

**Item: 7.3**

<b>Report to:</b>	NHS Hull Clinical Commissioning Group Board
<b>Date of Meeting:</b>	25 January 2019
<b>Title of Report:</b>	Organisational Development Strategy
<b>Presented by:</b>	Sarah Smyth, Director of Quality and Clinical Governance / Executive Nurse
<b>Author:</b>	Gill Mackin, Head of People

**STATUS OF THE REPORT:**

To approve	<input checked="" type="checkbox"/>	To endorse	<input type="checkbox"/>
To ratify	<input type="checkbox"/>	To discuss	<input type="checkbox"/>
To consider	<input type="checkbox"/>	For information	<input type="checkbox"/>
To note	<input type="checkbox"/>		

**PURPOSE OF REPORT:**

The revised Organisational Development Strategy for 2019 – 2022 including proposed OD programmes to be implemented and recommended timescales.

**RECOMMENDATIONS:**

a To seek feedback on the proposed strategy and seek approval from the CCG Board

**REPORT EXEMPT FROM PUBLIC DISCLOSURE**      No       Yes

If yes, detail grounds for exemption

**CCG STRATEGIC OBJECTIVE**

Implement a revised Organisational Development Strategy

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This is one of the CCG' Strategic Objectives

**IMPLICATIONS:** *(summary of key implications, including risks, associated with the paper),*

Finance	
HR	
Quality	
Safety	

**ENGAGEMENT:**

Report has been reviewed by SLT on 14<sup>th</sup> January 2019.

**LEGAL ISSUES:** (*Summarise key legal issues / legislation relevant to the report*)

**EQUALITY AND DIVERSITY ISSUES:** (*summary of impact, if any, of CCG's duty to promote equality and diversity based on Equality Impact Analysis (EIA). All reports relating to new services, changes to existing services or CCG strategies / policies must have a valid EIA and will not be received by the Committee if this is not appended to the report*)

	<b>Tick relevant box</b>
An Equality Impact Analysis/Assessment is not required for this report.	X
An Equality Impact Analysis/Assessment has been completed and approved by the lead Director for Equality and Diversity. As a result of performing the analysis/assessment there are no actions arising from the analysis/assessment.	
An Equality Impact Analysis/Assessment has been completed and there are actions arising from the analysis/assessment and these are included in section xx in the enclosed report.	

**THE NHS CONSTITUTION:** (*How the report supports the NHS Constitution*)

# ORGANISATIONAL DEVELOPMENT STRATEGY

2019 – 2022

## 1. Introduction

Hull CCG has continued to see a number of key achievements over the last 12 months; rated as an 'Outstanding' CCG for the second successive year, nominations for a number of nationally recognised awards and a number of successful projects have resulted in not only progression towards the achievement of our strategic objectives but also a continually increasing profile for the CCG. We aspire to achieve excellence in everything that we do in order to deliver our vision of Creating a Healthier Hull and credit to our progress in achieving this undoubtedly goes to the CCG workforce who continue to provide an excellent service to all of our stakeholders.

In order to sustain and develop current performance levels and to enable further growth and success, the CCG recognises the value of its employees and the benefits of having the necessary tools in place to ensure that the organisation is able to retain, recruit, develop and reward our workforce.

It is clear from the recent publication of the NHS Long Term Plan that the commissioning landscape will continue to change significantly and this undoubtedly will have an impact of the CCG workforce. In addition to striving towards our strategic objectives and achieving our constitutional targets, the CCG must be well placed to be at the forefront of being able to drive new ways of working, identify efficiencies and work more closely than ever with partners and stakeholders.

The CCGs OD strategy will aim to support people to build on existing foundations and enable staff to anticipate and effectively meet and negotiate the challenges of the changes to come. The ability to be prepared to overcome obstacles and where opportunities exist, to have the skills to maximise them will be key to the ongoing progress of the CCG as a high performing organisation. Therefore we need to ensure staff are provided with the skills for success and are supported and nurtured to allow for the workforce to thrive and deliver in a challenging environment.

The review and progression of Organisational Development (OD) is essential in enabling growth and advancement within the CCG and focuses on elements such as people practices, culture and systems. Having a robust and well-rounded strategy will ensure that employees can evolve and perform at their highest possible level. It is essential that the plan meets the current and future needs of the organisation, stakeholders and the community that we serve and also allows our employees to identify what support, development and progression opportunities are available for them as individuals.

The previous OD strategy was developed and agreed in 2014 and this has been pro-actively worked towards since this time. There have been significant developments and activities that have taken place and this has led to improvements in several areas of OD. For example the introduction of the Health and Wellbeing Group has had a highly positive impact across the CCG, the PDR process is now embedded and recently this has progressed to the use of the ESR objective recording and various personal development opportunities have been provided such as coaching programmes and work delivered by the Oxford Group.

## 2. Strategic Review

A review of the current OD strategy has been carried out and it is felt that the existing strategic requirements of the CCG are still in the main applicable and relevant. On discussion and evaluation with the Governing Body in July 2018 some minor amendments have been made to reflect the current challenges, vision and values of the organisation, particularly in light of the recently awarded 'Outstanding' status.

An overarching OD action plan has been developed and is attached at appendix 1, this incorporates the existing and relevant Health and Wellbeing and Equality and Diversity actions. This will provide a resilient people plan with specific timelines, standards of expectation and visible benefits and outcomes from the various elements of the strategy which will be reviewed where necessary.

The current strategy outlines key themes and methodologies relating to OD practice and whilst these remain relevant, in addition the reviewed strategy and refreshed OD plan is structured around 5 key areas of organisational performance; strategy, structure, process, people and culture.

- *People* – focuses on the capacity and capability of the workforce, employee engagement, leadership style and personal development
- *Process* – considers procedures and systems of the organisation, particularly in relation to the delivery of strategic objectives
- *Strategy* – reviews the delivery and alignment of strategic objectives and business plans to enable outcome based benefits for all stakeholders
- *Culture* – includes values, principles and models of behaviour used, how people are rewarded when making a difference and holding people to account
- *Structure* – how the organisation is structured to allow the strategy to be delivered, is there resilience and stability throughout and are responsibilities clear

These themes are fundamentally connected and reliant of each other and support the following strategic aims.

## 3. Strategic Aims

There are 6 principal elements of the strategy that focus on performance and delivery which are outlined as follows, including examples of behaviours and characteristics that will demonstrate success:

### *An engaged Organisation:*

Where employees care deeply about their work, where they want to and can give more and get a measurable and recognised return for their efforts. Where senior leadership is sincerely interested in employee wellbeing and individual employees know that they are authentically valued. Where people are empowered to work across boundaries, to think and act proactively and responsibly in a climate of risk and continual change and where personal accountability is high.

### *A learning Organisation:*

Where excellence in personal and professional development is encouraged and supported, where opportunities for progression exist inside or outside the organisation.

Where reputation for nurturing desirable talent in the health sector is widely known and where 'lessons learned' is a reflex reflective behaviour leading to improvement. Where a climate of innovation, exploration and sharing is commonplace and habitual.

#### *A high performing Organisation*

Where organisational performance is focused on excellence and continuous improvement with an intense 'customer' focus and where our mind set anticipates need and is flexible. Where multi-disciplinary team working and structure is fluid and where individuals are constantly asking themselves "How am I adding value to our aims?" and holding themselves personally accountable for their performance and potential.

#### *A preferred employer for NHS and Hull*

Where the organisation is deemed to be one to work for, with nationally accredited standards as a 'great place to work'. Where opportunities attract applications in volume and candidates are managed in line with the organisation's values, brand and reputation. Where our culture, practices, talent and performance are acknowledged as best practice.

#### *A public service lead partner for Hull*

Where public sector partners want our organisation's leadership capability at the heart of any debate about / for Hull. Where our commitment to partnership working on a shared place agenda supersedes individual and organisational aspirations. Where synergy and 'whole system' thinking is our expertise and our contribution and collaboration brings tangible benefits to 'Creating a Healthier Hull'.

#### *A thought leader and innovator in the healthcare system*

Where creativity and innovation are embedded in 'the way we do things', where breaking boundaries to get exponential results is part of our DNA. Where Hull CCG is considered to be an innovative leader in population, health and wellbeing at the forefront of whole system thinking in the way it is addressing city-wide healthcare challenges. Where senior leaders are invited to contribute to shaping national approaches and where Hull CCG is asked to share its success with other healthcare providers tackling the same issues.

## **4. Priorities for 2019 – 2022**

In addition to the specific outlined tasks and projects that are proposed to be implemented and delivered over the next 2 years, there are also a number of other resources that are available to the CCG for consideration. These are OD diagnostic tools and resources that can be accessed to strengthen the key focus themes that may be needed across the organisation. The extent to which these will be used will be dependent on decisions made with regards to which external OD partners, if any are to be used.

#### *The NHS Workforce Planning Tool*

This can support organisational diagnosis and identify potential areas for improvement. At any point in time the CCG can complete a self-assessment exercise which scores against typical workforce planning requirements across areas such as leadership, governance, engagement and strategy.

Once the assessment stage is complete a proposal can be formulated around areas for development which should be evidence based and integrated across all areas of the CCG and involving leaders and managers directly.

#### *NHS Employers Leadership Academy – ‘Do OD’*

‘Do OD’ is an expert resource on Organisational Development for the NHS, delivered by NHS Employers in partnership with the NHS Leadership Academy. It focuses primarily on culture change and there are a range of resources available for use including case studies and culture change tools.

As with the workforce planning tool, the use of these resources can assist in informing the CCG where its strengths and areas for development lie.

#### **4.1 Leadership and Management Development**

This has been identified as a priority aim due to the fact that this element of OD has an impact across not only all of the strategic aims but also the people, process, strategy, structure and culture of the CCG.

A framework for leadership levels was identified in the current strategy which it is felt is still relevant and can be used in conjunction with all of the following activities (appendix 2).

#### *Yorkshire and Humber Leadership Academy*

A development programme of events will be scoped based on what tools and resources are available within our region and through national links with NHS Employers and Health Education England (HEE). This programme will be communicated via the Senior Leadership Team (SLT) and can be used to compliment and support individual continuous professional development needs as identified in personal plans.

#### *Board Development Programme*

It has been identified that a relevant and meaningful board development programme needs to be formulated and agreed, this may include individual and group objectives. The Leadership Academy also provides support for these needs therefore it is proposed that this is reviewed further and specific requirements are identified. It would also be beneficial to gather any best practice from other exemplar CCGs that have focused on their board programmes; this can be achieved through local and national network links. It is proposed that the HR and OD team provide dedicated support and that this is carried out on completion of the board elections in March 2019.

The board will play a pivotal role in the implementation of the OD strategy programmes; therefore it is proposed that the upcoming board development session in February 2019 is tailored around the provision of facilitated sessions to provide further detail on the key themes, for example staff survey results analysis.

Clearly there will continue to be a requirement for statutory and mandatory development in order to maintain appropriate governance; this will be included in the annual programme accordingly.

### *Board Recruitment*

All board membership is due for renewal in early 2019. A dedicated action plan has already been agreed and this will ensure that the election and recruitment process runs smoothly. It will be necessary to build into the board development programme any changing needs that must be met if there is a change in personnel or role.

### *NHS Culture and Leadership Programme*

Provided by NHS Improvement, this programme centres around leadership behaviours and workforce capacity. There are 2 phases that are currently available, the first being the diagnostic stage and then the design element. Advised timescales for phase 1 is approximately 6 months which allows for the diagnostics to be run, building a case for change and establishing a change team. This is a project based tool and various exercises would need to be completed across the organisation including self-assessment, board interviews, leadership behaviours survey, culture focus groups, patient experience analysis and leadership workforce analysis.

Clearly this would be a large piece of work for the CCG and facilitation and if agreed resource to run the programme would need to be identified internally, therefore although there would be no cost for materials and content, there would need to be consideration around capacity and a project team would need to be identified along with realistic timelines for each phase.

### *Management Development*

A large percentage of our workforce are people managers and by definition expectations would be that these employees can demonstrate the required behaviours, have confidence in dealing with difficult conversations, are able to hold people to account and pro-actively drive a culture that supports the CCGs strategic objectives, vision and values. The development of 'middle managers' is essential in any organisation and the input, influence and involvement these roles have in critical areas of the business plan is significant.

As an outstanding organisation with clear aspirations to continue to develop a high performing culture, we must ask the question of whether we have provided our employees in these posts with the right tools in order to do their job. One aim of OD strategy is to complete a talent management review across the organisation and by committing to succession planning we are able to identify future leaders, we need to invest in dedicated management training to develop individuals to be ready for progression.

It is proposed that a separate piece of work is carried out to identify a suitable external provider for accredited management training. Suitable candidates for nomination will be identified by using the proposed management development pathway which was included in the current strategy (appendix 3), the talent review outcomes, succession plan and feedback from appraisals and development reviews.

## **4.2 Staff Engagement, Health & Wellbeing**

Significant work has been carried out in this area since 2014 and the current OD strategy outlines a number of actions that have taken place in the engagement strand of the plan, specifically relating to previous staff survey results and the creation of an employee engagement working group. Over time this has developed into the CCG Health and

Wellbeing Group and has successfully targeted key themes from the survey action plan. Specific work has been undertaken in employee health and wellbeing with the introduction of a number of trained mental health first aiders, the opening of a dedicated time-out space in the office for staff to use and 'myth-busting' reviews on some key HR policies. Currently the group is leading on a piece of work to develop an agreed staff charter which is aimed to tackle a shared understanding of expected behaviours between colleagues no matter what level someone works at. This is an example of a project that feeds directly into the areas of engagement and wellbeing.

The Health and Wellbeing Group are responsible, with management support, for the dedicated action plan which tracks activities and projects. Several of these initiatives support the CCGs wider strategic aims and are linked to local and community projects but which also support the aims in improving retention and being an employer of choice. Projects such as the Learning Disability Employment Pledge, Thriving at Work programme, Disability Confident Employer status and Mindful Employer also link heavily with the CCGs Equality and Diversity responsibilities and the work of the Equality and Diversity Group. The OD strategy action plan outlines full details of all current programmes and initiatives which will be reviewed on an ongoing basis to ensure that these are relevant to the CCGs values and aims but that also we are able to resource and support them to the level required.

There continues to be a drive and enthusiasm in this group which supports the ethos of the CCG, it will be hugely beneficial for this group to continue and to further increase positive outcomes, membership should be increased to ensure the group is representative from all areas of the CCG.

### *Survey Action Planning*

The 2018 staff survey has recently been completed with results anticipated in January 2019, including the CCG scorecard and benchmarking detail. On receipt of these results work will be required to interpret the key themes in the feedback and identify the areas of strength and what elements will require further focus to drive improvement in the CCG.

There are a number of ways in which we can do this, including focus group sessions, team talk activities and resources available through the NHS survey analysis tool. It is recommended that an engagement programme is drawn up on receipt of the results, including involvement from the board to agree and finalise next steps.

### *Workplace Wellbeing Charter*

Staff engagement influences all of the strategic aims in the area of OD and the CCG supports the view that nurturing employee health and wellbeing encourages engagement and provides a positive workplace culture. The CCG will have detailed feedback from the recent staff survey and it will be possible to develop a detailed action plan, in conjunction with the Health and Wellbeing group, to tackle any issues identified. In order to compliment this work the CCG may benefit from this additional programme to support the progression in our aim to be a high performing organisation. It is proposed that consideration is given to identify some external support in this area.

One such provider that can offer a programme that provides a health focus is the independent charity, Health and Work Consultancy. The outlined benefit of this accredited



programme is that it offers a commitment to improving the health and wellbeing of the workforce which can contribute to being an employer of choice.

The offer includes the following stages and support:

- An organisation wide self-assessment to be completed
- A dedicated consultant will be assigned and will conduct interviews across the organisation
- A best practice resource pack will be identified
- Action planning stage
- The development of a staff charter segmented into 8 key areas which are targeted health related categories – leadership, absence management, health & safety, mental health and wellbeing, targeted lifestyle health related factors, physical activity, and healthy eating
- The final stage of award of accreditation

There is also the option to introduce a bespoke programme that would be specific to the needs of the CCG with tailored training packages. If this programme is supported, costings can be identified and confirmed for further discussion through SLT.

#### *NHS Health & Wellbeing Framework*

As an alternative option to that outlined above there is an NHS framework available and takes the form of an interactive document that sets out clear actionable steps across 14 areas enabling the delivery of a staff health and wellbeing plan. This has similar themes to that available by the external provider and would obviously not require the same level of investment, however it will not be tailored specifically to the needs of the CCG and therefore may not be considered as flexible an option.

Similar in structure to the Workplace Wellbeing Charter it is divided into 2 sections:

- Leadership and cultural and structural essentials
- Prevention and self-management (targeted support in mental health, musculoskeletal and lifestyle themes)

This is not a chargeable programme but would require internal resource to implement and deliver.

#### *NHS Toolkit 'How are you feeling'*

It is proposed that this online communication is introduced and communicated to CCG staff group as part of the planned activities in 2019. This is an entirely voluntary resource and for those wishing to participate requires the completion of an online resilience questionnaire which assists individuals in being able to check their own wellbeing. It also provides signposting for available support and further resources. The primary aim is to assist in individual strategies and coping mechanisms in the area of mental health which it is likely that will affect a proportion of the CCG workforce. This tool can be used in conjunction to the other tasks that will be implemented and offers a more individual approach for those that do not feel comfortable requesting support directly.

### **4.3 Talent, Succession and Retention**

The PDR process has been successfully embedded in the CCG and more recently, in order to streamline the process and support more efficient ways of working, objectives and feedback are now being recorded in ESR. There is some further need to support managers with ensuring objective setting is meeting the CCGs strategic aims and possible moderation of final review outcomes. There will also be a requirement for the CCG to review the pay progression policy in line with changes to NHS Agenda for Change which will be implemented in April 2019. It is recommended that further dedicated training is made available to line managers at this time.

Talent management however involves more than reviewing performance and personal development needs alone. The aim of the CCG is to plan for the current and future needs in relation to key roles in the organisation. Within the CCG it is apparent that a number of key post holders may be considering either retirement in the near future or will be looking to progress to the next stage of their career. Therefore it is essential that these posts are identified and potential successors are considered, along with specific development needs to enable progression. Developing a structured plan in which to do this will support the foundations of the CCG being able to achieve the aim to increase leadership and management capability, improve retention and attract new talent.

#### *Talent Mapping and Succession Plan*

The introduction of a talent management and succession planning method to run in line with the PDR and appraisal process will identify both the 'performance' and the 'potential' of the workforce using the 9 box grid methodology. It will also enable what plans are in place for succession to key roles across the organisation, using a RAG (red, amber, green) status. Dates for launch and roll out will need to be agreed and it is proposed that managers will be supported by HR in completing this exercise.

#### *Early Careers*

It is likely that all the CCGs future workforce demands cannot be met within the existing structure and although retention levels are positively high, natural career movement will occur and as the current landscape changes there is likely to be a need to attract talent from outside of the organisation. By developing a dedicated plan to 'grow our own' investment into the areas of apprenticeships, work placements and potential graduate opportunities will be highly beneficial.

Due to the introduction of the Apprenticeship levy in 2018 the OD plan will include a set of tasks to develop links with local providers and introduce a CCG apprenticeship scheme. In line with the succession planning review this can be targeted in areas where there is either an immediate or likely future need or which requires a bespoke skill set which we may historically have found difficult to recruit to. As a supplementary element to this, the introduction of work experience and placements can be built in as this will complement the both the health and wellbeing and Equality and Diversity agenda and schemes that the CCG is already involved in.

#### *CCG Induction Programme*

An induction policy and checklist is already in place and widely used by line managers and new employees joining the CCG. Over recent months due to the organisation expanding there has been an increase in recruitment and new posts have been introduced to the

structure. Feedback has been received that a more robust induction programme needs to be introduced that will support line managers in inducting new team members, in particular to improve the level of understanding on the CCG itself, wider team structures, organisational priorities and how the CCG fits in with the wider NHS. This is particularly an area of challenge when new recruits do not have previous NHS experience.

It is recommended that a corporate induction presentation pack be produced that is standard to be used by line managers but where individual team content can also be added to ensure it is specific and relevant for each role. This task will require input and involvement from across the CCG and it is proposed that a small project group be set in up in order to progress.

#### **4.4 High Performing Team Culture**

The CCG has received the second consecutive outstanding rating. The wider strategic aims and those outlined in this report are driving towards building on that success and improving the culture of the organisation further to enable high performance and a continuation of this recognition. However, to enable this, it is important that efforts are directed and targeted. Although culture in itself is often an unconscious result of elements such as behaviours, leadership styles, routines, controls and hierarchy, the ways in which we improve an organisation's culture have to be conscious and purposeful.

Clearly if all activities outlined above are implemented successfully they will undoubtedly have a positive impact on organisational culture, however there are several additional possible options to consider adopting to target high performance in particular if the CCG feel that this should be actioned as a priority.

##### *Investors in Excellence*

External provider, Investors in Excellence (IiE) have submitted a proposal which they feel will support the CCG through a 'Journey to Excellence' which entails being measured against a recognised standard of eight levels of performance. IiE have worked with other CCGs, CSUs and Hospital Trusts who have felt that the programme has resulted in greater productivity and performance.

The programme is delivered over three phases and moves from assessment, through to planning, support and training. There is a standard programme available but this can be adapted depending on the CCG needs. The course, if facilitated by IiE but would require the CCG to identify an 'Excellence Board' made up of a dedicated group of directors, excellence practitioners and champions. Training would be delivered to each group to outline their role within the process.

Further detail for consideration is available via a proposal which was provided by IiE, however it should be noted that implementing this programme will require significant investment by the CCG, both financially and from a resource and time perspective.

##### *Team Development Programme*

The Resources team have recently completed a team development programme, facilitated by eMBED L&D colleagues and the Head of People. The objective of the sessions were to foster improved ways of working within a dedicated team, develop shared understanding

of roles and team preferences and how best to work with the strengths of individuals in the team.

This programme was implemented as it was identified that the Resources Directorate has gone through a significant period of change in the last 12 months. The service was re-structured with the introduction of new posts and post holders and team members have a range of skills and experience across the group. The programme uses *Belbin* questionnaires as the tool to identify both individual and team roles and focuses on strengths and how to best use these collectively. The programme was delivered over 3 half day sessions in November and December 2018. The outcome of the session was the agreement and commitment of a team charter which will also feed into the personal development element of the PDR process, the team meeting structure and day to day activities of the team. Outcomes will be reviewed at regular intervals going forward to ensure progress is ongoing.

It is proposed that this initial running of the programme be reviewed and if deemed beneficial, that it is rolled out across all the CCG Directorates including as part of the board development programme. Due to changes with the current L&D service provided by embed, resource for running this programme would need to be internal and likely delivered by the new HR team from 1<sup>st</sup> April 2019.

### *Employee Reward and Benefits*

Reward and recognition are an important element to consider when reviewing an OD strategy. From a remuneration perspective clearly the CCG are bound by the remit of Agenda for Change (Face) and recent changes in the pay progression process will mean that employees will have to demonstrate good levels of performance and meeting other agreed criteria in order to receive increments in salary going forward.

There are other areas of recognition that are outside of financial reward in the form of salary that the CCG acknowledges are an important part of employee engagement. The CCG already makes positive contributions to identify and recognise the hard work and input that employees make to the organisation. For example contributions have been made to staff functions for celebratory events, options to attend various out of work social gatherings in the local community are offered on a regular basis and additional annual leave for key achievements across the organisation has been awarded. It should be noted that alongside the associated contractual terms and conditions, NHS employees also do have access to NHS discount schemes across a number of different retailers and organisations.

It is proposed that a programme of additional recognition 'rewards' is considered and that this piece of work be initially carried out by the Health and Wellbeing group. The objective will be to identify options, the value and benefits of each, along with any potential associated costs and ultimately make recommendations to SLT. Some possible suggestions are:

- The introduction of long service awards
- Letters of thanks from SLT for particular achievements and successes
- An externally run employee privilege scheme providing small rewards to staff on a monthly basis such as discount at cinemas or large scale retailers

It is relevant to note here that there is the potential for such schemes to cause contention among staff groups if there is not a consistent method of application, agreed criteria and if it is not seen to be fully inclusive and fair. These are important considerations for the group to bear in mind when completing this project and ultimately for SLT and the board if it is agreed to be taken forward to implementation.

## **6. Recommendations and Next Steps**

A summary of the proposals and approximate timescales is identified at appendix 4 for consideration and comment by SLT in early January 2019.

It is important to note that changes to the HR/L&D and OD service will be in place from 1<sup>st</sup> April 2019 and may impact on the capacity and resource available to deliver large scale projects during service transition. SLT will separately be asked to consider options with regards to the HR team structure and the level of resource needed for the delivery of OD. This may influence discussions around the level of need for external providers and potential options to progress.

With SLT agreement the next step would be to present to Governing Body in January 2019 with a view to consulting with staff on the OD strategy itself in early February.