



## People Strategy

2019 - 2021

**PLEASE NOTE:** Whilst this document is largely complete, this version remains a working draft which is still being developed and written. There may be some gaps (identified with placeholders) and further editing to be undertaken. It is being shared at this stage to seek further comment and input.

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# 1. Introduction

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Our overall commissioning aim is to enable people living across Nottingham and Nottinghamshire to have the best health and wellbeing they can.

To achieve this, we must work effectively with all our partners across the entire area to provide people with consistent access to quality healthcare. We must also respond to the needs of specific populations and neighbourhoods so that we can reduce the health inequalities that exist today.

At the same time the six Nottinghamshire CCGs are merging to form one statutory commissioning body. We acknowledge that change processes can be challenging for staff, not only due to the formal HR processes required but also in establishing new teams, new ways working, new collaborations and integrations and new processes, all whilst continuing to progress and deliver on the Strategic Aims of the CCG.

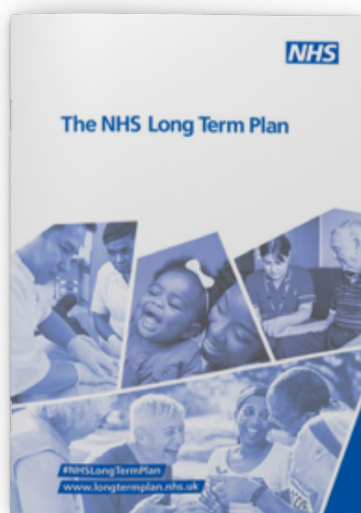
We recognise and value our people as our most important asset in achieving our Strategic Aims both now and in the future. It is through our people that we will be able to commission and ensure that the best, high quality healthcare is delivered.

To achieve this we will need the right people, with the right skills, knowledge, values and experience in the right place at the right time. We need leaders that live our values, demonstrate our behaviours, to lead by example and champion our culture, in order for us to develop a high performing and highly talented, diverse, skilful, motivated, empowered and engaged workforce.



## 2. National Context

The NHS Long Term Plan was published in January 2019 and sets out the national commitment to integration and creating Integrated Care Services (ICSs) across the whole of England, building on the work of existing Sustainability and Transformation Partnerships (STPs).



The Long-Term Plan clearly sets out the expectations for local commissioning, summarised as follows:

- ✓ Typically, there will be a **single commissioner within each ICS area**
- ✓ Every ICS is expected to enable a **single set of commissioning decisions at system level**
- ✓ CCGs must become **leaner, more strategic organisations that support providers** in partnering with local government and other community organisations
- ✓ Working through the ICS, commissioners will make **shared decisions with providers** about using resources, designing services and improving population health
- ✓ Commissioners will be **exclusively responsible for certain decisions**, e.g. procurement and contract award
- ✓ Arrangements for **streamlined commissioning arrangements** across the ICS footprint are essential

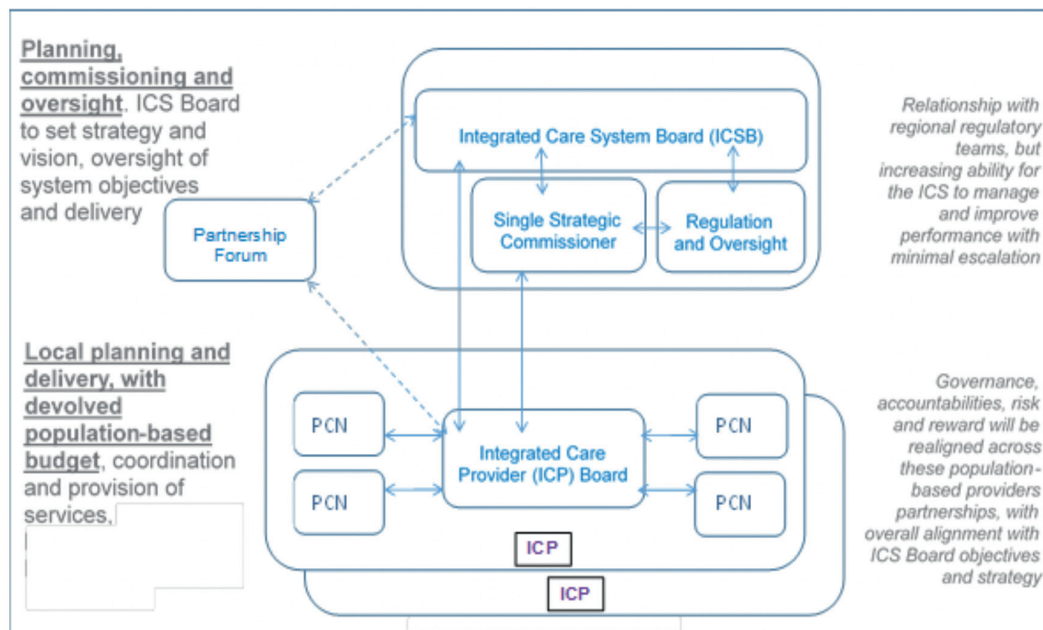
### 3. Local Context

The former STP has already made significant progress in transitioning to the new Nottingham and Nottinghamshire ICS.

A local joint system operational plan sets out three top priorities, which the new commissioner will play a lead role in addressing:

- Maintain a strong focus on quality and patient safety
- Addressing the financial challenge
- Address key performance challenges, e.g. urgent care in greater Nottingham, and mental health

There are 6 CCGs within the Nottingham and Nottinghamshire area that will merge to form one Strategic Commissioning organisation. A single Interim AO has been appointed until the end of March 2020, when it is anticipated that the CCGs will formally merge. A single executive management team has been established and work is underway to support and align teams to be in place and ready to operate effectively in the new organisation.



## 4. Where are we now

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The Nottingham and Nottinghamshire CCGs are currently in a period of substantial change. The CCGs that made up Greater Nottingham Clinical Commissioning Partnership have only recently completed the merger of the management structures across the four CCGs that made up NHS Rushcliffe, NHS Nottingham West, NHS Nottingham City and NHS Nottingham North and East CCGs. NHS Mansfield and Ashfield and NHS Newark and Sherwood completed the management structure merger in 2016 but have operated more closely having had a single Executive team in place across the two organisations since its inception in 2013.

With publication of the NHS Long Term Plan, the CCGs have had to review what will be required of them to move towards that of a strategic commissioner. It was agreed by the six Governing Bodies of the Nottingham and Nottinghamshire CCGs to move towards formal merger in order to be in the best position to meet the requirements of the NHS Long Term Plan.

The CCGs across Nottingham and Nottinghamshire have been in a great position over the past 6 years to invest in the clinical leadership of the organisations and this has gained real strength with commissioning decisions being made with an in-depth understanding of local needs.

With the current integrated leadership and governance, and the proposed merger of the 6 CCGs, there is an opportunity to further build on these strengths. The merger also presents opportunities to have much greater leverage and leadership with regard to strategic change across the system.

We have invested significant time and resource into ensuring that we have a Strategic Leadership team that is invested in the Strategic Aims of the merging organisation, acts as a role model through demonstrating the agreed values and behaviour and is committed to driving forward and embedding the new culture.

The Senior Leadership team have developed the merged management structures in order to integrate teams and working practices across the CCGs, whilst achieving the aim of delivering a 20% cost reduction in organisational running costs. Whilst the staffing costs will reduce, as a result of merging six commissioning organisations into one and maximising the benefits of this, removing duplication, by approximately £3m per annum, through a combination of removal of vacant posts and change management processes, there will be a requirement to reinvest a small proportion to ensure that our employees are supported to deliver the Commissioning Priorities through development of a cohesive culture, specific learning and development interventions, effective and productive engagement methods and supportive working practices such as agile working capabilities.

It is widely acknowledged the current change period will be difficult for staff until such time the structures are embedded, with many facing a change in management, working practices and potentially location.

Our aim is to have a single, cohesive workforce of approximately 450-500 members of staff. In conjunction with the Organisational Development Strategy, this People Strategy aims to assist staff with the development of a high performing, productive, transparent and unified culture that can be disseminated and appropriately adopted by directorates and teams.

The CCGs opportunity to influence and guide the health agenda across Nottingham and Nottinghamshire is increased greatly with the merged organisation. Although 500 staff is still

relatively small in comparison with our provider colleagues in the system, we still have an opportunity to shape, design and deliver the best healthcare for the population through commissioning capability throughout the system. This is predicated on the fact that we are able to retain, attract, motivate and develop individuals that are enthusiastic, focussed and passionate about delivering the CCGs aim to enable people living across Nottingham and Nottinghamshire to have the best health and wellbeing they can.



## 5. Where are we now

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The CCGs want to ensure that all staff are able to work in a productive and supportive environment that enables them to thrive, whilst drawing out their best out of them both during this transitional period and once the new CCG is formally established.

The merger of the CCG will drive changes to the way in which health and care are commissioned and provided across Nottingham and Nottinghamshire. The CCG recognises that the current merger and wider change process will inevitably have an impact upon individual roles and

responsibilities and the functions that they work both within the CCG and with our partner organisations.

The People Strategy wants to ensure that staff are able to access practical support during the ongoing transition and beyond, recognising that change is difficult for all employees.

It is recognised that there will be a need to develop a co-ordinated approach to lead and empower staff to play an active role in shaping the ongoing development of the organisation.



## 6. People Priorities for the CCG

In line with the Interim NHS People Strategy (03.06.2019) and the Nottingham and Nottinghamshire ICS People and Culture Strategy 2019-2021, we have adopted our priorities to reflect delivery of the NHS Long Term Plan, provide enhanced People support to evolving local accelerated system architecture & support the emerging locality and primary care facing work and infrastructure – ensuring we are developing commissioning capability at every level.

**The ICS People and Culture Strategy describe five strategic priorities for the systems workforce, specifically:**

1. Planning, attracting and recruiting people to work in our healthcare system
2. Retaining staff and trainees, promoting career paths and talent management
3. Role Redesign and embedding new roles
4. Developing and preparing our people to work in new ways, including digital skills development
5. Enabling culture change and leadership development to maximise system effectiveness

We are aware, primarily through our own Staff Survey's that we have some areas that will require our focus once the CCGs have merged, primarily, recruitment and retention, talent management and career progression, and new role design and development.

Our priority commitments, in conjunction with the Organisational Development Strategy are therefore:

### Employer of Excellence

We will make the NHS Nottingham and Nottinghamshire system the best place to work: We will be an employer of excellence – valuing, supporting, developing and investing in our people.

### Leadership Culture

We will develop our leadership culture in the new strategic commissioning organisation: The establishment of a new strategic commissioning organisation allows us the opportunity to evolve our leadership both culturally and to reflect an improvement focus. (Please see the Organisational Development Strategy)

### Workforce Development

Develop a workforce to deliver 21st century care: As a system leader we will need to support through our approach to commissioning and our partnership working, the delivery of a transformed workforce with richer and diverse skill mix, new types of roles and different ways of working, ready to exploit the opportunities offered by technology and scientific innovation to transform care and release more time for care.

### Workforce Planning & System Collaboration

Develop a new operating model for workforce: As a system leader in the Integrated Care System we will lead and work collaboratively to develop clear plans for workforce and enhancing our ability to respond to emerging and changing needs of our population.

### Managing the Change

Manage the immediate people elements of the process being undertaken to integrate functionality at an ICS, ICP and PCN level in 19/20: We have established a series of actions which need to be undertaken during 19/20 in order to position the Nottingham and Nottinghamshire CCGs in the most positive position to merge into a single strategic commissioning organisation, deliver an integrate commissioning function at each layer of the system architecture & provide strategic leadership at a system level

## Employer of Excellence

**We will make the NHS Nottingham and Nottinghamshire system the best place to work: We will be an employer of excellence – valuing, supporting, developing and investing in our people.**

We will become an 'employer of choice' across Nottingham and Nottinghamshire, ensuring that we are attracting and retaining the best people for the right roles; whilst continuing to play an active and supportive role in the development of a high performing workforce across Nottingham and Nottinghamshire.

### What we will do this

- Develop a clear, sustainable and inclusive recruitment strategy
- Encourage the development of internal talent
- Establish a consistent and inclusive approach to identifying external talent
- Develop and understand what high performing means to the CCG and each directorate
- Develop policies and procedures to underpin the development and retention of high performing talent.
- Encourage the use of apprenticeships, work placements and work experience to reach underrepresented groups within Nottingham and Nottinghamshire
- Recognise appropriate external experience outside of the NHS and value the difference perspective that that experience can bring to the organisation
- Access the appropriateness and practicalities of a 'Values Based' recruitment approach
- Standardise and shorten the recruitment process, through working with partner organisations to establishing a clear approval process, standardised jobs descriptions and improve communications to recruiting line managers
- Ensure all recruiting managers undertake recruitment training, including unconscious bias
- Establish a comprehensive induction process to ensure that employees feel part of the organisation, directorate and team for day one
- Review and establish mechanisms to advertise positions outside of NHS Jobs, to include engaging hard to reach groups
- Ensure we continue to support our local community through offering working experience opportunities for school leavers and working with the Prince's Trust

### How we will measure this

- Improved Staff Survey
- Improved HR matrix
- Measurement of external vs internal candidates successful at interview
- Improved CCG outcomes
- Reduction of CCG complaints and grievances
- Improved commissioning outputs
- Increase promotional exits
- Increase number of apprentice positions and successful completion
- Increase in number of high quality candidates
- Reduction in appointment times – ie. From advert to on-boarding
- Decrease in attrition rates
- Increase in the number of candidates from a range of diversities
- Increase in the diversity of the workforce

## Workforce Development

**Develop a workforce to deliver 21st century care:** As a system leader we will need to support through our approach to commissioning and our partnership working, the delivery of a transformed workforce with richer and diverse skill mix, new types of roles and different ways of working, ready to exploit the opportunities offered by technology and scientific innovation to transform care and release more time for care.

### Inclusion

We will embed an inclusive culture at all levels of the organisation and aim to become reflective of our local population. Through recognising and celebrating the differences in our people we will get better outcomes for our population.

#### What we will do

- Establish the ambition for our workforce to reflect the diverse population of Nottingham and Nottinghamshire, using appropriate policies to achieve this.
- Ensure all staff undertake Equality, Diversity and Inclusion training
- Ensure all recruiting managers undertake recruitment training, including unconscious bias.
- When recruiting ensure that interview panels (where possible) are diverse
- Continue to commit to 'Disability Confident' accreditation and review, consider and commit to other accreditations where appropriate and achievable
- Ensure that all CCG policies have a consistent approach in relation to equality, diversity and inclusion promoting best practice at all possible opportunities
- Develop and establish networks for protected characteristic groups, linking in with wider NHS, City and County Councils established where possible and appropriate.
- Go above and beyond our statutory requirements as an NHS employer to ensure that we are viewed as a welcoming and accepting employer

#### How we will measure this

- Improved diversity of the workforce through regular monitoring and completion of statutory returns such as WRES and WDES
- Improved morale assessed through pulse surveys and national Staff Survey
- Reduction in complaints
- Increase in applications from diverse communities
- Increased reputation within Health and Care system and local communities
- Increase in staff protected characteristic disclosures
- Monitoring of application of HR policies to ensure consistency of approach and best practice principles in relation to equality diversity and inclusion are adopted.

## Engagement

We will engage our staff to be the best that they can be. We will listen to our people, valuing and respecting their opinions and contributions through open, transparent and two way communication.

### What we will do

- Continue with the establishment and development of the Staff Engagement Group
- Ensure our Peoples voice is considered in all CCG decisions affecting staff
- Ensure communications are made in real time, with accurate and detailed information
- Regularly review the appropriateness of the communications methods to ensure that all staff are receiving timely and accurate information
- Develop an HR Newsletter to keep staff and line managers informed of any developments across the HR & OD function
- Ensure that Trade Union Partners are fully engaged in all decision affecting staff

### How we will measure this

- Increased participation in the Staff Engagement Group
- Feedback from Trade Union partners on how effectively they feel engaged with the CCG and how their members feel supported

## Health & Wellbeing

We will support our staff to make health choices and decisions through the provisions of health work practices and interventions.

### What we will do

- Establish an integrated Occupational Health provider across Nottingham and Nottinghamshire
- Support and promote individual wellbeing by making it easier for our people to access support
- Develop and implement a new approach to flexible working that recognises the employees needs to be flexible with the organisations need to deliver
- Establish a regular programme of wellbeing activities across Nottingham and Nottinghamshire that link with our Public Health objectives
- Continue to recognise the importance of employee mental health wellbeing
- Invest in and establish 'Mental Health First Aiders' across the organisation
- Implement the 'Time to Change' initiative across the organisation
- Continue to commit to being a 'Mindful Employer'
- Commit to Workplace Wellbeing Charter
- Work with partner organisations and the local community to establish volunteering opportunities across Nottingham and Nottinghamshire
- Ensure staff still have the appropriate resources to have 'time out' to reflect spiritually or emotionally at each base.

### How we will measure this

- Increase in flexible working approaches adopted by the organisation and directorates
- Reduction in absence rates across the CCG
- Increase in Occupational Health access via self-referral.
- Increase in staff morale measured via national Staff Survey and local Pulse Surveys

## Workforce Planning & System Collaboration

**Develop a new operating model for workforce: As a system leader in the Integrated Care System we will lead and work collaboratively to develop clear plans for workforce and enhancing our ability to respond to emerging and changing needs of our population.**

We will continually review what our people do, to ensure that we are aligned with our partners and populations needs and that our working practices and constructive, robust and fit for the future

### What we will do

- Promote new ways of working, encouraging staff and teams to work more collaboratively across the organisation and with our partners
- Establish 'cross boundary' working practices with local partners
- Encourage staff to continually review their own working practices and what is being asked of them, taking into consideration a Nottingham and Nottinghamshire wide approach
- Ensure that CCG staff and managers are able to access support to second and transfer staff within the health system, the wider NHS and local partners to encouraging ongoing development and organisational growth
- Review and establish ongoing workforce design processes to ensure that the CCG continues to provide relevant, appropriate and timely support and management to the wider system.

### How we will measure this

- Increase in number of staff on secondment opportunities both internally and externally
- Increased productivity across the workforce measured through delivery outcomes, QIPP
- Increased staff engagement with the Appraisal process
- Improved quality of real time workforce data
- Improved workforce planning data

## Managing the Change

Manage the immediate people elements of the process being undertaken to integrate functionality at an ICS, ICP and PCN level in 19/20: We have established a series of actions which need to be undertaken during 19/20 in order to position the Nottingham and Nottinghamshire CCGs in the most positive position to merge into a single strategic commissioning organisation, deliver an integrate commissioning function at each layer of the system architecture & provide strategic leadership at a system level

### One Cohesive HR & OD Function

We will develop, procure (where appropriate) and implement a cohesive, proactive and responsive HR and OD service to support employees and managers across Nottingham and Nottinghamshire

#### What we will do

- Establish one integrated HR and OD function for the Nottingham and Nottinghamshire CCGs
- Become more proactive with HR and OD initiatives and interventions to ensure managers and employees feel supported
- Develop an integrated dashboard to inform of staffing pressures and successes
- Align HR Policies across the six organisations
- Integrate Occupational Health services to ensure consistency of approach across the county.

#### How we will measure this

- Improved Staff Survey results
- Reduction in employee relations issues
- Consistency in application of employee relations cases
- HR Matrix will improve i.e attendance, turnover,
- Reduction in payroll issues
- More timely use of OH services
- Empowered managers

## 7. Concluding Comments

This People Strategy, in partnership with the Organisational Development Strategy provides the necessary focus on and for our workforce prior to, during and post significant change.

If the Strategy delivers what we set out to achieve we will create a greater understanding, appreciation and support the workforce priorities across Nottingham and Nottinghamshire CCGs.

We will see our staff survey results improve across all areas, and see our key workforce indicators such as sickness absence rates and turnover decrease.

The HR & OD team will continue to drive the delivery of each of the workforce priorities, ensuring there is collaboration across all appropriate areas, making regular reports on the progress being made to Quality and Governance Committee.

This is an exciting and challenging time for the Nottingham and Nottinghamshire CCGs and if we utilise the talent, skills, knowledge and experience that we have across the organisation(s) the priorities listed in both this strategy and the Organisational Development Strategy, will be achieved and exceeded.

