



North Central London  
Clinical Commissioning Group

An abstract graphic on the left side of the slide, composed of several overlapping triangles in various shades of blue, teal, and lime green, creating a sense of depth and movement.

# Directorate staff briefing

## 16 December 2020

# In today's update. . .

- Next steps on staffing realignment
- NHSE/I 'Integrating Care' publication
- Future system integration
- FAQs
- Covid-19 vaccine update
- Christmas Party and January wellbeing activity
- January briefing topics

A reminder that, wherever possible, the slide deck is uploaded to the intranet staff briefings page in advance of the fortnightly Directorate briefings (usually 4pm the day before): <https://intranet.northcentrallondonccg.nhs.uk/working/staff-briefings.htm>

# Next steps on staffing realignment

- At the last Directorate Briefing we confirmed that the formal consultation would not be going ahead, following the publication of the NHSE/I 'Integrating Care' publication.
- The aim of the CCG consultation was to shape our organisation to deliver against a long-term vision for NCL CCG. This was a continuation of our journey towards strategic commissioning as part of the NCL Integrated Care System (ICS).
- A process to realign staff to Executive Management Team portfolios will now be undertaken.
- This will focus on ensuring business continuity and stability of CCG service delivery, to deliver our priorities in the immediate term.
- Importantly, this realignment will not result in any redundancies.

# Next steps on workforce realignment

**These timings may change but given that we are approaching the Christmas break, we wanted to share this information this week.**

**More detailed information will be provided to staff in the New Year.**

## **In December**

- Formal and informal engagement with regional and local staff-side representatives.
- Executive Directors undertaking a review of posts to determine any realignment requirements across Directorates.
- The realignment arrangements will include staff that are with the CCG on a temporary basis, including staff on a fixed-term contract.

# Next steps on workforce realignment

## From January 2021

- Executive Directors to review job titles and reporting lines to posts requiring realignment to another Directorate.
- HR will undertake a final due diligence exercise of workforce / capacity movements.
- Discussions held with staff regarding realignment to Directorates and changes to job titles and reporting lines, where required.
- Formal notification to staff confirming realignment to another Directorate and any changes to job title / reporting lines, if required.

# NHS E/I ‘Integrating care’ publication

The NHSE/I [‘Integrating Care’](#) paper sets out a renewed ambition for greater collaboration between partners in health and care systems and options for a firmer legislative basis for Integrated Care Systems.

Two options set out in - with a stronger case outlined in the paper for a fully integrated health system (Option 2):

**Option 1 – a statutory ICS Board/ Joint Committee with an Accountable Officer**

*3.11. This option is closer to our original proposal. It would establish a mandatory, rather than voluntary, statutory ICS Board through the mechanism of a joint committee and enable NHS commissioners, providers and local authorities to take decisions collectively.*

**Option 2 – a statutory ICS body**

*3.18. In this option, ICSs would be established as NHS bodies partly by “repurposing” CCGs and would – among other duties – take on the commissioning functions of CCGs. Additional functions would be conferred and existing functions modified to produce a new framework of duties and powers.*

The indicative timescale for providing a statutory footing for Integrated Care Systems is from April 2022.

# NHS E/ 'Integrating care' publication

- The NHSEI publication has been discussed at a number of CCG meetings over the fortnight – including EMT, an Extended Executive Management Team (attended by EMT Direct Reports), Borough Operations Directorate DMT and a Governing Body seminar.
- Some themes from these discussions include:
  - There is a lot to welcome in the proposal and it provides a clear focus – but the ‘how’ we deliver it will be self-determined
  - Important role for the CCG over the next year as the ‘glue’ across all levels
  - Clarity on the degree of decision-making autonomy and agency at each ‘level’
  - The importance of ‘place’ and development of ICPs and Provider Alliances, as well as relationships with VCS, Councils, residents.
  - Balance between ‘levelling up’ across boroughs and doing once for NCL vs. borough self-determination e.g. through PCNs
  - Complex arguments for a bottom-up place-based approach, versus ‘once for NCL’ population and inequalities programmes

# NHS E/ 'Integrating care' publication

- Some themes from these discussions (cont'd):
  - Understanding the 'levers' and assets to support ongoing transformation at a place level, driven by commissioners
  - How can we really use this opportunity to build stronger partnerships including with residents and VCS.
  - Ensuring CCG statutory responsibilities are protected through the transformation
- The 8 January response date is an early milestone. Detailed planning discussions will continue, with partners, and we will continue to share our thinking with staff and invite your input through the year.
- We understand that staff will have questions, and ideas.
- The Executive Management Team is committed to providing as much clarity and detail as possible, and opportunities for discussion, as we move forward over coming months.



# Future system integration

- We wanted to take this opportunity to reiterate the following important commitments made by NHSE/I in their proposal:
  - Not to make significant changes to roles below the most senior leadership roles before the end of March 2022;
  - To minimise impact of organisational change on current staff by focusing on continuation of existing good work through the transition and not amending terms and conditions; and
  - Offer opportunities for continued employment up to March 2022 for all those who wish to play a part in the future.
- The priority will be the “continuation of the good work being carried out by the current group of staff and promoting best practice in engaging, consulting and supporting the workforce during a carefully planned transition, minimising disruption to staff.”

# Our commitment to you

- EMT is committed to minimising disruption and anxiety for staff.
- We will carefully consider what future changes related to the wider NHS direction of travel mean for our staff, and will be supporting everyone through this period of transition.
- We are recruiting a new Organisational Development post within the HR/OD team – and key areas of focus will be:
  - Supporting the organisation through the transition programme
  - Working with the Engaging our People Forum to drive key OD activities, including the development of shared values and supporting our health and wellbeing programme
  - Working closely with the CCG's Diversity and Inclusion Lead, Steering Group and Staff Networks to drive and lead the development and delivery of OD activities that will enable the CCG to meet its equality and inclusion priorities
- Staff are encouraged to discuss what support they would find most helpful during this time with their line managers and Directors.
- Thank you again for all your incredible hard work over this year.

# Covid-19 vaccine update

- The approved vaccine is a really important and positive step forward. Across NCL we've worked really hard with our partners and practices to prepare, and we have a robust plan to deliver the largest vaccination programme in our history.
- We are currently working on the basis of very limited supplies of the vaccine being delivered to limited locations – with many more sites across the boroughs coming online rapidly over the coming weeks.
- We will be working with partners to ensure we strive to do this in the most equitable way possible through the NCL vaccination programme board.
- At present, vaccinations are supplied in a pack of 975 and all must be used within 5 days of the 'defrosting' process.
- **Hospital Hubs** across England began to vaccinate last week. In NCL, the Royal Free Hospital delivered all 975 vaccinations, following a successful 'Super Saturday'.
- Those that receive this first dose have been invited back to receive a second dose 28 days after their first dose.

# Covid-19 vaccine update

- This week, our focus is setting up **local vaccination centres run by primary care networks (PCNs) and pharmacies.**
- Five sites (one per borough) have commenced (Haringey and Islington commenced yesterday and Barnet, Camden and Enfield are starting today).
- These sites will be vaccinating over 80s and care home staff in the coming weeks.
- An additional six sites (one for Barnet, Camden, Haringey and Islington and two for Enfield) will receive their first delivery at the end of this week.
- We will continue to bring PCN-led sites online in waves as vaccine supply is confirmed.



**Dr Ammara Hughes, Camden GP,  
receiving the first vaccine delivery!**

# Covid-19 vaccine update

- We are also developing plans for:
  - **Vaccination centres** – sites convenient for transport networks (likely to come online in January)
  - **Roving models** – for those housebound or in care homes.
- We are preparing and looking forward to offering the vaccine to more groups of people and in more ways, but this will be a marathon over the coming months, not a sprint:
  - We will keep expanding the programme as we get more vaccine.
  - This will be a huge task and we have been recruiting vaccinators and support staff from across the NHS and outside of it to help ensure we can go as fast as supply allows.
  - All of these will be trained, assessed and supervised.
- We are still looking for people to support the vaccine programme. You can find out more here: <https://intranet.northcentrallondonccg.nhs.uk/ncl-news/your-nhs-needs-you-we-are-recruiting-now-to-help-deliver-covid-19-vaccines/133976>

# Covid-19 vaccine update

- The three main ‘asks’ for the general public are:
  - We’ll contact you when it’s the right time to come forward – please don’t seek a vaccine before then
  - Please act on your invite and make sure you attend your appointments when they’re arranged
  - Please continue to abide by social distancing and hand hygiene guidance, which will still save lives.
  
- A Covid-19 vaccine resource centre has been published on the NCL CCG website:  
<https://northcentrallondonccg.nhs.uk/covid-19-vaccination-information/>
  
- A Covid-19 vaccine stakeholder bulletin is going out Monday, Wednesday and Friday – if you would like to be added to the mailing list, please send an email to: [enquiries.nclics@nhs.net](mailto:enquiries.nclics@nhs.net) with ‘stakeholder bulletin’ as the subject.



# Working arrangements

- London, most of Essex and parts of Hertfordshire are moving into England's highest tier of Covid-19 restrictions from today.
- For the significant majority of staff, home working should continue throughout January and we will continue to keep staff updated on a regular basis.
- By exception, and in agreement with your line manager, individuals can arrange to work from an office – or travel to an office to collect equipment.
- In all instances, please ensure you follow the processes in place and read all the relevant documents prior to coming to the office – available on the intranet. This includes staff who need to work from an office, and also those who need to go to collect anything.
- Managers are expected to support as many team members as possible to continue to work remotely throughout this period.

- There were a number of questions raised during and following the last briefings.
- The FAQ document will be updated with most of these – where known – shortly and added to the staff intranet:  
<https://intranet.northcentrallondonccg.nhs.uk/working/ncl-change-programme/frequently-asked-questions-faqs.htm>
- We will be splitting the FAQ document into those questions relating to HR and other questions to make it easier to find answers.
- We will also make sure we include topics in the January Directorate staff briefings that cover off on the main themes of questions including organisation realignment and finance.



# Christmas Party and January wellbeing activity

## Christmas Event – get your best festive jumper ready!

- The Christmas Event is all set for 18 December, 2.30 – 4.15pm.
- Jo Sauvage and Frances are looking forward to seeing everyone online.
- If you haven't already, please RSVP to confirm your attendance via this link:  
<https://intranet.northcentrallondonccg.nhs.uk/ncl-news/please-rsvp-for-the-ncl-ccg-christmas-event/140059>
- Please note: you will receive a confirmation email when you RSVP – you don't need to do anything with this.

## Winter Wellbeing focus continues in January...

- With 1 in 10 staff regularly joining Friday Mindfulness sessions, these will continue in the new year.
- We'll be holding a 'Keep Active' week in January – including some yoga taster sessions.
- More information to come in January!

# January briefing topics

- Next steps on the CCG re-alignment programme
- NHSEI 'Integrating Care' proposal - NCL system response and next steps
- Covid vaccine roll out update
- Finance update and contract settlements for 20/21
- Engaging Our People – CCG values development and OD work
- Ongoing home-working arrangements

You can email the Communications team with requests:  
[nclccg.communication@nhs.net](mailto:nclccg.communication@nhs.net)