



North Central London  
Clinical Commissioning Group

# Staff Briefing 30 July 2020



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Clinical Commissioning Group



# Transition Update

# Background

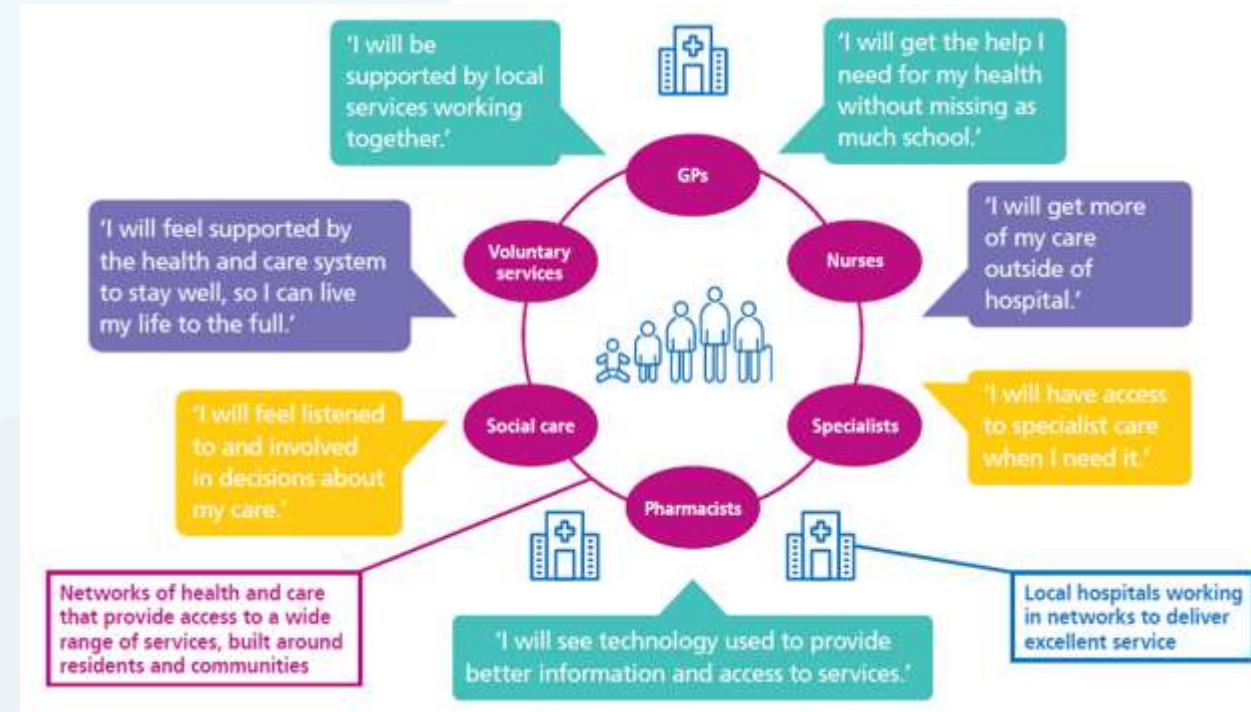
- North Central London CCG came into effect on 01 April 2020 as part of a formal merger process. All staff from the five organisations transferred to the new CCG.
- At the point of merger, NCL CCG was midway through its organisational change processes including a formal consultation process for a number of staff. Prior to this work being completed a decision was taken by the Executive to stop any organisational change processes to enable effective management of the Covid-19 pandemic.
- Since that decision was taken there have been two significant and connected changes in the landscape which expedite the need for reconsideration of the scale and pace of the next phase of the evolution of the CCG. As a result staff were informed that a review of the whole organisations structures, including the Executive and Senior Management functions was required.

# Case for Change

- The two significant and connected changes in the landscape are identified as:
  1. The response of the NHS to the Covid-19 pandemic. We have worked together as a system in ways that could not have been foreseen, removing the barriers to collaboration and working as one system to deliver services for our population.
  2. The rapid expectation that ICSs will move from ‘loose collaboratives’ to more formal partnership and planning bodies, with responsibility for planning the next critical phase of delivery of health and care services for local residents.
- As a direct result of these changes, the CCG must urgently consider what it needs and wants to “be” going forward.
- The clear expectation both nationally and regionally is that the health and care system must move forward from this position.
- For us this presents the opportunity to take stock of our purpose as commissioners. We maintain our statutory responsibilities but it is apparent, and expedited by Covid-19, that our role needs to change.

# Case for change: supporting the system

- The vision for the NCL ICS detailed below puts people at the heart of integrated care, with all partners working together to do the best we can for our population.
- Working with patients/residents with a strengths-based approach, empowering people to self-care and offering an integrated, coherent response when people need statutory support, has been at the heart of our vision for years. The Long Term Plan looked to accelerate progress.
- Some processes, ways of working and mechanisms reinforce fragmentation and discord within the health and care system.
- In revisiting the role of the commissioner, we need to consider how best the CCG can enable and support the system to achieve this vision for the benefit of our population.



# Case for Change: Future requirements

There are three main areas of strategic focus for the new CCG (in addition to all statutory responsibilities, including safeguarding):

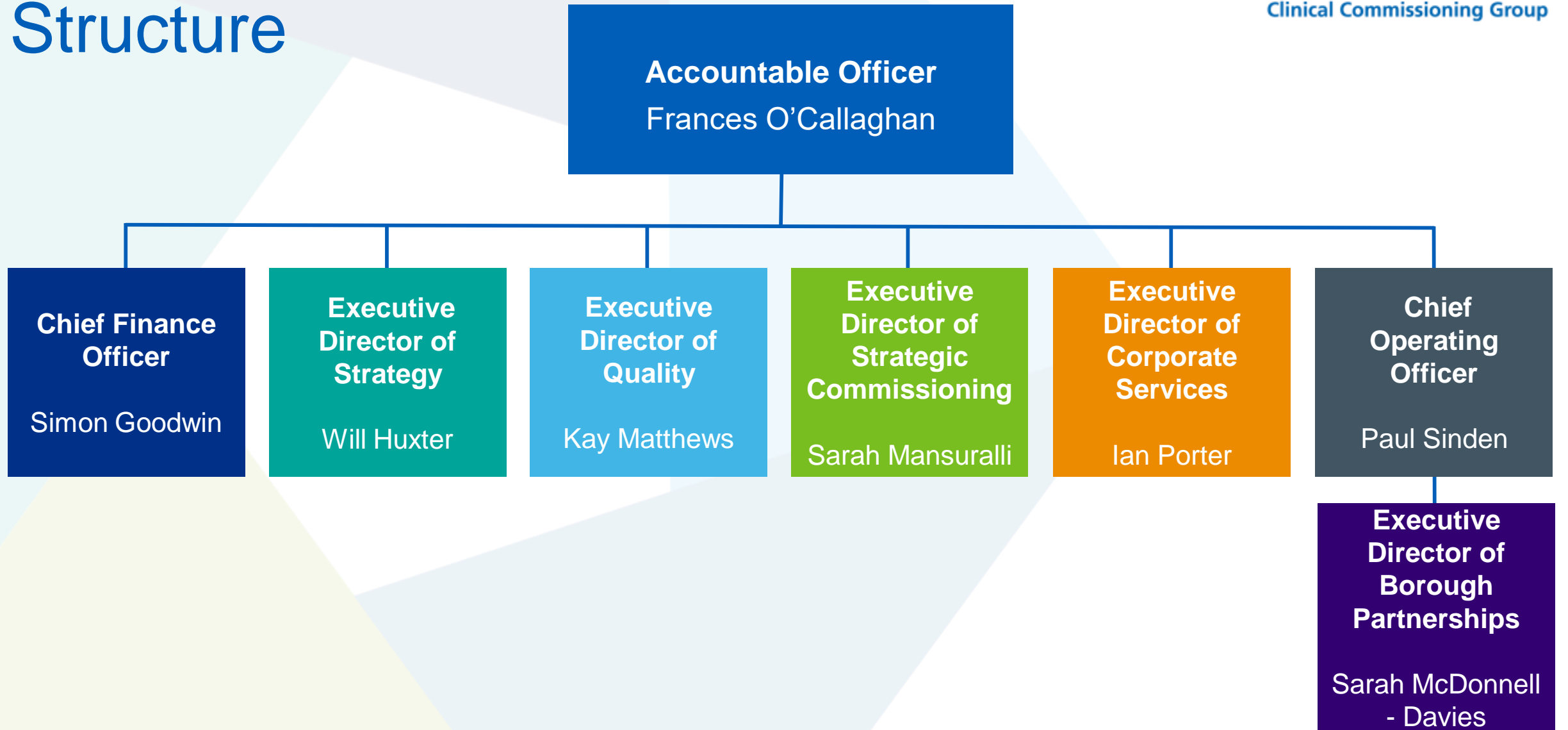
- 1. Understand our population and their needs**
- 2. Ensure that services are planned and delivered to achieve the greatest possible improvement in outcomes for our population**
  - ✓ Understand outcomes for the system that will improve people's lives in NCL, creating a better balance between health and hospitals and tackling the inequalities that result in poor health.
  - ✓ Work with partners to plan services that deliver the greatest possible improvements to those outcomes, by evaluating solutions and enabling evidence-based decisions.
- 3. Offer resource and practical support to enable successful borough partnerships focussed on local population**
  - ✓ Work more closely with Local Authorities, NHS provider organisations, the voluntary sector and others to meet the needs of the local populations.
  - ✓ Share resources, data and approaches to have the biggest impact for residents, and building on existing close working relationships.



# Where are we now?

- The communication from Frances O’Callaghan, Accountable Officer in mid-June stated that the required organisational change process will begin over the summer.
- Refocusing our purpose will mean that some of the roles and functions we currently perform in the system will need to change. Changes to roles will require different behaviours, new skills, and ultimately a wholesale review of how we organise ourselves.
- The first stage of the change process was to undertake a review of the current NCL Executive Management Team structure and portfolios.
- In accordance with the CCG HR Policies and Procedures, a consultation process for a new NCL Executive Management Team structure took place with those staff, directly affected by change.
- The consultation process with the Executive Management Team has now been completed in accordance with the CCG’s Change Management Policy.
- The following slides provide an overview of the confirmed structures and portfolios following this consultation.

# NCL Executive Management Team Structure





# NCL CCG Executive management team functions

<b>Chief Finance Officer</b> Simon Goodwin	<b>Executive Director of Strategy</b> Will Huxter	<b>Executive Director of Quality</b> Kay Matthews	<b>Executive Director of Strategic Commissioning</b> Sarah Mansuralli	<b>Executive Director of Corporate Services</b> Ian Porter	<b>Chief Operating Officer</b> Paul Sinden	<b>Executive Director of Borough Partnerships</b> Sarah McDonnell - Davies
NCL CCG Financial Strategy	Responsibility for the development of the NCL ICS Strategy	Strategic lead for Quality	Development of Commissioning Strategy for NCL CCG	Corporate Governance and Risk	Development of local Integrated Care Partnerships	Delivery of local Borough Partnership plans across Boroughs
NCL CCG financial management	NCL ICS development including demand and capacity planning	Patient Safety and Clinical Governance	Development of new forms of contracting for ICPs and ICS	EPPR	Development of Primary Care/PCNs commissioning and contracting	Operational working of CCG Primary Care contracting and development teams with providers
NCL CCG Financial Recovery	Working with the SRO for the ICS in developing and delivering the NCL ICS	IPC	Strategic commissioning programmes for acute, community, mental health	FOI & IG	Service redesign and QIPP delivery / system demand and capacity planning	Leads for Boroughs on operational matrix working with other NCL CCG Directorates
Estates development and management	Development of Clinical Networks for Elective Care	CHC	Contracting and contract management of CCG's contract portfolio	Comms and Engagement	Local Community/MH/LD Services and Joint LA Commissioning / Medicines Management	Deputy for Chief Operating Officer
Procurement	NCL Long Term Plan Implementation	IFR	Strategic commissioning and contracting of acute, community and mental health services	Human Resources, OD and Equalities	System/Operations Performance Management and planning	Ensure Boroughs provide operational support for safeguarding
	Leadership NCL QIPP programme	Strategic Lead for Adult and Children's Safeguarding	Integrated Urgent Care/ LAS commissioning and contracting	Secretariat and Business Services	Business Intelligence	Ensure Boroughs support local and NCL CCG and ICS work programmes
	Lead for major transformation projects across the CCG and ICS	Strategic Lead for NCL Child death overview panel	Learning Disability and Autism programme	Patient, Public and Stakeholder Engagement		Lead interface with Boroughs, joint and strategic commissioning
	Digital and Analytics	Freedom to speak up Guardian	Specialised commissioning and contracting delegated to NCL			Supports borough operations including key local functions and enablers
		NCL Lead for LeDeR				

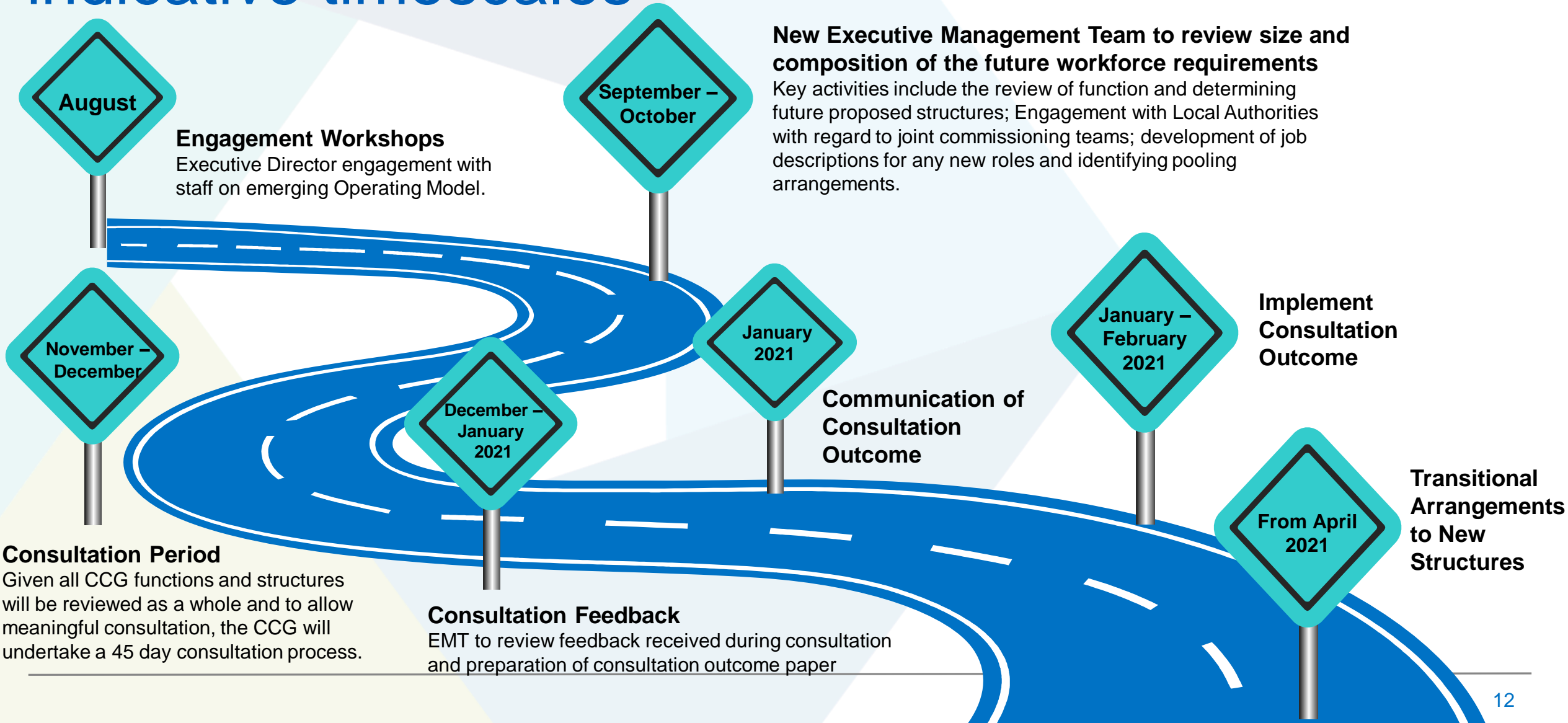
# Next steps

- The structure sets out the portfolios sitting under each Executive Director post. However, it does not provide an exhaustive list of all functions and teams that will sit within these portfolios – so please don't worry if yours isn't explicitly listed.
- The implementation date of the new EMT structure will be 1 September 2020.
- We are considering how best to transition to the new EMT structure to ensure there is no interruption to delivering critical business and to minimise disruption for staff.
- As part of the transitional arrangements there may be a requirement to change reporting lines for Directors where their Executive Director has changed. Should this be the case, Executive Directors will discuss this change with any Directors impacted.

# Next steps

- All current line management and working arrangements for other staff will remain in place.
- The next stage of the change management process will require the newly appointed Executive Directors to commence a review of the size and composition of the workforce for their areas of responsibility to ensure that it is fit for purpose.
- Following this review, a consultation process will commence in accordance with the CCG's HR Transition Framework and CCG's Change Management Policy.

# Roadmap of key milestones and indicative timescales



# RECAP: Key principles of HR transition framework

- To ensure effective, meaningful consultation, we will ensure that staff side representatives and staff will have sufficient information during any consultation process.
- We are committed to continuing to engage and work in partnership with staff side organisations throughout the change programme to meet the challenges ahead.
- Ensure staff are supported, engaged and effectively communicated with throughout the development and implementation of the new commissioning arrangements.
- Work with pace to minimise disruption and uncertainty for staff affected by change.
- Any proposed changes will be managed in line with the NCL CCGs' Change Management Policies.
- There is minimum disruption to business as usual by monitoring HR performance and mitigating risks.
- Any re-structuring requirements as a result of the development of the new commissioning arrangements are carried out fairly, equitably and in accordance with good HR governance arrangements and in line with agreed HR Policies and Procedures.
- No final decisions on proposals will be made until the conclusion of determined consultation periods.
- All steps will be taken to ensure that we can maximise opportunities for our staff through the change programmes, and minimise staff redundancies via suitable alternative employment, wherever possible.
- Wherever possible, vacancies are currently being filled on temporary basis via fixed term contracts, secondments or agency workers.
- In addition to support via line managers and the HR Business Partnering team, we are committed to putting in place additional resource to support staff through the forthcoming transition process.

# Reminder of staff support

We understand that everyone responds differently to change and that people have different individual circumstances and needs. We are committed to providing all staff with continued support during the change programme:

- **Staff briefings:** To continue as a means of communicating directly with staff.
- **FAQs:** To be updated fortnightly and shared with colleagues via intranets and staff newsletters.
- **HR drop-in sessions:** To continue for all staff to drop-in if they have any individual questions or would like any information on the HR process – dates and times to be scheduled and published on the Intranet.
- **Building resilience workshops:** Virtual workshops to be scheduled and dates/times to be published on the Intranet.
- **Wellbeing support:** available via the Employee Assistance Programme. Full details about what is offered from the EAP is available on the Intranet.
- **Trade unions:** If you are a member of a union, you can also receive support, advice and guidance from workplace representatives and your trade union.





North Central London  
Clinical Commissioning Group



Engaging our  
people forum

# Introduction



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- Following the merger of the five CCGs, North Central London CCG has committed to the development of an Engaging Our People Forum.
- The Forum will ensure effective engagement and involvement with our staff that will support the development of a compelling shared strategic direction.
- Involving and engaging our people is an essential component for a sustainable approach to developing a culture of continuous improvement resulting in quality improvement, staff experience and improvement in patient care.

- The Engaging Our People Forum has been formed as a key component of the CCG's approach to Organisational Development to:
  - Contribute to the development and delivery of key HR and Organisational Development activities and serve as a vehicle to improve internal engagement with our staff.
  - Provide a platform to involve and engage employees across NCL CCG to contribute to key staff initiatives and ultimately, the success of the CCG.
  - Provide a platform for staff to provide their views and influence key initiatives that affect them at work will result in greater influence and in turn a more satisfied, engaged and motivated workforce.
- The CCG will continue to regularly engage with staff side colleagues via the Joint Partnership Group and staff are reminded that staff side representatives are still available for support outside of this forum.

# Responsibilities

- The key deliverables of the Forum will be linked to the HR and OD priorities for the CCG and agreed with the Executive Management Team on an annual basis.
- The key priorities will be reviewed on a quarterly basis throughout the year to ensure the priorities and activities of the Engaging our People Forum remain relevant to the needs of the CCG and its workforce.
- Developing and implementing clear, transparent work plans that will address key priorities and have accountable and responsible persons linked to actions.
- Feedback to and involve directorate staff teams including linking with any current staff involvement groups locally to ensure as full a representation of directorate staff views are heard on the group.

# Membership

The Engaging Our People Forum will be formed of the following representatives across the CCG:

Executive Director of Corporate Services – Chair	Deputy Director of HR/OD/Deputy Head of HR
Barnet Borough Directorate Representative	Strategy Directorate Representative
Camden Borough Directorate Representative	Communications and Engagement Team Representative
Enfield Borough Directorate Representative	Quality Directorate Representative
Haringey Borough Directorate Representative	Strategic Commissioning Directorate Representative
Islington Borough Directorate Representative	Finance Directorate Representative
Staff Side Representative	2 x Diversity & Inclusion Steering Group Members

Additional members may attend, as required for specific specialist agenda items only

# Membership – next steps

- All members of the Engaging our People forum will operate inclusively, with all members required to actively engage in discussions and delivery of actions to shape the development and progression of work plans.
- Every action agreed by the group will have a responsible individual identified. Members of the Forum will be identified as responsible for leading on particular work streams/projects.
- Any staff that wishes to be a representative of the Engaging Our People Forum should notify the HR team [islccg.nclworkforce@nhs.net](mailto:islccg.nclworkforce@nhs.net) copying in their Executive Director by **Friday 14 August 2020**.
- Should there be more than one member of staff in a Directorate that wishes to be a representative on the Engaging Our People Forum, an informal expression of interest process may be required and further details will be discussed if such cases arise.





# Diversity and inclusion steering group and staff networks

# Introduction

- NCL CCG is a diverse organisation employing staff from different social and cultural backgrounds.
- Whilst we have made some good progress over the last few years in improving the diversity of our workforce and our CCG workforce represents our diverse local population, one of our biggest aims continues to be to build a more inclusive organisation which is fit for purpose and where all staff feel engaged, valued and respected.
- We want to continue to develop a fair, equitable and fully inclusive workforce and address discrimination by engaging our colleagues and by using their lived experiences in a systemic way.
- This is why we are launching a Diversity and Inclusion Steering Group and Staff Networks (e.g. BAME, Disability, LGBT+) and we are putting in place a governance structure to support and resource these initiatives

# Purpose: Why now?

## NCL CCG Merger

The merger of the five CCGs provides NCL CCG, as a single organisation to ensure effective engagement and involvement of staff from protected characteristic backgrounds in decision making and in developing strategies and action plans to tackle discrimination, bullying and harassment in order to build an inclusive organisation that provides staff with a strong sense of belonging and supports the CCG to meet their statutory obligations.

## Black Lives Matter

Started as a protest against incidents of police brutality against African-American people in the US has now become a global intersectional movement which is supported by people from all sections of the society demanding an end to race based discrimination. This also includes public organisations like the NHS.

## Covid-19

The disproportionate impact of the COVID 19 on BAME patients and staff resulting in a higher death rate and further socio-economic disadvantage amongst them compared with the staff and population from White backgrounds. Also taking into account the seven recommendations in the report 'Beyond the Data' by Public Health England.

## WRES

The CCG has made good progress with regards to the WRES indicators but further improvements such as the representation of BAME staff at senior levels is required.

In addition to the main drivers, there are some other nation drivers that influence our work which include the NHS Long Term Plan, NHS People Plan, Workforce Disability Equality Standard (WDES).

# Key responsibilities

Diversity and Inclusion Steering Group	Staff Networks (BAME, Disability, LGBT+)
<ul style="list-style-type: none"><li>• Driving the development and delivery of annual activities that will actively promote equality, fairness, equity and inclusion throughout the CCG and will support the CCG to meet its statutory equality obligations by overseeing and monitoring the work and activities of the Staff Networks.</li><li>• Supporting the development of the WRES action plan in response to the areas of improvement identified from the staff survey results and workforce data analysis.</li><li>• Advising NCL EMT on the promotion of equality, diversity and inclusion across the CCG via good practice, learning events, training and the celebration of diversity events.</li><li>• Supporting the creation and development of the Staff Networks.</li></ul>	<ul style="list-style-type: none"><li>• Provide a forum for staff to update each other on local and national policy developments and opportunities.</li><li>• Improving awareness of challenges including discrimination facing BAME, disabled and LGBT+ staff.</li><li>• Maintaining connections with local authorities and NHS local and regional organisations, where appropriate.</li><li>• Supporting the Steering Group to develop and deliver annual activities that will actively promote equality, fairness, equity and inclusion throughout the CCG.</li><li>• Working with the Steering Group to raise awareness and promote equality, diversity and inclusion across the CCG via good practice, learning events, training and the celebration of diversity events.</li><li>• Assisting in the identification and implementation of training needs that will promote equality of opportunity and advise the Diversity and Inclusion Steering Group on the provision of courses to meet those needs.</li></ul>

For further information about membership and the appointment of chairs please contact the HR Equalities team via the dedicated email address: [nclccg.inclusion@nhs.net](mailto:nclccg.inclusion@nhs.net)

# Membership

The Diversity and Inclusion Steering Group and Staff Networks will be formed of the following representatives across the CCG:

Diversity and Inclusion Steering Group	Staff Networks (BAME, Disability, LGBT+)
<ul style="list-style-type: none"><li>• <b>Chair: Arnold Palmer (GB Lay Member)</b></li><li>• BAME Staff Network Chair</li><li>• Disability Staff Network Chair</li><li>• LGBT+ Staff Network Chair</li><li>• Executive Management Team Lead</li><li>• Senior Equality, Diversity and Inclusion Manager</li><li>• HR Team Representative</li><li>• Communications and Engagement Representative</li><li>• Engaging our People Forum Representative</li><li>• Staff Side Representative</li></ul> <p>Additional members may attend, as required for specific specialist agenda items only. Additional attendees must be agreed with the Chair in advance.</p>	<p><b>Chair: To be appointed</b></p> <p>Membership to the Staff Networks is open to all CCG staff who define themselves as BAME, Disabled or LGBT+ and subject to Chair's agreement, anyone who is interested in these three groups or wants to play the role as an ally.</p> <p>If staff would like to become a member of any of the staff networks, please email the HR Equality Team (<a href="mailto:nclccg.inclusion@nhs.net">nclccg.inclusion@nhs.net</a>) with the following details:</p> <ul style="list-style-type: none"><li>• Name</li><li>• Directorate</li><li>• The name of the network(s)</li></ul>

For further information about membership and the appointment of chairs please contact the HR Equalities team via the dedicated email address: [nclccg.inclusion@nhs.net](mailto:nclccg.inclusion@nhs.net)

# Role and appointment of staff network Chairs

## The Chairs of each of the Staff Networks will be responsible for the following:

- To plan and run meetings in accordance with the Terms of Reference.
- To bring impartiality and objectivity to meetings and decision-making.
- To ensure full participation of all members.
- To maintain confidentiality and escalate any matters deemed worthy of senior management attention via the Diversity and Inclusion Steering Group Chair.
- To communicate effectively the vision and purpose of the Network.
- To advocate and represent the Networks, as required.
- To be aware of current issues facing staff from particular backgrounds that might affect the Network.
- To be responsible for producing and presenting reports to show activities and progress of the Network to the Diversity and Inclusion Steering Group, as required.

## Process for appointments to Chair role

- Staff can self-nominate to become chairs by completing an expression of interest form which is available on the [Equality, Diversity and Inclusion intranet page](#).
- Completed Expression of Interest Forms should be submitted to the HR Equality Team ([nclccg.inclusion@nhs.net](mailto:nclccg.inclusion@nhs.net)) by **07 August 2020**.
- All staff submitting an expression of interest form will be required to have an informal interview.



# Next steps and further information

## Publicise Steering Group and Staff Networks (ongoing)

- Directorate staff briefings
- Staff newsletters
- Information on the intranet
- Safe space conversations with BAME colleagues to inform themes for future action planning.

## Appointment to Staff Network Clinical Chairs and membership of the Networks (August)

- Appointments Process to three staff network Chair roles via an informal selection process.
- Staff can self-nominate to become chairs by completing an expression of interest form.
- Induction will be arranged for the chairs
- Staff who would like to join the staff networks as a member to contact the Equalities team

## Launch meetings (August)

- First Diversity & Inclusion Steering Group meeting
- BAME Staff Network to be launched with first meeting
- Agenda for both meetings will be circulated one week in advance
- Continue Leadership conversations about race discrimination

## Equality objectives / action planning (from September)

- Individual Networks contributing to the development of action plans
- Information of staff experience to inform key priorities and activities for the year ahead

## Further information

- For further information about membership to the Staff Networks and the Appointments Process to the Chair roles, please contact the Emdad Haque, via [nclccg.inclusion@nhs.net](mailto:nclccg.inclusion@nhs.net)
- If any members of staff would like to have confidential safe space conversations to discuss experiences and ideas to inform the development of the action plans and priorities for the year ahead, please contact Emdad Haque, via [Emdad.Haque@nhs.net](mailto:Emdad.Haque@nhs.net)



A few other notes. . . .

# Annual Declaration of Interests

- In accordance with the [NCL Conflicts of Interest Policy](#), it is a mandatory requirement for all staff to make an annual declaration of interests.
- This applies to permanent and interim staff, as well as contractors working for the CCG.
- If you have nothing to declare, you must still submit a form.
- Only 50% of staff have returned this by the deadline.
- Please can you make it a priority to do this before the end of the week.
- Completed forms should be sent to your Board Secretary or [Andrew.Tillbrook@nhs.net](mailto:Andrew.Tillbrook@nhs.net).

# NCL CCG staff structures

- New staff structures were mentioned in the staff briefing two weeks ago.
- There were some inaccuracies in these which have since been rectified and a new set of structures – as at May 2020 – have now been added to the [staff intranet](#).