



North Central London
Clinical Commissioning Group

Equality Information Report 2021/22

For further information-
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Introduction

Publishing equality information every year is a specific duty under the Equality Act 2010. Our Equality Information Report, also known as the equality duty report, provides information about how the North Central London CCG meets its Public Sector Equality Duty (PSED), making continuous improvements by tackling discrimination and advancing equality for patients and staff in 2021/2022. This report has been compiled with contributions from CCG commissioners, communication and engagement, and HR teams.

Our Equality Information is divided into three sections to ensure that we can update the information on a regular basis for openness, transparency, and relevance:

Equality Information on the CCG Website

We publish this information on our website under Equality and Diversity and the Communication Team and the Senior Equality, Diversity, and Inclusion Manager regularly updates it. This information covers the NCL CCG's duty under the Equality Act 2010 and how we are meeting the duty and our commitments to diversity and inclusion. It highlights the critical equality issues and how the CCG communicates and engages with the public, patients, carers, and staff.

Equality Information relating to patients and communities

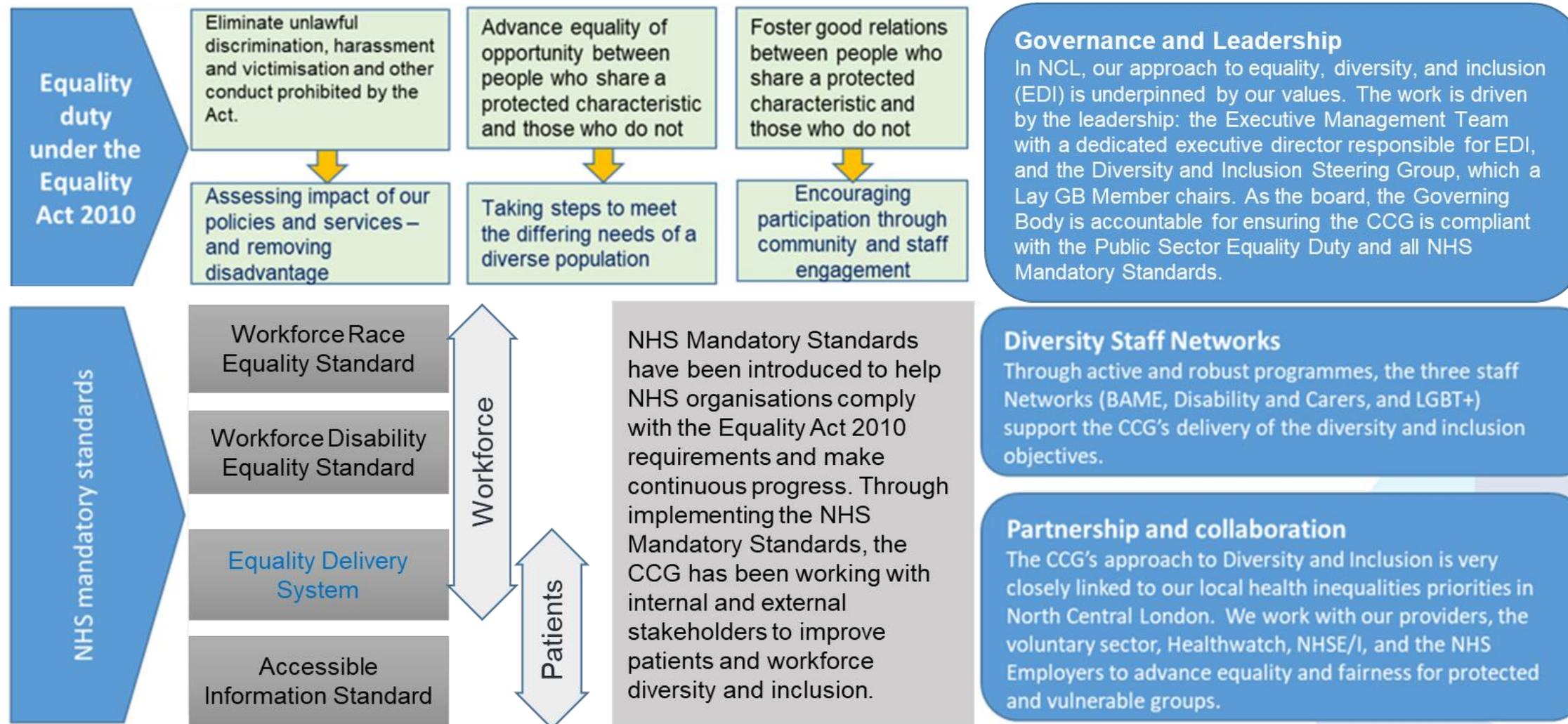
This section of the report shows how the CCG has delivered its equality objectives during 2021/2022 and provides a reference to the source documents where appropriate. In addition, this part of the report includes information on the performance against the equality objectives regarding responding to Covid-19, health inequalities, and the commissioning of services by the CCG (Slides 5-16).

Equality Information relating to workforce

This section of our Equality Information Highlight Report summarises the CCG's progress against the workforce priorities in our Workforce Race Equality Standard Report (WRES), which the PPEE Committee approved in August 2021. In addition, this section includes workforce and Governing Body equality information and a section on how the NCL ICS teams have been working to advance equality across NCL (Slides 17-26). Please see the CCG 2021/22 full WRES report for further information [[insert hyperlink](#)].

Beyond compliance

An overview of NCL CCG's approach to Diversity and Inclusion



Interim Action Plan (2021/22) and Objectives

After merging the five NCL CCGs into a single CCG, we started developing the Diversity and Inclusion Strategy for 2021/23. During the early engagement with key stakeholders, we prioritised several areas and set an interim Action Plan for 2020/21. The following two objectives were identified for the 2021-2023 Diversity and Inclusion Strategy that was implemented in August 2021.

Objective	Actions
<p style="text-align: center;">[1]</p> <p>Tackle health inequalities and strengthen the system approach to population / place-based health and care management</p>	<p>Ensure robust EqIA of all commissioning programmes including Accelerated Elective Recovery Programme, and all strategic review programmes</p> <p>Support the ongoing response to Covid-19 pandemic and vaccination programme and ensure equity.</p> <p>Develop health inequalities baseline information covering all protected and vulnerable groups</p> <p>Develop a Population Health and Health Inequalities Strategy</p> <p>Ensure inclusive engagement of all patient groups in local and NCL service design/review and decision-making- and address digital exclusion.</p>
<p style="text-align: center;">[2]</p> <p>Recruit a reflective workforce at all levels and implement a fair and just organisational culture.</p>	<p>Develop evidence based staff wellbeing and recovery following on from the impact of Covid-19 on staff and continue offering flexible working arrangements based on individual circumstances.</p> <p>Strengthen recruitment practices to require greater diverse recruitment panel membership and recruitment and selection training.</p> <p>Introduce a reciprocal mentoring programme, implement a job shadowing programme and ensure equity in career progression and promotion.</p> <p>Co-design workforce programmes with staff networks, support safe space conversations, launch the See ME First Campaign.</p> <p>Implement the staff survey action plan 2021/22, especially ensuring the implementation of Freedom to Speak Up Ambassadors, Mental Health Champions, educational/training sessions to raise awareness and embed the CCG values in everyday practices.</p>

This section of the report shows how the CCG has delivered the equality objective with regard to tackling health inequalities and strengthening the system approach to population health and care management during 2021/2022.

In addition, this part of the report includes information on the performance against the equality objectives regarding responding to Covid-19, health inequalities, and the commissioning of services by the CCG.

References to further information and source documents are provided, where appropriate.

Slide 18 summarises the priorities regarding this objective for 2022-2023.

[Equality Objective 1]

Tackle health inequalities and strengthen the system approach to population / place-based health and care management

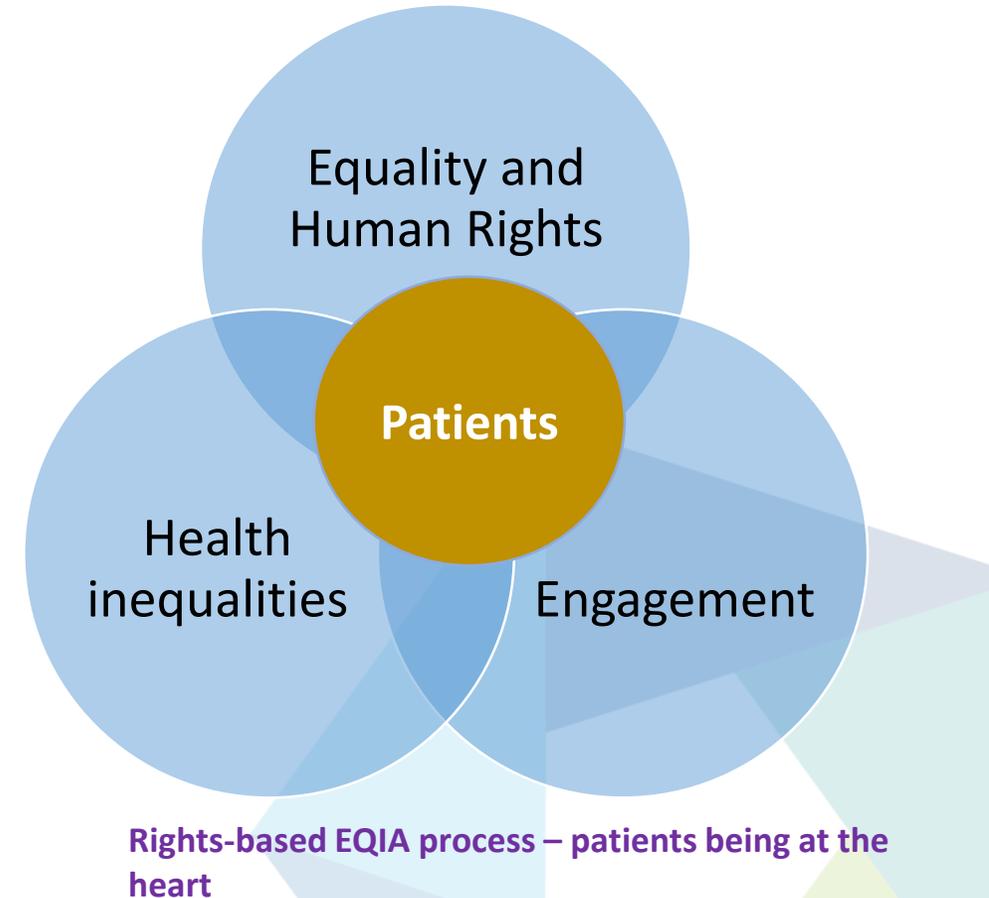
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Equality Impact Assessment (EQIA)

We are committed to tackling health inequalities by addressing disparities. We have designed our EQIA in a way to have the patient at the centre of our commissioning. The three-dimensional EQIA has helped commissioners and partners address:

- Removing barriers in access to services.
- Effective and inclusive engagement of patients and stakeholders.
- Equity in experience and outcomes.

In 2021/22, the CCG completed several EQIAs, resulting in developing good action plans focusing on equity in access, experience, and outcomes for protected, vulnerable, and at-risk groups. The outcomes of these EQIAs fed into our Equality Objectives action planning process.



CCG Communities Team: Overview of activities in 2021-2022 to tackle health inequalities (slide 1 of 2)

- Dedicated Communities Team in place, who focus on reduction of variation in access, experience and outcomes
- Established an Inequalities Fund of £8.75m, with funding weighted across NCL towards the 20% most deprived wards. Innovative and collaborative approaches to delivering high-impact, measurable changes in inequalities across NCL, and addressing the underlying causes of health inequalities;
- Solutions which break down barriers between organisations and both develop new and extend existing relationships within boroughs, multi-borough and NCL-wide partnerships;
- Targeting the most deprived communities and reaching out proactively to our resident black and minority ethnic populations, in line with the aims of CORE20PLUS5; and
- Engaging our population, the VCSE and our partners across health and care in making a difference to the lives of our people.

CCG Communities Team: Overview of activities in 2021-2022 to tackle health inequalities (slide 2 of 2)

- Secured £3m (over three years) from NHSE/I to deliver the London Vanguard for Serious Youth Violence
- Implemented Out of Hospital Care Model for people experiencing homelessness who are discharged from hospital, to ensure they have access to the appropriate accommodation, care, support and coordination to enable them to recover and connect with community support and services moving on from homelessness;
- Improved the care and support provided to people seeking asylum who are accommodated in hotels across North Central London. This includes primary care GP services, as well as additional support for wellbeing support, delivered by voluntary and community organisations;
- Working in partnership with rough sleeper teams, housing, Public Health and local and regional health teams, we have developed innovative ways of delivering the COVID-19 vaccination to people experiencing homelessness. We have also improved the primary care health offer for people in this vulnerable group;

Tackling health inequalities at place



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While the pandemic remained a significant focus, we also commenced a number of important programmes in 2021/22. These included our North Central London Community Services Review and Mental Health Services Review. Both will play a critical role in delivering our ambitions of offering residents high-quality integrated care that is close to home and equitable across our boroughs. The CCG has a requirement to meet important performance and spending targets in areas such as mental health and primary care, and has continued to work with partner organisations across the health, local authority and third sector to ensure care is provided in the most appropriate setting. Good progress has been made including the 'core offer' considers patient feedback about difficulties in accessing and navigating the service through a single point of access. The shift to a more early intervention model rather than a crisis management one.

Care that responds to different levels of need through case management and care co-ordination. The core offer has been co-produced with system partners, including the local authorities and the voluntary sector, and takes on board the full spectrum of needs that the local population presents with. A gap analysis of the current provision in each borough against the core offer has been conducted, followed by an impact assessment against a range of domains relating to what the system is trying to achieve in the core offer, including access, equity, improved quality, workforce challenges and financial impacts. This piece of work has identified a range of non-financial benefits which could be realised from the core offer, including equitable access and potential outcomes.

By achieving the 2021/22 Mental Health Investment Standard, the CCG continued its commitment to ensuring that spending on mental health services is in line with physical health services. The CCG and ICB will continue to be required to meet important performance and spending targets in mental health. *We will equality impact assess our future spending decisions to ensure equity and fairness, as part of our commitment to reducing mental health inequalities.*

Tackling health inequalities at place - Barnet



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Advancing Mental Health Equality (AMHE) is a resource to support commissioners and providers to tackle inequality in access to mental health in their local areas. Evidence shows there are inequalities in receiving good mental health support for people from different ethnic and religious communities and different genders. Barnet's Mental Health Commissioners are committed to co-producing action plans to reduce inequalities in access, experience and outcomes for local mental health service users and work has been done to engage and collect feedback from community partners and resident groups. A combination of focus groups and meetings with people who were either carers for someone with mental health difficulties or people who used mental health services at the time were held.

In Barnet, additional Mental Health Practitioners working at Primary Care Network (PCN) level commenced in post in January 2022. This will support access to mental health and wellbeing support closer to home and as part of the primary care offer.

Other developments in Barnet include:

- The Community Mental Health Transformation programme continues to develop.
- Barnet's Crisis Café and Recovery College are increasingly in demand and work is underway to ensure these services are able to support admission avoidance.
- As part of the development of mental health support within primary care, the Barnet GP Federation has been commissioned to pilot an assertive outreach service designed to increase uptake of serious mental illness (SMI) Healthchecks.
- The Barnet Community Innovation Fund (CIF) is live with 31 local community projects underway spanning community led mental health and wellbeing, development of green spaces, promotion of exercise, supporting children and young people and family health.

Tackling health inequalities at place - Camden



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The borough's flagship "Minding the Gap" community service for young people aged 16 - 25 transitioning between child and adult mental health services has been recommissioned. The new service will start in April led by Catch-22, a national charity, in partnership with the Tavistock & Portman, Camden & Islington Foundation Trust (C&I), the Brandon Centre, the Anna Freud Centre and The Winch.

Under the Inequalities Fund a Health Facilitator has been appointed to work with primary care to audit of the quality of annual physical health checks for people with a learning disability. This quality improvement project aims to support people to live well and reduce the mortality gap for those with a learning disability.

Procurement of Camden's Mental Health Resilience Network has also been completed and the contract has been awarded to an alliance of local voluntary and community sector organisations who demonstrated robust evidence of impact and a real commitment to coproduction and social value.

Camden's mental health partnership are also planning further rollout of the Community Mental Health model, including expanding the 'core' team model across the whole of Camden. By March 2023 'core' teams consisting of NHS, social care and VCS staff, will be working across the borough to join up care and support for residents.

Camden is continuing to progress the local plan for tackling asthma, bringing together a range of priorities to support children to better manage this condition and prevent its exacerbation. This is an excellent example of early intervention helping to manage what may become a long-term condition.

Tackling health inequalities at place - Enfield



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With the Inequalities Fund there is also work to increase the number of health checks provided to patients with an SMI led by the mental health project group and working with the Enfield GP Federation and local PCNs.

The funding of the Enfield Expert by Experience Reference Group and Network through the NCL Inequalities Fund will help to improve outcomes for people experiencing mental ill-health. It is recognised that the pandemic has had far reaching effects on people which extend beyond their physical wellbeing.

The Enfield Autism Peer Support Hub launched in February to provide a local peer support hub for adults with low to moderate Autism in Enfield and those with indicative autism waiting for a diagnostic assessment. The Autism Peer Hub also provides training and workshops to Social Prescribers, GPs and Practice Managers.

The Black Health Improvement Programme (BHIP) - funded by the Inequalities Fund - is underway, delivered by the Caribbean and African Health Network (CAHN). BHIP is a culturally appropriate education, training and support package designed for Enfield primary care staff and other GP practice healthcare professionals. The programme has been developed in response to a community consultation with both the Black Caribbean and Black African communities and healthcare professionals who wanted better insight to help improve health outcomes.

Mental health teams in **Haringey** are focused on improving access and outcomes for BAME residents and patients.

The local inequalities working group are acting on findings from outreach work by IAPT (Improving Access to Psychological Therapies) to community groups, parents and faith groups. Following an audit last year the service has changed its approach for clients using an interpreter with a positive impact on waiting times. Practitioners have also received training to enable them to make cultural adaptations to cognitive behavioural therapy to increase its efficacy.

The GP Federation is focused on health checks for people with SMI with a particular focus on BAME populations where uptake has historically been low. In the 9 months to January, 74% of health checks undertaken were for patients from BAME communities with approximately 10% provided with onward support from the BAME Wellbeing Association working with Haringey MIND. MIND have also been expanding provision of mental health first aid and building relationships with the police providing mental health first aid and cultural competency training.

Tackling health inequalities at place - Islington

In Islington, new pathways for supported housing are live with 15 of the 16 new services in place from 1 February 2022 as planned. C&I Foundation Trust are progressing resident moves from out of area placements back into the Borough and supporting residents to move into the new accommodation.

PCNs have been enhancing capacity during winter with additional weekend clinics and work to increase immunisation and screening rates in the North of the borough. The PCNs have also been undertaking proactive reviews of lists of vulnerable patients and are offering, additional evening and weekend appointments via the Extended Access Hubs.

Review of provision at a local crisis house is also underway with commissioners planning a series of engagement events to enable professionals and residents to share their views on the current service and identify what is important when it comes to crisis care delivery.

Work continues within the local Learning Disability Partnership to review approaches to management of need and transformation of services. The focus is on development of local protocols and registers to support regular review by multidisciplinary teams of an individual's needs, support plans and risk, with follow up as needed. The aim is to prevent unnecessary and unplanned admissions to acute hospital settings by supporting people to maintain and improve their health where possible.

Patient and Community engagement

Kaltun Abdillahi, NCL CCG Community Member:

"I like to say I have participated quite a lot of programmes during this year and I am proud to say that my contribution was acknowledged publicly. I took part in mental health group and voiced my concerns about the lack of services for the Communities with language barriers such as Somali speakers. I was proud to take part in the development of the Working with VCSE Strategy in particular, with the ICS changes and the disparity between community organisations. I would like to thank the community members and CCG colleagues for always listening to conversations about equality and fair share of resources".

Enabling Public and Resident Access to Meetings

Although we were not able to hold meetings in person due to pandemic guidance, we continued to ensure our Governing Body and Primary Care Commissioning Committee meetings were accessible; we provided opportunities for the public to access papers and submit questions in advance of each meeting, to join the virtual meetings and ask questions through the chat function of MS Teams.

Patient and Community Engagement – Key Activities

- Across 2021/22, much of the CCG engagement and involvement activity focused on supporting residents and patients through the ongoing COVID-19 pandemic, working closely with partners across health, care and the voluntary and community sector
- We ensured COVID-19 vaccination communications and engagement opportunities were harnessed to drive uptake and promote equality of access for all. Wherever possible we used locally-based voices to reach of our communities, leveraging the diversity of faith, ethnicity, age and sexuality within our five boroughs.
- Local flu vaccination campaigns were delivered collaboratively with voluntary and community sector colleagues.
- As part of our ‘Stay Well’ winter campaign, we commissioned a lead voluntary and community sector organisation in each borough to support targeted conversations and activities with specific groups and communities who we know experience the most barriers to accessing services.
- Through the NHS England Winter Access Fund, we identified a scheme to develop interventions to improve access to general practice, based on insight from our local communities. We are now working with Healthwatch to prioritise areas for further work and co-develop solutions.
- NCL community and mental health services reviews – the patient and resident voice has been embedded throughout both, with a Residents’ Reference Group testing outputs from the core offer co-design process for the core offer.
- NCL Fertility Policy – intensive engagement with residents, patients, fertility support groups and VCSE groups to inform the policy development, through surveys, focus groups, open public meetings, 1:1 interviews, and meeting with a wide range of groups and forums.

Patient and Community Engagement – Key Activities

- NCL Start Well programme – we have recruited an online residents’ panel of people to inform the programme, and are engaging widely with existing patient groups and networks, including maternity voices partnerships, and local voluntary and community organisations. We are working with partners to understand local children and young people’s experiences and views and young people will act as mentors to senior clinical and operational leaders.
- Long Covid – we developed a network of engagement to capture the experiences of people experiencing long COVID, including working with Healthwatches across NCL to hear from communities who face high health inequalities, to inform NCL plans for local service development.
- During 2021/22 the CCG undertook or participated in a range of different projects have exploring ways to reduce digital inequality and support greater digital capacity building across our boroughs
- We established the NCL Community Partnership Forum (CPF), with VCSE partners and Alliance, local Councils, Healthwatches, public members, people with Lived Experience and partners from across ICS. The Forum will have a critical role in ensuring effective community and citizen participation in the work of the wider ICS.
- We established the NCL VCSE Alliance, to ensure the voice of the VCSE is heard within NCL ICS – to inform our development and act as a facilitator between Place-Based Partnership VCSE and NCL ICB and ICS.
- The CCG-funded Community Action Research Programme is rooted in the principles of raising local communities’ voices, and investment in grass-roots VCSE and communities, alongside supporting local communities to access the health and wellbeing support they need through key navigation and signposting, and co-designed community interventions.

Inclusion priorities in 2022/23 (patients and communities)

ICB/ICS Health Inequalities Objective

Identify where inequality exists across in outcomes, experience and access and devising strategies to tackle these together with our communities.

Reduce inequalities in access to primary care and out of hour services

Reduce cancer inequalities

Focus:
Ethnic minority
Disabilities and LTCs
Young people
Carers
Disadvantaged groups (e.g. homeless)

Reduce mental health inequalities

This section of the report shows how the CCG has delivered the equality objective with regard to recruiting a reflective workforce at all levels and implementing a fair and just organisational culture during 2021/2022.

In addition, this part of the report provides an overview of the key activities of the CCG's staff diversity networks.

References to further information and source documents are provided, where appropriate.

Slide 28 summarises the priorities regarding this objective for 2022-2023.

[Equality Objective 2]
Recruit a reflective
workforce at all levels and
implement a fair and just
organisational culture.

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Background and Context

Based on last year's WRES Report, Staff Survey results, London Workforce Race Strategy, NHS People Plan, a 2021-2022 Forward Planner was developed in consultation with the Diversity and Inclusion Steering Group, Staff Networks, and EMT, which helped the CCG deliver inclusion activities in 2021/22.



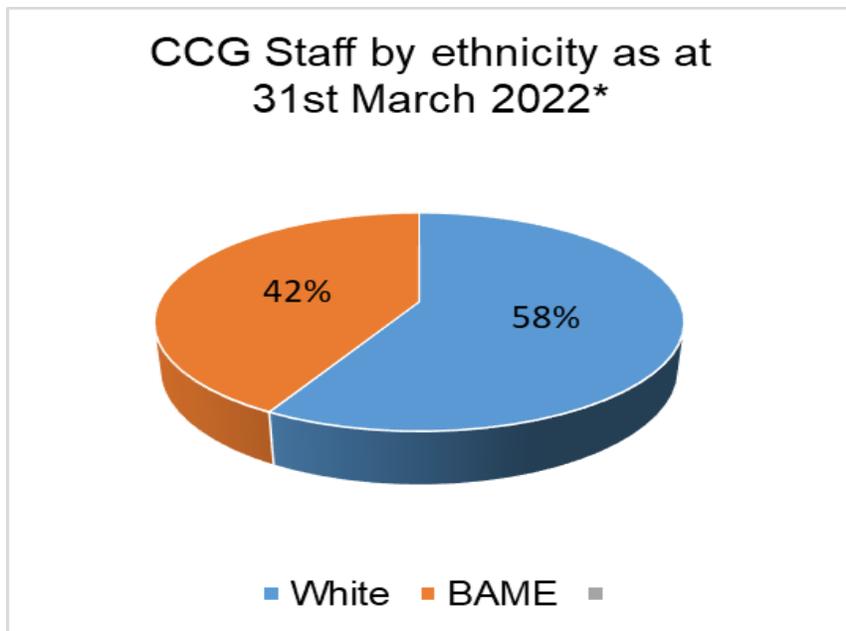
Building better workforce inclusion

Establishing the CCG values that encompass the CCG's commitment to equality, diversity and inclusion – these have been publicised to staff and the public and continue to be embedded within everyday CCG practices, processes and policies.

Having continuous conversations about equality, diversity and inclusion at all levels – sessions have and continue to be arranged with staff, Directorate teams, and EMT.

Delivering training and awareness raising programmes – linked to the work programme of the staff networks, organisational development priorities and corporate staff survey action plan.

CCG Workforce - Diversity Information



Governing Body members by ethnicity

The CCG publishes the GB Members diversity information as part of the Workforce Race Equality Standard requirements. The WRES report provides a further breakdown of the data and provides a comparison against staff and the local demography.

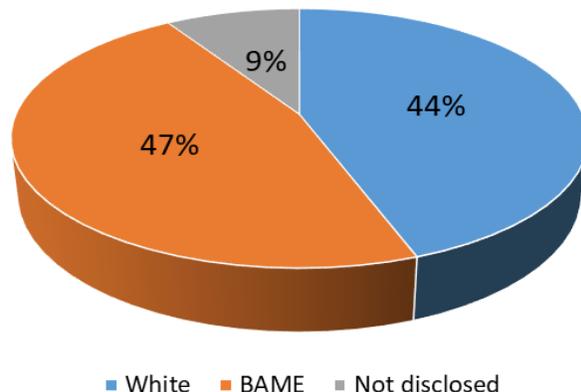
- In 2021/22, the percentage of White staff has decreased from 59% to 58%, and BAME staff has increased from 41% to 42%.
- Self-disclosure of ethnicity improved quite notably from 2017 to 2021. However, with additional recruitment of more staff, the non-disclosure has increased in 2021/22 by 2% and now stands at 7%.

	2020-21		2021-22	
	GB Members	CCG staff	GB Members	CCG staff
White	64%	59%	64%	58%
BAME	36%	41%	36%	42%

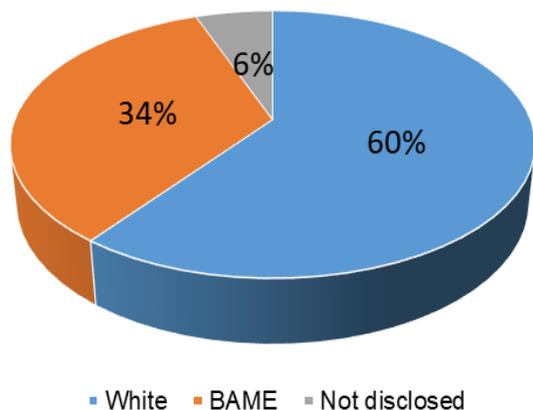
* Excluding those who did not wish to disclose their ethnicity

CCG Workforce - Staff Diversity Information

Staff in Bands 1-7 as at 31st March 2022



Staff in Bands 8a-VSM as at 31st March 2022



- For staff in bands 1-7, the chart shows that there are broadly a similar number of staff from a BAME and White background. There has been a slight decrease in the number of White staff (1%), and a reduction in BAME staff (3%) in Bands 1-7 in comparison to 2020/2021. There has been an increase in non-disclosure from 5% in 2020/21 to 9% in 2021/22.
- For staff in Bands 8a –VSM, the chart shows that the percentage of staff from a BAME and White background broadly reflects the NCL population. The percentage of BAME staff has increased by 1%, staff from a White background has declined by 2%, and non-disclosure has increased by 1%, in comparison to 2020/2021.
- Based on self-disclosed data (excluding “Not disclosed”), 42% of the CCG’s staff are from BAME backgrounds and 58% are White.

CCG Workforce - Staff Diversity Information

This slide provides a breakdown of the CCG's staff workforce diversity as at 31 March 2022.

Age group	%
Under 31	7.31%
31 - 40	27.87%
41 - 50	31.03%
51 - 60	27.87%
61 and above	5.93%

5% Staff are LGBTQ+

20% Did not wish to disclose sexual orientation

6% Staff have disability

16% Did not wish to disclose disability

2% in Civil partnership

5% Divorced

48% Married

39% Single

69% Female

31% Male

- One-fifth (25%) of the CCG staff have not disclosed their sexual orientation; 5% of staff have declared to be from LGBTQ+ backgrounds.
- 16% of staff in the CCG did not want to disclose their disability. However, 6% of the workforce have declared to have a disability, an increase of 2% since 2020/21.
- The majority of staff are within the age 41-50 age bracket, followed closely by 31-40.
- The majority of the CCG workforce are female (69%).

Key workforce activities in 2021/22

The CCG continued making good progress in delivering its workforce equality objectives. The key workforce priorities in 2021/22 included strengthening recruitment and retention, embedding a zero tolerance approach to bullying and harassment, raising awareness of diversity and inclusion, and supporting the health and wellbeing of staff.

We have engaged our staff in our key decision making processes including Equality Impact Assessments.

Staff Networks continued meeting to discuss inclusion issues facing CCG staff, and provide support to individuals.

Development and implementation of an Agile Working Policy, alongside the Flexible Working Policy to support staff to maintain work-life balance and good health and wellbeing.

Access to training programmes that were delivered by NHSEI and other regional and national organisations including the Kings Fund

We offered mental health wellbeing programmes to support staff which included Mindfulness sessions, EAPs, and staff Cook Along.

Strengthened the appraisal system to ensure that each employee contributes successfully to the delivery of the CCG's objectives, including diversity and inclusion objectives.

The HR/OD Team developed and delivered a series of workshops and training programmes on key diversity and inclusion areas, equality impact assessments, professional behaviours, development of core management skills.

Each staff network has developed a work programme to support the CCG's diversity and inclusion priorities including, awareness raising programmes and events, setting up a dedicated intranet page for diversity information, celebrating key events and setting up a book and film club..

We have been working with NCL partners and NHSEI to address race and disability equality in the workforce. The CCG has received £25K from NHSEI to roll out the Book and Film Club.

We published a Diversity Calendar for 2022 to provide important daily information and key dates to staff and managers.

Additional workforce activities delivered in 2021-2023

- Freedom to Speak Up Ambassadors have been established as an alternative point of contact for staff to obtain guidance if they have concerns about bullying, harassment and discrimination.
- The CCG Accountable Officer issued a formal statement to zero tolerance environment of bullying, harassment and discrimination.
- Facilitated sessions with Executive Directors and Directors on equality and value of inclusion, increase awareness and understanding of cultures, cultural differences and different communities.
- Launch of a staff awards programme to recognise colleagues who have successfully demonstrated the CCG's values.
- Roll out of Mental Health and Wellbeing (MHW) Champions across the CCG as a point of contact for staff requiring mental health and wellbeing support.
- The CCG had a health and wellbeing programme to encourage staff to stay connected and look after their mental health and wellbeing.
- Significant work was undertaken with NHSEI and the CCG's EDI lead to strengthen and de-bias each stage of the recruitment and selection processes for the ICB and Non-Executive Management roles to meet the diversity and inclusion ambitions of the CCG's Diversity & Inclusion Strategy and NHSEI requirements with regard to improving equity and transparency of recruitment processes to increase the diversity of talent pools.
- Working with Equality leads across the NCL system to identify key diversity and inclusion areas to prioritise and work collaboratively across the system: Bullying and Harassment, and Recruitment, Selection and Retention.

Raising staff awareness – providing ongoing support

The staff networks and the HR, OD, and EDI teams have been collaboratively working to roll out diversity and inclusion related training and workshops to raise awareness of key diversity and inclusion topics. For example, the following staff awareness sessions on critical diversity and inclusion matters have been rolled out as part of the Corporate Training Programme. In addition, we have invited staff to be part of an NCL CCG Wellbeing Group that is being established. As part of our Learning Hub and wellbeing programme, we now have partnered with the NCL wellbeing hub - Keeping Well in order to continue to provide mental health and wellbeing support for our staff.

- ✓ Joint Equality Impact Assessment Workshops
- ✓ Deaf Awareness Workshops
- ✓ Professional Behaviours, Bullying and Harassment
- ✓ Micro-Aggressions and Allyship
- ✓ Creating an Inclusive Work Environment
- ✓ Dignity and Respect
- ✓ Speaking Up (Whistleblowing)
- ✓ Wellbeing Conversations
- ✓ Meet the Mental Health and Wellbeing Champions

- ✓ Diabetes Awareness
- ✓ ADHD Awareness
- ✓ World AIDS Day
- ✓ Autism Awareness
- ✓ British Sign Language
- ✓ Overcoming Unconscious Bias
- ✓ Overview of Equalities and Human Rights
- ✓ Executive Management Team Facilitated Discussions about race and value of inclusion

Disability and Carers
Staff Network

BAME Staff Network

LGBT+ Staff Network

Staff Diversity
Networks

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Summary of key achievements in 2021/22

Our Staff Networks play an important role in tackling inequalities in the CCG, from supporting individual staff to advising the CCG EMT on key inclusion matters. The key activities in 2021/22 included the following:

Safe Space Conversations

- Monthly Safe Space Conversation provided BAME staff a psychological safety to come together and share their lived experiences.
- A summary report on the outcomes was shared with EMT, the D&I Steering Group, and the PPEE Committee.
- The Disability and Carers Network have also held regular safe space conversations.

Awareness programmes

- The Networks promoted awareness raising programmes throughout the year, most of which were delivered by CCG staff, including LGBTQ+, various disabilities, and race equality awareness webinars, Book, Film and Music Club, Black History 365, Cultural Conversations, and Black and Brown Skin Colour (Mind the Gap Document)
- Staff Networks delivered specific activities during the Black History Month, Disability History Month and LGBTQ+ History

Partnership working and co-production

- In partnership with NHSEI, the BAME Staff Network is rolling out the Book and Film Club across NCL.
- In collaboration with NCL partners, the Disability and Carers Staff Network will introduce the Workplace Adjustment Passport.
- All three Staff Networks have worked together to promote the 'See ME First' campaign.
- CCG Staff Networks work with NCL staff networks to support the broader inequalities agenda and share experiences and learnings.

Inclusion priorities in 2022/23 (Workforce)

ICB/ICS Health Inequalities Objective

Identify where inequality exists across in outcomes, experience and access and devising strategies to tackle these together with our communities.

De-bias recruitment and ensure fairness and just culture.

Address bullying and harassment

Black, Asian and Minority Ethnic (BAME)
Disabled people and carers
LGBTQ+

Workplace support including reasonable adjustment and safe space



North Central London
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ICS Workforce System Development & Partnership

Developing collaborative working

The CCG has strengthened equality, diversity and inclusion partnership working with NCL system partners in 2021/22. The key areas included-

Developed an NCL EDI Working Group and Terms of Reference, under the People Board

NCL EDI Working Group set up two Task and Finished Groups to develop frameworks for (1) Reducing Bullying and Harassment, and (2) Recruitment, Selection and retention.

Sharing good practice, knowledge and ideas in key areas: Workplace Adjustment Passport, Equality Impact Assessment, Supporting Staff Networks, and Training

Draft principles informing the work of the Integrated Care Board (ICB)

It is vital that our ICB builds on existing commitments/programmes and ambitions. Some of the emerging principles informing the work of the ICB are below:

- **Taking a population health approach:** We need to continue to develop the way we plan services to take into account the needs of people and communities, acknowledging the wider determinants of health. This will support tackling health inequalities across and within the communities we serve.
- **Evolving how we work with communities:** Embedding co-design with partners and communities in planning and designing services, and developing systematic approaches to communications and community engagement.
- **Continued focus on boroughs:** Partnership working within boroughs is essential to enable the integration of health and care and to ensure provision of joined up, efficient and accessible services for residents.
- **Learning as a system:** We have learnt a lot as a system over the past 18 months, both with our response to the pandemic and our efforts to recover. Capturing this learning across primary care, social care, community, mental health and hospital services will guide our next steps for both individual services and system approaches.
- **Acting as a system to deliver a sustainable health and care system:** Providing high quality services enabled by workforce, finance strategy, estates, digital and data.