

Improvement Plan Implementation Update

Governing Body meeting

G

5 September 2019

Author(s)	Sandie Buchan, Deputy Director of Commissioning & Performance
Sponsor Director	Lesley Smith, Accountable Officer
Purpose of Paper	
<p>To provide an update to Governing Body on the implementation of the Improvement Plan, to provide assurance that issues have been fully addressed and where appropriate, embedded within SCCG's business framework.</p>	
Key Issues	
<p>Out of the agreed seventy six actions, ten actions have been completed, sixty three are in progress and three are overdue.</p> <p>The overdue actions relate to the wider ACP (Accountable Care Partnership) work in which the timescales are currently unknown due to the ongoing revision of the Shaping Sheffield strategy.</p> <p>Monitoring of the Improvement Plan actions is being undertaken by Sheffield CCG's Programme Management Office and presented by lead Directors at the relevant Committees to provide assurance on the progress and implementation.</p>	
Is your report for Approval / Consideration / Noting	
Consideration	
Recommendations / Action Required by Governing Body	
<p>The Governing Body is asked to:</p> <ul style="list-style-type: none"> • Consider the completed actions and be assured on the monitoring process that has been embedded within the CCG. • Note the progress being made on the remaining actions. 	
What assurance does this report provide to the Governing Body in relation to Governing Body Assurance Framework (GBAF) objectives?	
<p>Which of the CCG's Objectives does this paper support?</p> <p>This paper encompasses all of the CCG's objectives.</p>	

Description of Assurances for Governing Body

Implementation and monitoring process established and embedded with associated actions linked to specific Committees.

Reporting arrangements in place with Lead Directors identified for each action.

Are there any Resource Implications (including Financial, Staffing etc)?

The potential resource implications are set out within the detail of the Improvement Plan.

Have you carried out an Equality Impact Assessment and is it attached?

This is not applicable as the Improvement Plan is relevant to internal processes and partnership development with no immediate impact on services provided. If any actions lead to proposed changes, an Equality Impact Assessment will be undertaken accordingly and signed off as part of our agreed governance.

Have you involved patients, carers and the public in the preparation of the report?

Some of the stakeholders who inputted into the report were members of the public and they have been involved via the Independent Improvement Director in triangulating the feedback to inform the identified actions.

Improvement Plan Implementation Update

Governing Body meeting

5 September 2019

1. Introduction

- 1.1. In November 2018 NHS England (NHSE) commissioned an independent assessment of NHS Sheffield CCG's leadership and culture as part of their role as our regulator.
- 1.2. Governing Body approved the Improvement Plan that was produced with engagement from staff and stakeholders to address the issues outlined in NHSE's assessment at its meeting on 4 July 2019.
- 1.3. As part of the development of the Improvement Plan, an outline implementation plan was created that identified which Committees would provide the monitoring and assurance that actions are completed and issues are being addressed.
- 1.4. This paper provides an update of the overall plan to Governing Body on all of the actions that have been completed, how these are now embedded within the organisation and an update on the progress of the remaining actions.

2. Improvement Plan

- 2.1. The Improvement Plan is separated into five themes:
 - Strategy
 - Governing Body
 - Executive Management Team
 - Human Resources Management
 - Partnerships and Public Engagement
- 2.2. Each theme has a number of actions linked to them, which combined, will address the concerns of NHSE, our staff and our stakeholders, who were all engaged with as part of the development of the plan and continue to be as the plan is implemented. Please see Appendix 1 for the full list of actions.
- 2.3. The overall Improvement Plan contains a total of seventy six actions. Ten actions have been completed, 63 actions are in progress and three are overdue. The completed actions are detailed in Table 1.

Table 1: Completed Actions

Completed Actions	
2.1	Complete the planned review of the Governing Body constitution, including supporting committees. Test how the Governing Body seeks assurance about staff, patient and stakeholder satisfaction and that the organisations strategic objectives are being met
2.2	Papers to Governing Body to be presented by a Clinical Director/Lead or relevant member of staff. Staff coached and supported in how to effectively engage with Governing Body in formal meetings
2.2	Picture display of Governing Body members on ground and first floors of the CCG
3.1	Appoint an interim Accountable Officer
3.2	Implement new standards for meetings to ensure consistency in quality of papers
3.3	Immediately address the gap in children's commissioning by appointing a clinical lead
3.4	Complete recruitment to primary team and embed new structure to create capacity and more effective working
3.6	Staff able to drop in to see a director (independent of the directorate they below to) to discuss thoughts, feedback and ask any questions
4.2	Executive responsibility of HR to be placed under the Accountable Officer; this will need to be reviewed as part of action 3.1
5.3	Report from the Strategic Patient Engagement, Experience and Equality Committee (SPEEEC) to Governing Body to cover the actions taken and agreed by commissioners in response to the engagement that has been undertaken and the feedback that has been received

2.4. The three overdue actions are detailed in Table 2 along with an updated position statement.

Table 2: Overdue Actions

Overdue Actions		Current Position
5.1	Instigate ACP and ICS staff briefings, where appropriate with wider ACP or ICS representation	ACP and ICS staff briefings to be arranged when Shaping Sheffield is released.
5.1	In conjunction with ACP partners agree a statement of functions, skills and relationships that we each provide, with a clear understanding of how provision, partnership and commissioning functions connect (link to 4.1)	Sheffield ACP Workforce OD Transformation Board established to identify ACP leadership and development offer.
5.1	Agree with partners in the ICS and ACP "Corporate Days": For Place, For ICS and for each Organisation	Discussions continue with ACP colleagues

2.5. The ongoing progress of the actions are being monitored by Sheffield CCG's Programme Management Office and updates are being provided and presented to the identified Committees to gain assurance on the delivery and impact. It is expected that as part of this process, the changes will become part of the CCG's business as usual.

3. Action / Recommendations for Governing Body

The Governing Body is asked to:

- Consider the completed actions and be assured on the monitoring process that has been embedded within the CCG.
- Note the progress being made on the remaining actions.

Paper prepared by Sandie Buchan, Deputy Director of Commissioning and Performance

On behalf of Lesley Smith, Accountable Officer

August 2019

Appendix 1: Improvement Plan Implementation Plan

Theme 1: Strategy							
Action No	Action	What needs to be done?	What will the impact be?	Exec/ Operational Lead	Timeframe	Board Assurance Mechanism	Status
1.1	Put in place clear commissioning strategies to support the Sheffield vision, with a clear flow from vision to delivery	Reconfirm our vision and its alignment to both the Long Term Plan and the Shaping Sheffield Plan (also see action 5.1)	- Improve the effectiveness as local system leader Source: Annual Stakeholder Survey	Accountable Officer/ Deputy Director of Communications, Engagement and Equality	Oct-19	Governing Body	In Progress
1.1	Put in place clear commissioning strategies to support the Sheffield vision, with a clear flow from vision to delivery	Prepare a refreshed Commissioning Strategy (including Primary and Community Services) developed jointly with Accountable Care Partnership (ACP) partners that is consistent with the Long Term Plan, the Health and Wellbeing Strategy, the Shaping Sheffield Plan, Joint Strategic Needs Assessment and wider public and stakeholder engagement	- More staff who feel the CCG has a clear vision for the future - More staff who feel part of the CCG's vision for the future - More staff feel that communication between senior managers and staff is effective Source: Staff Survey	Director of Delivery, Care Outside of Hospital/ Deputy Director, Care Outside of Hospital	Dec-19	Governing Body	In Progress
1.1	Put in place clear commissioning strategies to support the Sheffield vision, with a clear flow from vision to	Strengthen the commissioning arrangements in partnership with the Local Authority to provide a joint commissioning mechanism for the Accountable Care Partnership that supports the agreed priority areas: Mental Health, SEND and Frailty		Director of Commissioning and Performance/ Integration and Better Care Fund Programmes	Dec-19	Governing Body	In Progress

	delivery	
1.1	Put in place clear commissioning strategies to support the Sheffield vision, with a clear flow from vision to delivery	Produce a clear narrative that replaces the CCG prospectus (description of our strategic objectives) and tells the story of how the commissioning strategy will impact on the people of Sheffield
1.1	Put in place clear commissioning strategies to support the Sheffield vision, with a clear flow from vision to delivery	Develop strong Communication and Engagement Plan that underpins the strategic aims, strategic direction and supporting strategies to ensure consistent and clear messages to staff, partners and public; our vision and strategy will be consistently articulated and understood by all
1.2	Put in place clear commissioning strategies to support South Yorkshire and Bassetlaw Integrated Care System Priorities	Articulate an agreed South Yorkshire and Bassetlaw Integrated Care System (ICS) joint Commissioning Strategy that clearly describes what will be done at "Place" i.e. Sheffield and what will be done at ICS level
1.2	Put in place clear commissioning strategies to support South Yorkshire and Bassetlaw Integrated Care System Priorities	Develop a strong Communication and Engagement Plan that underpins the strategic aims, strategic direction and supporting strategies to ensure consistent and clear messages to staff, partners and public

Lead			
Accountable Officer/ Deputy Director of Communications, Engagement and Equality	Dec-19	Governing Body	In Progress
Accountable Officer/ Deputy Director of Communications, Engagement and Equality	Dec-19	SPEEEC	In Progress
Director of Commissioning and Performance/ Deputy Director of Commissioning & Performance	Dec-19	Governing Body	In Progress
Accountable Officer/ Deputy Director of Communications, Engagement and Equality	Dec-19	SPEEEC	In Progress

Theme 2: Governing Body

Action No	Action	What needs to be done?	What will the impact be?	Exec/ Operations Lead	Timeframe	Board Assurance Mechanism	Status
2.1	Reaffirm the role of the Governing Body now and future	Appointment of new Governing Body Chair	- Improve the effectiveness as local system leader Source: Annual Stakeholder Survey	Director of Finance	Oct-19	Governing Body	In Progress
2.1	Reaffirm the role of the Governing Body now and future	Complete the planned review of the Governing Body constitution, including supporting committees. Test how the Governing Body seeks assurance about staff, patient and stakeholder satisfaction and that the organisations strategic objectives are being met	- More staff know who the senior managers are Source: Staff Survey	Director of Finance	May-19	Governing Body	Complete

2.1	Reaffirm the role of the Governing Body now and future	<p>Ensure that the Governing Body has a programme of continuous development. Early priorities should include:</p> <ul style="list-style-type: none"> - Shaping what the CCGs unique contribution will be to the developing ICS - reviewing effective leadership and governance of the organisation - contribution to system leadership across ACP and ICS - reviewing the model of clinical leadership and link to Clinical Directors and the Primary Care Network Clinical Directors - reviewing the effectiveness of member practice engagement - confirming Governing Body Member roles and links to CCG Teams and partners and ensure sufficient time allocated to effectively establish these links (links to 2.2) - understanding the organisational development required to support any associated change - strengthening the use of Governing Body Strategic Development sessions 		Accountable Officer/ Deputy Director of HR and OD	Oct-19	Governing Body	In Progress
2.1	Reaffirm the role of the Governing Body now and future	Share and communicate the reaffirmed role of Governing Body and any changes with staff, partners and public; include a description of background skills and expertise that each member offers		Director of Finance/ Deputy Director of Communications, Engagement and Equality	Oct-19	Governing Body	In Progress
2.1	Reaffirm the role of the Governing Body now and future	Develop an induction programme to support new members in understanding both their individual and collective roles on the Governing Body		Accountable Officer/ Deputy Director of HR and OD	Mar-20	Governing Body	In Progress

2.2	Strengthen the interaction of Governing Body with the staff and partners	Aligned to our visions and strategy, establish a map of critical relationships and how or where those relationships are secured; ensuring that Governing Body members are proactively interacting with staff, partners and other key stakeholders (e.g. attending practice visits, locality meetings)		Accountable Officer/ Deputy Director of Communications, Engagement and Equality	Dec-19	Governing Body	In Progress
2.2	Strengthen the interaction of Governing Body with the staff and partners	Introduce ways in which Governing Body members interact more with staff e.g. board to floor days, learning lunches and team briefs with Governing Body members, staff encouraged attend Governing Body meetings and feedback to staff etc.	- Improve the effectiveness of working relationship with the CCG - Improve the effectiveness of the CCG as a local system leader - CCG is perceived to work more collaboratively with system partners to improve the future health of the population across the whole system Source: Annual Stakeholder Survey	Accountable Officer/ Deputy Director of Communications, Engagement and Equality	Oct-19	Governing Body	In Progress
2.2	Strengthen the interaction of Governing Body with the staff and partners	Papers to Governing Body to be presented by a Clinical Director/Lead or relevant member of staff. Staff coached and supported in how to effectively engage with Governing Body in formal meetings		Director of Finance/ Committee Secretary & PA to Director of Finance	Jul-19	Governing Body	Complete
2.2	Strengthen the interaction of Governing Body with the staff and partners	Picture display of Governing Body members on ground and first floors of the CCG	- More staff know who the senior managers are - More staff feel that communication between senior managers and staff is effective Source: Staff Survey	Director of Finance/ Corporate Services Risk and Governance Manager	Jul-19	Governing Body	Complete
2.3	Building on the established values and behaviours develop an approach that demonstrates their application	Reconfirm that current agreed values and behaviours are still valid and if so turn them into a more accessible statement of intent		Accountable Officer/ Deputy Director of Communications, Engagement and Equality	Oct-19	Governing Body	In Progress

	in everything that we do						
2.3	Building on the established values and behaviours develop an approach that demonstrates their application in everything that we do	Prepare a clear communication plan that reaffirms these values and behaviours and how they will become embedded into how the organisation does business - this might include a value of the month to promote how these are being lived and breathed within the organisation		Accountable Officer/ Deputy Director of Communications, Engagement and Equality	Oct-19	Governing Body	In Progress
2.3	Building on the established values and behaviours develop an approach that demonstrates their application in everything that we do	Lead and embed the values as part of a comprehensive organisational development session (see action 4.1)		Accountable Officer/ Deputy Director of HR and OD	Mar-20	Governance Sub Committee	In Progress

Theme 3: Executive Management Team

Action No	Action	What needs to be done?	What will the impact be?	Exec/ Operations I Lead	Timeframe	Board Assurance Mechanism	Status
-----------	--------	------------------------	--------------------------	-------------------------	-----------	---------------------------	--------

3.1	Confirm sufficient executive team capacity and the right capabilities/skills to meet the needs of the organisation	Appoint an interim Accountable Officer		Chair	Jun-19	Governing Body	Complete
3.1	Confirm sufficient executive team capacity and the right capabilities/skills to meet the needs of the organisation	Agree a set of shared corporate objectives with named Executive Director leads; shared with staff and stakeholders	- Improve the effectiveness of the CCG as a local system leader Source: Annual Stakeholder Survey	Accountable Officer/ Deputy Director of HR and OD	Sep-19	Governing Body	In Progress
3.1	Confirm sufficient executive team capacity and the right capabilities/skills to meet the needs of the organisation	Undertake a skills audit to identify whether there are any gaps in the skills of the executive team. (linked to 4.1)	- More staff feel their team has a set of shared objectives - More staff know who the senior managers are - More staff feel that communication between senior managers and staff is effective Source: Staff Survey	Accountable Officer/ Deputy Director of HR and OD	Oct-19	Governing Body	In Progress
3.1	Confirm sufficient executive team capacity and the right capabilities/skills to meet the needs of the	Review effectiveness of the Executive Team and current management arrangements; are roles and responsibilities clear and appropriately apportioned. Clarify who are members of the Executive Team. to 5.1		Accountable Officer/ Deputy Director of HR and OD	Oct-19	Governing Body	In Progress

	organisation						
3.1	Confirm sufficient executive team capacity and the right capabilities/skills to meet the needs of the organisation	Better utilise the skills of the Deputy Directors and empower them to act and play a more central role in the CCGs management team		Accountable Officer/ Director of Commissioning and Performance	Dec-19	Governing Body	In Progress
3.2	Re-establish and enforce the CCG Operating Model; establishing a robust commissioning methodology	Embed a clear business planning process, including alignment of resource to priorities and an audit of attendance at meetings	<ul style="list-style-type: none"> - Improve the effectiveness of the CCG in improving health outcomes for its population - Improve the effectiveness of the CCG in reducing health inequalities - Improve the effectiveness of the CCG in improving quality of local health services 	Director of Commissioning and Performance/ Deputy Director of Commissioning & Performance	Aug-19	Governance Sub Committee	In Progress
3.2	Re-establish and enforce the CCG Operating Model; establishing a robust commissioning methodology	Reaffirm and enforce PMO framework with Executive Director Leadership	<ul style="list-style-type: none"> - Improve the effectiveness of the CCG in delivering value for money <p>Source: Annual Stakeholder Survey</p> <ul style="list-style-type: none"> - More staff feel their role makes 	Director of Commissioning and Performance/ Deputy Director of Commissioning & Performance	Sep-19	Governance Sub Committee	In Progress

3.2	Re-establish and enforce the CCG Operating Model; establishing a robust commissioning methodology	A single ACP improvement methodology e.g. microsystems	<p>a difference to patients/service users</p> <ul style="list-style-type: none"> - Fewer staff feel they have unrealistic time pressures - Fewer staff feel unwell as the result of work related stress <p>Source: Staff Survey</p>	Director of Commissioning and Performance/ Deputy Director of Commissioning & Performance	Mar-20	Governance Sub Committee	In Progress
3.2	Re-establish and enforce the CCG Operating Model; establishing a robust commissioning methodology	Review of effectiveness of SMT meeting as well as the productive meeting structure		Accountable Officer /Business Manager to the Chair & Accountable Officer	Sep-19	Governance Sub Committee	In Progress
3.2	Re-establish and enforce the CCG Operating Model; establishing a robust commissioning methodology	Implement new standards for meetings to ensure consistency in quality of papers		Director of Commissioning and Performance/ Business Manager to the Chair & Accountable Officer	Apr-19	Governance Sub Committee	Complete
3.2	Re-establish and enforce the CCG Operating Model; establishing a robust commissioning methodology	Implement audit cycle for monitoring effectiveness of supporting processes and policies and how they support commissioning better outcomes and the delivery of our strategies		Director of Commissioning and Performance/ Deputy Director of Commissioning & Performance	Mar-20	Audit and Integrated Governance Committee	In Progress

3.3	Review the model of clinical leadership to ensure it is fit for purpose both now and in the emerging ACP and ICS landscape	Immediately address the gap in children's commissioning by appointing a clinical lead		Chief Nurse	May-19	Governing Body	Complete
3.3	Review the model of clinical leadership to ensure it is fit for purpose both now and in the emerging ACP and ICS landscape	Establish a clear understanding of the statutory roles and responsibilities of the Local Authority and CCG in relation to children's services and how these work harmoniously together	<ul style="list-style-type: none"> - Improve the effectiveness of working relationship with the CCG - Improve the effectiveness of the CCG as a local system leader - CCG is perceived to work more collaboratively with system partners to improve the future health of the population across the whole system Source: Annual Stakeholder Survey	Chief Nurse/ Head of Commissioning	Oct-19	Governance Sub Committee	In Progress
3.3	Review the model of clinical leadership to ensure it is fit for purpose both now and in the emerging ACP and ICS landscape	Greater clarity and understanding about the role of clinical leadership and the relationship between Clinical Directors and the GPs on the Governing Body and their collective offer to the wider system (linked to 2.1)		Chair/ Medical Director	Oct-19	Governing Body	In Progress
3.3	Review the model of clinical leadership to ensure it is fit for purpose both now and in the emerging ACP and ICS	Organisational development plan to support clinical leadership (see action 4.1)		Accountable Officer/ Deputy Director of HR and OD	Jan-20	Governing Body	In Progress

	landscape						
3.4	Ensure sufficient leadership and capacity for the primary care team	An external review of the primary care team capabilities and capacity has already been complete (October 2018), these actions need to be fully implemented and given time to be embedded; supported by clear communications to member practices to ensure clarity on roles and how to engage	- Improve the effectiveness of working relationship with the CCG Source: Annual Stakeholder Survey	Director of Delivery, Care Outside of Hospital/ Deputy Director, Care Outside of Hospital	Aug-19	Primary Care Commissioning Committee	In Progress
3.4	Ensure sufficient leadership and capacity for the primary care team	Complete recruitment to primary team and embed new structure to create capacity and more effective working	- More staff feel that there are enough staff in the organisation for them to be able to do their job properly Source: Staff Survey	Director of Delivery, Care Outside of Hospital/ Deputy Director, Care Outside of Hospital	Jun-19	Primary Care Commissioning Committee	Complete
3.4	Ensure sufficient leadership and capacity for the primary care team	Agree a programme of development and support with NHSE to strengthen the leadership across the primary care team		Director of Delivery, Care Outside of Hospital/ Deputy Director, Care Outside of Hospital	Aug-19	Primary Care Commissioning Committee	In Progress
3.5	Lead by Example: Values and Behaviours	The values and behaviours will be visible in everything we do; staff will be encouraged to let us know when they are not	- Improve the effectiveness of working relationship with the CCG - Improve the effectiveness of	Accountable Officer/ Deputy Director of HR and OD	Jan-20	Governing Body	In Progress

3.5	<p>Lead by Example: Values and Behaviours</p>	<p>Instigate a programme of corporate leadership development firstly for the executive team and then to cover the wider leadership team e.g. deputy directors. This will include:</p> <ul style="list-style-type: none"> - How to work effectively as a team - How to lead by example and live and breath the organisation agreed values and behaviours - Empowering the organisation and its staff - How to protect time to meet, talk, reflect and agree a united view on how to effectively lead and support the organisation - Understanding each others strengths and weaknesses and how to support each other as an effective Executive Team. - Embed a corporate culture across all directorates including nursing - How the wider leadership team support and work effectively as a coherent team 	<p>the CCG as a local system leader</p> <ul style="list-style-type: none"> - CCG is perceived to work more collaboratively with system partners to improve the future health of the population across the whole system <p>Source: Annual Stakeholder Survey</p> <ul style="list-style-type: none"> - More staff are aware of the organisation's statement of values - More staff feel managers demonstrate values at work - More staff feel other colleagues demonstrate values at work - Fewer staff experiencing bullying from managers or work colleagues over the last 12 months <p>Source: Staff Survey</p>	<p>Accountable Officer/ Deputy Director of HR and OD</p>	<p>Mar-20</p>	<p>Governing Body</p>	<p>In Progress</p>
3.6	<p>Executive Director Surgeries</p>	<p>Staff able to drop in to see a director (independent of the directorate they belong to) to discuss thoughts, feedback and ask any questions</p>	<ul style="list-style-type: none"> - More staff feel able to make suggestions to improve the work of their team/department - More staff feel secure about raising concerns about clinical practice - More staff who report an experience of bullying if it happens <p>Source: Staff Survey</p>	<p>Director of Commissioning and Performance/ Business Manager to the Chair & Accountable Officer</p>	<p>Jul-19</p>	<p>Governing Body</p>	<p>Complete</p>

Theme 4: Human Resource Management

Action No	Action	What needs to be done?	What will the impact be?	Exec/Operational Lead	Timeframe	Board Assurance Mechanism	Status
4.1	Instigate an organisational development programme that develops a clear CCG identity within the context of the Integrated Care System and the Accountable Care Partnership	Review the robustness of the existing HR and Organisational Development Strategies (which include Talent Management and Coaching) to test whether they continue to be fit for purpose	<ul style="list-style-type: none"> - More staff feel that the organisation acts fairly with regard to career progression/promotion - More staff who feel there are opportunities for flexible working - More staff able to make improvements happen in their area of work - More staff who look forward to going to work 	Accountable Officer/ Deputy Director of HR and OD	Jan-20	Governing Body	In Progress
4.1	Instigate an organisational development programme that develops a clear CCG identity within the context of the Integrated Care System and the Accountable Care Partnership	Agreed values and behaviours to be embedded in recruitment and to be lived by all staff promoting strong working relationships internally and externally	<ul style="list-style-type: none"> - Fewer staff experiencing bullying from managers or work colleagues over the last 12 months - More staff who report discussing values of the organisation as part of their appraisal - More staff who feel their appraisal helped improve how they do their job, gave clear 	Accountable Officer/ Deputy Director of HR and OD	Jan-20	Governing Body	In Progress

4.1	<p>Instigate an organisational development programme that develops a clear CCG identity within the context of the Integrated Care System and the Accountable Care Partnership</p>	<p>Create a culture which</p> <ul style="list-style-type: none"> - embraces protected time to think, to innovate and to cultivate relationships (which includes a clear understanding of the ICS/ACP) - engages staff using appropriate channels - supports staff to understand their purpose and the difference we make to the Sheffield population - empowers staff in their day to day roles to realise their potential and maximise talent across the city - encourages quality feedback to each other - encourages staff to take personal responsibility for their own performance and growth and supports the achievement of their own goals, the team and organisation through an effective Performance Development Review scheme - is transparent and inclusive, which defines expectations of managers at all levels and provide appropriate training and development which includes training in effective people and HR management - champions Wellbeing; championed by representative staff from each area of the organisations and is supported by managers, MHFA's, Occupational Health and the Employee Assistance Programme - promotes trust enabling all staff to make informed and innovative decisions 	<p>objectives for their work and left them feeling valued by the organisation</p> <ul style="list-style-type: none"> - More staff who feel supported by their immediate line manager - More staff who feel supported in receiving training learning or development - More staff who feel they have an opportunity to use their skills - More staff who feel satisfied with the amount of responsibility that they are given - More staff always know what their work responsibilities are - More staff feel they get the respect they deserve from colleagues at work - More staff feel that communication between senior managers and staff is effective - More staff feel senior managers involve them in important decisions <p>Source: Staff Survey</p>	Accountable Officer/ Deputy Director of HR and OD	Jan-20	Governing Body	In Progress
-----	--	---	--	---	--------	----------------	-------------

4.1	Instigate an organisational development programme that develops a clear CCG identity within the context of the Integrated Care System and the Accountable Care Partnership	Enable confidence in the reasonable application of policies and procedures to support staff in their working lives	Accountable Officer/ Deputy Director of HR and OD	Jan-20	Governing Body	In Progress
4.1	Instigate an organisational development programme that develops a clear CCG identity within the context of the Integrated Care System and the Accountable Care Partnership	Enable good quality training and mentoring support available for all staff	Accountable Officer/ Deputy Director of HR and OD	Jan-20	Governing Body	In Progress
4.1	Instigate an organisational development programme that develops a clear CCG identity within the context of the Integrated Care System and the Accountable	Undertake a skills audit to understand better utilise the skills and expertise within the CCG (linked to 3.1)	Accountable Officer/ Deputy Director of HR and OD	Jan-20	Governing Body	In Progress

	Care Partnership						
4.1	Instigate an organisational development programme that develops a clear CCG identity within the context of the Integrated Care System and the Accountable Care Partnership	A separate organisational programme to support the Continuing Health Care staff		Chief Nurse/ Head of CHC/Head of Contracts SHSC	Oct-19	Governing Body	In Progress
4.2	Ensure strong and effective HR advise and support to the CCG	Executive responsibility to be placed under the Accountable Officer; this will need to be reviewed as part of action 3.1		Accountable Officer	Apr-19	Governing Body	Complete
4.2	Ensure strong and effective HR advise and support to the CCG	Consider options for strengthening the HR support to the organisation to include access to specialist advise where appropriate. Ensure that there is a strong HR voice that is empowered to stop the process where agreed policy or procedure is not being followed	- More staff feel that the organisation acts fairly with regard to career progression/promotion - More staff who feel there are opportunities for flexible working	Accountable Officer/ Deputy Director of HR and OD	Jan-20	Governance Sub Committee	In Progress
4.3	Policies and Procedures that Support and Promote Good Human Resource	Implement audit cycle for monitoring effectiveness of policies in how they support staff; linked to the current process for review of policies with staff forum and staff side	- More staff who report discussing values of the organisation as part of their appraisal	Accountable Officer/ Deputy Director of HR and OD	Dec-19	Governance Sub Committee	In Progress

	Management		- More staff who feel their appraisal helped improve how they do their job, gave clear objectives for their work and left them feeling valued by the organisation				
4.3	Policies and Procedures that Support and Promote Good Human Resource Management	Bring forward review of whistleblowing policy with particular focus on Freedom to Speak Up Guardian	- More staff who feel supported in receiving training learning or development	Accountable Officer/ Deputy Director of HR and OD	Oct-19	Governance Sub Committee	In Progress
4.3	Policies and Procedures that Support and Promote Good Human Resource Management	Proactive review of HR casework e.g. Tribunals/Appeals/Grievances etc. on their conclusion to reflect the learning back into the organisation in the spirit of continuous improvement	- More staff feel that senior managers act on staff feedback	Accountable Officer/ Deputy Director of HR and OD	Oct-19	Governance Sub Committee	In Progress
4.3	Policies and Procedures that Support and Promote Good Human Resource Management	Ensure robust process for PDRs for all staff that informs the CCG's training and development plan; consider embedding 360 review as part of the annual PDR process	- Fewer staff experiencing bullying from patients/service users, relatives or members of the public during the last 12 months Source: Staff Survey	Accountable Officer/ Deputy Director of HR and OD	Mar-20	Governance Sub Committee	In Progress
4.3	Policies and Procedures that Support and Promote Good Human Resource Management	Review whether existing policies support public facing staff in managing interactions and any additional policy or procedure that is required	More staff feel that bullying and harassment cases are dealt with well Source: HR Policy Audit	Accountable Officer/ Deputy Director of HR and OD	Jan-20	Governance Sub Committee	In Progress
4.3	Policies and Procedures that Support and Promote Good Human Resource Management	Ensure all staff have attended the training programme for line managers that supports them in their roles, e.g. writing job descriptions and person specifications that attract the right candidates		Accountable Officer/ Deputy Director of HR and OD	Mar-20	Governance Sub Committee	In Progress

4.4	Promoting health and wellbeing at work and a healthy work life balance	Actively promote flexible working to support work life balance		Accountable Officer/ Deputy Director of HR and OD	Mar-20	Governance Sub Committee	In Progress
4.4	Promoting health and wellbeing at work and a healthy work life balance	Refresh the Staff Benefits Scheme	- More staff feel the CCG takes positive action on health and wellbeing - More staff who feel there are opportunities for flexible working	Accountable Officer/ Deputy Director of HR and OD	Nov-19	Governance Sub Committee	In Progress
4.4	Promoting health and wellbeing at work and a healthy work life balance	Agree a digital strategy that supports agile working across partner organisations, allows sufficient hot desks and associated hardware in 722 that supports agile working. Consider an external review of how effective the infrastructure is to support agile working	- Fewer staff experiencing MSK problems as the result of work activities - More staff who feel the CCG has made adequate adjustments to enable them to carry out their work	Director of Commissioning and Performance/ Deputy Director of IT	Dec-19	Governing Body	In Progress
4.4	Promoting health and wellbeing at work and a healthy work life balance	Ensure HR and Freedom to Speak Up Director and Governing Body Sponsors known by all staff	- Fewer staff reporting work related stress during the last 12 months - More staff who feel they have adequate materials, supplies and equipment to do their work	Accountable Officer/ Deputy Director of HR and OD	Dec-19	Governing Body	In Progress
4.4	Promoting health and wellbeing at work and a healthy work life balance	Refresh Induction Pack to include e.g. strategic objectives, strategies, learning and development opportunities	- More staff feel the CCG takes positive action on health and wellbeing Source Staff Survey	Accountable Officer/ Deputy Director of HR and OD	Dec-19	Governance Sub Committee	In Progress
4.4	Promoting health and wellbeing at work and a healthy work life balance	Named leads within teams to support wellbeing and learning and development		Accountable Officer/ Deputy Director of HR and OD	Mar-20	Governance Sub Committee	In Progress

	healthy work life balance						
4.4	Promoting health and wellbeing at work and a healthy work life balance	Ensure that there is in place an up to date and easily accessible Staff Finder Directory		Accountable Officer/ Deputy Director of HR and OD	Dec-19	Governance Sub Committee	In progress
4.4	Promoting health and wellbeing at work and a healthy work life balance	Actively promote activities that support health and wellbeing (e.g. FIKA, Walk Don't Email)		Accountable Officer/ Deputy Director of Communications, Engagement and Equality	Oct-19	Governance Sub Committee	In progress
4.4	Promoting health and wellbeing at work and a healthy work life balance	Establish a pool of "Staff Buddies" - people who can support staff during challenges e.g. starting new role, performance issues, returning to work etc.		Accountable Officer/ Deputy Director of HR and OD	Dec-19	Governance Sub Committee	In Progress
4.4	Promoting health and wellbeing at work and a healthy work life balance	A listening and Learning Organisation: establish a regular staff engagement and feedback programme		Accountable Officer/ Deputy Director of HR and OD	Jan-20	Governance Sub Committee	In Progress
4.4	Promoting health and wellbeing at work and a healthy work life balance	Staff Engagement: ensure that when staff are asked to engage on particular topics there is broad representation of staff groups and that all are given the opportunity to take part		Accountable Officer/ Deputy Chief Nurse	Oct-19	Governance Sub Committee	In Progress

Theme 5: Partnerships & Public Engagement

Action No	Action	What needs to be done?	What will the impact be?	Exec/ Operationa l Lead	Timeframe	Board Assurance Mechanism	Status
5.1	Shaping up the CCG's offer in the future Integrated Care System and Accountable Care Partnership arrangements	Begin to consider with staff what the unique role of the CCG should / will be in the developing ICS/ACP	<ul style="list-style-type: none"> - Improve the effectiveness of working relationship with the CCG - Improve the effectiveness of the CCG as a local system leader - The CCG is perceived to work more collaboratively with system partners to improve the future health of the population across the whole system 	Accountable Officer / Deputy Director of HR and OD	Mar-20	Governing Body	In Progress
5.1	Shaping up the CCG's offer in the future Integrated Care System and Accountable Care Partnership arrangements	Instigate ACP and ICS staff briefings, where appropriate with wider ACP or ICS representation	<ul style="list-style-type: none"> - When commissioning/decommissioning services the CCG is perceived to better: involve the right individuals and organisations; ask the right questions at the right time; engage effectively with patients and public; demonstrate it has considered views of patients and public 	Accountable Officer/ Deputy Director of Communications, Engagement and Equality	Jul-19	Governing Body	Overdue
5.1	Shaping up the CCG's offer in the future Integrated Care System and Accountable Care Partnership arrangements	In conjunction with ACP partners agree a statement of functions, skills and relationships that we each provide, with a clear understanding of how provision, partnership and commissioning functions connect (link to 4.1)	<ul style="list-style-type: none"> - ask the right questions at the right time; engage effectively with patients and public; demonstrate it has considered views of patients and public <p>Source: Annual Stakeholder Survey</p>	Accountable Officer/ Deputy Director of HR and OD	Jul-19	Governing Body	Overdue

5.1	Shaping up the CCG's offer in the future Integrated Care System and Accountable Care Partnership arrangements	Develop a strong organisation development approach across partners that strengthens and develops our collective skills and developing roles, including the Primary Care Networks	- More staff know who the senior managers are Source: Staff Survey	Accountable Officer/ Deputy Director of HR and OD	Jan-20	Governance Sub Committee	In Progress
5.1	Shaping up the CCG's offer in the future Integrated Care System and Accountable Care Partnership arrangements	In conjunction with ACP partners actively promote and demonstrate the shared values and behaviours that we have jointly committed to		Accountable Officer/ Deputy Director of HR and OD	Mar-20	Governing Body	In Progress
5.1	Shaping up the CCG's offer in the future Integrated Care System and Accountable Care Partnership arrangements	Agree with partners in the ICS and ACP "Corporate Days": For Place, For ICS and for each Organisation		Accountable Officer/ Business Manager to the Chair & Accountable Officer	Jul-19	Governing Body	Overdue
5.1	Shaping up the CCG's offer in the future Integrated Care System and Accountable Care Partnership arrangements	Streamline executive leadership responsibility across partners in the ACP		Accountable Officer/ Director of Commissioning and Performance	Mar-20	Governing Body	In Progress

5.1	Shaping up the CCG's offer in the future Integrated Care System and Accountable Care Partnership arrangements	As part of the business planning, undertake an audit of meetings within the CCG and across the ICS and ACP to ensure effective use of time and resource and potentially reduce the number of meetings staff are required to attend	Director of Commissioning and Performance/ Deputy Director of Commissioning & Performance	Jan-20	Governing Body	In Progress
5.2	Single Commissioning/ Strategic Planning Cycle for the Accountable Care Partnership	Develop an agreed strategic planning process that all partners understand contribute to and promote	Director of Commissioning and Performance/ Integration and Better Care Fund Programmes Delivery Lead	Dec-19	Primary Care Commissioning Committee	In Progress
5.3	Demonstrating Listening and Action in relation to patient and public involvement and engagement	Report from the Strategic Patient Engagement, Experience and Equality Committee (SPEEEC) to Governing Body to cover the actions taken and agreed by commissioners in response to the engagement that has been undertaken and the feedback that has been received	Director of Delivery, Care Outside of Hospital/ Deputy Director of Communications, Engagement and Equality	Jul-19	SPEEEC	Complete