

DARLINGTON SHADOW CCG- RESOURCING OD PRIORITIES

PHASE 2 NOVEMBER 2011 TO MARCH 2012

Priority Area	Actions	Link to authorisation domain	When	Who	Cost	Source	Level i.e. Local, CCG, Regional
Leadership	Stocktake of current skills and previous leadership development	<p>Domain 1 A strong clinical and professional focus which brings real added value</p> <p>Domain 6 Great leaders who individually and collectively can make a real difference</p>	<p>Completed by end Jan. 12</p> <p>Phased roll out to commence April 12</p>	<p>Individuals in key leadership roles CCG subcommittee/executive level initially <i>(15 people)</i>.</p> <p>Planned phased roll out to locality level – clinical board members, task groups etc. <i>(30 people)</i>.</p>	TBD	Leadership Academy	Local & CCG
	Diagnostics e.g. 360 to identify development needs	Domains 1 & 6	Completed by end Jan. 12	<p>Individuals in key leadership roles CCG subcommittee/executive level <i>(15 people)</i></p> <p>Phased roll out to locality level – clinical board members, task groups <i>(30 people)</i></p>	TBD	Leadership Academy	Local & CCG
	Identification of development themes	Domains 1 & 6	Completed by end Jan. 12	Individuals in key leadership roles/ CCG sub-committee /executive level initially	N/A	Transition Team	CCG & local

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				<i>(15 people).</i> Phased roll out to locality level – clinical board members, task group chairs <i>(30 people).</i>			
Source programme to cover development needs	Domains 1 & 6	Programme in place end March 12	Individuals in key leadership roles CCG subcommittee/executive level initially <i>(15 people).</i> Phased roll out to locality level – clinical board members, task group chairs <i>(30 people).</i>	TBD	External provider	Local/CCG/ Regional	
Develop succession plan for senior leadership roles	Domains 1 & 6	Completed end Jan. 12	CCG sub-committee /executive level	N/A	ICOO/GP Leads	Local & CCG	
Identify gaps in leadership capacity and capability. Create solutions to resolve	Domains 1 & 6	End Jan. 12	CCG sub-committee/ executive level and clinical board membership. Clinical Lead roles <i>(15 people).</i>	N/A	ICOO with Transition team support	CCG & Local	
Develop robust and transparent recruitment and selection processes for all senior lead roles	Domain 1 & 6	End Jan. 12	ICOO & CCG Executive Team	N/A	ICOO/HR support	Local & CCG	
Capture and share	Domain 1 & 6	End Jan. 12	All leaders	N/A	ICOO/GP leads	Local/CCG	

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	information about individual leaders competence and development						
	Appoint capable leaders of all kinds in the governing body	Domain 1 & 6	End Jan. 12	CCG sub- committee/ ICDO	N/A	ICOO/GP leads	CCG
Intelligent Commissioner	Contribute to development of the national programme for intelligent commissioner	<p>Domain 4 Proper constitutional and governance arrangements with the capacity and capability to deliver all their duties and responsibilities including financial control, as well as effectively commission all the services for which they are responsible</p> <p>Domain 5 Collaborative arrangements for commissioning with other CCGs, Las, and NHS CB as well as the appropriate external commissioning support</p>	<p>End Jan. 12</p> <p>End Feb. 12</p>	Executive level and other aligned staff	TBD	DoH	Regional/National
	Enlist participants in national programme for developing the	Domains 4 & 5	TBC	Executive level and other aligned staff (15 people)	TBD	DoH	CCG/Regional

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	intelligent commissioner						
Board development	Scope a board development programme covering Nolan principles, conflicts of interest, ethics and effective ways of working as a governing board (this will include a questionnaire and or semi structured interviews)	Domain 1, 5, 6	Completed by end of Jan. 2012	CCG sub-committee/ executive level and Clinical Board Membership. Clinical lead roles <i>(45 people)</i> .	N/A	CCG's with Transition Team support	CCG/Regional
	Structured board development sessions to cover Nolan Principles initially.	Domain 1, 5, 6	Completed by end of Mar 2012	CCG sub-committee/ Executive level and Clinical Board Membership. Clinical Lead roles <i>(45 people)</i> .	TBD	Transition Team/TBD	CCG/Regional
	Source & agree programme of development sessions for period 1 April 2012 to 31 January 2013	Domain 1, 5, 6	Completed by end March 2012	Current sub- committee members <i>(15 people)</i> .	TBD	External provider	CCG/Pan CCG
	Scope options for the future shadow board /sub committee structure (phase 2b) including roles,	Domain 1, 5, 6	Completed by end of March 2012	Executive, non executive and lay member roles <i>(12 people)</i>	N/A	ICOO & chairs	CCG/Pan CCG

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	numbers, skills and competencies, and job descriptions for agreement.						
	<i>Scope the selection and appointment/election/remuneration process for the various roles in the proposed shadow board, sub committees. (consider use of Bradford and Airedale scheme for selection)</i>	Domain 1, 5, 6	Completed end of March 2012	Executive, non- executive and lay roles (15 people).	N/A	ICOO & CCG Board	CCG/PAN CCG
	<i>Implement selection process and appointments for shadow board</i>	Domain 1, 5, 6	From 1 April 2012	New shadow board	N/A	Chair and Interim Accountable Officer	CCG
	<i>Devise business calendar and forward planner for shadow board / sub- committee meetings</i>	Domain 5, 6	End March 2012	Shadow sub-committee	N/A	Chair and Interim Accountable Officer	CCG
	<i>Establish revised shadow board and sub committees (might be phased in)</i>	Domain 5, 6	From 1 April 2012	New shadow board	N/A	Chair and Interim Accountable Officer	CCG
	<i>Develop</i>	Domain 4	End Jan. 2012	CCG shadow boards	N/A	Chairs/ ICOO /	Local & CCG

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<p><i>governance arrangements that show clear and effective bonds across member practices and demonstrate clear and transparent processes for discharge of functions</i></p>			<p>/Locality Board and individual GP Practises</p>		<p>Deputy Director/ CSU Governance lead</p>	
<p><i>Develop robust systems and processes for effective decision-making and to manage conflicts of interest</i></p>	<p>Domain 1, 4 & 6</p>	<p>Jan. 12</p>	<p>CCG shadow boards , Locality Board and individual GP Practises</p>	<p>N/A</p>	<p>Chairs/ ICOO / Deputy Director/ CSU Governance Lead</p>	<p>CCG & Local</p>
<p><i>Develop decision making structures clearly set out in the constitution, to include an independently chaired audit committee</i></p>	<p>Domain 4</p>	<p>Mar. 12</p>	<p>CCG shadow boards, Locality Board and individual GP Practises</p>	<p>N/A</p>	<p>ICOO/Chairs/Dep uty Director/ CSU Governance Lead</p>	<p>CCG & Local</p>
<p><i>Develop and agree a constitution that is appropriate and complies with requirements of the health and Social Care Bill including</i></p>	<p>Domain 4</p>	<p>Mar. 12</p>	<p>CCG shadow boards, Locality Board and individual GP Practises</p>	<p>N/A</p>	<p>ICOO/Chairs/ Deputy Director/ CSU Governance Lead</p>	<p>CCG & Local</p>

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	<i>setting out the procedures to be followed and arrangements made to secure transparency in decision making and provision for the governing body to meet in public</i>						
	<i>Establish governance arrangements for localities</i>	Domain 4	End Mar. 12	Locality Board & GP Practises	N/A	Locality Chairs/ Deputy Director & CSU Governance Lead	CCG & Local
Team development	<i>Appoint accountable officer (apply DH appointments process)</i>	Domain 1 & 6	Jan. 12	One nominated member of the board	N/A	CCG Board/PCT	CCG
	<i>Appoint to other senior roles (apply DH appointments process where appropriate)</i>	Domain 1, 4, 6	Jan. 12	The GP representatives, AO, Chair, ICOO, Nurse Lead, Finance Lead, Public Health Lead, NED and three lay representatives.	N/A	CCG Board/PCT	CCG
	<i>Home team agreed</i>	Domain 4 & 6	End Dec. 2011	(Final structure to be confirmed)	N/A	ICOO/PCT	Local
	<i>Develop job descriptions for all home team roles</i>	Domain 4 & 6	End Dec. 2011	(Final structure to be confirmed)	N/A	ICOO	CCG/PAN CCG
	<i>Draft, evaluate and approve job</i>	Domain 4 & 6	End Dec. 2011	(Final structure to be confirmed)	N/A	ICOO	CCG/Pan CCG

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	<i>descriptions</i>						
	<i>Align/second staff to roles</i>	Domain 4 & 6	End Dec. 2011	(Final structure to be confirmed)	N/A	ICOO/PCT	CCG/PAN CCG
	<i>Skills diagnostic to identify gaps & personality diagnostic to support team working</i>	Domain 4 & 6	Completed by end Feb. 2012	For home team (as Board Members- covered in section 1 above). Personality diagnostic applies to all. (approx. 10 people)	N/A	?	Local/CCG
	<i>PDP's in place for all members of team</i>	Domain 4 & 6	Completed by end Feb. 2012	All (45+ people)	N/A	ICOO/ Deputy Directors/Chairs (and line managers as applicable)	Local/CCG
	<i>Set individual objectives & implement appraisal processes</i>	Domain 4 & 6	Completed by end Jan. 2012	Applies to all (45 + people)	N/A	ICOO/ Deputy Directors/Chairs (and line managers as applicable)	Local/CCG
	<i>Training plans in place to address development needs</i>	Domain 4 & 6	Jan. 2012	Applies to all	TBD	ICOO/Deputy Directors/Clinical Leads (and line managers as applicable)	Local/CCG
	<i>Source team building programme</i>	Domain 4 & 6	Exercise completed by end of Feb. 2012	Applies to all CCG Board team (15 people) Aligned team (approx. 10 People)	TBD	External provider	CCG level CCG level Local
	<i>Identify tool to support development of</i>	Domain 4 & 6	Cultural Development tool identified	Applies to all	TBD	?Denison model /storytelling	CCG/PAN CCG

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	<i>culture and implementation of core values</i>		by end of Jan. 2012				
	<i>Establish ground rules for how the 'team' will operate/compact</i>	Domain 6	End Jan. 2012	CCG Board, localities & individual GP practises	N/A	ICOO/ Deputy Directors /CCG sub- committee	CCG & Local
	<i>Understand individual roles within the team</i>	Domain 4 & 6	End Jan. 2012	All	N/A	ICOO /Deputy Directors & CCG sub-committee	CCG & Local
Relationship management internal / external	Develop media handling skills/source training (internal/external?)	Domain 5	PDP exercise to inform numbers requiring Training completed by end June 2012	All Board Level team members who haven't already had training/experience. (Maximum 15 people)	TBD	External provider	PAN CCG/ Regional/National
	Establish good working relationship with staff	Domain 4, 5, 6	Jan. 2012	All	N/A	ICOO/CCG Sub-committee & localities	CCG & Local
	CCG federated working. <ul style="list-style-type: none"> To source facilitated event to agree vision and values for the body federating the three County Durham and Darlington CCGs 	Domain 5	Compete by end Jan. 2012	CCG representatives on the federated body (? people)	TBD	Transition team	PAN CCG
	<ul style="list-style-type: none"> Annual CCG 	Domain 5	First event Sept.	All board members, all	TBD	Transition team	PAN CCG

	federation conference to develop shared priorities and shared commissioning intentions		2012 and annually thereafter	aligned team and all member practise staff (joining with similar group from the other two CD&D CCGS (150 people)			
	<p>Strategic Partnership Working</p> <ul style="list-style-type: none"> • Source training for health and wellbeing board representatives • Source training and or job shadowing for clinicians/managers, leading contracting and strategic level joint commissioning & working with OSC 	<p>Domain 5</p> <p>Domain 5</p>	<p>Sourced by end Feb. 2012 and complete by end May 2012</p> <p>End March 2012</p>	<p>Health & wellbeing representatives, clinical leads and senior managers where relevant to job description (4 people). In conjunction with DBC HWB reps</p> <p>Contracting & Joint Commissioning Officer and Clinical leads (6 people)</p>	<p>TBD</p> <p>TBD</p>	<p>External providers</p> <p>ICOO/CSU</p>	<p>CCG PAN/CCG regional</p> <p>CCG Pan/ CCG regional</p>

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	<p>Operational Joint Commissioning</p> <ul style="list-style-type: none"> • Source training as determined by PDPs for aligned team with responsibility for operational joint commissioning /pathway development/ contracting 	Domain 5	Completed by end of April 2012	Aligned team members as defined by job description (approx. 6 people)	N/A	CSU	Local CCG & Regional
	Develop communication strategy for effective team working	Domain 5	Jan. 2012	All	N/A	ICOO / GP lead & CSU/ Communication lead & Deputy Directors	Local CCG/PAN CCG & Regional PPE leads