

<b>NHS North Cumbria CCG Governing Body</b>	<b>Agenda Item</b>
<b>7 February 2018</b>	<b>12</b>

**Organisational Development Strategy Action Plan**

<b>Purpose of the Report</b>								
This paper is to update members on progress with the action plan over the last 6 months to January 2018.								
<b>Outcome Required:</b>	Approve		Ratify		For Discussion		For Information	X
<b>Assurance Framework Reference:</b>								
4 – Leadership – The CCG needs to develop and implement robust governance and management arrangements to operate in a safe and sound manner.								

<b>Recommendation(s):</b>
The Governing Body is asked to note the update.

<b>Executive Summary:</b>
<b>Key Issues:</b>
<p>The Organisational Development strategy and action plan are designed to strengthen and further develop our approach to Organisational Development.</p> <p>The action plans that form part of the Organisational Development Strategy for NHS North Cumbria CCG, have been updated to reflect progress in the 6 months, since the strategy was approved by the Governing Body – see Appendix 1 and Appendix 2.</p>
<b>Key Progress &amp; Developments:</b>
<p>During August and September 2017 NHS North Cumbria CCG’s headquarters relocated from the Lonsdale Unit, Penrith to Rosehill, Carlisle. This was completed following consultation with staff as part of the boundary change consultation in 2016/17. NHS North Cumbria CCG now operates from two sites – Rosehill, Carlisle and Anne Burrow Thomas Health Centre, Workington. Staff, have adapted well to the new environment and there are ongoing conversations to ensure successful embedding of teams. The move has been designed to</p>

improve productivity and effectiveness.

All Directorates now have Objectives, Goals, Initiatives and Metrics (OGIMs) in place and conduct monthly meetings to review activity and progression against objectives. Updates are then received at the monthly Programme Review Group.

The Staff Engagement Group continues to meet monthly. The sessions are valued by team members and provide a forum for organisation and staff matters to be shared and discussed.

A Continuous Improvement Champions Group has been launched and meets on a monthly basis to discuss current initiatives, use of Continuous Improvement methodology, outcomes and benefits.

As of 8 January, 99% of Mandatory and Statutory Training had been completed by the **core** staff team, with 95% of staff members up to date.

Interim appraisals were completed in October. In line with Continuous Improvement thinking the process / documentation will be reviewed ahead of Appraisals in April 2018, to ensure that appraisals are meaningful for staff, which in turn positively impacts effectiveness and productivity, for individuals and the organisation.

Staff Development events have been held in September and December. In September the group concentrated on the development of co-production and continuous improvement, in addition to a focus on counter fraud and incident reporting, to support governance arrangements. At the last session, teams shared their progress with regards to team / directorate OGIMs and were updated on key initiatives and developments at local (system) and regional level (STP). Programmes for events are aligned with organisation needs and developed with the Staff Engagement Group. Feedback and evaluation forms, inform the event planning process.

NHS North Cumbria CCG took part in the National NHS Survey in Quarter 3. The results are under embargo until 6 March 2018.

Following discussion with the Staff Engagement Group and the wider staff team, the organisation will be looking to gain Bronze status in the 'Better Health at Work Scheme' in 2018. The 'Better Health at Work Scheme' is funded and supported by TUC. Both CPFT and NCUHT trusts are in the process of gaining the award and feedback from CCG's in the North East has been positive. Health Advocates are being sought and the scheme will launch in Quarter 4.

**Key Risks:**

Ongoing level of input required to embed all the changes, when there are other competing pressures in the organisation.

**Implications/Actions for Public and Patient Engagement:**

The success of the plan is reliant on strong and much improved staff engagement. The Staff Engagement Group are party to all aspects of the delivery of the plan and they along with the whole staff team, are crucial to the success of its delivery.

**Financial Impact on the CCG:**

The CCG has a responsibility to ensure that money invested in staff resources is utilised to best effect and this can only be done with an effective Organisational Development Strategy and Action Plan.

Monetary spend will be in line with CCG management cost allowance.

<b>Strategic Objective(s) supported by this paper:</b>	<b>Please select (X)</b>
Support quality improvement within existing services including General Practice	X
Commission a range of health services appropriate to Cumbria's Needs	X
Develop our system leadership role and our effectiveness as a partner	X
Improve our organisation and support our staff to excel	X

<b>Impact assessment:</b> (Including Health, Equality, Diversity and Human Rights)	Completed and will be reviewed as the action plan is progressed
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<b>Conflicts of Interest</b> Describe any possible Conflicts of interest associated with this paper, and how they will be managed	No conflicts of interest have been identified.
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<b>Lead Director</b>	Eleanor Hodgson, Director for Children's Integration
<b>Presented By</b>	Eleanor Hodgson, Director for Children's Integration
<b>Contact Details</b>	<a href="mailto:eleanor.hodgson@northcumbriaccg.nhs.uk">eleanor.hodgson@northcumbriaccg.nhs.uk</a>
<b>Date Report Written</b>	25 January 2018

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## Appendix 1

<b>NHS North Cumbria CCG Organisational Development Action Plan 2017/18</b>								
Vision: Objective:	<b>Better Health and Best Care</b> for the people of North Cumbria, <b>Delivered Sustainably</b> Improve our organisation and support our staff to excel							
Theme	Initiative	Action	Timeline	Update as 9 Jan	SS	CI	Lead	
Our Business	Embed 2017/18 objectives	Every team to have OGIM in place Every directorate to report on a monthly basis using standard template (via Programme Review Group)	31 May 17 30 Jun 17	Complete Complete	✓ ✓	✓ ✓	All Directors All Directors	
	Teams to review effectiveness	All directorates/teams to have monthly meetings to review activity and effectiveness in achieving organisational objectives. Standard items on agenda to include: OGIM continuous improvement projects values and behaviours	31 Jun 17	Complete  Ongoing	✓  ✓	  ✓ ✓	All Directors	
	Ensure our Organisation is fit for purpose	Development work to support the implementation and effectiveness of the new CCG: Continue to improve internal communications Communication of 3 key messages from all major meetings	31 May 17	Ongoing Further embedding required	✓	✓	Relevant Chair	
	Assess our role in wider system	Continue to assess and review our position within wider system and develop plans to support accordingly	30 Mar 18	Ongoing	✓	✓	SC	
Our Way	Ensure a culture and behaviours that support our staff to excel	Implement programme to ensure embedding values and behaviours throughout the organisation including: <ul style="list-style-type: none"> <li>• Plan on a page</li> <li>• Top Tips</li> <li>• Tools</li> <li>• Comms Plan including Celebrating Success</li> </ul>	30 Jun 17	Complete Complete Complete Ongoing – further embedding required	✓	✓	EH	
Our Effectiveness	Continue to develop our Staff Engagement Group	Review and evaluate the Staff Engagement Group Refresh membership to ensure full directorate coverage going forward	31 Mar 18	Ongoing  Complete	✓	  ✓	EH	
		Ensure feedback is acted upon via Director Group and staff news	31 Mar 18	Ongoing	✓	✓	EH	
	Act upon findings of 2016 Staff Survey	Incorporate findings within OD Action Plan and work with directors, teams, Staff Engagement Group to increase staff satisfaction going forward Undertake mid-year survey (June 17) Consider future use of national survey v North East CCG's survey	31 May 17  30 Jun 17 30 Aug 17	Complete  Complete National - Complete	✓  ✓ ✓		SC  All teams EH	
		Mandatory & Statutory Training	Maintain 95%* completion targets	31 May 17	Complete and on target	✓		All JP
			Develop dashboard for director group	31 May 17	Complete	✓		JP JP

		Establish follow up mechanism via directorates Review M & S programme to include: Conflict of interest training Counter fraud training Update timeline for fire safety to reflect national guidance <small>*Denotes 95% of all staff (allowing for maternity, long term, sick etc)</small>	31 May 17  30 Sept 17	Complete  Awaiting NHS England Complete Complete	✓		JP
	Appraisals	Appraisal process to be fully delivered for all staff ensuring incorporation / embedding of objectives, continuous improvement and values and behaviours All staff to have an appraisal - 95%* Review new format to ensure fit for purpose Analyse findings to support full use of existing skills including continuous improvement and to scope skills learning and development programme <small>*Denotes 95% of all staff (allowing for maternity, long term, sick etc)</small>	31 May 17  30 July 17 30 July 17	Complete  Complete Complete  Ongoing – further work to develop	✓  ✓	✓  ✓	All Directors  EH/JP EH/JP
	Embed standard operating processes	Reaffirm RPIW processes: Encourage use of emails codes via Staff News	30 July 18			✓	PR
Review meeting processes to strengthen effectiveness of meeting		30 July 18			✓	PR	
Review business templates to ensure alignment with best practice, revised governance and accountability framework		30 July 18	Governance and accountability framework has been revised		✓	PR	
Ensure Staff Development Events are beneficial for staff	Determine Programme for 2017/18 via Staff Engagement Group	30 June 17	Complete	✓		EH/JP	
	Monitor attendance (75% of staff)	31 Mar 18	Ongoing and on target	✓		EH/JP	
	Continue to evaluate of events to determine effectiveness and quality of Staff Development Events	31 Mar 18	Ongoing and good feedback	✓	✓		
My Effectiveness	Support the Health and Wellbeing of our staff	Identify our approach to staff health and wellbeing in association with the Staff Engagement Group.	30 Jun 17	Progressed via SEG Better Health at Work to Launch Q4	✓		EH/JP
	Assess Director and Clinical Leadership Development requirements	Develop action plan to support director and clinical leadership development following NECS review.	30 July 17	Complete			SC
		Develop Director compact	30 Sept 17	Complete	✓		
		Conduct 360° leadership appraisals	30 Sept 17	Complete	✓		
Scope Governing Body development programme	Develop action plan to support governing body development following NECS review.	30 July 17	BT/JR Developed  As Appendix 2			SC	

	Continue to develop our people via the Skills, Learning and Development Programmes	Determine Skills, Learning and Development Programme for 2017/18. Link with development needs identified on appraisals.	30 Jun 17	Ongoing.  Learn @ lunch introduced – proving valuable to staff.	✓		EH/JP	
Doing it Better	Embed continuous improvement	Utilise NECS CI Maturity Assessment to develop a continuous improvement framework for rollout in 2017/18 including: <ul style="list-style-type: none"> <li>• Develop the narrative</li> <li>• Plan on a page / top tips</li> <li>• Increase visibility and use of tools</li> <li>• Comms Plan including improvement programme of the month and golden moments</li> <li>• Promote and embed via team meetings / staff events</li> <li>• Training baseline and forward plan</li> <li>• Database of schemes</li> <li>• Team based improvement initiatives</li> <li>• Showcase via programme review group</li> <li>• Director development and sponsorship of initiatives</li> <li>• Conduct further maturity assessment</li> </ul>	31 May 17	Complete	✓	✓	SC	
			30 Mar 18	To be enhanced. Complete Ongoing		✓ ✓ ✓		
				Ongoing		✓		
				Ongoing		✓		
				On track		✓		
				Recorded via CI Champions Group To be implemented		✓ ✓		
				As applicable		✓		
				Scheduled for March 18		✓		
	Promote structured learning across the organisation	Scope a core curriculum that links job roles and profiles with business critical training and continuous improvement	30 July 17	To be developed as part of workforce planning	✓		EH/JP	
	Develop approach to Talent Management and Succession Planning	Work with the Staff Engagement Group to develop the CCG's approach to Talent Management and Succession Planning	30 Sept 17	Ongoing / to be aligned with system wide development	✓		EH/JP	
Organisational Development		Monitor and review OD Strategy six-monthly and OD plan monthly (director level)	30 Jun 17 Monthly	Complete Ongoing	✓	✓	SC EH/JP	
		Create dashboard to monitor metrics within OD action plan on a quarterly basis including monitoring sickness levels and staff turnover	31 Mar 18	To be determined following meetings restructure	✓		EH/JL	

## Appendix 2

<b>NHS North Cumbria CCG Governing Body Organisational Development Action Plan 2017/18</b>					
Vision: Objective:	<b>Better Health and Best Care</b> for the people of North Cumbria, <b>Delivered Sustainably</b> Improve our organisation and support our staff to excel				
Theme	Initiative	Action	Timeline	Update as 3 Jan	Lead
Our Business	Ensure that regular briefings are held with Lay Members and Clinical Non-Executive Members of the Governing Body to ensure they are fully informed and aware of the decisions	Telephone conferences will take place on the Monday prior to a Governing Body to brief the Lay Members and Clinical Non-Executives and update them of latest outcomes which they would be otherwise unaware of because of their limited contact with officers and date to day	Bi-monthly – First Monday of the month to coincide with Governing Body meetings  December 2017	In place and working well and well received    Official review in February	The Chair    The Chair/Lay Member & Clinical Non-Executives
	Teams to review effectiveness	The above will review the effectiveness of these briefings in six months			
	Ensure our Organisation is fit for purpose	<p>Monitor the effective development work being undertaken to support the implementation and effectiveness of the new CCG:</p> <ul style="list-style-type: none"> <li>• Continue to improve internal communications including the communication of 3 key messages from all major meetings</li> <li>• Evaluate and review work being undertaken through the Governing Body's Committees with the development of effective committee work programmes that feed into the work of the Governing Body</li> <li>• Ensure actions are followed through by the monitoring of actions logs/provision of update reports</li> </ul>	<p>First staff news after each meeting</p> <p>By 31 August 2017 to be reviewed in March 2018</p> <p>Ongoing</p>	<p>Happening for governing body, and other key meetings – working with comms to ensure consistent approach</p> <p>Schedule in place for all committees – further work to be undertaken to review schedule content</p> <p>In place for all committees</p>	<p>Relevant Chair</p> <p>Chair of Each Committee/ Relevant Directors/ Relevant Committee Administrators</p> <p>Via Governing Body and its Committees</p>
Our Business Continued	Assess our role in wider system	<p>Continue to develop the leadership of the wider system in particular:</p> <ul style="list-style-type: none"> <li>• Ensure attendance at the Health &amp; Wellbeing Board</li> <li>• Ensure attendance at system wide Chair and Chief Executive meetings –</li> </ul>	30 Mar 18	<p>CCG chair is deputy chair of the H and WB board</p> <p>In place. Meetings structure is under review – CCG chair is organising chair only meetings including CCGs, Trusts, and local authority</p>	<p>All Directors</p> <p>Chair/ Chief Operating Officer</p> <p>Chair/ Accountable Officer/ Chief Executive</p>



Our Way	Ensure a culture and behaviours that support our staff to excel	<p>Monitor the implementation programme to ensure the embedding values and behaviours throughout the organisation is embedded effectively</p> <p>A development session be arranged to support effective challenge in meetings</p>	<p>Ongoing</p> <p>30 Nov 2017</p>	<p>Regular updates on OD plan including v and b's - to be further developed</p> <p>Covered in GB development session November 2017</p>	<p>The Governing Body via its Committees</p> <p>Governing Body Members</p>
Our Effectiveness	Continue to develop the Governing Body	Promote effective communication between the Governing Body, the CCG Membership and CCG Employees through the Full Council of Members, GP Conferences, Staff Events and drop in visits	Ongoing	Members attend all above to ensure full interaction	Governing Body Members
	Act upon findings of Staff and Stakeholder Surveys	Monitor the action plan from the outcomes of all staff and stakeholder surveys	As soon as practicably possible	<p>Staff survey is part of OD plan which is regularly monitored by GB.</p> <p>Stakeholder survey reported to GB</p>	The Governing Body via its Committees
	Mandatory & Statutory Training	Ensure that all Governing Body Members complete all Mandatory and Statutory Training within the specified time scales and monitor the targets set for completion throughout the CCG	31 May 2017	Programme in place – some technical issues impeding completion.	<p>Chair/</p> <p>Directors and Programme Team Support Officer</p>
	Team meeting of Lay Members/ Clinical Non-Executives	Team meeting to be established for Lay Members/Clinical Non-Executives-	Monthly prior to F & P Committee	In place	Chair/Governing Body Support Officer
	Appraisals	Ensure all appraisals are completed within the specified timescales for Governing Body Members	Ongoing	All completed in line with timescales	Chair/Accountable Officer/Chief Executive

Our Effectiveness Continued	Embed standard operating processes	Ensure all Committees operate within the new governance process by monitoring and reviewing the effectiveness of each committee	31 August 2017	Reviews to be undertaken by end of March 2018	Chair of each Committee
		<p>Provided effective internal and external training to the Chair, relevant Directors (responsible for a committee) and Committee Administrators. This should include:</p> <ul style="list-style-type: none"> <li>• Communicate revised Governance process for Committees</li> <li>• Role of the Chair of a Committee</li> <li>• Role of the Director responsible for a Committee</li> <li>• Role of the Committee Administrator</li> <li>• Standardisation of documents and formatting</li> <li>• Minute training</li> </ul>	30 October 2017 – date revised to 31/03/18 due to decision to provide internally	To be scheduled.	Chief Operating Officer/ Governing Body Support Officer/
		Establish an effective year end process which provides assurance (including monitoring attendance at meetings) to the Governing Body that these – one process to be developed across the system	30 December 2017 for implementation in February/March 2018	In place	Chair and Relevant Director for each Committee Governing Body Support Officer
	Ensure that Lay Members/Clinical Non-Executive Members are included/invited to staff events	Invites to be sent to all Governing Body Members	Ongoing	In place	Chair/ Programme Team Support Officer
My Effectiveness	Assess Lay Member and Clinical Non- Executive Development requirements	This will be undertaken through the appraisal process and fed into the organisational and training programme	31 August 2017	Complete	Chair/ Programme Team Support Officer
	Identify forums available to Lay Member and Clinical Non-Executive	Identify relevant forums and ensure that these are communicated effectively to the Lay Members and Clinical Non-Executives	Ongoing	In place	Chair/ Governing Body Support Officer

My Effectiveness Continued	Training	Ensure relevant non-mandatory training is identified to ensure that the Governing Body is compliant with its statutory duties on things like the Bribery Act 2010	Ongoing	Work programme in place and being progressed	Chief Operating Officer/ Governing Body Support Officer
Doing it Better	Organisational Development	Monitor and review the Governing Body OD development plan –	Bi-monthly Governing Body Development Sessions	Regularly reviewed	Governing Body