

Improvement Plan Implementation Update**Governing Body meeting****5 March 2020**

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Purpose of Paper	
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.	
Key Issues	
<p>Out of the agreed seventy six actions, sixty five actions have been recorded as completed and eleven are ongoing or in progress.</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> <p>Governing Body received an update on the Improvement Plan in January and good progress was noted; on this basis it was requested that the update report in March reported exceptions only.</p>	
Is your report for Approval / Consideration / Noting	
Consideration / Noting	
Recommendations / Action Required by Governing Body	
<p>The Governing Body is asked to:</p> <ul style="list-style-type: none"> Note the progress made after eight months since the development of the Improvement Plan. Note the remaining actions that are due to be completed by 31st March 2020. Consider what Governing Body would like to see in the final update paper which will be presented in May 2020. 	
What assurance does this report provide to the Governing Body in relation to Governing Body Assurance Framework (GBAF) objectives?	
Which of the CCG's Objectives does this paper support?	

This paper encompasses all of the CCG's objectives.

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 were involved, via the Independent Improvement Director, in triangulating the feedback to inform the identified actions.

Improvement Plan Implementation Update

Governing Body meeting

5 March 2020

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 4th July 2019.
- 1.3. As part of the development of the Improvement Plan, an outline implementation plan was created that identified which CCG Committees would provide the monitoring and assurance that actions are completed and issues are being addressed.
- 1.4. This paper provides a brief update, on an exception basis, regarding recent actions which have been completed and the remaining actions that are in progress.

2. Overview of the plan and current position

- 2.1. It has been eight months since Governing Body approved the Improvement Plan and subsequent actions to remedy the issues that were identified in the November 2018 NHSE assessment.
- 2.2 The Improvement Plan is separated into five themes:
 - Strategy
 - Governing Body
 - Executive Management Team
 - Human Resources Management
 - Partnerships and Public Engagement
- 2.3 The Improvement Plan identified seventy six actions, scheduled to be completed over a 12 month period. To date, there have been sixty five actions completed and eleven remain in progress with an end date of 31 March 2020.
- 2.4 The CCG's leadership team fully appreciates that the Improvement Plan will achieve its aims when our staff can see positive impacts for them in their working lives, and our partners and stakeholders perceive improvements in our culture and behaviour. We are committed to going beyond a "box ticking exercise"; our aim is to create real and lasting changes.

3. Update on actions that are in progress

Action Number	Action	What needs to be done	Time-frame	Current Position
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.	Mar-20	The Deputy Directors are currently working on this with stakeholder engagement sessions planned.
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	Mar-20	The Commissioning processes are all currently being reviewed and aligned to the Programme Management Framework and Commissioning Cycle.
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	Mar-20	Currently 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	Mar-20	<p>A Staff Survey specifically for Sheffield CCG has been developed with staff involvement; this is currently in design stage and will be launched shortly.</p> <p>An example questions is “How confident are you that the CCG has effective procedures to deal with whistleblowing, bullying and harassment, grievances and disciplinary issues in accordance with our values”. The results will be analysed and an action plan developed later in the</p>

				<p>year. This will then be repeated annually to monitor performance against the questions.</p> <p>We offer 'Essentials for Line Managers' training which covers the main HR policies managers need to be aware of so that they can be reasonably applied</p>
4.3	Policies and Procedures that Support and Promote Good Human Resource Management	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	Mar-20	See above – the effectiveness of staff policies will be monitored via the Staff Survey.
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	Mar-20	PDR paperwork is currently being reviewed and will be launched following a paper being approved by SMT.
4.4	Promoting health and wellbeing at work and a healthy work life balance	Refresh the Staff Benefits Scheme	Mar-20	This work has commenced and is 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	Mar-20	This is currently being looked into, however due to this being part of a wider and complex digital strategy for Sheffield, it is likely that this action may exceed the original timeframe.
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	Mar-20	Tracey Standerline has agreed to support the Staff Forum and the the Task & Finish group to develop a new staff manual, welcome pack and improved staff induction programme.

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	Mar-20	This action will be progressed once the eMBED contract has come to an end on 31 st March 2020, as we currently do not have the capacity required to implement the associated technical IT project.
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	Mar-20	Paper taken to February 2020 public Governing Body meeting to update on our process for Commissioning Intentions 2020-21, which also sets out our refreshed vision and strategy, in line with Shaping Sheffield.

4. Action/Recommendations for Governing Body

The Governing Body is asked to:

- Note the progress made after eight months since the development of the Improvement Plan.
- Note the remaining actions that are due to be completed by 31st March 2020.
- Consider what Governing Body would like to see in the final update paper which will be presented in May 2020.

Paper prepared by: Jane Howcroft, Programme & Performance Assurance Manager
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On behalf of: Lesley Smith, Accountable Officer

February 2020