



**Dorset
Clinical Commissioning Group**

NHS Dorset Clinical Commissioning Group

Organisational Development Framework 2019/2020 to 2020/2021



Supporting people in Dorset to lead healthier lives

PREFACE

The Organisational Development Framework sets out the way in which we will evolve and develop our organisation, ensuring that we have the capacity and capability to deliver our strategic and system wide objectives in Dorset.

All managers and staff (at all levels) are responsible for ensuring that they are viewing and working to the current version of this procedural document. If this document is printed in hard copy or saved to another location, it must be checked that the version number in use matches with that of the live version on the CCG intranet.

All CCG procedural documents are published on the staff intranet and communication is circulated to all staff when new procedural documents or changes to existing procedural documents are released. Managers are encouraged to use team briefings to aid staff awareness of new and updated procedural documents.

All staff are responsible for implementing procedural documents as part of their normal responsibilities, and are responsible for ensuring they maintain an up to date awareness of procedural documents.

A	SUMMARY POINTS
	<ul style="list-style-type: none"> • The Organisational Development Framework sets out the way in which we will evolve and develop our organisation under the themes of; <ol style="list-style-type: none"> 1. Governance, Systems and Processes 2. Values, Behaviours and Relationships 3. Organisational Structures
	<ul style="list-style-type: none"> • The Organisational Development Framework is supported by an Implementation Plan which sets out how the ambitions of the framework are realised.

B	ASSOCIATED DOCUMENTS
	<ul style="list-style-type: none"> • The Engagement and Communications Framework

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Version No	Review Date	Author and Job Title	Level of Consultation
3	15 May 2019	Eleanor Parson	<p>Staff engagement via annual NHS staff survey and 2018 culture survey.</p> <p>Stakeholder engagement via annual stakeholder survey.</p> <p>Feedback from senior staff to inform the final version April 2019.</p>

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Evidence	Hyperlink (if available)	Date
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G DISTRIBUTION LIST			
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CONTENTS		PAGE
1.0	Introduction	6
2.0	National and Local Context	6
3.0	Outcome Measures	8
4.0	Our Organisational Development Approach	9
5.0	Implementation	12
6.0	Roles and responsibilities	12
7.0	Monitoring compliance and effectiveness of the document	12
APPENDICES		
A	Summary of Progress and Insight	13
B	Implementation Plan from 2019	20
C	Equality Impact Assessment	27

ORGANISATIONAL DEVELOPMENT FRAMEWORK 2019/2020 TO 2020/2021

1. INTRODUCTION

- 1.1 The organisational development framework has been reviewed and refreshed to align and enable the delivery of our two-year Operational Plan 2019/2020 to 2020/2021. The framework sets out the way in which we will continue to evolve and develop, ensuring that we have the capacity and capability to deliver our strategic and system wide objectives in Dorset.
- 1.2 Organisational development is at the heart of what we do and what we achieve. As an established and dynamic organisation, we recognise the importance of reflection and development, both in terms of our structures, systems and processes and also our approach and focus on relationships, values and behaviours. This is reflected in our focus which has gained momentum and pace since we became a Clinical Commissioning Group (CCG) in April 2013. We are an organisation that is confident to face challenges, but more importantly take bold and courageous steps to meet those challenges. Our profile locally and nationally is strong and increasing. We are one of the leading areas nationally developing as an integrated care system, and are becoming the first point to pilot new ways of working.
- 1.3 Our clinicians are at the forefront of the planning and decision-making. The work that we are doing and the decisions that we are making as an organisation, and as part of a system, will have potentially far reaching implications for the way health and care services are organised and delivered across Dorset. If the NHS in Dorset is to have sustainable health and social care services that are fit for the future, then we will need to continue to work collaboratively across the health and care system, hand in hand with our stakeholders, partners and providers, to make courageous decisions regarding how local services are best provided and delivered. Courageous decisions require confident leadership and meaningful stakeholder engagement, therefore the relationship between the organisational development framework and the engagement and communication framework is paramount to our success.

2 NATIONAL AND LOCAL CONTEXT

Sustainability and Transformation Plans

- 2.1 In 2014, NHS England published the Five Year Forward View to provide a clear picture of the scale of change that local health and care systems need to deliver. We have a successful track record and strong commitment to collaborative working across our health and care system. This has been fundamental to our ability to build a plan of this scale and ambition and has

enabled us to work together as the Dorset Sustainability and Transformation Plan (STP) footprint. Our collective vision and commitment to change our system, to meet the needs of local people and deliver better outcomes, puts us in an excellent position to deliver. “Our Dorset”; which encapsulates our collective vision, has been shaped by the views of clinicians, staff and local people and developed by leaders from across our health and social care system.

- 2.2 At a local level, we have three interconnected programmes of work to drive forward “Our Dorset” STP. Over the next 12 months this plan will be updated, particularly in the context of the NHS Long Term Plan.



Figure 1: Needs based approach to the Sustainability and Transformation Plan programmes

- 2.3 In 2018, NHS England published the NHS Long Term Plan. The NHS Long Team Plan aims to tackle head-on the pressures staff face within existing resources, and accelerate the redesign of patient care to future-proof the NHS for the decade ahead. Over the coming months, we will be compiling an integrated response to the NHS Long Term Plan for Dorset through public and staff engagement.
- 2.4 To ensure our staff can see the connection between these wider system and national plans, we have involved them in shaping the local CCG objectives for 2019/2020. This work has been extended to set out and define for staff our top priorities for our organisation.



Figure 2: CCG Objectives 2019/2020

3 OUTCOME MEASURES

3.1 We know that the environment that we operate within is increasingly challenging and as a leadership organisation operating in a complex system we must remain flexible and agile. We use a range of outcome measures to assess and evaluate our success, responsiveness and areas that need improvement.

NHS England Improvement and Assessment

3.2 We are currently rated 'green' overall in our 2017/2018 NHS England Improvement and Assessment Framework with the 2018/19 assessment pending formal endorsement. This reflects our progress and work across the system to achieve better outcomes for patients.

Surveys

- 3.3 We have seen continuous improvements in NHS England's commissioned 360-degree stakeholder results, however there is more we can do. Building relationships is therefore one of our top priorities for 2019/2020. Whilst the questions have changed in 2019, we can see some comparison with previous annual surveys. Our main areas of improvement over the last few years were;
- in our role as an effective system leader
 - in the working relationship we have with stakeholders
 - in our engagement with the right people in commissioning decisions.
- 3.4 Internally, the test of our organisation's health is through the national annual staff survey. In 2015 78% of staff completed the survey; this has grown year on year with over 86% of staff completing the survey in 2018. In response to the feedback from staff, the CCG embarked on an ambitious People and Culture Programme, which included a culture survey in 2018. The feedback and comments from staff across both surveys have been extensively reviewed and are reflected in the attached appendices.

Local Insight

- 3.5 We have involved our Governing Body members in the culture survey in 2018. From their insight, and that of other stakeholders, we will be increasing the opportunities to self-reflect, share and learn together to inform the way we develop as an organisation.

4 OUR ORGANISATIONAL DEVELOPMENT APPROACH

- 4.1 Accepting the complexity of the environment and the changing dynamics, our organisation development approach is responsive to this. The framework captures the three themes which we believe best define our organisational development priorities and resonate with our mantra for meaningful, transparent and flexible organisational development solutions. This section provides an overview of the themes and highlights some of the significant drivers which will influence our approach. Whilst described separately the three themes are mutually dependant on each other.

Theme 1: Governance, Systems and Processes

- 4.2 We have a strong track record of delivery in this area. Adequate systems and processes are of vital importance in order for us to sustain a high level of Corporate Governance. As we continue to develop as an integrated care system the complexity of working together will demand greater clarity on governance, better communication and improved systems to drive efficiency and collaboration. ***We will work in partnership with partners and***

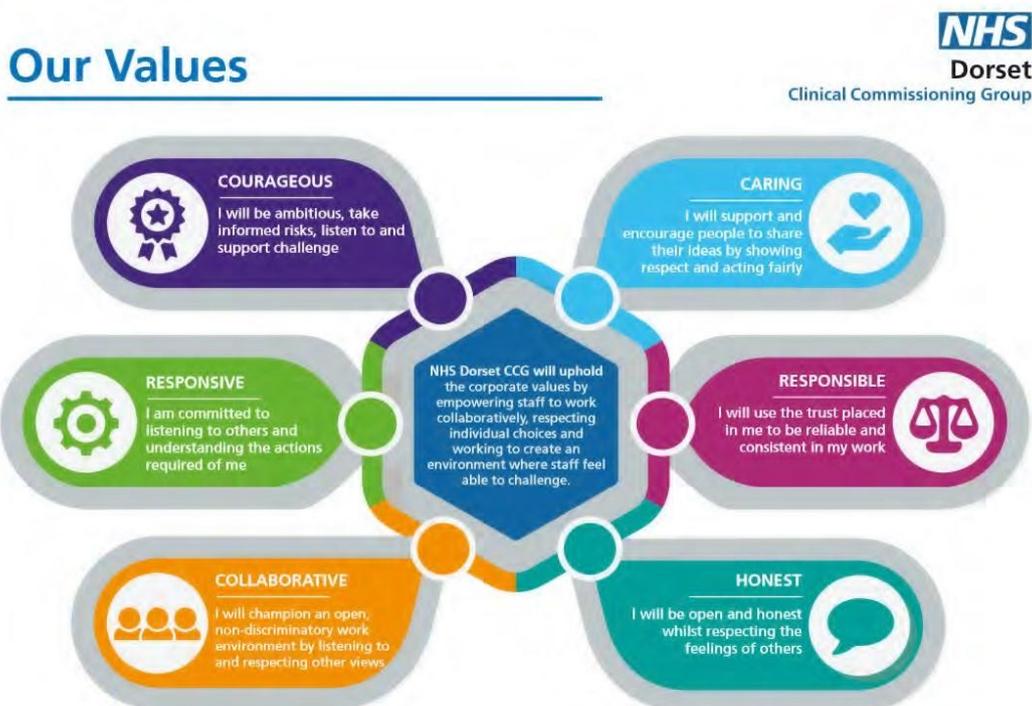
stakeholders to create a shared vision and direction for health in Dorset, ensuring a clear set of shared priorities and objectives.

4.3 We continue to support our ambitious plans to transform the ways services are delivered in Dorset. In 2019/2020 we will continue to give focus to support the formal merger of the two hospitals in the East of the county, and key programmes of work including the One Acute Network and specialities such as elective care. **We will work in partnership to deliver the transformational changes needed for health services in Dorset.**

4.4 In 2019, we will also see emerging Primary Care Networks bringing strength and partnership into communities. This in turn may impact the changing role of the Governing Body and how member organisations are represented, with increasing need for provider as well as commissioning leadership. **We will Continue to support the opportunities to strengthen the primary care voice within the system including through the new Primary Care Networks.**

Theme 2: Values, Behaviours and Relationships

4.5 The CCG is a large membership organisation, leading a dynamic and ambitious review of health services, working in collaboration with partners and the public our vision and mission has been at the forefront of our work. From feedback from staff, our values have been reviewed and refreshed to support the development of our culture. The descriptions of each value were developed by staff and connect with and capture the behaviours expected from staff.



Figure

3: CCG Values revised and relaunched in 2019

- 4.6 We have completed the discovery and design phase of our People and Culture Programme. We have gained great insight from staff about how we need to develop our culture and create a great place to work. The actions identified are captured in the Organisational Development Implementation Plan. Changing organisational culture is a continuous process which takes time. We are at the beginning of our journey and, so far, we have had excellent engagement and feedback from staff. We will self-reflect, share, learn and test our progress over the next 12 to 24 months. **We will implement areas of improvement identified by staff and the Culture Champions as part of the CCG's People and Culture Programme.**
- 4.7 Self- reflection and insight has been and will remain at the forefront of our approach to developing relationships and credibility as system leaders. We invest time, energy and effort in developing our Governing Body, clinical and executive leaders. We encourage them to focus on real time issues and dynamics and wrap support around them based on their personal style, approach and leadership needs. We encourage honest and open conversations, individually and collectively and we remain receptive and responsive to feedback. This approach has proved successful, our succession planning has been positive and we continue to plan for future changes. **We will develop relationships with partners and stakeholders, foster confidence and build trust to deliver the shared vision of delivering quality health services locally.**
- 4.8 Staff engagement is a simple concept yet it can be incredibly complex to achieve and maintain. We know that our staff are our greatest asset and we will encourage and support our staff to engage fully in our organisation. This ranges from training and development to support and wellbeing. We place a high emphasis on line management relationships and we support our line managers to fulfil their roles. **We will implement areas of improvement identified by staff and the Culture Champions as part of the CCG's People and Culture Programme.**

Theme 3: Organisational Structures

- 4.9 Our internal commissioning support structure aims to provide responsive support provided by a dedicated workforce. The creation of an effective organisational structure has driven the way we deliver this support in order to achieve our strategic objectives. The structure has provided the appropriate framework for decision making to be clinically led with effective leadership at every level of the organisation. Our aim is to continue to develop a more flexible structure which responds to the changes needed to deliver our shared system objectives and priorities.
- 4.10 From a system wide perspective and in response to the “Our Dorset” STP, we know that we need to be organised differently and we know that we need to work more closely across organisational boundaries for the benefit of patients and to help to address the workforce challenges facing the Dorset system as

a whole. We will continue to support the emerging roles and teams which help achieve this ambition. ***We will ensure the structure of the CCG and leadership team meets the needs of the emerging Integrated Care System and Primary Care Networks***

- 4.13 Externally and looking across our system partners, we need to prioritise building relationships with our partners and stakeholders ensuring their voice is at the heart of our shared decision making. ***We will work in partnership with partners and stakeholders to create a shared vision and direction for health in Dorset, ensuring a clear set of shared priorities and objectives.***

5 IMPLEMENTATION

- 5.1 An Organisational Development Implementation Plan for 2019/2020 to 2020/2021 has been developed which describes ‘how’ we will continue to develop the organisation and ‘what’ we intend to deliver through our organisational development activities. The implementation plan is designed around the organisational development themes detailed above and clearly articulates what we aim to achieve. The attached implementation plan is supported by a number of directorate wide work plans reflecting shared ownership of this framework.
- 5.2 Consistent with previous years an update will be presented to the Governing Body in October and which will highlight the progress made over the previous 6 months, including any additional areas of focus for the remainder of 2019/2020 and 2020/2021.

6 ROLES AND RESPONSIBILITIES

- 6.1 The Chair and Chief Officer are responsible for the oversight of the Organisational Development Framework.
- 6.2 The Engagement and Development directorate are responsible for identifying the scope, delivery, monitoring and reporting of the progress made.

7 MONITORING COMPLIANCE AND EFFECTIVENESS OF THE DOCUMENT

- 7.1 Delivery of the objectives and supporting actions identified in this document will be monitored on an ongoing basis by the Engagement and Development directorate and reported to the Governing Body on a bi-annual basis.

APPENDIX A: SUMMARY OF THE ORGANISATIONAL DEVELOPMENT PROGRESS AND INSIGHT FROM STAFF AND STAKEHOLDERS

This summary is aligned to the three themes of the CCG's Organisational Development Framework, the cultural themes with the People and Culture Programme. It informs Appendix 2; the Organisational Development Framework Implementation Plan for 2019/2020 – 2020/2021.

Organisational Development Theme	Culture Theme	Summary of progress	Summary of insight from staff	Summary of insight from stakeholders
Governance, systems, processes: <i>Vision, objectives, governance structure, decision making and enablers such as technology</i>	Vision and Values Goals and Performance	Production and delivery of key strategic and operational documents: including Sustainability and Transformation Plan for Dorset, Operating Plan for Dorset, Collaborative Financial Agreement	NHS Staff survey: <ul style="list-style-type: none"> • Positive feedback about the team objectives, but lack of discussion and agreement during appraisals • Communication between staff and managers is sometimes ineffective and staff are not always involved in decision making • Staff do not always know what their work responsibilities are 	Stakeholder 360 survey: <ul style="list-style-type: none"> • The CCG listens more and is attentive, although this needs to be improved with GPs • The CCG has a better understanding of how the voluntary sector works and the preventative agenda
		Establishment of governance arrangements for the emerging Integrated Care System: including the System Partnership Board, System Leadership Team	People and Culture Programme survey: <ul style="list-style-type: none"> • The relevance of, connection to, and communication of the vision 	People and Culture Programme survey: <ul style="list-style-type: none"> • Concern with the volume of work and increasing number of priorities for the

Organisational Development Theme	Culture Theme	Summary of progress	Summary of insight from staff	Summary of insight from stakeholders
		<p>Realignment of governance arrangements: including development of Clinical Reference Group to subsume Clinical Commissioning Committee, establishment of Dorset Quality Surveillance Group</p> <p>Refresh of the CCG's Constitution</p> <p>Piloting the development of data based on Population Health; with a focus on 3 Dorset localities</p> <p>Growth of primary care voice within the system: including System Leadership Team, Integrated Health and Care Partnership Board, Health and Wellbeing Boards</p> <p>Enhanced support to primary care through the menu of support and Primary Care Home</p> <p>Compliance and policy reviews including GDPR, pension auto-enrolment, gender pay gap reporting</p> <p>Enhanced digital and technology solutions across the CCG and primary care: including roll out of System 1, skype, Lifesize and digital apps</p>	<p>needs to be addressed</p> <ul style="list-style-type: none"> • The relevance of the CCG goals, the clarity and understanding of the CCG objectives needs to be addressed. 	<p>organisation</p> <ul style="list-style-type: none"> • There is improved clarity in decision making

Organisational Development Theme	Culture Theme	Summary of progress	Summary of insight from staff	Summary of insight from stakeholders
		including SharePoint and Microsoft teams, a specific workforce solutions including Employee Self Service		
Values, behaviours and relationships	Vision and values Support and compassion Learning and innovation	Annual completion of the NHS staff survey and Stakeholder 360 survey to inform organisation's development	<p>NHS Staff survey:</p> <ul style="list-style-type: none"> • Staff feel supported in terms of wellbeing, flexible working opportunities and support they receive from their line manager • Many staff come into work despite not feeling well • The vast majority of staff have had an appraisal in the last 12 months, however it is generally seen as not as effective as it could be • There is a mixed approach to development people receive that has been identified 	<p>Stakeholder 360 survey:</p> <ul style="list-style-type: none"> • Share how feedback has been received and what has been done as a result of the feedback • Greater clarity in terms of messages including speaking in plain English • Greater clarity in terms of who does what and how to get in contact

Organisational Development Theme	Culture Theme	Summary of progress	Summary of insight from staff	Summary of insight from stakeholders
		<p>Launch of People and Culture Programme in 2018 in response to feedback from the NHS staff survey</p> <p>Launch of Spotlight awards in 2017 to recognise and value staff</p> <p>Introduction of annual reviews for Governing Body members and clinical leads</p> <p>Delivery against the Engagement and Communications Framework</p> <p>Strong focus and commitment to staff engagement including: Annual staff events Bi-monthly staff briefings</p> <p>Launch and refresh of #FYI Connection to Dorset's Social Partnership Forum</p> <p>Continued focus on staff development including: Annual training needs analysis</p>	<p>People and Culture Programme:</p> <ul style="list-style-type: none"> • Staff need to be able to relate to the CCG values and be clear on what the behaviours are associated with each value • The appraisal format and approach could be more effective; the culture needs to change in how appraisals are conducted • There is a need for consistency in management and performance of staff • Peer support is good • Communication between managers and staff needs to be more open and honest, and in plain English • Involve staff at the right times in decisions 	<p>People and Culture Programme:</p> <ul style="list-style-type: none"> • There is a need for consistency in the approach to role modelling the CCG values • The CCG needs to engage staff more with the values • Leadership behaviours do vary when people are under pressure • There is a good work life balance in the CCG compared with other organisations • The CCG could do more to recognise staff • The CCG is supportive to its NHS trusts and GP practices • Create more opportunities to share ideas and be innovative

Organisational Development Theme	Culture Theme	Summary of progress	Summary of insight from staff	Summary of insight from stakeholders
		<p>Project management training Managers essentials programme including line management development Targeted development such as media training and communications training in connection with the Clinical Services Review</p>	<ul style="list-style-type: none"> • The recognition of staff varies with variance in management style • Great opportunities around wellbeing, but could do more • Create more opportunities for development including establishing protected learning time • Create more opportunities for shared learning, to learn and develop • Empower staff and listen more • Develop the working environment to support a healthy workforce 	
<p>Launch of system wide talent management programme and leadership development (Walking in the same direction) for CCG and member practice staff to access</p>				
<p>Strong focus and commitment to staff well-being including: Occupational health contract review and monitoring Support to staff through the Employee Assistance Programme Launch of the buddy scheme for staff in 2015 Challenges and activities including 'the pedometer challenge' in 2016</p>				
<p>Focus on absence management and support to managers and staff</p>				

Organisational Development Theme	Culture Theme	Summary of progress	Summary of insight from staff	Summary of insight from stakeholders
		A responsive workforce scorecard which evolves and changes based on the needs of the CCG		
Organisational structures: <i>Capacity and capability, internal structures and working across organisational boundaries</i>	Team work Support and compassion	A move towards more integrated working across the system including Workforce Delivery Team, Digital, the One Acute Network, Project Management and through networks such as communications and engagement	NHS Staff survey: <ul style="list-style-type: none"> • Staff feel trusted to do their job • Relationships at work are good • People have choice in how they do their work and making changes • Review and self-reflection of work and delivery of work could be improved 	Stakeholder 360 survey: <ul style="list-style-type: none"> • There is constructive 2-way communication in place with stakeholders • There needs to be a greater understanding of local authorities and rural GP practices • The CCG needs to build on the progress of working together, being more collaborative but relationships have improved
		Increased partnership and collaboration through formal governance arrangements and meetings	People and Culture Programme: <ul style="list-style-type: none"> • Supportive colleagues across the CCG • Need for greater consistency in terms of management and support 	People and Culture Programme: <ul style="list-style-type: none"> • More diversity in the makeup of the governing body and in senior roles
		A move towards more matrix working across teams and portfolios of work within the CCG and across partner organisations	<ul style="list-style-type: none"> • Leadership and management styles vary 	<ul style="list-style-type: none"> • The culture within teams varies as does the team effectiveness
		An increasing need to ensure best use of resources within the existing financial envelope		<ul style="list-style-type: none"> • Need for greater defining of roles and accountability

Organisational Development Theme	Culture Theme	Summary of progress	Summary of insight from staff	Summary of insight from stakeholders
			<ul style="list-style-type: none"> Establish better cross working to align programmes of work and avoid duplication 	

APPENDIX B: THE ORGANISATIONAL DEVELOPMENT FRAMEWORK IMPLEMENTATION PLAN FOR 2019/2020 – 2020/2021

Organisational Development Theme	Culture Theme	Objectives	Actions	Progress	Deadline
Governance, systems, processes: <i>Vision, objectives, governance structure, decision making and enablers such as technology</i>	Vision and Values Goals and Performance	Work in partnership with partners and stakeholders to create a shared vision and direction for health in Dorset, ensuring a clear set of shared priorities and objectives	Develop a system response to the long term plan to be co-produced by partners and stakeholders	Started	Quarter 2
			Develop a system response to the review and refresh of the Sustainability and Transformation Plan for Dorset, in coproduction with partners and stakeholders	Started	Quarter 2
		Work in partnership to deliver the transformational changes needed for health services in Dorset	Implement the CCG and system response to the outcome of the judicial review and Secretary of State referral for the Clinical Services Review	Not started	Quarter 2
			Support the merger and key programmes of work including clinical networks (One Acute Network) and specialities (elective care)	Started	Ongoing
			Work with system partners to deliver a control total of £34m	Started	Quarter 4

Organisational Development Theme	Culture Theme	Objectives	Actions	Progress	Deadline
			Support the pilot of 3 localities in developing data and intelligence about the local population to inform decisions about health services and improve health inequalities	Started	Ongoing
		Work in partnership with staff to create a clear set of CCG objectives which all staff can relate to, see the connection between their role and the aims of the CCG	New, streamlined CCG objectives for 2019/2020 co-produced with staff and Culture Champions. Embed the new objectives across the organisation	Started	Quarter 1
			Identify and communicate the top priorities for the CCG, alongside the additional statutory responsibilities and objectives set locally and by NHS England. Ensure the right resource is in the right place to deliver these priorities	Started	Quarter 1
		Create time and space to review the effectiveness of the CCG and system in delivering its objectives	Create opportunities for self-reflection and assessment based on insight, including the use of Governing Body development events	Started	Quarter 1
		Continue to support the opportunities to strengthen the primary care voice within the system including through the new Primary	Connect the organisational development support activity with the primary care menu of support	Started	Quarter 1

Organisational Development Theme	Culture Theme	Objectives	Actions	Progress	Deadline
		Care Networks	Continue to invest in the development of the primary care workforce through the Primary Care Workforce Centre	Started	Ongoing
		Implement areas of improvement identified by staff and the Culture Champions as part of the CCG's People and Culture Programme	Review of how meetings are conducted in the CCG, the volume of meetings and attendance by staff within the CCG. Aim to make the best use of people's time	Started	Quarter 2
Values, behaviours and relationships	Vision and values Support and compassion Learning and innovation	Implement areas of improvement identified by staff and the Culture Champions as part of the CCG's People and Culture Programme	Refreshed CCG values aligned to the Strengths Development Inventory (SDI) insight and co-produced with staff and Culture Champions. Embed the refreshed values across the organisation	Started	Quarter 1
		Develop relationships with partners and stakeholders, foster confidence and build trust to deliver the shared vision of delivering quality health services locally	Create more opportunities for board to board development and engagement (including through the system response to the long term plan)	Not started	Quarter 2
			Actively respond to the CCG's 360 stakeholder survey and the NHS staff survey	Started	Ongoing

Organisational Development Theme	Culture Theme	Objectives	Actions	Progress	Deadline
		Implement areas of improvement identified by staff and the Culture Champions as part of the CCG's People and Culture Programme	Review and refresh of appraisal process for staff including guidance on conducting effective 1-1s	Started	Quarter 1
			Identification through a robust Training Needs Analysis and roll out of specific development intervention in response to staff feedback. Identify the needs of all staff, managers, teams and the different ways this development can be achieved. Capitalise on existing system opportunities, for example leadership and talent management programmes	Not started	Quarter 2
			Create opportunities to share and learn together, providing space to reflect, consider new ideas and innovate, as well as avoiding duplication of effort	Not started	Quarter 2
			Maximise the use of existing networks and forums for development and engagement (including membership events, Governing Body events and Protected Learning Time)	Started	Ongoing

Organisational Development Theme	Culture Theme	Objectives	Actions	Progress	Deadline
			Review and refocus of staff recognition scheme, including ideas for more informal methods to thank staff	Started	Quarter 1
			Establishment of working group to look at ways to increase face to face communication across the CCG and reduce the number of emails	Started	Ongoing
			Establishment of working group to look at opportunities to increase the number of activities and access to support for staff around wellbeing	Started	Quarter 2
			Alignment of directorate suggestion schemes to create an online, central suggestion scheme which is connected to and reviewed by Our Voice Our Forum	Started	Quarter 3
			Develop the staff working environment, consider the visual identify across the 2 main sites and meeting the basic needs of staff	Started	Quarter 4

Organisational Development Theme	Culture Theme	Objectives	Actions	Progress	Deadline
		Ensure the delivery of the Engagement and Communications Framework	Deliver the priorities identified in the Engagement and Communications Framework, with a focus on telling our story to staff and the public to establish a stronger perception of the changes in health in Dorset	Started	Ongoing
Organisational structures: <i>Capacity and capability, internal structures and working across organisational boundaries</i>	Team work Support and compassion	Ensure the structure of the CCG and leadership team is agile to meets the needs of the emerging Integrated Care System and Primary Care Networks	Review the changing role of the Governing Body in response to the development of an Integrated Care System and the introduction of Primary Care Networks. Consider the need for succession planning at the end of the third term for post holders and in line with the constitution	Started	Quarter 4
		Work in partnership with partners and stakeholders to create a shared vision and direction for health in Dorset, ensuring a clear set of shared priorities and objectives	Prioritise on building relationships with the newly established councils of Dorset and Bournemouth, Poole and Christchurch	Started	Ongoing
		Implement areas of improvement identified by staff and the Culture Champions as part of the CCG's People and Culture Programme	Review the 10%ers scheme to ensure it is fit for purpose and people can and do access opportunities across the organisation	Not started	Quarter 2

Organisational Development Theme	Culture Theme	Objectives	Actions	Progress	Deadline
		Ensure the structure of the CCG and leadership team meets the needs of the emerging Integrated Care	Continue to identify and embed the impact and wider benefits of matrix working across the CCG, and beyond as system roles and teams emerge	Started	Ongoing
		System and Primary Care Networks	Review as appropriate the alignment of resources and organisational structures to ensure they deliver the organisation's priorities whilst working towards the CCG's control total	Started	Ongoing
			Engage in future system business support services reviews as appropriate to align resources and teams where it will achieve system benefits	Started	Ongoing

APPENDIX C: EQUALITY IMPACT ASSESSMENT

Date of Assessment	April 2019
Assessor Details	E Parson, Interim Deputy Director of Engagement and Development

Assessment Area	The Organisational Development Framework is reviewed and refreshed in line with the CCG's Operating Plan.
Purpose, Aims and Intended Outcomes	<ul style="list-style-type: none"> • The purpose of the framework is to define how we will evolve and develop the organisation, ensuring that we have the capacity and capability to deliver our strategic and system wide objectives in Dorset. • The framework sets out our intended approach to achieve this, supported with a clear and achievable Organisational Development Implementation Plan. • The CCG will review and measure its success in delivering the Organisational Development Implementation Plan on a bi-annual basis, alongside the annual staff and stakeholder surveys and through additional insight and self-reflection.
Target Group(s) and Impact/Influence	<ul style="list-style-type: none"> • The Organisational Development Framework applies to all staff and members of the CCG. • There is no anticipated detrimental impact on any equality group. • This framework makes all reasonable provision to ensure equal access to all staff. There are no statements, conditions or requirements that disadvantage any particular group of people.

Assessment of Aspects/Activities Relevant to Equality	<p>Accessibility</p> <p>The Organisational Development Framework is available via the intranet for staff and for external parties via the internet. No restrictions to accessing this document have been placed.</p>
	<p>Communication</p> <p>Staff and stakeholders are engaged and involved in defining how the organisation develops, including through the NHS staff survey, the 2018 Culture survey, and the annual stakeholder surveys.</p>
	<p>Implementation</p> <p>The application of this Organisational Development Framework supports the CCG's duties under the Equality Act 2010. The organisation will have due regard for the need to eliminate unlawful discrimination, promote equality of opportunity and provide for good relations between all people of all diverse groups.</p>

Monitoring and Review

This document will be monitored on a twice annual basis by the Engagement and Development directorate and reported to the Governing Body on a bi-annual basis.