken into consideration in the transition.
- An important step in this process is to share with NHS England and NHS Improvement a System Development Plan. This is being drafted throughout June and shared with partners and colleagues for input and builds on existing work across North Central London.
- Despite all of the challenges of the past 18 months, we have still managed to build stronger partnerships, relationships, and new ways of working as a system across social, primary and secondary care.
- If you would like to read and / or share feedback [on the current draft](#), please take some time to review this document. We are required to submit this by the end of the month, so if you have any comments to share, please send these to [northcentrallondonics@nhs.net](mailto:northcentrallondonics@nhs.net) by Tuesday 22 June 2021.
- It is important to note that this document will continue to evolve in the coming months as we learn more about the expectations of an ICS and the requirements as set out in the legislation.

# Return to work survey

- Thanks for everyone completing the recent return to work survey. The responses of almost 300 staff members have been really informative and are being used for our planning both a return to our office and future ways of working.
- We expect to be able to share more information in relation to both at the next Directorate briefings in two weeks' time.
- We will, as an organisation, continue to support people to work from home.
- For those team members that identified they want to be part of initial phase of returners, we expect that this will start in July.
- Earlier this week, there was an announcement from the Government that Stage 4 of releasing restrictions has been delayed by 4 weeks to allow for increased vaccination. This advice supports our plans to return to office working and does not impact on the above.

# Learning Disability Week

## Celebrating Art and Creativity

- For many people with a learning disability and their families, getting creative has been a way to stay connected and positive through the challenges of last year.
- Learning Disability Week 2021 (14 – 20 June) celebrates this art and creativity!
- The campaign has been crucial in highlighting some of the issues people with learning disabilities face.
- In many parts of the country, improvement is needed to the treatment people with learning disabilities receive in hospital. Simple changes in hospital care such as better communication, more time and clearer information can make a big difference.
- **Treat Me Well** is a campaign to transform how the NHS treats people with a learning disability in hospital. Find out what we're calling for and how you can help. <https://www.mencap.org.uk/get-involved/campaign-mencap/treat-me-well>
- The Learning Disability and Autism programme has commissioned a suite of resources to support healthcare workers to adjust their services to support people with learning disabilities and autistic people. You can view some of them online: [A for Adjustment - adjusted care resources to support health and care workers | Health Education England \(hee.nhs.uk\)](#)

# Learning Disability Week

## Celebrating Art and Creativity

### Events to support LD week include:

- A sports taster day on the 23 June with support from Arsenal and Middlesex cricket club.
- CLCH conference with support from the Barnet LD Service.
- More details will be shared via the staff intranet and newsletter.

If you are passionate about improving working lives and services for people with disabilities and want to get involved in the Disability Network's work, then please email [Victoria.Wicks2@nhs.net](mailto:Victoria.Wicks2@nhs.net)



# Joint Equality Impact Assessment workshop

- NHS organisations have been carrying out Equality Impact Assessments (EqIA) since the Race Relation Amendment Act came into force in 2002 which then was strengthened with the Public Sector Equality Duty under the Equality Act 2010. A key challenge in the EqIA is the way organisations ‘humanise’ the processes while using the data and information.
- In NCLCCG we are working with our partners and providers to find ways to make the EqIA more meaningful and effective by bringing in the human dimension to our three dimensional integrated Equality and Health Inequalities EqIA which we introduced in 2016.
- In this workshop, taking place on Thursday 1 July from 2pm – 3.15pm, our experts within NCLCCG, providers, local authorities and Healthwatch will speak about:
  - the EqIA processes
  - the diversity data and information we need, and the sources
  - how we must effectively engage diverse people right from the outset
  - how we think proactively about removing any barriers to access services
  - how actions can be developed and delivered through partnership and collaboration for better and equitable outcomes.

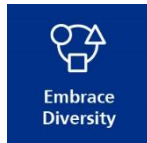
All staff should have received a calendar invite. Please email [nclccg.communications@nhs.net](mailto:nclccg.communications@nhs.net) if you didn't and we will forward it on.

# Coaching for BAME staff

- Covid-19 has impacted us all, but it has had a disproportionate impact on BAME communities. Following a pilot, coaching support is now being offered for BAME staff affected by the ongoing impacts of Covid-19.
- The coaching support will be confidential, and provided by an external organisation. We are particularly looking for staff who would not ordinarily access coaching and who would benefit from this support.
- Partnering with a coach can help in all or any of the following areas, whichever are appropriate for you, supporting you to:
  - offload and make sense of what's going on, offering a skilled listening ear
  - manage stress and build resilience, drawing on evidence-based approaches such as mindfulness
  - be with and work with emotions which are arising for so many of us in the NHS, including fear, guilt, shame, anger, anxiety, grief - all normal but not easy
  - become better at navigating turbulence and change
  - foster healthy relationships, building trust and collaboration, and reducing conflict
  - lead with compassion and agility
  - make tough decisions in these challenging times
  - prioritise what to attend to.
- This opportunity is currently only open to BAME staff.
- Please contact Courine Stewart, Senior OD Lead for more information: [courine.stewart1@nhs.net](mailto:courine.stewart1@nhs.net)

# NCL See ME First Campaign

- At NCL CCG, we are committed to driving an organisation that is diverse and inclusive where there is no place for prejudice, disrespect, microaggressions, discrimination, bias or victimisation of our colleagues and stakeholders. As per our NCL CCG organisational values, the **See ME First campaign** demonstrates our commitment to:



“We will continue to celebrate the diversity of our people and communities and actively stand together to address discrimination and inequality.”



“We will respect each other and support our colleagues to reach their full potential to be the best in what they do, ensuring that the workplace is supportive to individuals’ needs, remains safe and is an enjoyable place to be.”

- The See ME First Campaign, which was developed by Whittington Health NHS Trust, is a visual symbol showing your belief that ALL people are treated with dignity and respect, and to stand up when you see a colleague being disrespected, discriminated against, bullied or harassed.
- The launch will be held on **Thursday 8 July, 2021 from 2pm to 3pm**. There will be further details on the intranet soon, detailing how you can take your See ME First pledge and show your support. If you need further information, please contact: [nclccg.bame@nhs.net](mailto:nclccg.bame@nhs.net)

# NCL See ME First Campaign

By signing up to the campaign you are sending the message that you will:

- ✓ SUPPORT our colleagues proactively by not being a Bystander but an Upstander.
- ✓ SPEAK UP and encourage others to do so, by making use of our Freedom to Speak Up Guardians and our new Speak Up Ambassadors.
- ✓ CHALLENGE structural and all forms of discrimination, fostering a culture where all experiences, skills and ideas are valued, and individuals respected.
- ✓ SEEK the support from experts in the CCG to help ensure equal opportunities and fair treatment in the workplace for all.
- ✓ RAISE awareness of culture and diversity and support colleagues to do the same (for example, disability, LGBTQ+, race, religion).
- ✓ INCLUDE all staff to make equity a reality for all - leave no one behind or excluded.
- ✓ INFLUENCE colleagues positively to understand that people should be acknowledged, valued, appreciated and respected for who they are.
- ✓ IMPACT the achievement of sustainable organisational culture change by sharing your experiences and through your expertise.
- ✓ PROMOTE the local staff networks and opportunities for colleagues to come together to share experiences and views, to raise concerns about inequality and to provide a collective voice that represents diverse employees to bring about change.
- ✓ LISTEN in our conversations with Executives and senior management in order to BUILD a genuine awareness of the barriers faced by people from diverse backgrounds, particularly in initiatives where we can bring most change, such as mentoring.