Organisational Development Strategy 2019-2021

Ambition
To develop a high functioning and high performing workforce, capable of delivering strategic commissioning across Nottingham and Nottinghamshire.

Strategic Priorities
- Robust leadership behaviour embedded at all levels of the system architecture
- Leaders and employees collaborating, partnering and networking across the ICS
- Leaders and commissioners who are inclusive and compassionate in their working practices
- A defined strategic commissioning role with teams aligned to places and neighbourhoods
- Diverse and well led teams, across a larger geographical footprint, that retain a local presence and influence
- The successful development and integration of teams that function across Nottingham and Nottinghamshire i.e. teams with strong, supportive and trusting relationships and cultures
- A workforce with the right knowledge and skills that is motivated, resilient and engaged
- Enhanced commissioning knowledge and skills that supports inclusive and compassionate commissioning, reduced health inequalities and the management of population health
- Enhanced equality and diversity across the CCG
- An embedded performance management process and performance culture
- Identification and management of talent to develop organisational resilience, succession planning and effectiveness

1. Cultural development
   - In the new strategic organisation lead the development of a respectful, compassionate, caring and inclusive culture
   - Devise, agree and disseminate a set of organisational core values

2. Leadership development
   - Implement a programme of development for the new Governing Body in support of the delivery of a strategic commissioner
   - Enhance leadership and management capability across the CCG (including systems leadership)
   - Enhance leadership at the PCN Clinical Director level

3. Team development
   - Strengthen and maintain working relationships throughout the CCG and across the ICS so they are strong, supportive and trusting, able to meet the CCG's strategic objectives
   - Deliver team development to ensure that each individual and team understands their role in delivering the strategic objectives

4. Engagement
   - In order to positively and actively engage the workforce across the organisation co-design our approach with staff to create ownership in order to ensure common purpose and direction

5. Performance management
   - Enhance performance via a new performance management system and accompanying Competency and Behavioural Framework
   - Embed a new performance reporting process and culture

6. Learning and development
   - Enhance essential workforce knowledge and skills at all levels
   - Complete an Equality Impact Assessment (EIA) on OD/L&D
   - Enhance and deliver commissioning and contracting capability, knowledge and skills at the CCG, ICP and PCN levels
   - Enhance Equality and Diversity/EIA knowledge and skills at the CCG, ICP and PCN levels

7. Talent management
   - Embed talent management processes to ensure there is diversity and inclusivity at each level and that the organisational structure and workforce is enhanced/maintained
   - Implement talent management pipeline and opportunity framework
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- Ongoing and regular staff engagement meetings and whole organisation timeouts to support organisational change
- Appraisal design, roll out of new process and appraisal completion to enhance performance management
- Team development to support objective setting, building of relationships, team culture, working and behaviour
- Leadership and employee knowledge and skills development sessions roll out to support the workforce
- Development of commissioning and contracting knowledge and skills to enhance the role of strategic commissioner
- Enhancing equality and diversity/EIA knowledge and skills to ensure inclusivity is culturally embedded

- Designing of a new competency framework and core values to shape the organisational culture
- Ongoing development to support the new Governing Body
- Line manager development to equip managers with key HR/OD knowledge and skills
- Creation of a new performance reporting process to enhance organisational effectiveness
- Designing and roll out of a talent management process (including an opportunity framework and pipeline) to develop the workforce

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