



North Central London  
Clinical Commissioning Group

# Directorate Staff Briefing

22 September 2021

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# Mid-year pulse survey results

# Mid-year pulse staff survey- the results

- A big thank you to everyone who completed our internal mid-year 'pulse' staff survey – we had 235 responses (response rate of 52%)
- This short survey was developed to hear staff views and comments on how we are doing in some key areas - in particular, those areas where we had committed to making improvements following the 2020 national NHS staff survey results
- The results have been summarised on the following slides, along with some information on what we are doing to act on the survey results.
- Overall, there has been improvement in the majority of key areas since the 2020 staff survey – this is great to hear, and testament to the hard work of so many people who have committed to trying to make things better for staff.
- There is still work to be done in some areas – and the strong commitment from EMT to focus on these areas remains a priority.

# Key areas the CCG has improved in since the 2020 staff survey

The mid-year pulse survey results show that the CCG has improved in the majority of the key areas of the staff survey. The greatest improvements have been identified in the following areas:

## ❑ Your Job

- ❑ *I have adequate materials, supplies and equipment to do my work* – 80.4% (+20.4%)
- ❑ *Satisfaction with the opportunities for flexible working patterns* – 89.3% (+15.3%)
- ❑ *Satisfaction with the support from my immediate manager* - 85.5%(+12.5%)
- ❑ *Satisfaction with recognition of good work* -77% (+11%) *and choice in deciding how to do work* -71.4% (+10.4%)

## ❑ Your Manager & Senior Manager

- ❑ *Manager can be counted on to help me with difficult tasks at work* - 81.7%(+7.7%)
- ❑ *Senior managers act on feedback* – 41.7% (+7.7%) *and manager asks for my opinion before making decisions that affect my work* 74% (+7%)

## ❑ Health, Wellbeing and Safety at Work

- ❑ *The CCG takes positive action on health and well-being* – 70.6% (+44.6%)
- ❑ *Staff have not reported any Musculoskeletal problems due to work activities* – 72.7% (+9%)
- ❑ *Staff did not feel they needed to be present at work despite not feeling well* – 54.8% (+4.8%)

## ❑ Your Organisation

- ❑ *Set up of display screen equipment (PC, laptop, mobile phones) provides a comfortable working environment* – 62.9% (+14.9%)
- ❑ *Staff feel they are kept up to date with changes and developments within the CCG* – 68% (+15%)
- ❑ *The Leadership Team in my organisation create an inclusive culture that values diversity of staff* – 59.5% (+9.5%)
- ❑ *Staff feel secure raising concerns about unfair practices* –73.6% (+8.6%) *& feel safe raising concerns in the CCG*-60.4% (+3.4%)

# Bullying, Harassment & Discrimination

The mid-year pulse survey results show that the CCG has made some improvement on the questions relating to bullying, harassment and discrimination from staff, managers and senior managers. However, the results also show that a number of staff did not report it to someone within the CCG and where they did, the majority of the staff do not feel that appropriate action was taken.

## Experience of bullying, harassment and discrimination

- 95.7% (+11.7%) stated that they not personally experienced harassment and/or bullying from their manager
- 89.7% (+5.7%) stated that they had not personally experienced harassment and/or bullying from colleagues
- 86.8% (+1.8%) stated that they had not personally experienced discrimination at work from a manager/senior manager

## Reporting bullying, harassment and discrimination

- 37.5% (-4.5%) of staff that experienced bullying and/or harassment from colleagues reported it to someone in the CCG
- 50% (+8%) of staff that experienced bullying and/or harassment from their manager reported it to someone in the CCG
- 25% of staff that experienced discrimination at work from a manager/senior manager reported it to someone in the CCG

## CCG action following reporting bullying, harassment and discrimination

- Of the staff that reported bullying, harassment or discrimination to someone in the CCG, the following proportion of staff felt that the CCG took appropriate action: Harassment/Bullying from colleagues (44%); Harassment/bullying from managers (40%); Discrimination from managers (25%)

Over the coming weeks and months, we will continue to focus on the interventions and support that have been put in place for staff to address these critical areas of concern. This includes: the recent introduction of the mental health and wellbeing champions; launching the freedom to speak up ambassadors and continuing to publicise the role of the freedom to speak up guardians; safe space conversations; feedback from the staff networks; and awareness raising of micro-aggressions, behaviours and management of concerns in line with HR policies via the corporate training programme.

# Key areas the CCG needs to do better in due to decline in scores since the 2020 staff survey

The mid-year pulse survey results show that there has been a decline in the following areas since the 2020 national staff survey. These areas will continue to be prioritised in our staff survey action plans.

## Your Job

- I am trusted to do my job – 81.2% (-0.8%)*

## Your Organisation

- Does your organisation act fairly regarding career progression etc regardless of protected characteristics – 58.7% (-6.3%)*
- My manager and I discussed & agreed a personal development plan – 67.6% (-5.4%)*
- I would recommend my organisation as a place to work – 55.3% (-2.7%)*

There are a number of activities already underway to act on this feedback, including:

- Recent launch of the corporate training programme (via the Learning Hub on the intranet). Many of the courses are aimed at targeting and strengthening management capability across the CCG
- Our OD lead is working with all directorates to ensure that staff appraisals have been completed and training/development needs for their staff have been identified
- A piece of work is underway to strengthen and diversify recruitment practices

# Next steps...

- The results of the survey have been shared with EMT for discussion. Over the coming weeks, they will also be shared with our staff networks, the Engaging Our People Forum and staff side for discussion.
- Directors will receive a breakdown of the survey results for their directorates. Our OD lead will meet with directors to discuss findings specific to the directorate and identify the key issues and themes.
- Following this, corporate and directorate action plans will be updated to include further actions to continue to act on staff feedback.
- The 2021 national NHS staff survey will be launched on **4 October**, with results published in 2022.
- This whole NHS survey will allow us to see how we are progressing compared to other NHS organisations around the country.





**This section shows the full set of results for each question in the Pulse Survey and is grouped in the following themes:**

- Your Job
- Your Manager & Senior Management
- Health, Well-being & Safety at Work
- Your Organisation

Question	NCL CCG 2020 Staff Survey Score (Positive Response)	NCL CCG 2021 Mid-Year Pulse Staff Survey Score (Positive Response)	Trend
I am trusted to do my job.	82% (said yes)	81.2% (said yes)	-0.8%
I am enthusiastic about my job.	62%	71.4%	+9.4%
I am involved deciding on changes that affect my team.	53%	54.8%	+1.4%
<b>New question for pulse survey</b> - I am involved in deciding on changes that affect my Directorate.	-	30.2%	-
I have a choice in deciding how to do my work.	61%	71.4%	+10.4%
I have adequate materials, supplies and equipment to do my work.	60%	80.4%	+20.4%
I receive the respect I deserve from my colleagues at work.	73%	82.5%	+9.5%
I am satisfied with the recognition I get for good work.	66%	77%	+11%
I am satisfied with the support I get from my immediate manager.	73%	85.5%	+12.5%
I am satisfied with the opportunities I have to use my skills.	60%	69.7%	+9.7%
I am satisfied with the opportunities for flexible working patterns.	74%	89.3%	+15.3%

# Your Manager & Senior Management

Question	NCL CCG 2020 Staff Survey Score (Positive Response)	NCL CCG 2021 Mid-Year Pulse Staff Survey Score (Positive Response)	Trend
My manager can be counted on to help me with difficult tasks at work.	74%	81.7%	↑ +7.7%
My manager asks for my opinion before making decisions that affect my work	67%	74%	↑ +7%
My manager takes a positive interest in my health and wellbeing.	75%	79.5%	↑ +4.5%
I know who the NCL CCG Senior managers are.	77%	78.3%	↑ +1.3%
Communication between senior managers and staff is effective.	42%	48%	↑ +6%
Senior Managers act on staff feedback.	32%	41.7%	↑ +7.7%

# Your Health, Well-being & Safety at Work



Question	NCL CCG 2020 Staff Survey Score (Positive Response)	NCL CCG 2021 Pulse Staff Survey Score (Positive Response)	Trend
My organisation takes positive action on health and well-being.	26%	70.6%	↑ +44.6%
In the last 6 months, I have not experienced musculoskeletal problems as a result of work activities.	63%	72.7%	↑ +9.7%
During the last 6 months have you felt unwell as a result of work related stress.	56%	56.1%	↑ +0.1%
In the last 3 months, have you ever come to work despite not feeling well enough to perform your duties.	50%	54.8%	↑ +4.8%
In the last 6 months have you personally experienced harassment and/or bullying from colleagues.	84% (said no)	89.7% (said no)	↑ +5.7%
If you have experienced harassment and/or bullying from colleagues in the last 6 months, did you report it to someone in the organisation.	42% (said yes)	37.5% (said yes)	↓ -4.5%
<b>New question for pulse survey</b> - If you reported harassment and/or bullying from colleagues, do you feel the organisation took the appropriate action.	-	44%	-
In the last 6 months have you personally experienced harassment and/or bullying from your manager.	84% (said no)	95.7% (said no)	↑ +11.7%
If you have experienced harassment and/or bullying from your manager in the last 6 months, did report it to someone in the organisation.	42% (said yes)	50% (said yes)	↑ +8%
<b>New question for pulse survey</b> - If you reported harassment and/or bullying from your manager, do you feel the organisation took the appropriate action.	-	40%	-
In the last 12 months have you personally experienced discrimination at work from a Manager/Senior Manager.	85% (said no)	86.8% (said no)	↑ +1.8%
<b>New question for pulse survey</b> - If you have experienced discrimination at work from a Manager/Senior Manager in the last 12 months did you report it to someone in the organisation.	-	25%	-
<b>New question for pulse survey</b> - If you reported discrimination at work from a Manager/Senior Manager, do you feel the organisation took the appropriate action.	-	25%	-

Question	NCL CCG 2020 Staff Survey Score (Positive Response)	NCL CCG 2021 Mid-Year Pulse Staff Survey Score (Positive Response)	Trend
Does your organisation act fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age.	65%	58.7%	-6.3%
I would feel safe and secure raising concerns about unfair practices and unsafe clinical practice.	65%	73.6%	+8.6%
In the last 12 months have you had an appraisal.	67%	75.3%	+3.2%
My manager and I discussed and agreed a personal development plan, including training and learning and development needs to support me undertake my role.	73%	67.6%	-5.4%
I would recommend my organisation as a place to work.	58%	55.3%	-2.7%
I feel safe to speak up about anything that concerns me in this organisation.	57%	60.4%	+3.4%
The leadership team in my organisation creates an inclusive culture that values the diversity of staff.	50%	59.5%	+9.5%
The setup of my display screen equipment (PC, laptop, tablet, mobile phones) provides a comfortable working environment.	48%	62.9%	+14.9%
I feel I am kept up to date with developments and changes across the NCL CCG.	53%	68%	+15%

# Spaces available on key courses

- A reminder that we have launched our corporate training programme – with full details available on the intranet [Learning Hub](#)
- There are two sessions running next week which were set up specifically to respond to feedback from the 2020 staff survey:
  - **Team building and trust** – for all staff. To learn how individuals work together in a cohesive team and to practice the skills needed to build an effective team. 30 September, 10.30am – 1pm
  - **Relationship management and influencing skills** – for all staff. To understand the importance of managing relationships at work and building trust, and to understand how we adapt our approach to different personality preferences and motivations. 29 September, 3-5pm
- There are still spaces on next week's courses – we would encourage you to book on.

# Coaching support for BAME staff



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## **Looking After You Too: coaching support for BAME staff working in the NHS**

- This is a one to one wellbeing coaching support offer for Black, Asian and Minority Ethnic colleagues in the NHS workforce.
- Talking to a trained coach can help you process the experiences you are facing, develop coping skills and importantly, develop practical strategies to manage the situation and maintain your health and wellbeing, so you can carry on with your work and your life.
- All coaching sessions are free and confidential – details will never be shared with employers. All coaching sessions are available via phone or video call, seven days a week at a day and time that suits you.
- Find out more and [book here](https://www.people.nhs.uk). The link is to the NHS Our People website ([www.people.nhs.uk](https://www.people.nhs.uk))

# Job shadowing programme

- We are looking to launch a job shadowing programme in October to give staff the opportunity to shadow colleagues from across the organisation.
- This will form part of our corporate training programme.
- We would like to offer a wide range of shadowing opportunities across the organisation (different directorates, teams, staff levels etc)
- To help us to develop this programme, please let us know via [Nclccg.od@nhs.net](mailto:Nclccg.od@nhs.net):
  - If you think you have capacity in your role or your team to offer a shadowing opportunity
  - If there is a specific team or role or staff member that you would be interested in shadowing
- When we launch the programme, we will share the shadowing opportunities that are available, along with some very short guidelines which set out our expectations for things like often we would expect you to meet etc.
- We look forward to hearing from you.



# Our new Agile Working Policy

- Our new Agile Working Policy was agreed yesterday by EMT and is now available on the [‘policies’ section of the intranet](#)
- Agile working is a way of working in which an organisation empowers its people to work where and how they choose – with maximum flexibility and minimum constraints and to optimise staff performance. This way of working uses communication and information technology to enable people to work in ways which best suit their needs without the traditional limitations of where and when tasks must be performed.
- It is based on the concept that work is an activity we do, rather than a place we go to. With the technology available to modern business, there are numerous tools to help us work in new and different ways, to meet staff and stakeholder needs, reduce costs, increase productivity and improve sustainability.

# Agile Working Policy continued...

- The Agile Working Policy sets out our commitment to support, where possible, more agile working arrangements for both staff and the CCG.
- The policy should be looked at in conjunction with the Flexible Working Policy and Procedure - agile working may incorporate flexible working practices but the aims, drivers and scope are different.
- Included in the policy are some principles and guidance to help support employees and managers to agree how agile working is implemented. These may change over time and are meant to encourage appropriate behaviours to support new ways of working
- Please take the time to read the policy and if you have any questions, please speak to your HR Business Partner or line manager.

# Our approach to returning to office working – a reminder

- In the last directorate briefings (8 September) a detailed update was given on our approach to returning to office working. The slides are [available on the intranet](#)
- By way of a reminder, we are continuing to support staff working from home as we move through October
- Where helpful, we are also encouraging staff to think about collaborative activity that would benefit from taking place in person within our offices. This is in keeping with our principles for agile working
- For those wanting to undertake more regular work from the office, this is also fine.
- Our offices are ready to welcome people back – we are launching a dedicated intranet page which includes everything you need to know about all our offices, how to book them, and the safety measures in place.
- We will continue to closely monitor the situation and ensure we comply with government guidance.
- If you have any questions, please contact [Nclccg.businessservices@nhs.net](mailto:Nclccg.businessservices@nhs.net)

# IT 'amnesty' in October

- We are having an 'IT amnesty' during the month of October
- We kindly request that staff return any old/surplus laptops, iPads, mobile phones, chargers, laptop bags, docking stations etc to the office sites. This can include any damaged or broken CCG IT equipment that you would like disposed of.
- This is a great opportunity to have a 'spring clean' and return any unwanted CCG equipment.
- Due to a global shortage, there is a delay when ordering any new laptops, so we kindly ask that staff do not have 'spare' laptops at home and that any surplus kit is returned, so it can be prepared and then re-issued out to another member of staff.
- Throughout October, staff are able to return any IT equipment on the following dates and times:
  - Barnet – North London Business Park - every Monday and Friday between 10am and 3pm
  - Islington - Laycock Street - every Tuesday and Wednesday between 10am and 3pm
  - Camden - 250 Euston Road - every Tuesday and Thursday between 10am and 3pm

# IT 'amnesty' continued...

- If you are not able to visit your nearest office on the days and times above, please contact the Business Services Team directly at: [nclccg.businessservices@nhs.net](mailto:nclccg.businessservices@nhs.net) and they can arrange to be in the office to meet you.
- Please note that Laycock Street and North London Business Park both require a parking permit; please arrange this before attending either office site.
- You can use 'DeskSmart' to pre-book a parking space at North London Business Park. 'DeskSmart' is available via Workforce – the 'DeskSmart' icon can be found on the left hand side when you log in.
- For parking at Laycock Street, the Business Services Team can arrange this
- Please note, IT equipment is now being handled as one organisation (not borough, team or directorate based).
- Thank you in advance for your support with this initiative. Any questions, please contact [Nclccg.businessservices@nhs.net](mailto:Nclccg.businessservices@nhs.net)

# Conflicts of interest – reminder

- Thank you to everyone who has completed their annual declaration of interests form recently – this is a mandatory requirement which applies to all permanent, contract and interim staff.
- There are about 65 staff members who still need to submit their form – please look out for an email from Andrew Tillbrook and do it as soon as you can.
- Please also check that you have completed your annual conflicts of interest mandatory training module [via Workforce](#)
- Some staff have noticed a technical error when completing their training in that the system is failing to update your record when completing the module.
- There is a simple workaround which we have summarised [on the intranet](#). This will make sure your training is recorded as complete.
- Thank you again to everyone for your help with this important area of our work – we are being audited on how we manage conflicts of interest in the next month.

# Proud to be – October is Black History Month!

- Inspired by Black Lives Matter, this year's campaign for Black History Month 2021 is called 'Proud To Be'.
- The campaign will encourage Black people to share what they are proud to be – as part of a month long celebration of the incredible richness and diversity of Black heritage in the UK.
- We are planning a programme of events and activities throughout October to celebrate Black History Month and we hope all our staff will get involved.
- Our programme of events is themed around food, art, pictures, famous people, films, books, stories and much more...
- We will also be promoting other activities and events that our partners are running throughout the month.
- A dedicated intranet page with our programme of events will be set up and launched on 1<sup>st</sup> October.



# Black History Month – how you can help

- Two of the Black History Month celebration events will be themed around Black pictures and Black art.
- To support these events, it would be fantastic if staff could send us:
  - **Pictures:**
    - nostalgic pictures of your BAME family and friends who have worked in the NHS over the years
    - Pictures of famous places from your country of origin.
  - **Art:** Black British, Black African, Black Caribbean and other Black Artists' profiles and their works.
- Please send any contributions by Thursday 30 September to [nclccg.bame@nhs.net](mailto:nclccg.bame@nhs.net)
- We are also looking for volunteers to support our organisers with the programme of events – if you would like to help, please contact [sneha.belavadi@nhs.net](mailto:sneha.belavadi@nhs.net)