

**NHS DORSET CLINICAL COMMISSONING GROUP
ORGANISATIONAL DEVELOPMENT FRAMEWORK IMPLEMENTATION PLAN 2017/2018 - 2018/2019**

THEME	OBJECTIVES	DELIVERABLES	LEAD	TIMESCALE	STATUS
1. GOVERNANCE, SYSTEMS AND PROCESSES	1.1 Review the constitution to ensure that the CCG has the appropriate governance structure in place, which supports effective decision making.	<ul style="list-style-type: none"> Develop and implement proposals in response to the need for robust governance in respect of the STP, the implementation of transformational programmes and the transition to an Integrated Care System. 	Integrated Care System Programme Team	Early 2019	ICS Programme established, draft governance arrangements being developed Dorset Quality Surveillance Group established
	1.2 In the context of the STP assess the CCG's performance and ability to deliver based on information (data) and insight, leading to the development of fit for purpose strategic objectives.	<ul style="list-style-type: none"> Design a mechanism which tests our capacity and capability to deliver and support the implementation of our strategic objectives, now and in the future. 	All Directorates	December 2018	A review of the CCG's corporate objectives, and appraisal process, to be undertaken with involvement of staff.
	1.3 Work in collaboration with our NHS and LA partners to develop a consistent understanding and approach to transformation understanding the impact on individual and collective organisational	<ul style="list-style-type: none"> Ensure that the transformational programmes and outcomes are explicitly linked to STP delivery and Dorset's progress towards an Integrated Care System. 	System Integration Directorate supported by all Directorates	April 2018 - March 2019	Continued development through designated sessions for SLT, SPB, GB, ICS East and West Groups established

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	structure, process and decision making arrangements	<ul style="list-style-type: none"> Work closely with partners and other CCGs/ organisations to learn from best practice 	All directorates	Ongoing	CCG actively engaged National and NHSE groups and networks
	1.4 Make good use of relevant data, research and evidence to inform decision making	<ul style="list-style-type: none"> Continue to design and embed a system leadership approach to transformational change, providing opportunities to drive change and implement transformational programmes 	System Integration Directorate in association with the Dorset Workforce Action Board (DWAB)	Ongoing	Dorset's Workforce Delivery Team established and a number of deliverables already commenced.
	1.5 As a responsible partner fulfil obligations to support the success and evolution of the Primary Care Workforce Centre	<ul style="list-style-type: none"> Develop the vision and business case for the expansion of the PCWC into the One Dorset Workforce Centre 	Engagement and Development	Ongoing	Primary Care Workforce Centre now formally part of the Dorset Workforce Delivery Team, with extended funding for a further 2 years.
	1.6 Establish a common understanding of new contractual models and organisational forms across Dorset which support Primary Care transformation	<ul style="list-style-type: none"> Continue to review and develop the primary care support offer linked to the emerging ICS national offer 	System Integration Directorate supported by other Directorates	Ongoing	Embedded as a work stream in the ICS programme. Active involvement in national groups, networks and forums

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		<ul style="list-style-type: none"> Co-design an Organisational Development Framework for general practice which supports the delivery of the Primary Care Commissioning Strategy Continue to design and deliver themed action learning set events for senior clinicians and managers across the system based on national best practice models of delivery e.g. ACO, MCPs as a pre-requisite for a wider system leadership programme 	<p>Primary and Community Care Directorate supported by the Engagement and Development Directorate</p> <p>System Integration Directorate supported by the Dorset Workforce Action Board</p>	<p>Early 2019</p> <p>Ongoing</p>	<p>Draft Primary Care Organisational Development Plan developed, currently seeking feedback to inform and evolve.</p> <p>'Walking in the Same Direction' Clinical Leadership Development Programme established and launched.</p>
2. VALUES, BEHAVIOURS AND RELATIONSHIPS	<p>2.1 Understand and support the wellbeing of our workforce through confident and competent line management support</p> <p>2.2 Support the development of a culture which</p>	<ul style="list-style-type: none"> Continue to assess and support the resilience of our workforce, taking account of HSE guidelines and organisational workplace responsibilities Further enhance and embed the cultural change plan, 	<p>Engagement and Development Directorate</p> <p>Engagement and Development</p>	<p>Ongoing</p> <p>April 2018 – March 2019</p>	<p>Tailored line manager development introduced from August 2018.</p> <p>People and Culture Programme developed and</p>

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	encourages and drives individual and team performance, holds people to account to deliver and act as ambassadors of the organisation and its values	empowering teams and individuals to shape and evolve the organisational culture	Directorate supported by all Directorates		endorsed by the GB in April 2018. Discovery Phase completed in October 2018. Design Phase to commence in November 2018.
	2.3 Develop and embed an ethos of customer and staff satisfaction, aligned to internal and external assurance activity and scrutiny	<ul style="list-style-type: none"> Ongoing review and implementation of the staff engagement approach recognising staff commitment and achievements 	Engagement and Development Directorate	Ongoing	Embedded as part of the People and Culture Programme
	2.4 Review and align the implementation of the Engagement and Communications Framework 2016/2017-2017-2018	<ul style="list-style-type: none"> Utilise the workforce scorecard and target team support and continue to support line managers and staff to participate in and understand the value of meaningful appraisals 	Engagement and Development Directorate	Ongoing (annual launch)	Embedded as part of the People and Culture Programme
	2.5 Foster the confidence and trust of our members, stakeholders, partners and workforce demonstrating our commitment to listen and respond to their feedback and counsel, which will	<ul style="list-style-type: none"> Actively and positively respond to the CCG's 360 stakeholder survey and staff survey Ensure full implementation of the CSR decision making as part of Dorset's STP. 	Engagement and Development Directorate All Directorates	April 2018 – March 2019 Ongoing	Embedded as part of the People and Culture Programme Implementation planning through STP Portfolio Boards

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	shape and inform the transformational programmes and our day to day business				
	2.6 Continue to develop and embed our role as confident and consistent leaders, enabling us to build stronger and more meaningful relationships with partners	<ul style="list-style-type: none"> Continue to review and shape the culture of the CCG, empowering the CCG workforce to respond to the changing needs of the organisation through meaningful and transparent engagement and communications 	Engagement and Development Directorate supported by all Directorates	Ongoing	Embedded as part of the People and Culture Programme 'Walking in the Same Direction' Clinical Leadership Development Programme established and launched.
	2.7 Ensure that leadership and management development enhances and supports succession planning across the commissioning support structures	<ul style="list-style-type: none"> CCG to fully engage in the system leadership opportunities and activities, facilitating and driving the changes as required internally and across the system 	Engagement and Development Directorate in association with the Dorset Workforce Action Board	Ongoing	The Leadership and Talent Management Framework was developed and launched in October 2018.
	2.8 Ensure a clear focus on governing body development and clinical succession planning	<ul style="list-style-type: none"> Ensure alignment and relevance of CCG Workshops, portfolio reviews and membership engagement activities maximising relevance and audience engagement 	Engagement and Development Directorate	Ongoing	Annual reviews commenced in September 2018 to inform a review of roles and responsibilities and a Training Needs Analysis.

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	2.9 Ensure the development and implementation of a learning and development plan aligned to the organisational needs analysis to deliver transformational leadership and enhance staff personal effectiveness	<ul style="list-style-type: none"> Develop and commission resources and interventions which encourage and enable the Governing Body, executive team and wider CCG workforce to review their individual and collective and personal effectiveness and team cohesive Review the Governing Body and Clinical Leadership portfolios aligned to focused delivery and measurable outcomes. 	<p>Engagement and Development Directorate</p> <p>Engagement and Development Directorate</p>	<p>September 2018</p> <p>December 2018</p>	<p>Training Needs Analysis produced for 2018/2019, work already commenced to address the development needs identified.</p> <p>Annual reviews commenced in September 2018 to inform a review of roles and responsibilities and a Training Needs Analysis.</p>
		<ul style="list-style-type: none"> Analyse the outcome of the 2017/2018 appraisals and design, commission and/or deliver training and development support for staff. Ensure that robust and meaningful annual review meetings take place with all Governing Body members and clinical leaders. 	<p>Engagement and Development Directorate</p> <p>Engagement and Development Directorate</p>	<p>November 2018</p> <p>December 2018</p>	<p>Embedded as part of the People and Culture Programme</p> <p>Annual reviews commenced in September 2018</p>

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3. ORGANISATIONAL STRUCTURES	3.1	Review, as appropriate the organisational structure of the CCG to ensure that they remain fit for purpose and responsive to the needs of the organisation	<ul style="list-style-type: none"> Review the functions and ways of working to support the transition to an ICS Commence a programme of work to look and improve the CCG's working environment. 	<p>All Directorates with Chief Officer oversight</p> <p>Engagement and Development Directorate</p>	<p>Ongoing</p> <p>January 2019 – April 2019</p>	<p>Continue to review in line with target running costs programme.</p> <p>To engage staff through a range of mechanisms to inform the changes.</p>
	3.2	Engagement with the Business Support Services Review, remaining clear about the core function and business of the organisation	<ul style="list-style-type: none"> Continue to work with partners to maximise opportunities to work across organisations and remain flexible to the potential for individuals and teams to work within different structures 	Finance and Performance Directorate	November 2017- March 2018	Completed, limited impact in terms of functions and structures
	3.3	Establish an organisational approach to role based working, ensuring that we focus the right skills in the right place at the right time	<ul style="list-style-type: none"> Support the delivery of a One Dorset approach to recruitment, retention and deployment of workforce linked to talent management. Continue to identify and embed the impact and 	<p>Engagement and Development Directorate</p> <p>System Integration</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>Dorset's Workforce Delivery Team established</p> <p>As above</p>

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		wider benefits of a role based approach across the CCG, building on what is already working well and the areas of greatest priority linked to ICS, STP delivery and BAU.	Directorate supported by the Engagement and Development Directorate		