NHS

Nottingham and Nottinghamshire CCGs

Organisational Development Strategy, Supporting Plan and Timeline

2019 - 2021

PLEASE NOTE: Whilst this document is largely complete, this version remains a working draft which is still being developed and written. There may be some gaps (identified with placeholders) and further editing to be undertaken. It is being shared at this stage to seek further comment and input.

Contents

1. Introduction

Throughout England, and aligned to the NHS Long Term Plan (published in January 2019); there is a move towards forming a single Clinical Commissioning Group (CCG) per Integrated Care System (ICS). This move will support co-terminosity[1] and thereby develop a more sustainable, coherent, value added way of working that transforms the way health resources are used, care is provided and services delivered through the amalgamation of commissioning strategies, decisions and processes across a larger population (>1,000,000). Although still clinically led, single CCGs will become more collaborative, leaner, more strategic and better able to support providers to partner with local government and other community organisations to improve population health and reduce health inequalities.

It is recognised that the current system is too fragmented and the best decisions about resources and care and service delivery are not being made. ICSs are then expected to make faster progress towards transforming the way care is delivered than any other part of the country.

To support this transformation, the six Nottingham and Nottinghamshire area CCGs[2] plan to merge together on the 1st April 2020 to become the single CCG and strategic commissioner for the Nottingham and Nottinghamshire ICS. Until the merger the CCGs will work together in 'shadow' form.

A single interim Accountable Officer (Amanda Sullivan), Executive Team and Senior Leadership Team have been appointed to lead the six Nottingham and Nottinghamshire CCGs through the merger whilst the CCGs have already started to align their teams and committees. It is expected that teams will be in place by mid-August 2019.

In addition to the challenge of merging, NHS England requires all CCGs to make targeted management cost reductions of 20% by April 2020/21. The merger of the six CCGs and joint working arrangements are anticipated to contribute towards cost reductions by reducing running costs through the removal of duplication and operating as an integrated rather than competitive system.

The HR/OD Department, working on behalf of the six CCGs (circa. 500 employees) has consequently devised an OD plan and accompanying timeline for 2019 to 2021 that covers the integration period and beyond.

Overall, the OD plan/timeline will seek to develop a new organisational culture that embraces partnership thinking and collaborative system leadership, as well as governance and leadership behaviours that support and maximises this way of working. The development of a new performance management process, competency and behavioural framework, performance reporting process, talent management process plus the fostering of effective CCG/ICS working relationships alongside improvements in knowledge, skills, behaviour and attitude will ensure the CCG is fit for purpose and can maximise its potential.

Closely aligned strategies have been identified as being HR/Workforce, Communications and Engagement, Commissioning, Primary Care, Quality, Finance and Digital, and EIA.

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[1] Having the same scope due to being linked together

[2] Mansfield and Ashfield, Newark and Sherwood, Nottingham North and East (NNE), Nottingham West, Nottingham City and Rushcliffe

2. Drivers, Priorities and Core Values and Behaviours

The single CCG's vision, strategic aim and objectives will be available in August 2019. For the purposes of establishing the direction and content for the OD Strategy, national, local and organisational drivers as well as strategic priorities have been established.

National Drivers

The National Interim People Strategy, released on the 3rd June 2019, has been referred to for the purposes of producing this strategy. The People Strategy sets out to:

- Make the NHS the best place to work
- Improve our leadership culture
- Prioritise urgent action on nursing shortages
- Develop a workforce to deliver 21st century care
- Develop a new operating model for the workforce
- Take immediate action in 2019/20 whilst a full five-year plan is developed

'Making the NHS the best place to work' remains our ambition whilst 'improving our leadership culture' is highly relevant to the CCG as leadership drives engagement, change, performance, quality, improvement and the efficient use of resources.

The CCG needs to further build and maintain a workforce for the 21st century, as transforming the way we work by being flexible and adaptive will ultimately transform the system.

The NHSi Developing People Improving Care Framework (2016) has been referred to as the following developmental areas/topics are all still highly relevant to the CCG and therefore the OD Strategy:

- Systems Leadership
- Quality Improvement
- Continuous Learning
- Inclusive and Compassionate Leadership
- Talent Management

Local Drivers

The People and Culture Strategy (2019 - 2029), devised by the Nottingham and Nottinghamshire ICS, lists the following five priorities:

1. Planning, attracting and recruiting people to work in our health and care system

2. Retaining staff and trainees, promoting career paths and talent management

3. Role redesign and embedding new roles

4. Developing and preparing people to work in new ways, including digital skills development

5. Enabling cultural change and leadership development to maximise system effectiveness

Priorities 2, 4 and 5 are most relevant to the OD Strategy in respect of talent management, developing and preparing employees to work in new ways and critically cultural change and leadership development.

Strategic Commissioner Functions

The Nottingham and Nottinghamshire CCG drivers for 2019 – 2021 i.e. the case for change, linked to the NHS Long Term Plan (published 7th January 2019) are:

- Long term financial system viability in conjunction with partners
- Delivering system wide financial balance via a turnaround approach
- Commissioning the transformation of services and designing and delivering large-scale change in conjunction with partners
- Overseeing/mitigating quality and equality impacts on service change
- Leading across the system
- Driving the personalisation agenda
- Commissioning for better health outcomes across the system
- Achieving own control totals and QIPP targets
- Delivering a 20% reduction in commissioning management costs by 2020/21

Leading across the system and commissioning for better health outcomes have been identified as most relevant to the OD Strategy.

Key CCG Deliverables

The following key deliverables have been identified by the new **Executive Team** and developed by the emerging **Governing Body** for the Single CCG:

1. Merge the six CCGs; implement a new management structure, establish a new Governing Body, devise a new culture, establish a clear vision and role as a Strategic Commissioner
2. Establish ongoing underpinning and effective cultural and organisational development i.e. direction, urgency, cascade, values and behaviours
3. Develop structures and approaches to enhance clinical engagement in transformational change
4. Establish a clear future plan as a Strategic Commissioner
5. Establish a clear view of ICP devolution
6. Develop PCNs
7. Deliver financial balance for the CCG
8. Establish new commissioning and contracting currencies that support behaviour change
9. Improve urgent care and mental health performance
10. Workforce

These have been linked to the OD objectives for 2019 - 2021 (see Section 5) and cover the development of the organisation, culture, primary care networks, values and behaviours as well as commissioning and contracting.

Core Values and Behaviours

The single CCG will require an agreed set of core values that link to and enhance the behaviour of its employees and teams working at all levels of the ICS.

These will be devised at a whole organisation timeout before being promoted and embedded. The new core values will then be incorporated into the CCG's Competency and Behavioural Framework[3].

The Executive Team have already agreed a set of Executive Team values and behaviours.

In the meantime, the NHS Constitutional values are being used (see below):

NHS Constitutional Values:

- Working together for patients
- Compassion
- Respect and dignity
- Improving lives
- Commitment to quality of care
- Everyone counts

[3] Aligned to the Healthcare Leadership Model

3. Organisational Development
Definition, Models and Frameworks

CCG's Definition of OD

There are many different definitions of OD, however, the definition being used to explain what is meant by organisational development in the context of this strategy is as follows:

> "Organisational development seeks to enhance and develop performance at an individual, team, organisational and system level through the application of behavioural science and alignment of strategy to capability.
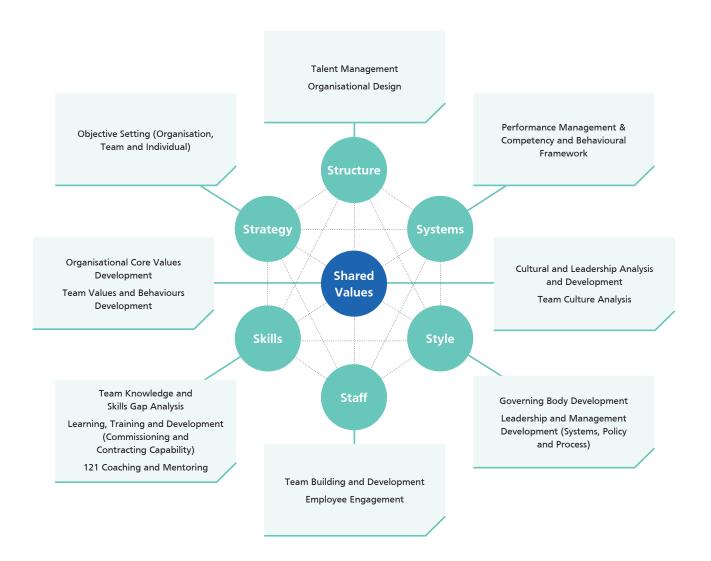>
> Organisational development further seeks to encourage and evidence engagement, collaboration, partnership, systems thinking, empowerment, accountability, trust, compassion, inclusivity, diversity, co-production, transformation, curiosity, creativity and innovation at every level."
>
> *Nottingham and Nottinghamshire CCG's HR/OD Department (2019)*

McKinsey 7S Model

There are many different OD models but the McKinsey 7S was felt to be the most appropriate. This includes Structure, Systems, Style, Staff, Skills, Strategy and Shared Values and has been used to ensure that as a new organisation the single CCG is developed thoroughly and at each level i.e. individual, team, organisational and system.

As shown below key organisational development activities, identified as essential for the development and growth of the organisation over the next 2 years, have been aligned to the 7S model (see OD Timeline Appendix 2):

NHS Leadership Academy Healthcare Leadership Model

The Healthcare Leadership Model will be used as the basis for the single CCG's new Competency and Behavioural Framework as it is felt that the dimensions and associated behaviours are applicable to both line managers and employees.

This links to McKinsey's 7S model under systems.

Excellence in Commissioning Framework

The NHS England Excellence in Commissioning Framework will be utilised when developing commissioners across the CCG, ICP and PCN during 2019/20.

The six domains are as follows:

- A strong clinical and multi-professional focus with significant member engagement
- Meaningful involvement of patients, carers and the public
- Clear and credible plans
- Robust governance arrangements
- Collaborative commissioning
- Clinical leadership

4. Key OD Drivers, OD Themes and Audience

Key OD Drivers

As a result of the current six Nottingham and Nottinghamshire CCGs working as a single CCG in 'shadow' form the Organisational Development drivers have been reviewed and established as being:

- The six Nottingham and Nottinghamshire CCGs have an 'interim' Accountable Officer, and new 'interim' Executive Team and Senior Leadership Team – the CCGs have commenced workforce redesign from a leadership perspective, and seek to embed leadership behaviours at every level of the system architecture

- A Governing Body in Common has been established and a Committees in Common approach has been adopted, supported by the six Governing Bodies – the CCGs need to embed this approach in preparation for movement into a single strategic clinical commissioning group

- The six CCGs are similar in many areas but also are diverse in some elements of culture, values and behaviours – and a new organisational culture must develop, defining values and behaviours throughout

- The establishment of integrated teams and functions which operate pan Nottingham and Nottinghamshire – the CCGs will need to build strong, supportive and trusting relationships and cultures over a relatively short time period

- CCG leaders and employees need to build on the story so far, supporting the evolution of practicing in a systems way across the ICS footprint i.e. collaborating, partnering and networking

- CCG leaders and commissioners need to evidence inclusivity and compassion and build on the opportunities presented from the Equality Impact Assessment on the merger proposal

- CCG leaders need to be able to effectively manage diverse teams across larger geographical footprints whilst retaining a local presence and influence

- Commissioners need to establish the role of Strategic Commissioner and align teams within places and neighbourhoods.

- CCG line managers need to continuously engage and motivate the workforce

- The workforce needs to stay resilient during a significant period of change

- At all levels, the workforce will need to continuously develop and enhance their knowledge and skills

- Equality and diversity can be enhanced through an integrated and therefore larger organisation

- Strategic commissioning capabilities at each element of the system will be required in order to drive high impacts in relation to reducing health inequalities and population health management

- There is an opportunity to enhance organisational wide performance management processes and embed a stronger performance reporting culture

- Talent management is a significant priority and a real opportunity is present to identify, develop and manage talent effectively in order to enhance organisational resilience, succession planning, skills, knowledge and effectiveness

- The development of PCNs will see new ways of working, new skills required at both ICP and PCN levels, and enhanced clinical leadership – this will require support and planning

OD Themes

The following seven OD themes have consequently been identified along with the desired outcomes for each to support the organisation and its employees:

OD THEMES	DESIRED OUTCOMES
Cultural Development	■ A shared culture that is compassionate, diverse and inclusive ■ A culture that embraces and lives partnership thinking and a collaborative systems leadership approach ■ Organisational core values that have been collaboratively devised with employees ■ Leadership (and employees) who are aware of how their behaviour affects the culture and who adapt ■ Behaviour critical to success is agreed and exhibited by teams, and individuals
Leadership Development	■ Leadership and management developed/enhanced at every level of the CCG ■ Systems leadership thinking developed within the CCG leadership ■ Leaders who can confidently deliver service improvement and change ■ Line managers trained in HR/OD policy and process ■ The new Governing Body fully developed ■ PCN Clinical Directors with highly effective leadership skills ■ Talent recognised and developed
Team Development	■ All CCG employees having built strong, effective and trusting relationships with immediate colleagues, their team and across the organisation and system ■ CCG employees having built system networks across the ICS ■ Teams delivering the CCGs strategic outcomes
Engagement	■ A representative Staff Engagement Group with high attendance and involvement ■ A fully engaged workforce who are well informed and can demonstrate influence

OD THEMES	DESIRED OUTCOMES
Performance Management	■ All individuals within the CCG with clear objectives linked to the strategic objectives ■ All individuals within the CCG with a Personal Development Plan in support of aspirations and internal talent management ■ A new and approved performance management process linked to an accompanying CCG reporting procedure ■ Performance linking the organisation's aim/strategy, objectives, priorities, metrics and quality through continuous improvement ■ Employees receiving continuous, objective and timely performance feedback ■ A healthcare Competency and Behavioural Framework that forms part of the performance management process ■ Teams with agreed team objectives
Learning and Development	■ Knowledge and skills training needs at individual and team level are known ■ Knowledge and skills of employees enhanced due to learning opportunities/materials being accessed ■ A completed equality impact assessment focused on OD/L&D for the single CCG ■ Strategic commissioning and contracting competencies developed and enhanced at the CCG, ICP and PCN level ■ Equality and Diversity/EIA knowledge and skills developed/enhanced at the CCG, ICP and PCN level ■ A coaching and mentoring culture ■ Individuals with a personal development plan
Talent Management	■ A pipeline of 'ready now' leaders and managers able to take up more senior positions within the CCG, and opportunities externally ■ A pipeline of leaders and managers who represent diversity and inclusion ■ Key leadership roles identified so that the organisational structure is developed/enhanced and continuity is assured ■ Developmental opportunities are maximised through the pipeline process ■ Executive and senior leadership sponsorship to the pipeline and to facilitate opportunity access

OD Audience

The following analysis has been undertaken to identify all stakeholders, their need for OD interventions and support as well as the level of organisational power, seniority and influence they have. Although to note all support and development will be offered in accordance with need, which may change over time:

High Power	**Meet their needs** ■ ICPs ■ GPs and Primary Care Networks (PCNs)	**Key player** ■ CCG Governing Body ■ CCG Accountable Officer ■ CCG Executive Team ■ CCG Senior Leadership Team ■ CCG Locality Directors ■ Clinical Directors for PCNs
Low Power	**Least important** ■ n/a	**Show consideration** ■ CCG Staff Engagement Group ■ CCG Teams ■ Individual CCG Employees ■ Commissioning Employees
	Low Need	**High Need**

(To note, high/low needs refers to how important/urgent OD interventions are to the stakeholders and high/low power refers to seniority and influence and the ability to make organisational decisions).

The **'Key Players'** are those with high need, power, seniority and influence. It is important that all are provided with the OD support and development required early on as these are the most senior and influential employees who will be pivotal role models in the new culture and consequently will need to exhibit highly positive leadership behaviour e.g. networking, partnering and collaborating with very senior leaders across the system.

Employees who we need to **'Show Consideration'** to have lower power, seniority and influence however their need for OD support and development is high. They will therefore need to exhibit positive behaviours and adopt different working practices within the new culture whilst much of the new knowledge and skills acquired by this core group is vital to the organisation's success.

Those who fall into the **'Meet Their Needs'** category are those who have high power, seniority and influence but relatively unknown OD support and development needs at this time as they are part of the emerging system architecture. Notably, they are not CCG employees but will intently partner and collaborate with the CCG.

There is no one who is **'Least Important'** who would have low power, seniority, influence and need.

5. Organisational Development Objectives (2019 - 2021)

An OD Plan for 2019 to 2021 and an accompanying timeline (see Appendix 1 and 2) have been agreed by the Executive Team as appropriate to support the development and growth of the single CCG. The OD Plan was made available to all CCG employees, including the Staff Engagement Group, in June 2019.

The following organisational development objectives have been produced so that the OD Strategy's progress can be easily measured and monitored. These align to the OD Themes, the OD Plan/Timeline and the key CCG deliverables.

OD THEMES	OD OBJECTIVES	2019 TO 2020	2020 TO 2021	KEY CCG DELIVERABLES
Cultural Development: *It is imperative that all employees, especially the most senior leaders, are behaving in ways that enhance the effectiveness and success of the CCG and wider system e.g. showing respect, compassion and empathy towards others whilst being inclusive has been proven to enhance employee and organisational effectiveness.*	Develop a respectful, compassionate, caring and inclusive culture across the single CCG	✔	✔	1
	Devise, agree and disseminate a set of organisational core values for the single CCG	✔		2
Leadership Development: *Developing the governance and leadership of the CCG as well as the leadership of the PCNs will enhance the effectiveness of the ICS and ultimately reduce health inequalities and improve population health outcomes across Nottingham and Nottinghamshire through collaborative working practices and best use of resources.*	Develop the new Governing Body for the single CCG	✔	✔	1
	Develop and enhance leadership and management capability across the CCG (including systems leadership)	✔	✔	2, 10
	Develop and enhance leadership at the PCN Clinical Director level	✔	✔	6
Team Development: *As the CCGs merge team development is critical to ensuring teams are quick to form and can soon thereafter evidence high performance. Relationship building and cultural development at team level will be critical to team and organisational success.* *Relationship building across the ICS will enhance system effectiveness.*	Strengthen and maintain working relationships throughout the CCG and across the ICS so they are strong, supportive and trusting, able to meet the CCGs strategic objectives	✔	✔	3, 6, 10

OD THEMES	OD OBJECTIVES	2019 TO 2020	2020 TO 2021	KEY CCG DELIVERABLES
Engagement: *Engaging with individual employees/team representatives throughout the organisation gives employees a voice and will support the development of the newly emerging CCG. Engagement is business critical as this has been shown to impact positively on employee motivation, performance and retention.*	Positively and actively engage the workforce across the organisation	✔	✔	10
Performance Management: *Creating a new performance management process and competency and behavioural framework (linked to organisational core values, quality and a reporting process) will bring about a high performance culture and enhanced behaviours which is critical to the success and development of the CCG/ICS.*	Enhance performance via a new performance management system and accompanying Competency and Behavioural Framework	✔		1, 2, 10
	Develop a performance reporting process and culture	✔		9, 10
Learning and Development: *Employees and teams will be required to develop/enhance their knowledge and skills as the new CCG teams form. Developing and enhancing commissioning and contracting, and EIA knowledge and skills will be critical at all levels of the emerging system architecture if population health across Nottingham and Nottinghamshire is to improve.*	Develop and enhance essential workforce knowledge and skills at all levels	✔	✔	10
	Complete an EIA on OD/L&D	✔		1, 2, 10
	Develop commissioning and contracting capability, knowledge and skills at the CCG, ICP and PCN levels	✔	✔	8, 10
	Develop Equality and Diversity/ EIA knowledge and skills at the CCG, ICP and PCN levels	✔	✔	1, 2, 10
Talent Management: *It is essential that key knowledge and skills, that provides organisational continuity, are established alongside the identification and nurturing of talent as part of a talent pipeline. The inclusion of diverse employees at all levels of the CCG who reflect the community being served is important for organisational success and fairness.*	Develop talent management processes to ensure there is diversity and inclusivity at each level and that the organisational structure and workforce is enhanced/maintained	✔		10
	Implement talent management pipeline and opportunity framework	✔		10

6. How to achieve the OD Objectives

The following actions will be undertaken to achieve the OD objectives. Bi-monthly updates on progress will be provided to the Governing Body. All OD objectives will be continuously reviewed to ensure they are still pertinent:
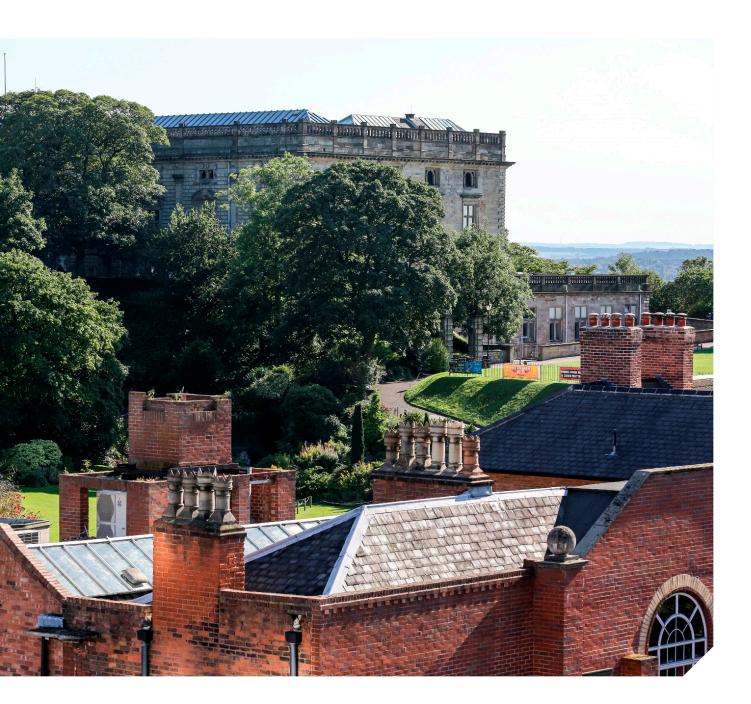
OD OBJECTIVES	ACTIONS
Develop a respectful, compassionate, caring and inclusive culture across the single CCG	■ Undertake a cultural analysis to establish how the Exec. Team/Governing Body (and other CCG employees) are influencing the culture of the CCG ■ Develop a healthcare Competency and Behavioural Framework to drive behavioural change ■ Facilitated workshops by team whereby critical behaviours essential for the team's success are agreed
Devise, agree and disseminate a set of organisational core values for the single CCG	■ Facilitated event for all employees (circa. 500) ■ Align the new organisational core values to the Competency and Behavioural Framework
Develop the new Governing Body for the single CCG	■ Offer topic based workshops to the new Governing Body e.g. cultural development ■ Offer action learning sessions
Develop and enhance leadership and management capability across the CCG (including systems leadership)	■ Offer coaching/mentoring and workshops/action learning run by Board level experts to the Executive Team and SLT ■ Develop a leadership and management programme (in modular format) to meet the learning needs of line managers, especially over the integration period ■ Develop system leadership attitudes and behaviours ■ Develop line managers skills in coaching, mentoring and giving feedback ■ Develop talent management and succession plans through the appraisal and personal development process to ensure that the capacity and capability needs within the integrated strategic commissioners and the locality place based commissioners are met
Develop and enhance leadership at the PCN Clinical Director level	■ Jointly develop a Clinical Director Leadership Programme with the newly appointed CDs

OD OBJECTIVES	ACTIONS
Strengthen and maintain working relationships throughout the CCG and across the ICS so they are strong, supportive and trusting, able to meet the CCGs strategic objectives	■ Facilitate team building workshops with each of the new teams ■ Establish team culture as a baseline for team development
Positively and actively engage the workforce across the organisation	■ Regularly meet with the Staff Engagement Group and involve them in the development of the organisation ■ Ensure all teams are represented at the Staff Engagement Group ■ Periodically run staff timeouts with all CCG employees ■ Run 'drop in' engagement sessions for all employees ■ Administer Pulse Surveys (quarterly) and Staff Surveys (annually)
Enhance performance via a new performance management system and accompanying Competency and Behavioural Framework	■ Design and agree with the Staff Engagement Group a new performance management process and Competency and Behavioural Framework ■ Train and condition line managers to give feedback ■ Incorporate career development conversations into the performance management process ■ Run team objective setting workshops per team
Develop a performance reporting process and culture	■ With the support of line management and the Staff Engagement Group, develop a reporting process linking strategy, team/individual objectives, priorities, metrics and quality through continuous improvement
Develop and enhance essential workforce knowledge and skills at all levels	■ Undertake a training needs analysis (TNA) for generic knowledge and skills ■ Undertake a knowledge and skills gap analysis by team to ensure each team has all of the knowledge and skills needed to be successful ■ Offer a programme of half day/bitesize learning sessions/on-line learning materials aligned to required knowledge and skills ■ Offer EMLA coaching and mentoring opportunities ■ Collate up to date training and development data including EIA information

OD OBJECTIVES	ACTIONS
Complete an EIA on OD/L&D	■ Undertake an EIA that addresses all of the protected characteristics and certain inclusion health groups, to ensure that everyone is provided with an equal opportunity to develop
Develop commissioning and contracting capability, knowledge and skills at the CCG, ICP and PCN levels	■ Undertake a subject specific TNA and offer commissioning and contracting development sessions for CCG, ICP and PCN Commissioners
Develop Equality and Diversity/EIA knowledge and skills at the CCG, ICP and PCN levels	■ Undertake a subject specific TNA and offer Equality and Diversity/EIA development sessions at CCG, ICP and PCN levels (incorporate into commissioning capability development)
Develop talent management processes to ensure there is diversity and inclusivity at each level and that the organisational structure and workforce is enhanced/ maintained	■ Undertake a Leadership Workforce Analysis to; a) establish key leadership roles (and their responsibilities) essential for the success and continuity of the organisation, b) identify pipeline talent, & c) establish individual development plans which reflect talent management/succession planning outcomes ■ Establish the demographic of the leadership within the CCG to ensure there is sufficient diversity and inclusivity
Implement talent management pipeline and opportunity framework	■ Utilise regional talent boards ■ Establish Executive/SLT sponsorship model

7. Monitoring and Review

This strategy is sponsored at Executive level by the Executive Director of Transition Operations, HR & Organisational Development. Governance assurance regarding the delivery of this strategy will be delivered by an integrated performance report to the Quality and Governance Committee, and exception reporting to the Governing Body in Common.

8. Concluding Comments

As an emerging organisation and single CCG the HR/OD Department understands the importance of devising and delivering a high quality OD Strategy.

The Leadership Team is fully supportive of organisational development, recognises its importance, especially during the integration period, and appreciates that a return on investment will be achieved.

Nottingham and Nottinghamshire CCG OD Strategy 2019 - 2021
OD Plan at a Glance

CCG Priorities:	
1) Merge the six CCGs; implement a new management structure, establish a new Governing Body, devise a new culture, establish a clear vision and role as a Strategic Commissioner 2) Establish ongoing underpinning and effective cultural and organisational development i.e. direction, urgency, cascade, values and behaviour 3) Develop structures and approaches to enhance clinical engagement in transformational change	4) Establish a clear future plan as a Strategic Commissioner 5) Establish a clear view of ICP devolution 6) Develop PCNs 7) Deliver financial balance for the CCG 8) Establish new commissioning and contracting currencies that support behaviour change 9) Improve urgent care and mental health performance 10) Workforce

OD Theme	OD Objectives	Actions	2019 to 2020	2020 to 2021	Key CCG Deliverables
Cultural Development	• Develop a respectful, compassionate, caring and inclusive culture across the single CCG	• Undertake a cultural analysis to establish how the Exec. Team /Governing Body (and other CCG employees) are influencing the culture of the CCG • Develop a healthcare Competency and Behavioural Framework to drive behavioural change • Facilitate workshops by team whereby critical behaviours essential for the team's success are agreed	✓	✓	1
	• Devise, agree and disseminate a set of organisational core values for the single CCG	• Facilitated event for all employees (circa. 500) • Align the new organisational core values to the Competency and Behavioural Framework	✓		2
Leadership Development	• Develop the new Governing Body for the single CCG	• Offer topic based workshops to the new Governing Body e.g. cultural development • Offer action learning sessions	✓	✓	1
	• Develop and enhance leadership and management capability across the CCG (including systems leadership)	• Offer coaching/mentoring and workshops/action learning run by Board level experts to the Executive Team and SLT • Develop a leadership and management programme (in modular format) to meet the learning needs of line managers, especially over the integration period • Develop system leadership attitudes and behaviours • Develop line managers skills in coaching, mentoring and giving feedback	✓	✓	2, 10
	• Develop and enhance leadership at the PCN Clinical Director level	• Jointly develop a Clinical Director Leadership Programme with the newly appointed CDs	✓	✓	6
Team Development	• Strengthen and maintain working relationships throughout the CCG and across the ICS so they are strong, supportive and trusting, able to meet the CCGs strategic objectives	• Facilitate team building workshops with each of the new teams • Establish team culture as a baseline for team development	✓	✓	3, 6, 10

Category	Objective	Actions			
Engagement	• Positively and actively engage the workforce across the organisation	• Regularly meet with the Staff Engagement Group and involve them in the development of the organisation • Ensure all teams are represented at the Staff Engagement Group • Periodically run staff timeouts with all CCG employees • Run 'drop in' engagement sessions for all employees • Administer Pulse Surveys (quarterly) and Staff Surveys (annually)	✓	✓	10
Performance Management	• Enhance performance via a new performance management system and accompanying Competency and Behavioural Framework	• Design and agree with the Staff Engagement Group a new performance management process and Competency and Behavioural Framework • Train and condition line managers to give feedback • Incorporate career development conversations into the performance management process • Run team objective setting workshops per team	✓		1, 2, 10
	• Develop a performance reporting process and culture	• With the support of line management and the Staff Engagement Group, develop a reporting process linking strategy, team/individual objectives, priorities, metrics and quality through continuous improvement	✓		9, 10
Learning and Development	• Develop and enhance essential workforce knowledge and skills at all levels	• Undertake a training needs analysis (TNA) for generic knowledge and skills • Undertake a knowledge and skills gap analysis by team to ensure each team has all of the knowledge and skills needed to be successful • Offer a programme of half day/bitesize learning sessions/on-line learning materials aligned to required knowledge and skills • Offer EMLA coaching and mentoring opportunities • Collate up to date training and development data including EIA information	✓	✓	10
	• Complete an EIA on OD/L&D	• Undertake an EIA that addresses all of the protected characteristics and certain inclusion health groups, to ensure that everyone is provided with an equal opportunity to develop	✓		1, 2, 10
	• Develop commissioning and contracting capability, knowledge and skills at the CCG, ICP and PCN levels	• Undertake a subject specific TNA and offer commissioning and contracting development sessions for CCG, ICP and PCN Commissioners	✓	✓	8, 10
	• Develop Equality and Diversity/EIA knowledge and skills at the CCG, ICP and PCN levels	• Undertake a subject specific TNA and offer Equality and Diversity/EIA development sessions at CCG, ICP and PCN levels (incorporate into commissioning capability development)	✓	✓	1, 2, 10
Talent Management	• Develop talent management processes to ensure there is diversity and inclusivity at each level and that the organisational structure and workforce is enhanced/maintained	• Undertake a Leadership Workforce Analysis to; a) establish key leadership roles (and their responsibilities) essential for the success and continuity of the organisation, b) identify pipeline talent, & c) establish individual development plans which reflect talent management/succession planning outcomes • Establish the demographic of the leadership within the CCG to ensure there is sufficient diversity and inclusivity	✓		10
	• Implement talent management pipeline and opportunity framework	• Utilise regional talent boards • Establish Executive/SLT sponsorship model	✓		10

2

OD Timeline

Appendix 2

Process/Task	OD Theme	Category	Lead	Phase 1: Case for Change					Phase 2: Merger Preparation					Phase 3: Merger Application				Phase 4: Mobilisation			Phase 5: Establishment & Dissolution	
				Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20
GNs and MNs OD Timeline - Phase 1																						
CCG Staff Timeouts	Engagement	Staff	Julie Fellows/Robert Tredwell							1st April		Set-up	Date to be confirmed		Set-up	Date to be confirmed		Set-up	Date to be confirmed		Set-up	Date to be confirmed
Staff Engagement Group	Engagement	Staff	Gemma Waring							21st March SEG facilitated session	1st meeting of new SEG 3rd May	6th June	4th July									
New Appraisal and Competency and Behavioural Framework (includes career development)	Performance Management	Systems	Julie Fellows/Gemma Waring							Finished paperwork 25th April		Appraisal going to Remcom and Quality Group	New appraisal roll out									
OD Intranet Resources and Information	Learning and Development	Skills	Julie Fellows/Robert Tredwell							Start to set up: EMLA, Leadership/staff resources		Update webpages										
Pulse Survey and Staff Survey	Engagement	Staff	Julie Fellows/Robert Tredwell							Produce questions for approval				Send out survey and analyse results				Send out survey and analyse results				Send out survey and analyse results
Exec. Team Timeouts: regular reflection, shared learning through action learning and workshops	Leadership Development	Style	Executive Team								CCP has now ended	Sir Neil McKay running a workshop with ET in June/July	Sir Neil McKay running a workshop with ET in June/July									
Exec. Team coaching/mentoring and 360 appraisal	Leadership Development	Style	Executive Team							EMLA coaching database advertised	Coaching and mentoring being offered to the AO, Clinical Chairs and other Executives by Sir Neil McKay											
Director Timeouts: regular reflection, shared learning through action learning and workshops	Leadership Development	Style	Julie Fellows/Robert Tredwell							Pending feedback from EMLA		Sir Neil McKay running a workshop June/July. Invites for ICS leadership dev. to go out	Sir Neil McKay running a workshop June/July									
Director coaching/mentoring and 360 appraisal	Leadership Development	Style	Julie Fellows/Robert Tredwell							Pending feedback from EMLA but EMLA coaching database advertised												
Support and skills building for employees (including 121 coaching/mentoring)	Learning and Development	Skills	Julie Fellows/Robert Tredwell							EMLA coaching database advertised once a month until integration complete	Resilience	Resilience & 1 hour Appraisal Briefing. Re-launch bitesized learning	1 hour Appraisal Briefing/E-information	1 hour Appraisal Briefing/E-information		Career coaching and interview skills						
Governing Body Development	Leadership Development	Style	Sarah Carter							Coaching and mentoring being offered to Clinical Chairs by Sir Neil McKay	Health Inequalities / culture workshop - 8th May	Vision, Values & Objectives workshop - 6th June										
TNA for generic knowledge/skills and a subject specific TNA for commissioning development	Learning and Development	Skills	Julie Fellows/Robert Tredwell																			

Task	Category	Element	Owner	Timeline Notes
Line Managers Development Programme/s	Leadership Development	Style	Julie Fellows/Robert Tredwell	Resilience; Resilience & Appraisal; Appraisal; EMLA mentoring database roll out
Clinical Directors Leadership Development Programme	Leadership Development	Style	Julie Fellows/Robert Tredwell	Liaise with new CDs
Face to Face Engagement Sessions	Engagement	Staff	Sarah Carter	Email employees re these sessions
Dashboard Development for the Cultural Toolkit	Cultural Development	Shared Values	Julie Fellows/Robert Tredwell	Start to input data
Cultural toolkit planning, training and update meetings	Cultural Development	Shared Values	Julie Fellows/Robert Tredwell	Produce the CD plan
Leadership Workforce Analysis	Cultural Development	Structure	Julie Fellows/Robert Tredwell	Start gathering data
Board Interviews (Exec. Team & Gov. Body)	Cultural Development	Shared Values	Julie Fellows/Robert Tredwell	
Leadership Survey	Cultural Development	Shared Values	Julie Fellows/Robert Tredwell	Send out; Analyse
GNs and MNs OD Timeline - Phase 2				
Team building/coaching and team profiling workshop	Team Development	Staff	Julie Fellows/Robert Tredwell	Includes set up
Team objective setting workshop	Team Development	Strategy	Julie Fellows/Robert Tredwell	Includes set up
Team knowledge and skills gap analysis	Learning and Development	Skills	HR/Gemma Waring	
Cultual focus groups	Cultural Development	Shared Values	Julie Fellows/Robert Tredwell	Set-up; Analyse
GNs and MNs OD Timeline - Phase 3				
Team culture, core values and behaviour workshop	Team Development	Shared Values	Julie Fellows/Robert Tredwell	Includes set up
Performance Reporting Process Design	Performance Management	Systems	Julie Fellows/Gemma Waring	Design Reporting Process

Key:

Key:
Staff
Systems
Skills
Style: Executive (Tier 1)
Style: Directors (Tier 2)
Style - Governing Body
Style - Line Managers
Style - Clinical Directors
Shared Values
Strategy
Structure

Version 8 (04/07/2019)