

CCG Board

Date of meeting		28 March 2019	
Agenda Item	10	Paper No	WHCCG19/025

Human Resources, Inclusion and Organisational Development Strategy and Implementation Plans

Key issues	<p>The purpose of this strategy is to outline the framework for the development of the CCG workforce to support delivery of safe, high quality, patient-centred healthcare services to the population it serves.</p> <p>The strategy is framed by three key themes or ambitions, each with a number of areas for delivery:</p> <ul style="list-style-type: none"> • Theme 1: Being an employer of choice <ul style="list-style-type: none"> ○ Developing our brand ○ Human Resources (HR) Organisational Practice ○ HR/Organisational Development (OD) Systems ○ HR Policies ○ Value Based Recruitment/On-boarding ○ Equality, Diversity and Inclusion ○ Staff benefits ○ Promoting an environment of openness, honesty and innovation. • Theme 2: Enriching working lives for staff <ul style="list-style-type: none"> ○ Health and Wellbeing Interventions ○ Workforce Wellbeing Charter/Time to Change ○ Health and Safety ○ Staff Engagement and involvement ○ Reward and Recognition • Theme 3: Developing a Capable Workforce <ul style="list-style-type: none"> ○ Induction ○ Learning and Development ○ Leadership Development ○ Talent Management / Career Growth ○ Workforce Succession Planning <p>The implementation plans set out an ambitious programme of work which must be supported through all levels of our organisation to ensure its success.</p>
-------------------	---

Actions requested / Recommendation	The West Hampshire Clinical Commissioning Group Board is asked to review and approve the CCG's Human Resources, Inclusion and Organisational Development Strategy and Implementation Plans.
Principal risk(s) relating to this paper	Not applicable.
Other committees / groups where evidence supporting this paper has been considered.	The draft Strategy has been reviewed by the Learning and Growth group on two occasions as part of the development process.
Financial and resource implications / impact	Workforce resource is already in place to implement the Strategy. A centralised learning and development budget is required to enable delivery of the skills, team and leadership development programmes.
Legal implications / impact	There are no legal implications in relation to this paper.
Public involvement – activity taken or planned	<p>The strategy was developed via a process of staff engagement and included:</p> <ul style="list-style-type: none"> • 1:1 interactions with more than 40 senior and other members of the organisation • Attendance at meetings / committees • Reading key publications, including Annual Reports, strategy documents, organisational structures • Understanding key workforce data including sickness and turnover • Interpretation of 2017 and 2018 staff survey results • Understanding key policies, systems and processes, and hearing staff experience of these • Understanding the external forces and internal strengths and opportunities • Publication of the draft Organisational Development strategy on The Wall (CCG intranet) to seek feedback • 'Everyone Counts' workshop to review and debate our achievement of the Equality Delivery System (EDS2). <p>Although there is a degree of subjectivity, triangulation of the above information has enabled significant objective insight to be gathered to support development of the strategy.</p>
Equality and Diversity – implications / impact	Equality, diversity and inclusion are central to this strategy and are woven through all aspects of implementation.
Report Author	Kate Hardy, Head of Organisational Development Nick Birtley, Equality and Diversity Manager Sonia Weavers, Human Resources Business Partner (South, Central & West Commissioning Support Unit)
Sponsoring Director	Ellen McNicholas, Director of Quality & Nursing (Board Nurse)
Date of paper	15 March 2019

Human Resources, Inclusion and Organisational Development

STRATEGY

Contents

Introduction	3
Key Drivers	3
Mission, vision, values and strategic objectives.....	4
Our Mission	4
Our Vision	4
Our Values	4
Strategic Objectives.....	5
Workforce Objectives	5
Underlying Principles.....	6
Strategy – three key themes	7
THEME 1 – Being an employer of choice	7
THEME 2 – Enriching Working Lives for Staff.....	8
THEME 3 - Developing a Capable Workforce.....	8
Delivering the Strategy.....	9
Being an employer of choice	9
Enriching working lives for staff	10
Developing a capable workforce.....	11
Measuring Success.....	13
Monitoring	15
Appendix 1	16

Introduction

Formed in April 2013, West Hampshire Clinical Commissioning Group is one of the largest CCGs in England. We are responsible for improving the health of our community by planning and buying local health services for a population of nearly 546,000 people.

The changing environment of NHS commissioning and the move towards local delivery systems with more emphasis on prevention and self-care has highlighted the need for West Hampshire CCG to create a joint Human Resources (HR), inclusion and organisational development strategy to move us forward to new ways of working.

West Hampshire Clinical Commissioning Group (WHCCG) recognises that it is the people who directly provide services and those that support service delivery that make the difference for patients and the public. It is only when a strategic approach to the management of the workforce is adopted that the greatest improvements in patient and public experiences may be seen.

WHCCG's strategic aim is committed to developing the CCG workforce to meet the needs of the population through the development of skills for future commissioning and to ensure a high quality engaged workforce.

This strategy was developed by undertaking a thorough review of the external and internal environments in which our organisation operates, and aligns our workforce and development needs with our vision, values and strategy.

The purpose of this strategy is to outline the framework for the development of the CCG workforce, whether they are staff directly employed by the organisation or those the CCG works in partnership with, to support delivery of safe, high quality services to the population it serves. The strategy defines both the local priorities for the CCG but also the key regional and national drivers determining the direction of travel for human resources, inclusion and organisational development across the NHS as a whole including the strategic intentions of the Sustainable Transformation Partnership (STP). In addition it aims to support the development of an organisational approach which is empowering, supportive, flexible, fair, inclusive and outward looking and enables multi-disciplinary and inter-organisational team working.

Key Drivers

A number of external national and local drivers exist. The key drivers include:

- **The NHS Long Term Plan** – published in January 2019, this document is the blueprint to make the NHS fit for the future using the latest technology, coupled with early detection and a renewed focus on prevention.
- **Five year forward view** – published in 2014, this document focuses on how the NHS needs to change to close gaps in health of the population, quality of care and funding of services.
- **Hampshire and Isle of Wight Sustainability and Transformation Partnership (STP)** – working with health and care organisations across Hampshire and the Isle of Wight to agree on how best to meet the many opportunities and challenges facing the local health and care system. This has focused on both the need to empower

people to stay well and also on how we can provide safe, high quality, consistent and affordable health and care to everyone.

- **Hampshire Joint Health and Wellbeing Strategy 2013-18** – ways of working with partners and the joint priorities that will influence how resources will be allocated, what services will be developed in the future. The four strategic goals are starting well, living well, ageing well and healthier communities.
- **Development of integrated care systems** – joining primary and secondary healthcare services with social care and wider community services.
- **Accountable Care System** – achieving joint financial balance with providers and partners, working as a system to move resources to the highest priority areas.
- **National Framework for NHS Continuing Healthcare and NHS Funded Nursing Care** – sets out the framework for a legally prescribed decision making process to determine whether an individual has a 'primary health need'.
- **CCG Improvement and Assessment Framework** – an annual assessment designed to identify a CCG's fitness to operate successfully as part of a place-based partnership.
- **Time to Change** - a mental health campaign with the objective of reducing mental health related stigma and discrimination.
- **Developing People, Improving Care** – a document that describes the four critical capabilities required to enable individuals, teams and organisations to deliver continuous improvement in the NHS; systems leadership skills; improvement skills; compassionate, inclusive leadership skills; talent management.
- **Public Sector Equality Duty** – to ensure workforce practices are fair and inclusive. This is supported through mandatory use of the NHS Workforce Race Equality Standard (WRES) and the Equality Delivery System (EDS2).

Mission, vision, values and strategic objectives

Our Mission

Quality Services; Better Health

Our Vision

To be consistently recognised for commissioning and enabling the delivery of high quality patient centred healthcare, which is innovative, equitable, efficient, effective and, where possible, prevention based, contributing to the healthiest population in England

Our Values

Our values will be threaded through our human resource practices and organisational development programmes to reinforce to staff the behaviours that sit underneath them, emphasising the importance of how we do things. They will also be considered in the development processes of all our initiatives to ensure opportunities reflect our values, for example, by developing ambitious leadership programmes.

Our values - we have set ourselves the following values so that in everything we do we aim to be:



Strategic Objectives

Our overarching strategic aims, which drive the work of the CCG Board and its Committees, are to:

- Ensure safe and sustainable **high quality services** – to provide the best possible care for patients
- Ensure system **financial sustainability** – to ensure compliance with business rules
- **Work in partnership** to commission health and social care collaboratively – to commission services at the appropriate tier to achieve the best possible outcomes for patients
- Establish **local delivery systems** to deliver patient centred care closer to home which is integrated, prevention based, equitable and high quality
- **Develop the CCG workforce** – to meet the future commissioning needs of the population

Workforce Objectives

Our staff are key to being able to achieve our strategic aims and deliver our enabling programmes, we will seek to:

- Attract, develop and retain the best possible talented individuals who are committed to delivering the CCG's vision, strategic objectives and demonstrating the values of the organisation, a workforce that is able to deliver high quality services that are accessible, responsive and appropriate to meet the diverse needs of different groups and individuals.
- Ensure staff have the capacity and capability to meet the commissioning needs of the future, providing a service that is right first time, working effectively with our partners and the public.
- Ensure the CCG is a fair employer, achieving equality of opportunity and outcomes in the workplace, so that the diversity of the local population is reflected at every level of the organisation.
- Enable staff to act in ways which promote an inclusive work environment.

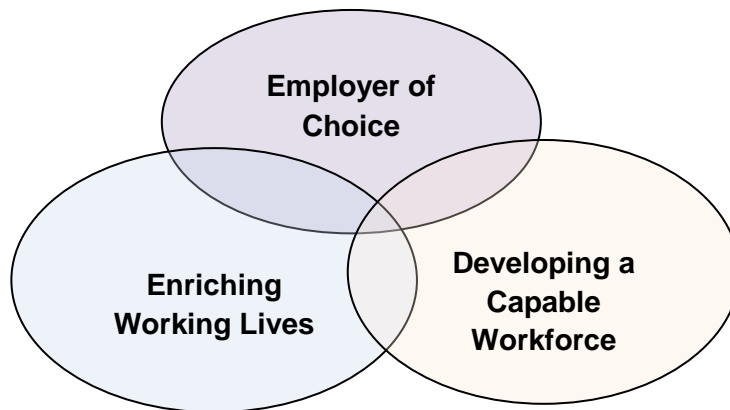
- Ensure equality, diversity and inclusion are woven through all aspects of working life and practices in the CCG.
- Ensure that the CCG is seen as an employer of choice and one which aims to continually improve the working lives of its staff, with staff in the right place and the right number who are valued and respected for the individual contribution that they make.
- Continue modernising the workforce by improving integrated working practices that break down boundaries between different types of providers fostering stronger collaboration across services. All staff will need to be joined up with partners across the health and social care. This will involve teamwork, improving the skill mix available, challenging traditional patterns of working, improving collaborations and communication across partnership organisations including primary and secondary care and integrating health and social care, with the involvement of staff.
- Enrich working lives for staff, ensuring they have a strong sense of health and wellbeing at work, are able to adapt and work differently and are engaged in the how the organisation works.
- Promote an environment of openness, honesty and innovation to enable the staff and organisation to thrive through identifying best practice, learning from mistakes, finding new ways of doing things and always 'thinking digital'.

Underlying Principles

In addition to our values, in line with our strategic objectives, it is vital that we use the following underlying principles in developing all our organisational development programmes:

- Working in partnership across our health and social care system – finding opportunities to work together, commission joint programmes, and learn together to ensure alignment and best use of resources.
- Using our internal strengths – ensuring we look internally first to identify existing skills on which to build our capabilities, e.g. giving opportunities to existing staff with specialist skills/knowledge to share/teach others.
- Think digital – when initiating new projects, service changes or considering existing programmes of work, CCG staff will adopt the 'digital first' approach, exploring options for using technology to support and enhance work.
- Flexibility – ensuring we are able to adapt to the changing environment, flexing our programmes to suit need as it arises.
- Value for money – ensuring best value is obtained for all commissioned programmes.

Strategy – three key themes



In examining both the national agenda and the local drivers for developing the CCG workforce and delivering on the strategic aims, the HR, inclusion and organisational development strategy will focus on three key themes:

- THEME 1 - Being an employer of choice
- THEME 2 - Enriching working lives for staff
- THEME 3 - Developing a Capable Workforce

Each of these themes are supported by key areas for delivery, and defines how the CCG will measure success in each area. All of these themes are interrelated to maximise delivery.

THEME 1 – Being an employer of choice

Aim

The aim is for WHCCG to be seen as the model employer and in turn an employer of choice through the unique set of benefits for staff, known as the employee value proposition (EVP). This will help the CCG attract high calibre new recruits and improve the working lives of existing staff.

Key areas for delivery:

- Developing our brand
- HR Organisational Practice
- HR/OD Systems
- HR Policies
- Value Based Recruitment/On-boarding
- Equality, Diversity and Inclusion
- Staff benefits
- Promoting an environment of openness, honesty and innovation.

THEME 2 – Enriching Working Lives for Staff

Aim

To make the CCG a good place to work as there is significant evidence from research that the way staff feel about their work has a direct influence on patient and public experiences of health services. The CCG aims to improve the working lives of staff by providing a challenging but satisfying career and supporting health and wellbeing at work. We also need to improve the health and well-being of the existing workforce and prepare them to meet future service needs.

Key areas for delivery:

- Health and Wellbeing Interventions
- Workforce Wellbeing Charter/Time to Change
- Health and Safety
- Staff Engagement and Involvement
- Reward and Recognition

THEME 3 - Developing a Capable Workforce

Aim

Ensure staff have the capacity and capability to meet the commissioning needs of the future, providing a service that is right first time, working effectively with our partners and the public. The CCG aims to focus on effective leadership and management, building the key people management skills for a successful organisation.

Key areas for delivery:

- Induction
- Learning and Development
- Leadership Development
- Talent Management / Career Growth
- Workforce Succession Planning

Each of these themes are supported by key areas for delivery, further detail is contained in Appendix 1. All of these themes are interrelated to maximise impact.

Delivering the Strategy

Our HR, inclusion and organisational development strategy identifies key priorities under each of the three themes. Our priorities are described below.

Being an employer of choice

Developing our brand

The NHS is the largest employer in the UK and no other employer can offer the opportunity to work in an organisation which will affect the lives of everyone in the country to such a degree.

Our unique selling point as an employer of choice is not only the work our staff contribute to the wider NHS service and the population of Hampshire, but the services directly impact our staff along with their family and friends. This is a key selling point and integral to the HR/OD priorities and opportunities to develop our brand and build our reputation will be sought.

WHCCG aims to be seen as an employer of choice where applicants are eager to work for us, where people envy our employees, unsolicited resumes are received, and the most talented staff stay with us throughout their careers. In creating an excellent working environment it is important to provide stimulating work, recognise individual and team contributions, communicate the CCG values and provide opportunities for staff to progress. Our employer branding and communications strategy is key.

Developing organisational practice and processes.

A review of policy and practice will take place with specific focus on recruitment, attraction and retention of staff. We will embed value based recruitment, assessment centres for senior staff and on-boarding processes. The review will extend to all areas of the employment lifecycle for staff.

The NHS is not a static organisation so ensuring processes and practices are in place to support staff and manager's personally and professionally during transitions of change.

HR/OD systems will be reviewed to ensure they utilise all the available functionality, delivering efficiencies and cost savings.

Developing our approach to equality, diversity and inclusion

Services for the communities covered by WHCCG will continue to embrace diversity and inclusion in the workforce. Care will be taken to ensure that diversity is promoted and interpreted in its widest sense, recognising and embracing future legislative changes.

To ensure staff feel included, no matter what their background, free from aggression or bullying harassment or abuse, and are able to speak up when needed, it is important to refresh our approach for staff. We will review our availability of freedom to speak up guardians, consider provision of a mediation service, undertake awareness campaigns to staff, build staff skills in giving effective feedback, raise awareness of Mental Health and review our policies on attendance, flexible working, special leave and grievance to ensure a flexible and compassionate approach.

Staff benefits

Staff benefits are acknowledged to be an area of vital importance, and full of complexities and interrelationships. The CCG's 'our offer to you' (prospective and current employees) will be developed to ensure all staff members are aware of total rewards of working for the CCG. This will be communicated to staff on the range of benefits that make up the overall employment proposition. This will support the CCG in attracting the right individuals with the passion, professionalism, experience and skills necessary to further its vision and objectives and motivates high-performing employees to feel valued and stay with the CCG.

Establishing a clear common purpose

To ensure all staff are working for the same things and pulling in the same direction, it is important that we have a clear sense of purpose that everyone understands and can link their work to. Our strategy documents will be revisited with staff across the organisation to clarify our purpose and generate meaning for each team.

Reducing silos

A number of activities can be initiated to enhance cross functional working, this will start by setting up a Leader's Forum for the 30 most senior leaders to meet and develop together, to enable leaders from across the organisation to input to the future direction of the CCG.

Amplifying the patient voice

WHCCG aims to commission the highest quality healthcare services which are located in the right places and at the right time for our local population. Seeing and understanding the impact of our work on the patients, service users, families and carers using storytelling will better connect our staff to the central purpose of our work, and help embed our core values throughout the organisation. Patient representatives and peer specialists will be supported to bring their stories into our organisation, through key committees, induction, training and our internal communications programme.

Enriching working lives for staff

Staff Engagement and Involvement

Research shows that higher staff engagement in NHS organisations equates to lower patient mortality (West, 2015). Staff who feel involved in decision making, have appropriate responsibility and authority and feel like they have a say in how things are done, are more likely to go the extra mile to do the best job they can. To improve our staff engagement, we will thoroughly examine our staff survey results, developing detailed action plans where relevant, establish a programme of themed staff focus/task groups, and develop our staff forum to train our members to be effective staff representatives.

Executive team presence in more informal settings will support levels of staff engagement, e.g. joining bring and share lunches, allowing time in diaries to walk through the offices and talk informally to staff, being active on an online staff forum, regular podcasts / vlogs / blogs.

Health and Wellbeing

The staff forum have completed a great deal of work to establish a staff health and wellbeing plan and have already undertaken a number of new initiatives. This is a real strength on which we can build to further develop the health and wellbeing offer with a wider group of staff, creating a more robust framework on which to increase and prioritise our offer to staff.

Staff Reward and Recognition

The existing internal staff recognition scheme will be reviewed to ensure it reflects the vision and values of the organisation and is a clear and inclusive way for staff to be recognised for the excellent work they undertake over and above expectations.

Alongside our internal recognition scheme, we have a clear intention to identify and support numerous high quality nominations to prestigious regional and national awards to recognise and celebrate successful and innovative areas of work.

Developing a capable workforce

Induction

A comprehensive induction programme will be developed which includes pre-induction processes, corporate induction, local induction programme and checklists, staff handbook, line manager's toolkit, and access to an in-house skills development programme.

Performance Development Reviews

All staff will receive annual performance reviews which are formal, meaningful performance review assessing both performance and behaviours, directly tied to CCG values, objectives, pay progression and development plans. This will help drive strategic goals and support employee's growth.

Skills Development Programme

Development of programmes for new and existing staff will ensure that people with the right skills, in the right numbers are in the right jobs. A menu of learning opportunities for new and existing staff will be available on a 6 month rolling programme to include commissioning, line management, chairing meetings, presentations, coaching skills, business and report writing, negotiating and influencing, resilience, and system working.

Learning and Development Needs

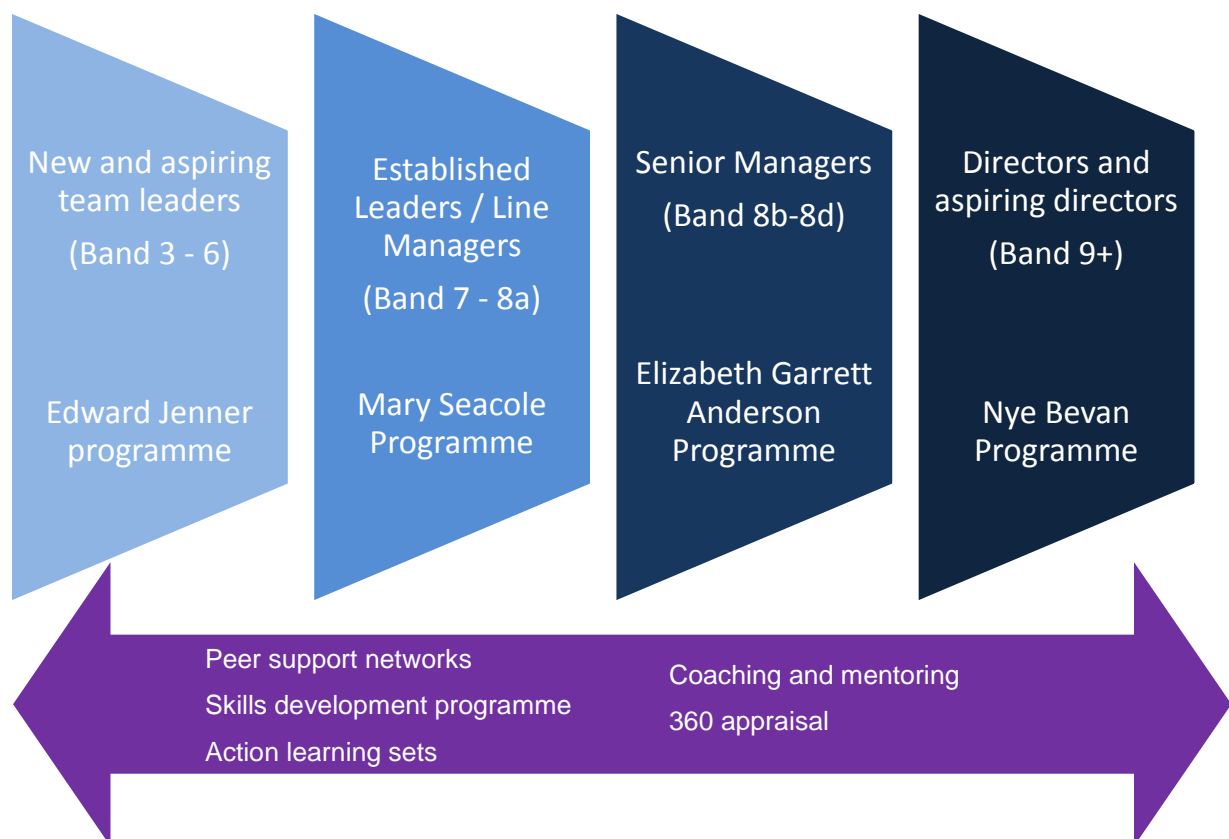
A comprehensive learning needs analysis will be conducted to inform the learning and development policy and commissioning arrangements for training provision. Alongside this work, some analysis will be undertaken to understand the last two years spend on training and development to help establish the needs for the future. The policy will ensure access to learning opportunities is inclusive, fair and transparent.

Line Management

Good line management skills are essential to maximising performance and engagement of staff. Expectations of what it is to be a line manager will be clarified and learning opportunities developed to ensure those expectations can be met.

Leadership Development

A leadership pathway running through the organisational hierarchy will exist and enable staff at all levels to access leadership development opportunities appropriate to their experience and aspirations, with access to 360 appraisal, coaching, mentoring, peer support, our internal supplementary skills development programme and a series of experiential / action learning sets to enhance and cement the learning. Leadership programmes will be explored further but an example pathway using the Thames Valley and Wessex Leadership Academy programmes are described below.



System Working

As the work of the STP, local delivery plans and clusters start to take shape, it is important that the CCG staff are aware of the changes and the impact, our organisational intentions in supporting the system wide working, and to develop our understanding and capabilities in system leadership. System working will be included as part of our internal skills development programme and leadership programmes.

Measuring Success

It is important to measure the impact of our organisational development initiatives, a key measure being the annual staff survey. A number of additional measures are available or easy to develop which will help us to see that what we are doing is having the desired outcomes. Our measures are defined below.

Theme One - Being an employer of choice

- New starter surveys
- Exit interview data
- Workforce analytics
- Reduction in turnover of staff
- Improvement of staff engagement score in staff survey
- Number of staff vacancies
- Access to education and training opportunities
- Performance management and career development planning
- Number of staff completing values based learning programme
- 100% teams have a clear written purpose and objectives which align to the organisational vision and objectives
- Leader's Forum established regular meetings taken place
- Staff aware of Freedom to Speak Up Guardians
- Poster exhibition to share best practice
- Staff survey – awareness and reporting of incidents increased
- Use of patient stories
- Patient / service user representatives included on staff induction
- Pool of patient representatives recruited
- Online staff ideas forum launched
- Annual cultural barometer identifies changes
- NHS Workforce Race Equality Standard indicators
- NHS Workforce Disability Equality Standard indicators
- CCG grade against the workforce goals and outcomes of the Equality Delivery System (EDS2)

Theme Two - Enriching working lives of staff

- Staff survey – increased staff perception of organisational interest and action on Health and wellbeing
- Reduction in sickness absence levels
- Improvement of staff engagement score in staff survey
- Number of staff nominated for staff awards
- Number of national award submissions and successes
- Number of opportunities for staff involvement
- Number of staff engaging in focus groups
- Achievements of staff forum
- Launch of new staff recognition awards
- Increased response rate for staff survey
- 100% staff forum members trained to be an 'Effective Staff Representative'.
- Online staff ideas forum launched
- Achievement of workplace wellbeing charter.
- NHS Workforce Race Equality Standard indicators
- NHS Workforce Disability Equality Standard indicators
- CCG grade against the workforce goals and outcomes of the Equality Delivery System (EDS2)

Theme Three - Development of a capable workforce:

- 100% staff have an annual appraisal
- 90% staff have attended appraisal awareness / training session
- Staff survey – quality of appraisals improves from 2018 survey results
- 100% staff have an effective induction
- New starters give positive feedback on induction programme at 3 month survey
- Increase in the number of staff accessing learning opportunities
- We have at least two people on apprenticeship programmes
- Annual Learning Needs are collated
- Refreshed Learning and Development Policy launched
- Staff survey – results for 'Managers' improves
- Number of team leaders commenced or completed leadership development
- Number of team leaders completing a 360 appraisal
- Number of staff have accessed 'Working in a healthcare system' development day
- Leadership pathway in place and well evaluated
- NHS Workforce Race Equality Standard indicators
- NHS Workforce Disability Equality Standard indicators
- CCG grade against the workforce goals and outcomes of the Equality Delivery System (EDS2)

Monitoring

The delivery of the HR, inclusion and organisational development strategy and plans will be monitored via the Learning and Growth Group which meets bi-monthly.

An annual review and report in April of each year will produce a more formal evaluation of the work completed in that year and an assessment of the impact of the strategy using the measures described. This review will contribute to the completion of the CCG's annual report.

The Learning and Growth group will support implementation by:

- Championing a culture of wellbeing across the whole organisation.
- Engaging directly with staff, staff side colleagues, and HR intelligence to identify needs of staff and the organisation.
- Proposing solutions and promoting recommendations that will improve staff experience.
- Recognising barriers and enablers in implementing the strategy, and assisting in developing initiatives to address these, including supporting staff in taking responsibility and ownership.
- Prioritising initiatives according to factors including; impact, equality, staff need, organisational need, cost and capacity.
- Monitoring the impact of initiatives.

Appendix 1

THEME 1 – Being an employer of choice	
Key Area	Intentions
Developing our brand	<p>Establish the unique selling points of WHCCG.</p> <p>Develop our website pages to attract potential candidates.</p> <p>Develop a communications strategy to include internal and external communications.</p> <p>Create a visual identity and style to use across the organisation.</p>
HR Organisational Practice	<p>A review of policy and practice with specific focus on recruitment, attraction and retention of staff.</p> <p>Embed value based recruitment.</p> <p>Develop assessment centres for recruitment of senior staff</p> <p>Develop on-boarding processes.</p> <p>Develop processes and practices to support staff and managers personally and professionally during transitions of change.</p> <p>Develop increased sense of accountability of all line managers for effective use of HR policies through communication, support and training.</p>
HR/OD Systems	<p>Develop expense claim reporting processes via e-expenses.</p> <p>Review and implement improvements/new developments in functionality, practices and processes of Electronic Staff Record (ESR) and other systems.</p> <p>Review and implement an improved Organisational Development platform for statutory and mandatory training and other training and OD initiatives currently provided via ConsultOD.</p> <p>Review and develop the HR Portal containing all HR related information including policies, forms, support services, HR/Payroll/Pension updates.</p> <p>Development of additional resources available on the HR Portal including management toolkits.</p>

Key Area	Intentions
HR Policies	<p>Review and simplify all our HR policies and procedures, to ensure ease of use, whilst maintaining systems which are fair, equitable, transparent, inclusive and in line with current employment legislation.</p> <p>Support our managers to work in line with CCG policies, demonstrating commitment to the effective management and development of staff, through open, honest and transparent communication and engagement of those staff.</p> <p>Ensure policies and procedures are aligned to the principles and requirements of the Equality Act 2010 and the associated Public Sector Equality Duty (EDS2) via the NHS Equality Delivery system framework.</p>
Values Based Recruitment and On-boarding	<p>Adopt strategies that attract and retain high calibre candidates, employing a variety of supporting recruitment techniques to improve the validity of the assessment process including developments in social media and innovative recruitment practices.</p> <p>Using the CCG's Behaviour Framework, develop a values based recruitment programme.</p> <p>Develop value based job descriptions and person specifications setting out the role requirements and the expectations of each staff member. These will be reviewed on an annual basis in line with the staff member's appraisal.</p> <p>Review and develop the recruitment procedure and processes to ensure these are as responsive as possible.</p> <p>Implement a clear pay framework for CCG staff in line with the new pay agreement, that is underpinned by a robust job evaluation system to support Equal Pay for Agenda for Change staff and eliminate the gender pay gap.</p> <p>Developing our workforce reporting processes to deliver quality data, offering diagnosis and solutions where possible.</p> <p>Throughout our recruitment processes find ways to maximise the existing skills and resource within the organisation and support internal development of existing staff.</p> <p>Develop an on-boarding and induction programme to orientate and on-board new employees to maximise productivity and engagement.</p> <p>Capture feedback from new employees to enable us to continually improve our recruitment, on-boarding and induction processes.</p>

Key Area	Intentions
Equality, Diversity and Inclusion	<p>Further develop statistical monitoring of workforce diversity and recruitment activity so that more granular analysis can be completed for different protected characteristics within the workforce.</p> <p>Review support mechanisms in relation to equality, diversity and inclusion, including reporting and investigation processes, freedom to speak up guardians, mediation, awareness raising and training.</p> <p>Deliver improvements in the CCG position against the indicators of the NHS Workforce Race Equality Standard.</p> <p>Report on the Gender Pay Gap for the organisation on yearly basis, and deliver on the associated action plan to reduce the Gender Pay Gap.</p> <p>Ensure that the CCG continues to fulfil the requirements to use the Disability Confident scheme (this replaced the Two Ticks Positive action scheme) and develop already existing support/processes for new and existing staff who have a disability. This work will be enhanced by introducing the NHS Workforce Disability Equality Standard (WDES)</p> <p>Review the NHS Equality Delivery System implementation and workforce equality objectives.</p>
Staff Benefits	<p>Develop and communicate effectively 'Our offer to you', to include:</p> <ul style="list-style-type: none"> • NHS Pension Scheme • Provision of pre-retirement courses, and support for phased working to retirement. • Promotion of NHS discount scheme. • Flexible working • Education, training and development opportunities • Health and wellbeing interventions • Reward and recognition • Social calendar

Key Area	Intentions
<p>Promoting an environment of openness, honesty and innovation.</p>	<p>Internal communications campaign to articulate and re-establish our vision, values and strategic objectives.</p> <p>Establish values based learning programme.</p> <p>Facilitate team workshops to create local meaning to strategic goals.</p> <p>Establish quarterly Leader's Forum to reduce silo working, develop collaborative working and improve networking.</p> <p>Promotion of incident reporting using case studies.</p> <p>Develop a physical and/or online poster exhibition to share best practice, learning and encourage the spread of ideas.</p> <p>Initiate a 'Dragons' Den' competition to encourage new ideas and innovation.</p> <p>Identify and develop opportunities for patients / service users / families / carers to be involved in staff activities through induction, training, patient stories, projects.</p> <p>Develop and embed a co-production model to be used throughout our work in the CCG.</p>

THEME 2 – Enriching working lives of staff

Key Area	Intentions
Health and wellbeing	<p>Develop a forward plan of health and wellbeing initiatives across the year, including access to classes, activities, and events which promote the self-care and prevention agendas in line with the national aims.</p> <p>Develop and improve communications and awareness of health and wellbeing interventions.</p> <p>Review our working environments and identify new ways to continue to improve the health and wellbeing of staff at work.</p> <p>Improve and educate staff on systems, processes and mechanisms to support health and wellbeing of staff, including Employee Assistance Programme, Occupational Health, attendance policy and flexible working.</p> <p>Continue quarterly reviews with the EAP and OH providers to further enhance analysis/interpretation of trends and explore interventions to address problem areas.</p> <p>Continue development of an EAP portal and apps for increased access to support/resources.</p> <p>Raise awareness of EAP support offered to family dependants.</p> <p>Review policies which impact on health and wellbeing of staff, e.g. flexible working patterns, flexible working plus, family friendly policies including special leave for parents and carers, childcare support, career breaks and counselling advice and support.</p>
Workforce Wellbeing Charter / Time to Change	<p>Explore the workplace wellbeing charter and consider seeking accreditation to identify gaps in and boost our offer to staff.</p> <p>Demonstrate commitment to staff in supporting mental health, including reviewing and refreshing our Time to Change action plan.</p> <p>Introduce Mental Health Awareness training for line managers to increase skills in spotting signs and promoting conversations about mental health.</p>

Key Area	Intentions
Health and Safety	<p>Review our Health and Safety Policy.</p> <p>Develop a robust risk assessment process and policy in place to ensure effective management of these risks.</p> <p>Seek to actively involve all staff in assessing and managing their own risks, through awareness and training initiatives.</p> <p>Employ a member of the senior leadership team to have overall accountability for health and safety.</p> <p>Promotion of incident reporting using case studies describing investigations and follow up action taken.</p> <p>Review arrangements for health and safety statutory and mandatory training e.g. Manual Handling and assistance with Assessments of Workstation ergonomics and Display Screen Equipment, identifying new and flexible methods of delivery where possible.</p> <p>Develop and implement a stress management toolkit for managers.</p>
Staff Engagement and Involvement	<p>Examine our staff survey results, developing detailed action plans where relevant.</p> <p>Establish a programme of themed staff focus/task groups to ensure staff are involved in initiatives which affect them, e.g. flexible working, staff recognition, training and development, sustainability.</p> <p>Develop our staff forum to refresh membership and train all our members to be effective staff representatives.</p> <p>Develop and raise awareness of South Staff Partnership Forum which engages members to discuss/comment on matters of mutual interest.</p> <p>Increase executive team presence in more informal settings e.g. joining bring and share lunches, allowing time in diaries to walk through the offices and talk informally to staff, being active on an online staff forum, regular podcasts / vlogs / blogs.</p> <p>Develop the monthly staff newsletter and HR Portal.</p> <p>Develop and implement an internal communications strategy.</p> <p>Review and develop the Intranet to ensure it is engaging and has an effective search function.</p> <p>Develop and launch online staff ideas forum.</p>

Key Area	Intentions
Staff Reward and Recognition	<p>Review and refresh staff recognition scheme.</p> <p>Hold awards ceremony as part of annual all staff event.</p> <p>Identify relevant regional and national awards and submit high quality applications.</p> <p>Develop our informal mechanisms and line management skills to ensure staff feel valued and recognised through initiatives including our online 'thank you' board, staff showcase sessions.</p> <p>Establish our new approach to incremental pay awards in line with the new agenda for change pay rules.</p>

THEME 3 – Developing a capable workforce

Key Area	Intentions
Induction	<p>A comprehensive induction programme will be developed which includes pre-induction processes, corporate induction, local induction programme and checklists, staff handbook, line manager's toolkit, and access to an in-house skills development programme.</p> <p>Induction will be reviewed regularly with feedback from new starters, updates to documentation, and changes in line with national developments in the NHS.</p>

Key Area	Intentions
Learning and Development	<p>Review and amend the learning and development policy to ensure access to learning opportunities is inclusive, fair and transparent.</p> <p>Develop a monitoring system to ensure annual appraisals are completed for all our staff, that everyone has a clearly defined set of objectives and a supporting development plan in place.</p> <p>Undertake an annual learning needs analysis to inform the training provision for the following year.</p> <p>Review and update our statutory and mandatory training requirements, improving our monitoring mechanisms.</p> <p>Creation of a Skills Development Programme whereby a menu of learning opportunities for new and existing staff will be available on a 6 month rolling programme to include commissioning, line management, chairing meetings, presentations, coaching skills, business and report writing, negotiating and influencing, resilience, and system working.</p> <p>Work with our partners in the health and social care system to jointly commission new and existing learning and development opportunities, and identify ways staff can learn together and from each other.</p> <p>Expectations of what it is to be a line manager will be clarified and learning opportunities developed to ensure those expectations can be met.</p> <p>Ensure that staff have a range of options for developing and extending their careers, supported by high quality role specific learning and development opportunities.</p> <p>Continue to review existing and explore new learning opportunities for staff.</p>
Leadership Development	<p>Develop and deliver a leadership pathway running through the organisational hierarchy to enable staff at all levels to access leadership development opportunities appropriate to their experience and aspirations, with access to 360 appraisal, coaching, mentoring, peer support, our internal supplementary skills development programme and a series of experiential / action learning sets to enhance and cement the learning.</p> <p>Develop system leadership development opportunity as part of the rolling skills development programme.</p> <p>Improve access to coaching and mentoring</p> <p>Create and deliver team development offer.</p>

Key Area	Intentions
Talent Management / Career Growth	<p>Develop annual talent review and process, with programme of development for top candidates.</p> <p>Develop menu of flexible learning opportunities and career options, empowering staff to take ownership of their own career development.</p> <p>Offer secondments into and out of the organisation from other NHS organisations, while maintaining continuity of service and accrued benefits.</p> <p>Review the impact of the appraisal system and process, involving staff at every stage.</p> <p>Enable managers to better support staff development through effective appraisals and 'talent conversations' via awareness campaigns and a rolling line management skills development programme.</p>
Workforce Succession planning	<p>Make better use of existing mechanisms, to identify opportunities to share resources including workforces.</p> <p>Develop the skills and competencies we require for an integrated workforce (new care pathways, new roles, new skill sets, working together).</p> <p>Working with partners to aid focus on workforce planning and development towards meeting future service plans and staffing needs whilst doing things differently.</p> <p>Develop a process of determining the human resource needs of the organisation.</p> <p>Ensure the tools are available for the CCG to create the correct number and type of jobs to meet these needs.</p> <p>Support the scale up of human resource capacity in time of surge.</p> <p>Recruit the right skills, knowledge and attitudes via valued based recruitment.</p> <p>Develop existing staff to ensure that the CCG can achieve both its current objectives and its longer-term strategic goals.</p> <p>Achieve the aims of the NHS Workforce Race and Disability Equality Standards, so there are equal opportunities to promotion and we achieve a diverse workforce at every level of the organisation.</p> <p>Develop our workforce reporting processes to deliver quality data, offering diagnosis and solutions where possible.</p>

Human Resources, Inclusion and Organisational Development

IMPLEMENTATION PLANS

Gap analysis in each of the areas of human resources, inclusion and organisational development has been undertaken as part of the development of this strategy. Although these areas are heavily interdependent, to ensure there is clear accountability for each area of work, three implementation plans have been developed to define the work programme for the next three years.

HUMAN RESOURCES IMPLEMENTATION PLAN

Link to Strategy	Proposed HR Action	Priority for:			
		2019/20	2020/21	2021/22	2022/23
Developing our brand	<p>Understanding of the CCG's Unique Selling Point (USP) - Raising awareness of USP.</p> <p>Develop the HR Portal and allow restricted access to newly appointed employees to have access to key information as part of the on boarding process.</p> <p>Establishing recruitment fares/events networks to allow planned attendance at events.</p> <p>Development of advertising/recruitment/induction literature.</p> <p>HR Services publication for staff on the CCG's intranet, in addition to HR Portal.</p>	Yes	Yes		
<p>HR Organisational Practice</p> <p>HR Policies</p> <p>Value Based Recruitment</p> <p>On-Boarding</p> <p>Induction</p>	<p>Development of an Organisational Change Toolkit to support staff and managers personally and professionally during transitions of change and in anticipation of system reforms. A comprehensive tool covering bite size sections on purpose, leadership, best practice, policy/processes, and support both personally and professionally.</p> <p>Review and development of HR policies, practice and managers guidance. Simplification of policies and one page descriptors of policy purpose and coverage. This will also provide supporting information at the first day HR induction.</p> <p>Development of work experience booklet to supplement honorary contracts for students in work placements.</p>	Yes	Yes as ongoing		

Link to Strategy	Proposed HR Action	Priority for:			
		2019/20	2020/21	2021/22	2022/23
	<p>Research into attraction and retention of senior managers, provide practical recommendations for future implementation including development of assessment centre offering.</p> <p>Development of a 'first day' HR induction specifically focused on HR information, practices and processes.</p> <p>Provision of HR workshops, practical case studies for management examples on all key HR activities including recruitment, probationary policy, absence management, performance management and disciplinary/grievance.</p> <p>Continuation of professional advisory guidance, support and coaching approach to employee relations case management. Enhanced case tracking/ESR recording and links to policy trigger points for more efficient case management.</p> <p>Continuation of STP HR/Workforce membership to implement the collaborative Strategic Intent document to commit to:</p> <ul style="list-style-type: none"> • Implement a process to enable staff to move more easily or facilitate easier transfer of staff within <ol style="list-style-type: none"> 1. individual organisations <i>and</i> 2. within the STP footprint • to be achieved by using links through respective organisational retention hotlines - <i>aim to foster greater options for retaining staff within the wider system;</i> • To participate in a STP wide rotation programme for Nurses (and other professionals) subject to successful pilot. <i>Shared learning from the Pilot will inform further</i> 	Yes			
		Yes			
		Yes			
		Yes			
		Yes			
		Yes			
		Yes	Yes as		

Link to Strategy	Proposed HR Action	Priority for:			
		2019/20	2020/21	2021/22	2022/23
	<p><i>rotational programmes to support maximum attraction opportunities with a potential focus on CHC Nurse attraction to the CCG.</i></p> <ul style="list-style-type: none"> To ensure that the organisation has clear mechanisms of ensuring that deteriorations in staff experience at departmental, divisional and corporate level, or by staff group, can be identified, managed and acted upon by <p>Development of materials to inform staff and managers of New Pay Progression Framework. Provision of staff briefing sessions and managers guidance with clarity on existing and new framework implementation requirements. Systems in place to support (see HR/OD systems)</p> <p>1.Facilitate portability of pre-employment checks and 2. statutory and mandatory training for NHS staff within the STP footprint</p> <p>Ensure responsibilities are met - Provision of employment legislation/HMRC changes and guidance to staff and managers, 2019 include:</p> <ul style="list-style-type: none"> EU Settlement Scheme Nationality exit Termination payments Changes to NHS Pension Scheme Workers right to a pay advice slip 	Yes	ongoing Yes		

Link to Strategy	Proposed HR Action	Priority for:			
		2019/20	2020/21	2021/22	2022/23
	<ul style="list-style-type: none"> Statutory rate and minimum and living wage changes Changes to enhanced shared parental leave <p>Ensuring valuable and meaningful HR input to the CCG's Learning and Growth Group.</p>	Yes	Yes as ongoing		
HR/OD Systems	<p>Provision of Electronic Staff Records and functionality developments supported by HR Briefing/training/guidance documentation/videos and drop in sessions for the following:</p> <ul style="list-style-type: none"> Annual Leave booking management system - <p>Development and extended use of absence recording and management including absence, carers leave, special leave</p> <ul style="list-style-type: none"> ESR appraisal recording Exit Interviews ESR online HR case management Establishment Control Management Talent & Qualifications <p>Resulting in better workforce reporting/monitoring/trend analysis.</p> <p>New Pay Framework recording process on ESR, national development of portlets for staff and managers to access and manage pay step reviews.</p> <p>In addition development of Silver Maple documentation into a provision of appraisal guidance for staff and managers to</p>	Yes			
		Yes			
		Yes			

Link to Strategy	Proposed HR Action	Priority for:			
		2019/20	2020/21	2021/22	2022/23
	<p>strengthen the existing appraisal process.</p> <p>Continuation of maintenance and development of HR Portal, including further improvements in a recruitment and payroll toolkit.</p> <p>Review current on- boarding procedures and deliver new or improved arrangements to include:</p> <ul style="list-style-type: none"> a. Ensuring recruitment procedures are fast effective, and offer feedback to candidates b. Maximising support opportunities to new starters in role including clear guidance on support, induction and training during the first year of role c. Capture feedback from new employees to continually improve recruitment, onboarding and induction processes. d. Maximising the opportunity for digital / innovative ways of keeping staff warm pending start in employment <p>To ensure a robust detailed understanding of employees' reason(s) for leaving including:</p> <ul style="list-style-type: none"> e. An exit survey system to ensure staff voice is collected on leaving the organisation 	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>Yes as ongoing</p> <p>Yes</p> <p>Yes</p>		

Link to Strategy	Proposed HR Action	Priority for:			
		2019/20	2020/21	2021/22	2022/23
	<p>f. A system or regularly reporting data to the organisation at corporate and local levels</p> <p>g. Provision of clear plans to demonstrate how survey feedback is acted upon and experience is improved</p> <p>h. To limit the number of ESR entries where the reason for leaving is 'other' or not known</p> <p>To review organisational approach to digital recruitment (including social media, web presence) to ensure maximum value and opportunity is exploited and to share experience and learning within the STP footprint.</p> <p>To commit to providing support, feedback and if necessary resources, to enable the creation of a STP wide advertising campaign to exploit the benefits of working in Hampshire and the Isle of Wight.</p> <p>To commit to working collaboratively on widening participation initiatives , for example, Armed Forces, the National Step Into Health programme, to maximise opportunities to increase workforce supply to match demand</p> <p>To continue to support the Attraction and Retention collaborative programme.</p> <p>Provision, management and reporting from the ConsultOD platform. Statutory and Mandatory requirements including</p>	Yes			
		Yes			
		Yes			
			Yes		
			Yes		
		Yes			
			Yes		

Link to Strategy	Proposed HR Action	Priority for:			
		2019/20	2020/21	2021/22	2022/23
	updated courses as appropriate. At the time of reprocurement explore other Statutory and Mandatory platforms options available to provide CCG needs.				
Equality, Diversity and Inclusion	<p>Produce the Gender Pay Gap report.</p> <p>Provide regular workforce Reporting and seeking regular feedback/suggested improvements to ensure continually fit for purpose.</p> <p>Shared resources from SCW customers e.g training unconscious bias and Equality and Diversity inclusivity.</p> <p>Provide evidenced based valuable HR input into the EDS2 workstream.</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>Yes as ongoing</p> <p>Yes</p>		
Staff Benefits	<p>A review of existing and promotion of a range of staff benefits, and develop and communicate 'our offer to you' focus:</p> <p>Ensure continued provision of pre-retirement courses and encourage younger employees to attend as key decisions may need to be made so awareness at the beginning of their careers for their future pension benefits.</p> <p>Promotion of staff discounts scheme and development of resources to raise awareness to employees.</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p>			
Health and Safety	Ensure on-going provision and performance management and delivery of Occupational Health services and Employee Assistance Programme.	Yes			

Link to Strategy	Proposed HR Action	Priority for:			
		2019/20	2020/21	2021/22	2022/23
	<p>Managers referrals – online portal implementation, greater information governance protection and more efficient and faster access to information/reports.</p> <p>Pregnancy risk assessments/breastfeeding mothers – development of a maternity information pack for expectant mothers.</p> <p>Continuation of ConsultOD reporting of Statutory and Mandatory compliance for review/monitoring.</p>	Yes			
Staff Engagement and Involvement	Continue to facilitate a ‘virtual’ South Staff Partnership Forum to ensure communication, negotiation with trade unions on behalf of the CCG’s across Hampshire and Isle of Wight.	Yes			
Health and Wellbeing	<p>Awareness of Health and Wellbeing (H&W) initiatives and H&W calendar events and resources.</p> <p>Establish a clear process to share H&W resources with Communications for dissemination to staff in required format.</p> <p>Development of stress management toolkit.</p> <p>Development and publication of Occupational Health (OH) and Employee Assistance Programme (EAP) resources available to staff.</p> <p>Provision of service awareness and drop in sessions</p> <p>Maintain OH and EAP services for the CCG – Fulfil procurement requirements on behalf of the CCG. Service management and</p>	Yes			
			Yes		

Link to Strategy	Proposed HR Action	Priority for:			
		2019/20	2020/21	2021/22	2022/23
	<p>service improvements developments including OH online Portal.</p> <p>Ensure two way feedback between the CCG and the OH and EAP providers through the HR service meetings.</p> <p>Review data metrics to inform H&W interventions/initiatives.</p> <p>Disseminate employee newsletters on H&W matters.</p>	Yes			
Workforce Wellbeing Charter/Time to Change	Explore the HR offer of Mental First Aider Training for line managers.	Yes			
<p>Learning and Development</p> <p>Leadership Development Talent Management/Career Growth</p> <p>Workforce Succession Planning</p>	<p>Assist the CCG in their OD allocation to fit CCG needs/priorities. Continuing to offer flexible utilisation of allocation including consultancy, diagnostics or training.</p> <p>Development of Line Manager Training offer (as detailed under HR Practices) and in addition development of line manager toolkits.</p> <p>Provide additional support, outside of the SLA, at agreed rates as requested</p> <p>Continuation and development of workforce metrics</p>	Yes			
Staff Reward and Recognition	Development of materials to demonstrate the benefits of the New Pay Progression Framework to engage and retain employees (see details re pay progression under HR practice and HR/OD systems)	Yes			

INCLUSION IMPLEMENTATION PLAN

The CCG uses the Equality Delivery System (EDS2) as a framework to progress fairness and inclusion for staff. In line with EDS2 guidance we have worked together with staff representatives to identify a list of actions to improve equality, diversity and inclusion.

The actions set out here are provisional and will be subject to further staff consultation in April 2019. In partnership with staff, we will also prioritise which actions are completed in each of the next four years (2019/20 to 2022/23). The prioritised actions will become the CCG Equality Objectives so we comply with the specific equality duty.

Theme	Proposed inclusion action	Priority for:			
		2019/20	2020/21	2021/22	2022/23
Being an employer of choice	Use diverse staff stories to support culture change and 'living our values'	Subject to further consultation			
	Address gender imbalance at lower pay bands through: <ul style="list-style-type: none"> • Targeted job advertisement • Use male friendly wording in adverts, person spec, job description (for example spell out opportunities for career progression) • Implement plan for mixed gender recruitment panels 	“			

Theme	Proposed inclusion action	Priority for:			
		2019/20	2020/21	2021/22	2022/23
	To enhance our analysis of recruitment practices, complete a more detailed analysis of applicants who are not shortlisted to understand why	“			
	Benchmark equality and inclusion against sector, professional groups and 5 comparator CCGs instead of local population	“			
	Complete the work (currently underway) with Continuing Health Care Team to improve guidance for staff when responding to abuse, bullying and harassment from relatives staff from other organisations	“			
Being an employer of choice	<p>Increase routes for staff to report concerns or experience of bullying or harassment:</p> <ul style="list-style-type: none"> • Introduce more Freedom to Speak Up Guardians • Strengthen and publicise anonymous routes 				

Theme	Proposed inclusion action	Priority for:			
		2019/20	2020/21	2021/22	2022/23
Enriching working lives for staff	Increase staff awareness about shared paternity leave and carers leave	“			
	Promote fatherhood using staff stories so that it is recognised and celebrated as much as motherhood				
	Feedback at the workshop highlighted that there is differential access to flexible working options for lower pay bands compared to managers within the Continuing Health care Team. Complete research and staff engagement to better understand whether employees on lower pay bands experience differential access define this clearly and consider options for change (this may include making a case for mobile IT equipment for lower pay bands)				
	To look at research and best practice in other sectors to identify a measure of productivity we can use to evaluate flexible working options at the CCG				

Theme	Proposed inclusion action	Priority for:			
		2019/20	2020/21	2021/22	2022/23
Developing a capable workforce	Create developmental roles and associated learning and development opportunities to help staff progress (with a focus on progression from Band 5 or 6 to 7)				
	<p>Feedback from staff highlighted that there may be differential access to training for staff on lower pay bands. This prompted a number of actions (some of which we were planning to do anyway):</p> <ul style="list-style-type: none"> • Add to Line Manager training importance of their role in ensuring fair access and recording training that is undertaken • Promote directory of training and development opportunities (one-stop L&D page on intranet) • Develop regular 'offer' of skills training (to include Presentation Skills, Negotiation Skills, Chairing Meetings) • Extend offer so not just training courses, for example Shadowing 				

Theme	Proposed inclusion action	Priority for:			
		2019/20	2020/21	2021/22	2022/23
Developing a capable workforce	<p>Linked to review of Learning and Development Policy (currently underway) ensure amended policy enables:</p> <ul style="list-style-type: none"> • Fair access for lower pay bands and part-time staff • Broader range of learning opportunities • Improves recording of training undertaken • Supports access to training delivered by local provider trusts 				
	<p>Improve feedback loop and value for money by ensuring staff that attend training courses share the learning with colleagues/ directorate/ organisation (this could include practicing the skills learnt – for example after attending a Presentation Skills course employee facilitates a presentation about what they learnt)</p>				

ORGANISATIONAL DEVELOPMENT IMPLEMENTATION PLAN

Theme	Aim	Work Programme		
		Year 1 (2019/20)	Year 2 (2020/21)	Year 3 (2021/22)
Being an employer of choice	Developing our brand	Development of internal communications strategy and design brand and visual identity for WHCCG via engagement with staff.	Develop our intranet to improve layout and ease of access to key information.	
	HR Organisational Practice	Review statutory and mandatory training provision, recording and reporting mechanisms.		
	HR/OD Systems	Support implementation of new pay progression framework via a package of engagement with staff. Ongoing appraisal training to provide clear links to the pay progression framework.	Ongoing appraisal training for new starters and existing staff. Review appraisal system.	Revisit staff engagement programme to communication key changes for existing staff to their pay progression framework. Ongoing appraisal training for new starters and existing staff.
	HR Policies	Review and refresh learning and development policy with engagement from staff. Review and refresh flexible working policy with engagement from staff.		Review and refresh learning and development policy. Review and refresh flexible working policy with engagement from staff.
	Values Based Recruitment and On-boarding	Review and develop new induction programme for new starters. Support values based recruitment, in-boarding and induction processes via line manager's development programme.	Support review of values based recruitment and on-boarding processes.	

Theme	Aim	Work Programme		
		Year 1 (2019/20)	Year 2 (2020/21)	Year 3 (2021/22)
	Equality, Diversity and Inclusion	<p>Consider training additional freedom to speak up guardians.</p> <p>Deliver inclusion workshop at annual all staff event.</p> <p>Introduce menu of development opportunities for staff including induction, awareness Wednesdays, courageous conversations, line management development programme.</p>	<p>Review and refresh delivery of development opportunities to ensure equality, diversity and inclusion is weaved through all initiatives.</p>	
	Staff Benefits	<p>Internal communications campaign to describe our offer to staff.</p>		
	Promoting an environment of openness, honesty and innovation.	<p>Internal communications campaign to re-establish vision, values and strategic objectives.</p> <p>Cross team activities at all staff event.</p> <p>Support launch and embedding of digital strategy.</p> <p>Establish basic IT skills training programme.</p> <p>Establish Leader's Forum.</p> <p>Develop patient stories to be read at key committee meetings and published on staff intranet.</p> <p>Run Dragon's Den initiative.</p>	<p>Facilitate team workshops to create local meaning to strategic goals.</p> <p>Establish values based learning programme.</p> <p>Raise profile of freedom to speak up guardians.</p> <p>Promotion of incident reporting.</p> <p>Poster exhibition to share best practice.</p> <p>Develop and launch online staff ideas forum.</p>	<p>Identification of cross functional projects.</p> <p>Release of staff for project participation.</p> <p>Establish Quality Improvement programme.</p> <p>Develop a pool of patient representatives / peer specialists to amplify the patient voice on committees and service improvement programmes.</p> <p>Develop a co-production model used throughout our work in the CCG.</p>

Theme	Aim	Work Programme		
		Year 1 (2019/20)	Year 2 (2020/21)	Year 3 (2021/2022)
Enriching working lives for staff	Staff Engagement and involvement	<p>Review staff survey results, develop and implement action plans. Demonstrate and feedback to staff on actions taken.</p> <p>Establish programme of themed staff focus/task groups.</p> <p>Review and refresh staff forum, providing training upon re-establishment.</p> <p>Develop internal communications strategy.</p>	<p>Generate greater insight through triangulation of workforce, performance and staff survey data.</p> <p>Develop and launch online staff ideas forum.</p> <p>Continue themed staff focus / task groups.</p> <p>Review effectiveness of staff forum.</p>	<p>Improve response rate to staff survey.</p> <p>Run an innovation / 'breaking the cycle' event.</p>
	Reward and Recognition	<p>Review and refresh staff recognition scheme.</p> <p>Identify key regional and national awards and submit high quality applications</p>	<p>Further develop our proactive approach to submissions for national award schemes.</p>	<p>Hold internal annual awards event.</p>

Theme	Aim	Work Programme		
		Year 1 (2019/20)	Year 2 (2020/21)	Year 3 (2021/2022)
	Health and Wellbeing Interventions	<p>Identify existing opportunities for staff and raise awareness.</p> <p>Further develop staff health and wellbeing plan.</p> <p>Identify ways to support mental health at work including introducing resilience training for all staff.</p> <p>Review and refresh flexible working policy with engagement from staff.</p>	<p>Review impact of health and wellbeing interventions.</p>	<p>Explore additional staff support mechanisms, e.g. Schwartz rounds, peer support.</p>
	Workforce Wellbeing Charter/Time to Change	<p>Review and refresh Time to Change action plan.</p> <p>Review workforce wellbeing charter requirements and undertake gap analysis.</p>	<p>Work towards achieving the workplace wellbeing charter.</p> <p>Gain mindful employer status.</p>	<p>Achieve and maintain workplace wellbeing charter.</p>
	Health and Safety	<p>Review statutory and mandatory training provision, recording and reporting mechanisms.</p>		

Theme	Aim	Work Programme		
		Year 1 (2019/20)	Year 2 (2020/21)	Year 3 (2021/2022)
Developing a capable workforce	Induction	Review new induction process and programme for all staff.	Review and further develop induction programme.	
	Learning and Development	<p>Embed new appraisal process.</p> <p>Refresh learning and development policy.</p> <p>Conduct learning needs analysis and develop organisational training plan.</p> <p>Establish expectations of line managers and line manager's development programme and toolkit to support.</p> <p>Rolling skills development programme to include 'Working in a healthcare system'</p> <p>Create and test apprenticeship schemes.</p> <p>Work with our partners in the health and social care system to jointly commission new and existing learning and development opportunities</p>	<p>Set up organisational apprenticeships programme.</p> <p>Conduct learning needs analysis and develop organisational training plan.</p> <p>Ongoing work with partners in health and social care to offer development opportunities for staff.</p>	<p>Develop experiential learning opportunities.</p> <p>Establish a system for recording learning needs online.</p>

Primary driver	Secondary driver	Work Programme		
		Now (Oct 18 – Mar 19)	Year 1 (2019/20)	Year 2 (2020/21)
Developing a capable workforce	Leadership Development	<p>Set up leader's forum.</p> <p>Develop leadership development pathway to include 360 appraisal, peer support and leadership programme.</p> <p>Improve access to coaching and mentoring</p> <p>Create team development offer.</p>	Leadership development pathway to include 'system leadership'	<p>Affina OD team development journey.</p> <p>Run joint leadership conference with partners.</p>
	Talent Management / Career Growth	Identify, develop and support new graduate management trainee work placements.	<p>Establish talent review board.</p> <p>Investigate provision of career coaching.</p>	Establish rotational posts across STP.
	Workforce Succession Planning		Support HR and line managers / teams to identify key roles, consider skill mix of team and look at new roles, including apprenticeships.	

BLANK PAGE