



North Central London  
Clinical Commissioning Group

# Directorate Staff Briefing

30 June 2021

# In this briefing. . .

- Time for You Week
- Vaccination programme update
- ICS update
- Employment commitment
- Emergency Planning
- See ME first – reminder of campaign launch
- Appraisal season – extension
- Fertility Policies review
- Ask EMT – future dates

# Time for You Week

- Last week, we held 'Time for You Week'.
- We encouraged staff throughout this week to make an extra effort to take time out of their day to do something for their own benefit.
- Colleagues were encouraged to have one hour in the middle of the day that was meeting-free, reduce length of meetings where possible and also to avoid sending emails in the evenings.
- We hope that these little suggestions helped!
- Throughout this week we also shared some tips which you can read on the staff intranet: <https://intranet.northcentrallondonccg.nhs.uk/health/wellness-programme.htm>
- These included tips on sending emails, setting up effective meetings and also looking after your wellbeing through mindfulness and making sure you have time away from your screen throughout the day.
- If you have any feedback about this week, please share with your line manager via your 1:1s or with the Comms and Engagement team via: [nclccg.communications@nhs.net](mailto:nclccg.communications@nhs.net)

# COVID-19 vaccination programme

- Two weeks ago, Covid-19 vaccinations were made available to all adults over 18.
- We are now on a final sprint to vaccinate as many adults as possible by 19 July.
- This includes:
  - first doses to as many young people as possible
  - bringing forward second doses for the over 40s from 12 to 8 weeks.
- In NCL, this means that over the next few weeks, we will be aiming to step up our weekly vaccination rate from 70,000 to 100,000 vaccinations per week.
- This will include focusing in particular on the wards with the lowest uptakes and care home residents.
- To achieve this, many of our colleagues have put work on hold for a few weeks to help. Thank you to everyone who has done so.

# COVID-19 vaccination programme

- We are expanding our capacity across NCL and offering more convenience by offering walk-in appointments at some of our large vaccination centres and PCN sites.
- These walk-in services include mass pop up vaccination clinics at sports venues, including so far:
  - Spurs, Sunday 20 June, nearly 4,200 people vaccinated
  - Emirates stadium (Arsenal), was used for 4 days (25 – 28 June) with almost 9,000 people vaccinated.
  - StoneX (home of the Saracens) is a longer term walk-in centre.
- A list of walk in services and pop-ups is available on our website and will be updated daily here: <https://northcentrallondonccg.nhs.uk/my-health/covid-19/covid-19-vaccinations-in-north-central-london/walk-in-vaccination-clinics/>
- All adults can also still pre-book a vaccine appointment at any of our large vaccination centres or pharmacy sites online at [www.nhs.uk/covid-vaccination](http://www.nhs.uk/covid-vaccination) or by calling 119.

# COVID-19 vaccination programme

- To date we have given over 1.5million jabs.
- Goal is to jab 90% + across all cohorts.
- Have vaccinated above 90% in 60-79s.
- Above 80% of 80+, 50-59s and clinically extremely vulnerable.
- This is thanks to all of your hard work and collaboration with partners across our five boroughs.

# North Central London ICS update



North Central London  
Clinical Commissioning Group

- Our System Development Plan builds on the November 2020 version, and outlines our progress towards becoming a truly integrated care system (ICS) that helps tackle health inequalities and improves access to health and social care for our residents across North Central London (NCL).
- This document draws from existing engagement and planning across NCL to help establish a roadmap for our transition as a system.
- This System Development Plan also provides a framework to measure our progress against the 16 conditions for ICS success as described by NHS England (London).
- Over the last two weeks, we have worked to gather initial feedback through multiple engagement forums and the intranet. We are now ready to submit a draft to NHSE/I incorporating comments and suggestions from many of you across the areas of work that you're involved in.

# North Central London ICS update

- Over the summer there will be many more opportunities to get involved and help shape the following areas:
  - The impacts and benefits of becoming an ICS
  - NCL's Population Health & Inequalities Strategy
  - Principles for collectively agreeing priorities at a place level
  - Impact of system oversight framework
  - Clinical Leadership Development
  - Role of Strategic Commissioning.
- If you have any feedback, comments or suggestions to share, please keep writing to us at [northcentrallondonics@nhs.net](mailto:northcentrallondonics@nhs.net)





NHSEI Guidance on the  
Employment Commitment:  
*Supporting the development  
and transition towards  
statutory Integrated Care  
Systems*

- The NHS England and NHS Improvement executive paper *Integrating care: next steps to building strong and effective integrated care systems across England* and its accompanying letter to NHS leaders outlined an ‘employment commitment’ to colleagues directly affected by the proposed legislative change.
- The purpose of this commitment was to provide those people in organisations directly affected by the proposed legislative changes with employment stability throughout the transition period while minimising uncertainty as much as reasonably possible.
- A different approach is being taken with this transition towards integrated care: one characterised by care for our people without distracting them from the ‘day job’ and the critical challenges of recovery for the NHS and tackling population health management.
- The ambition is to provide as much stability of employment as possible while Integrated Care Systems (ICSs) evolve and develop new roles and functions that not only improve health and care but also maximise the skills, experience and expertise of all our NHS people.
- The purpose of the document titled ‘*Guidance on the employment commitment*’ provides guidance on what the employment is, its application, how it affects people and sets the tone for all affected organisations to approach this transition.

# Employment Commitment

- The original aim of the employment commitment was set out in NHSE/I's consultation paper *Integrating care: next steps to building strong and effective integrated care systems* (paragraph 4.22), which stated that throughout the transition towards the new ICSs, the commitment is:
  - *Not to make significant changes to roles **below** Board level or roles that report directly to the Accountable Officer.*
  - *To minimise the impact of organisational change on current staff by focusing on the continuation of existing good work through the transition and not amending terms and conditions of employment.*
- Throughout the transition period, the employment commitment aims to ensure continuation of the good work being carried out by the current group of staff (below board level) is prioritised by minimising disruption.
- It is hoped that this will support best practice to be promoted through engaging, consulting on the transfer and supporting the workforce during a carefully planned transition that is free from the distraction of significant organisational change programmes.
- Appendix A of the [Guidance Document](#) sets out the core principles that have been developed to support and guide the overall change approach. The aim of these principles is to provide a framework for a consistent approach to transition.

# Employment Commitment: What it means in practice

- It is envisaged that all functions of the CCG will transfer to the statutory ICS and therefore colleagues below board level should **lift and shift** from one organisation to the other, resulting in minimal change during Transition.
- The employment commitment seeks to provide stability **during the transition period**, particularly before the establishment of the statutory ICS.
- The employment commitment means the CCG will:

- ✓ Ensure a continued and sustained focus on day-day delivery
- ✓ Avoid undertaking large-scale organisational change programmes
- ✓ Only undertake change that is essential with minimal disruption to staff
- ✓ Seek to retain talent across the system
- ✓ Retain terms and conditions and continuity of service
- ✓ Provide robust and proactive support
- ✓ Communicate and engage with trade union representatives
- ✓ Engage regularly, ensuring an open, transparent and constructive approach to communication and engagement

# Employment Commitment: Scope

- Colleagues in senior leadership/board-level roles are likely to be affected by the need to establish the designate executive and board-level roles of the ICS **ahead** of its establishment.
- It is therefore not possible to provide a commitment limiting organisational change ahead of establishment to this group of people.
- **‘Board-level’ in this context therefore means those colleagues who are likely to be affected by change following the confirmation of a statutory ICS executive and board-level structure.**
- It is anticipated that colleagues most likely to be affected will be:
  - Substantive Chief executive officers of an ICS or Accountable Officers of a CCG
  - Director or executive-level roles that report the to the Accountable Officer of a CCG
  - Roles of a CCG governing body, as defined by the Health and Social Care Act (2012) and outlined in previous NHS Commissioning Board guidance, including GP board members
  - Office holder roles such as lay members or non-executive directors are **not** covered by the employment commitment.

# Employment Commitment: Scope

- **All other employees**, including those engaged in functions working in commissioning support units and clinical leads, are **covered by the employment commitment**.
- Irrespective of contractual employer or contractual arrangement, if staff below board level are currently providing a function that is being transferred to the new ICSs their **employment or engagement** will transfer with it.
- **Employment Commitment Start Date:** The employment commitment was stated in the FAQs on 11 February 2021 and is therefore effective from that date and will be superseded by legislative changes that result in the establishment of the ICS NHSE body in April 2022.
- **Expiry of Employment Commitment:**
  - Recognising will transfer by TUPE or COSOP, it should be noted that there is no end date on the legal protection of terms and conditions of employment provided to staff under these regulations.
  - New ICSs will continue to evolve following their establishment, and it is therefore anticipated that they will want to review their operating models to deliver their new statutory requirements in the most effective way.
  - ICSs will be expected to follow their own organisational policies on managing organisational change should change processes be required.

# Supporting people through transition

- The employment commitment is made in the spirit of ensuring that our colleagues feel valued and supported during this transitional process.
- Whilst the CCG will undertake a **Lift and Shift** arrangement to move colleagues from one organisation to the other, it is recognised that any change can cause concern and anxiety for people. Support is available for all NHS colleagues to access in addition to that provided by organisations' employee assistance programmes. Please visit <https://www.england.nhs.uk/supporting-our-nhs-people/>
- The CCG is committed to undertaking the following support outlined in the guidance document:
  - Maximise the **availability of career conversations** for all colleagues with the aim of supporting them to think about and understand where they are in their career and what their ideal next steps will be.
  - **Enable staff voice**, working closely with trade union colleagues to ensure that your trade union representatives are in a good position to provide support for colleagues and represent members in various partnership forums.
  - **Regular provision of information.**

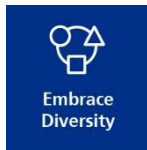
# Emergency planning

- Emergency Preparedness, Resilience and Response (EPRR) is a key activity for the CCG and the wider NHS.
- Having an Emergency Contact List is a requirement of the annual EPRR Assurance cycle.
- It is very important we have the most up to date contact details for all our employees and those working from our offices, including LA and provider employees within our teams.
- This data is used confidentially and will only be managed by the EPRR team and your line manager.
- Once we have a complete list, it will be tested via a cascade message.
- If you have not completed the form yet, [please do so via this link](#).
- The link will be open until COP Friday 2 July.



# See ME First campaign launch

- 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)

# Appraisals – reminder

- Appraisals guidance has been updated to take into account the additional demands the vaccination programme 'sprint' is placing on both individuals and teams.
- Appraisals are now due for completion by the end of July.
- This means that both the meeting needs to be conducted and the write up submitted via Workforce.
- As a reminder, the appraisal cycle and key timescales will be as follows:
  - **May – July 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.

# NCL Fertility Policies Review



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Clinical Commissioning Group

- Following the merger in April 2020, each borough CCG had an individual Fertility Policy and these are still being used by NCL CCG.
- We are commencing work to develop one Fertility Policy. The first stage is a Review (the engagement window remains open until Friday 9 July), which will produce a set of recommendations. No decisions will be made at this stage.
- These will inform the second stage – the development of the new NCL CCG Fertility Policy.
- During both stages we will be seeking views from a wide range of audiences, including clinicians, patients and the public.
- For more information about how you can get involved, please visit our [website](#) or you can contact the team by email: [nclccg.fertility-review@nhs.net](mailto:nclccg.fertility-review@nhs.net)

# Ask EMT dates

- We held our second Ask EMT session was held last week. Thank you to those who attended and asked questions of our EMT members.
- These sessions have now been set up through to the end of the year.
  - Tuesday 3 August at 11.15am – 12pm
  - Tuesday 14 September at 11.40am – 12.20pm
  - Thursday 11 November at 4.15pm – 5pm
  - Wednesday 8 December at 11.15am – 12pm
- Links to these sessions are available on the intranet:  
<https://intranet.northcentrallondonccg.nhs.uk/working/ask-emt.htm>
- As these are drop in sessions designed for those colleagues who have specific questions for EMT, invites won't be circulated.
- If you'd like to attend, just add the link to your diary so you don't forget.

# Happy Birthday to the NHS

- Next Monday – 5 July – marks the 73<sup>rd</sup> birthday of the NHS.
- We would usually be hosting a morning tea in the office to celebrate the good work we are all doing today and also the work that our colleagues from the last 73 years have undertaken to pave the way for excellent health and care.
- If you can, take time on Monday to meet with your colleagues – both within NCL and across other NHS organisations to raise a cuppa.
- In a year where we have all faced so many challenges, both personally and professionally, it is really important to take time to reflect on the outstanding contribution each of you have made and to celebrate our NHS.

