

Item: 7.1

Report to:	NHS Hull Clinical Commissioning Group Board
Date of Meeting:	24 th July 2020
Subject:	Workforce and Organisational Development Annual Report
Presented by:	Clare Linley, Interim Director of Nursing and Quality
Author:	Emma Kirkwood, Interim Head of People Will Clement, Organisational Development and Learning & Development Lead

STATUS OF THE REPORT:

To approve	<input type="checkbox"/>	To endorse	<input checked="" 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 checked="" type="checkbox"/>		

PURPOSE OF REPORT:

The purpose of this report is to provide the NHS Hull Clinical Commissioning Group Board (CCGB) with a summary of progress over the last 12 months (April 2019 to March 2020) on workforce and organisational development matters.

CONTEXT

The report will focus on the three key themes of the current Organisational Development (OD) Strategy

The three key themes of the existing OD Strategy are:

- 1) Leadership & Management Development
- 2) Culture, Employee Engagement and Employee Wellbeing
- 3) High Performing Team Culture

RECOMMENDATIONS:

a To note and endorse the Workforce and OD Annual Report.

REPORT EXEMPT FROM PUBLIC DISCLOSURE No Yes

If yes, grounds for exemption

(FOIA or DPA section reference)

CCG STRATEGIC OBJECTIVE

This report supports the Quality and Safety Strategic Objective and the CCG's responsibility as an employing organisation to fully consider all employment matters.

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

Finance	The CCG workforce and OD strategy is delivered within a set budget.
HR	The recommendations set out in this paper support the aims of the OD strategy and will form the investment and development direction for embedding the desired culture, strengthening workforce engagement and performance management, identifying talent and planning for organisational succession.
Quality	Improving workforce potentially influences quality orientation through the development and embedding of a continuous improvement approach and thinking disciplines. Strengthening the organisational climate optimises employee engagement and supports release of creative, innovative potential to achieve our strategic workforce aims.
Safety	Poor performance management and low levels of employee engagement result in less organisational effort, lower levels of realised performance, poor retention and higher turnover, and volatile rigour in health, safety and wellbeing.

ENGAGEMENT: (Explain what engagement has taken place e.g. Partners, patients and the public prior to presenting the paper and the outcome of this)

N/A

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

None identified.

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)

	Tick relevant box
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*)

The report supports delivery of Principle 3 of the NHS Constitution. The NHS aspires to the highest standards of excellence and professionalism.

4a. Staff – your rights and NHS pledges

The NHS pledges to:

- provide a positive working environment for staff and to promote supportive, open cultures that help staff do their job to the best of their ability
- provide all staff with clear roles and responsibilities and rewarding jobs for teams and individuals that make a difference to patients, their families and carers and communities
- provide all staff with personal development, access to appropriate education and training for their jobs, and line management support to enable them to fulfil their potential
- provide support and opportunities for staff to maintain their health, wellbeing and safety
- engage staff in decisions that affect them and the services they provide, individually, through representative organisations and through local partnership working arrangements. All staff will be empowered to put forward ways to deliver better and safer services for patients and their families (pledge)
- to have a process for staff to raise an internal grievance (pledge)
- encourage and support all staff in raising concerns at the earliest reasonable opportunity about safety, malpractice or wrongdoing at work, responding to and, where necessary, investigating the concerns raised and acting consistently with the Employment Rights Act 1996.

NHS HULL CCG BOARD REPORT 24 JULY 2020
ANNUAL WORKFORCE AND ORGANISATIONAL DEVELOPMENT REPORT
2019 - 2020

1. INTRODUCTION

The purpose of this report is to provide the NHS Hull Clinical Commissioning Group Board (CCGB) with a summary of progress over the last 12 months (April 2019 to March 2020) on workforce and organisational development matters.

2. CONTEXT

On the 1st April 2019 the HR, OD and L&D team transferred from the outsourced eMBED service to the employment of NHS Hull CCG. The team works across NHS Hull, East Riding of Yorkshire and North Lincolnshire CCGs. Over the year the team have implemented a series of new processes and protocols to more closely meet the needs of the CCGs. In June 2019 the role of Organisational Development and Learning & Development Lead was appointed. Further, due to the Head of People leaving in March 2020, a successful appointment was made to Associate Director HR and OD.

The report sets out the key workforce and organisational development themes and pieces of work during the 2019/20 period. It focusses on the three key themes of the current Organisational Development (OD) Strategy and provides a summary of progress made, implementation of key projects and next steps and priority actions for the following year.

3. CURRENT OD THEMES

The three key themes of the existing OD Strategy are:

- **Leadership & Management Development**

It is recognised that the development of leaders and managers is essential for the continued success of the CCG. This theme is also strongly linked to those listed below. Well-developed leaders and managers are an essential component of the OD strategy as we move to high performance throughout the CCG and accepting agility and creating positive change. There is a clear impact on talent and succession management as leaders and managers provide purposeful and engaging work for their teams thereby enhancing capability for the future.

- **Employee Engagement & Wellbeing**

A key theme of the CCG's OD Strategy is to build and strengthen a culture of high performance. By focusing on our employees and their wellbeing, we can be confident we are doing the right thing for everyone to help meet this aim. In the current climate, it is as essential now more than ever to ensure our employees are healthy and have the right tools to engage with. Access to the right programmes and tools will continue to be signposted to staff through a variety of communications.

- **High Performing Team Culture**

Our leaders and managers are key to the success and creation of high performing teams. Significant emphasis is placed on team and team culture through a variety of interventions including the leadership and management programmes. If the interventions and activities offered are engaged with across the CCG, we will undoubtedly have a positive impact on the wider organisational culture.

The PDR is a key factor in engaging with the OD strategy. 2019/20 saw this being run through an independent organisation for the first time. Agenda for Change also mandates that Appraisals and PDR's are complete for all staff as this is pay point and pay affecting. To enable this, managers can utilise the ESR system to log appraisals and PDR's enabling engagement from all staff and accurate reporting. Through the PDR's, the HR Humber Team can plan demand for development and utilise resources appropriately. The benefits of this will be to streamline the process, improve efficiency and enable accurate reporting. Line managers and staff will receive training and support on the roll out.

4. Leadership

A number of staff have engaged with the Leadership Programme. Cohort 1 was successfully delivered and completed which included leaders from three CCGs thereby enhancing cross CCG networking and sharing of best practice. Cohorts 2 and 3 are ready to run from September 2020 and have been recruited to. As the landscape for CCGs evolves, it is essential that our leaders are well equipped to lead themselves and others..

It is the intention of the OD and L&D Lead to keep the cohorts together after completion of the programme, for continuous leadership development and group reflection.

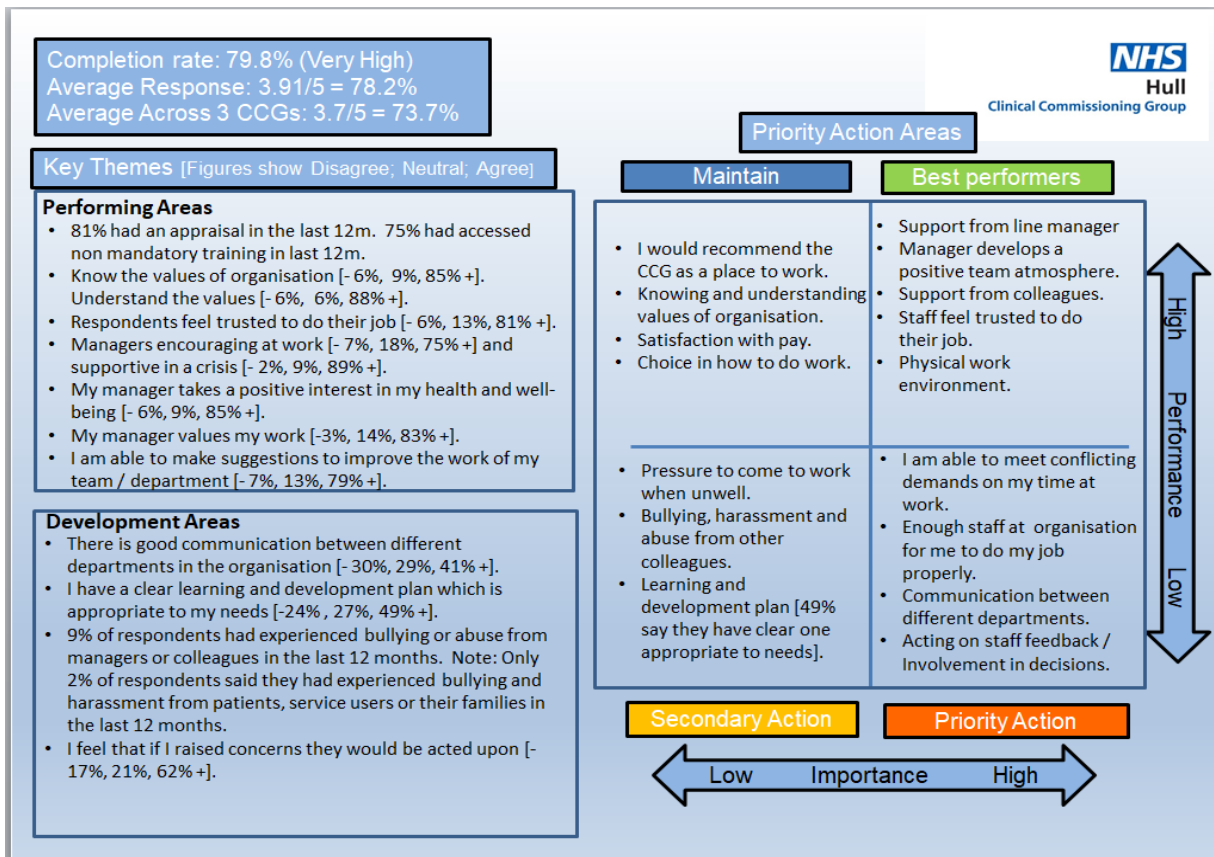
In response to a series of sessions regarding coaching and coaching as a management style, it is the intention to follow this through with more formal development. Providing coaching for leaders and managers is deemed important as the need for clarity and leadership is critical to continued success. Aiding development in this area for leaders enhances the experience for team members, helping them to reflect upon their performance and personal challenges. The principles of coaching are action orientated and provide a differing viewpoint when fully engaged. Through this approach it is planned that a 'coaching culture' is developed. This kind of culture is supportive; action oriented and aids high performance in individuals and teams.

Talent and succession planning will become a key feature throughout the year as a wider footprint emerges for CCGs. The identification of key positions is an important starting point as is the pathway for identified individuals. Agreement from Senior Teams as to the approach will be sought in the coming months.

The creation of high performing teams is a key part of the Leadership Programme and the OD strategy. There is an expectation from delegates that when they leave the cohort, work is continued to achieve high performance. The OD and L&D Lead is engaged with a number of teams and will work through a specific programme designed for that team. Work will include elements such as creating a team vision and performance measures.

5. Staff Survey

NHS Hull CCG uses the Staff Survey annually to gauge the 'organisational climate' and the strength of our 'employee engagement'. The latest staff survey was carried out by an external company called Work In Confidence and was open to staff to complete between 2 December 2019 and 18 December 2019. The survey took place across NHS Hull, NHS East Riding of Yorkshire and NHS North Lincolnshire CCGs. There was a total response rate for NHS Hull CCG of 79.8% which was down slightly from 84% on the 2018/2019 survey. The survey aimed to measure employee's responses against the following areas; values, your job, your managers, health and wellbeing, personal development and the organisation. The data was then developed into a 'balance scorecard' summary as below.



Responses were summarised into an overall satisfaction rating. The 2019/2020 survey identified an overall satisfaction score of 78.2% which is approximately a 10 percentage point increase since the 2018/2019 survey and higher than the average satisfaction rate across the three CCG's. The CCG was rated the highest overall in its peer group for overall satisfaction.

Some of the highest responses received included support from line managers in times of personal crisis, interest from managers in health and wellbeing of staff, being trusted to do the job and managers valuing work. It should be noted that whilst scoring highly in the survey, the results for these areas have fallen marginally since the 2018 survey. However, the number of respondents reporting they are trusted to do their job decreased by 10 percentage points from 91% in 2018 to 81% in 2019 and the number of respondents reporting that they are able to make suggestions to improve the work of my team / department fell by 13 percentage points, from 92% in 2018 to 79% in 2019.

Some of the lowest responses received related to communication between staff and senior management, communication between departments and a clear learning and development plan. Again these areas are showing a downward trend since 2018. As table 2 shows, since the 2018 survey there has been a downward trend in relation to employees reporting work related stress, bullying or abuse from patients / service users, their relatives or other members of the public and discrimination at work from managers or other colleagues. It should be noted that given the phrasing of the question a decrease in those stating no a negative indicator.

Table 1 – Employee Survey Trends for Work Related Stress, Bullying and Abuse and Discrimination.

	2018/19	2019/20	Difference
	% NO	% NO	% NO
In the last 12 months I have felt unwell as a result of work related stress	78	48	-30
In the last three months I have come to work despite not feeling well enough to perform my duties	59	42	-17
In the last 12 months I have experienced harassment, bullying or abuse at work from patients/service users, their relatives or other members of the public	95	62	-33
In the last 12 months I have experienced discrimination at work from managers or other colleagues	98	62	-36

Following the Staff Survey, the full results were shared with staff in order that the findings could be discussed at individual team meetings as well as during team talk. Further to this a facilitated session was arranged to discuss the results, how the best performing areas could be celebrated and built upon as well as developing solutions to address the areas which required improvement. Further work around the staff survey results has been temporarily put on hold due to COVID-19

6. Next Steps

As the CCG moves into the recovery phase following the Covid-19 pandemic, the response to the survey results will be stepped back up.

7. Employee Engagement and Health and Wellbeing

The Staff Health and Wellbeing group has continued to work on a number of initiatives to support staff to look after their health and wellbeing including;

- A Health and Wellbeing week in January 2020 with staff from across the organisation taking part in activities including aromatherapy, a 45 mile per day bike/walk/run challenge, lunchtime walks. Fresh fruit was also provided on a daily basis.
- Circulation of template wellness action plans from MIND to help manage mental health and wellbeing and for staff to explore with their line managers.
- Encouraging staff to step away from their desks and take a short break from the computer by completing a jigsaw with colleagues.
- Taking part in RED January to raise funds for MIND which saw a number of staff committing to undertake 20 minutes of exercise every day throughout January. This resulted in one member of staff giving up smoking.
- Brew Monday in conjunction with Zero Suicide Alliance and the Big Brew which encouraged staff to sit down with a brew and talk with friends or colleagues they may not usually get the chance to speak with.
- Mental Health First Aid champions who are trained to support staff.
- A special room to support private wellbeing related conversations or time away from the desk.

8. Occupational Health

During the period the CCG commenced an exercise to re-procure the CCG Occupational Health Service currently provided by NHS Humber Foundation Trust. The procurement exercise reached the bid submission stage at the point of the Covid-19 pandemic and has been temporarily suspended to allow providers to focus on the response to Covid-19.

The Occupational Health (OH) service will provide a complex managed clinical service to CCG employees and managers. The service will be required to provide a range of assessments and interventions which cover frequent activities, e.g. pre-employment screening and management referrals, and infrequent activity that can have a high impact and are highly valued by managers and employees, however are difficult to measure, e.g. fitness to participate in management interventions.

The aims of the service will be to:

- To provide a responsive, timely, and customer focussed service;
- To balance the needs of the employer, to the needs of the individual;
- To provide independent advice, that is supported by clinical judgement and is evidence based.

The objectives of the service will be:

- To provide clear Occupational Health management advice to support CCGs in managing the health and wellbeing of employees;
- To facilitate support for the individual to attend and prosper in the working environment;
- To deliver high quality, evidence based medical advice;
- To work in partnership with CCG HR teams and Managers to continually develop and deliver the best services possible to improve staff health and well-being.

The service will be underpinned by the principles of the NHS Employers Commissioning Occupational Health Services (Oct 2019):

- Strong focus on a high quality, clinically-led, evidence-based service;
- An equitable and accessible service;
- Impartial, approachable and receptive to both employees and employer;
- Contribute to improved organisational productivity;
- Work in partnership with all NHS organisations and within the community;
- Underpinned by innovation;
- Offer diversity and depth of specialisation and training opportunities.

9. Next Steps

To review the procurement exercise to date taking account of the changing NHS landscape and CCG needs prior to appointing an Occupational Health Service for the CCG.

10. Staff Consultation

Recognising the benefits of partnership working, Hull CCG is an active member of the Humber CCG Social Partnership Forum. The aim of the Partnership Forum is to provide a formal negotiation and consultation group for the CCGs and the Unions to discuss and debate issues in an environment of mutual trust and respect.

Trade Union facility time 2019 - 2020

Trade union facility time	
Number of Relevant Union Officials during 2019/20	1
Full Time Equivalent employee number	1
Percentage of time spent on facility time	1-50%
Percentage of pay bill spent on facility time	
Total cost of facility time	£3,009
Total pay bill	£4,795,412
Percentage of total pay bill spent on facility time	0.05%
Paid trade union activities	
Time spent on trade union activities as a percentage of paid facility time	29%

11. Health and Safety Performance 2019 - 2020

NHS Hull CCG continues to foster and encourage a positive health and safety culture within the organisation. The Health Safety & Security Group meets quarterly to review health and safety performance and ensure that all relevant legal requirements are being met.

All new CCG staff receive necessary information within their first week of employment and are required to complete all identified health and safety training within 12 weeks of commencement. Overall compliance for statutory and mandatory Health & Safety Training at 31st March 2020 was 94% against a target of 95%.

All risk assessments for the organisation such as COSHH, Manual Handling and Fire are up to date and all appropriate control measures are in place.

There was only 1 reported Health & Safety incident within the organisation in 2019/20. This related to a leak in the ceiling of floor 3 which rendered part of the office unsafe for use by staff. Repairs have necessitated external scaffolding and although the office has now been made safe internally, work is still required by the landlord to resolve the issue. The issue did not meet the external reporting threshold (RIDDOR).

12. Promoting Equality and Diversity

The CCG has embraced its equality duties, rather than simply focus on legal compliance, it has dedicated its efforts to achieving meaningful outcomes for our staff, patients and all those we engage with. Our Equality Information Report published at www.hullccg.nhs.uk demonstrates how the CCG is meeting its public sector equality duties and NHS England equality standards and this is summarised below.

Social, community and human rights obligations

The CCG is committed to promoting equality and eliminating discrimination as an employer, and in ensuring the services we commission are accessible and inclusive. We recognise our duties under the Human Rights Act 1998 and the Equality Act 2010, including the Public Sector General Equality Duty to pay due regard to:

1. Eliminating unlawful discrimination, harassment and victimisation. This includes sexual harassment, direct and indirect discrimination on the grounds of a protected characteristic.
2. Advancing equality of opportunity between people who share a protected characteristic and people who do not share it.
3. Fostering good relations between people who share a protected characteristic and people who do not share it.
4. Having due regard means considering the above in all the decision making, including:
 - How the organisation acts as an employer
 - Developing, reviewing and evaluating policies
 - Designing, delivering and reviewing services
 - Procuring and commissioning
 - Providing equitable access to services

Hull CCG's equality objectives

Our equality objectives were developed through extensive engagement with staff and local interest groups primarily through implementing the Equality Delivery System (EDS2). See <http://www.hullccg.nhs.uk/equality-delivery-system-eds2/> for more information. A summary of progress against the equality objectives and outcomes is considered by the Quality & Performance Committee at regular intervals throughout the year.

Objective 1: Ensure patients and public have improved access to information and minimise communications barriers.

Objective 2: To ensure and provide evidence that equality is consciously considered in all commissioning activities and ownership of this is part of everyone's day-to-day job

Objective 3: Recruit and maintain a well-supported, skilled workforce, which is representative of the population we serve.

Objective 4: Ensure that NHS Hull Clinical Commissioning Group is welcoming and inclusive to people from all backgrounds and with a range of access needs.

Objective 5: To demonstrate leadership on equality and inclusion and be an active champion of equalities in partnership programmes or arrangements.

Our approach this year has been to target our focus to a set of outcomes, matched to our equality objectives. The outcomes often span across a number of objectives to ensure patients and public have improved access to information and minimise communications barriers. A summary of progress against the equality objectives and outcomes is given below.

Progress against Equalities Objective Workforce Objectives

Good progress has been made against the CCGs Equalities Objectives that relate to Workforce.

Objective 3: Recruit and maintain a well-supported, skilled workforce, which is representative of the population we serve. Regular workforce reports are reviewed by the Senior Leadership Team (SLT).

The CCG currently has a relatively small number of vacancies and planned recruitment, however:

- Organisational capacity is being built through HR partnership working with recruitment managers to embed E&D good practice in all recruitment. This includes planned recruitment and selection training.
- The recruitment process is as inclusive and accessible as possible, within the national framework. This is assured through continuous review of job adverts and equal opportunity monitoring
- Positive action to actively promote job opportunities and troubleshoot application process (find out where people experience barriers and if any additional support needed). Linking into initiatives by local authority / other partners where possible and attending local recruitment events; and has a successful programme of work placements and work shadowing opportunities.

Objective 4: Ensure that NHS Hull Clinical Commissioning Group is welcoming and inclusive to people from all backgrounds and with a range of access needs.

The appraisal process has captured a wide range of examples of staff promoting / implementing the CCG's equality objectives. In addition the CCG has taken steps to support this objective, including:

- Ensuring there are strong links between Health and Wellbeing Group and E&D objectives
- Continued development of plans through Disability Confident and Mindful Employer.
- Staff have well developed E&D skills:
 - All staff undertake mandatory E&D training, as well as regular and targeted sessions provided by an independent equality advisor (mainly focused on equality impact assessment skills)
 - Successful completion of identified training / programmes. Wider attendance at educational events and record of CPD.
 - Board development sessions.

Workforce Reporting

The workforce reporting duty applies to employers with more than 150 staff. However, we do capture and analyse data relating to the protected characteristics of staff and our Board.

Full details of the CCG analysis can be found in its Workforce Race Equality Standard (WRES), Workforce Disability Equality Standard (WDES) and Equality Delivery System (EDS) Report on the following link: <https://www.hullccg.nhs.uk/news-posts/27-09-2019/>

In summary,

- According to ESR data, fewer than 5% of the CCG's workforce is identified as BAME. The BAME population of Hull (as defined above) is 6%. Specific numbers are not listed as they are so small as to potentially enable the identification of individuals.
- According to CCG 2018/19 recruitment information, white candidates (when expressed as a ratio of applications to shortlisting) have a slightly lower chance of being shortlisted when compared to BAME (9.8% and 10.5% respectively). The relative likelihood of white staff being appointed from shortlisting when compared with BAME is 0.93. That said, caution must be used in interpretation of this data as

the very low numbers reported in some categories would challenge statistical validity.

- 7% of the CCG's Board is BAME.

The CCG is working with local providers to ensure the WRES is incorporated in a meaningful way (see www.hullccg.nhs.uk).

Gender pay gap reporting

The CCG employed fewer than 250 members of staff at 31 March 2019 and therefore is not subject to this reporting duty. However, the workforce data is analysed regularly including pay band by gender. Salaries are reviewed by our Remuneration Committee, which follows national guidelines and best practice. The CCG pay profile is also reviewed quarterly by the Senior Leadership Team.

Areas for development

Particular focus will be given to the following over the next twelve months for the CCG as an employer:

- Greater integration of E&D objectives / outcomes in OD plan
- Wider opportunities for equality and inclusions skills development in Learning and Development Plan
- Optimising opportunities to share challenges and good practice with partner organisations – perhaps using EDS3 as a focus
- Improved guidance and support re matching E&D objectives to appraisal process
- Board development session, scheduled for October 2020

13. Staff policies

As an employer NHS Hull CCG recognises and values people as individuals and accommodates differences wherever possible by making adjustments to working arrangements or practices.

We actively work to remove any discriminatory practices, eliminate all forms of harassment and promote equality of opportunity in our recruitment, training, performance management and development practices. Policies and processes in place to support this include:

- Staff Induction
- Bullying and harassment
- NHS Code of Conduct for Managers
- Health policies
- Annual appraisals with staff
- Employment equality monitoring forms.

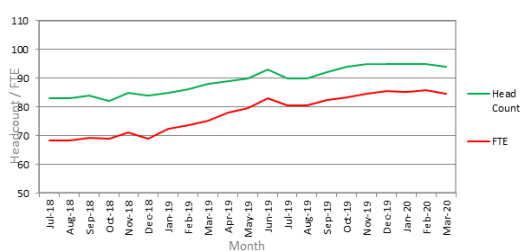
Seven policies were reviewed/developed through to approval in 2020-19:

- Relocation Assistance
- Career Break
- Change Management
- Annual leave
- Induction and probation
- Pay Progression
- Retirement

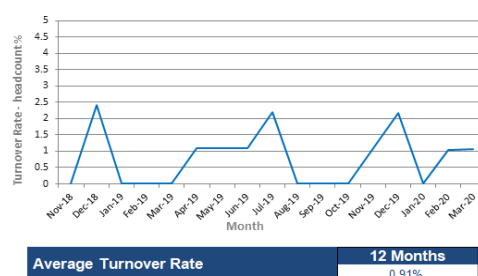
Our policies are available at www.hullccg.nhs.uk

14. Workforce Performance

Headcount

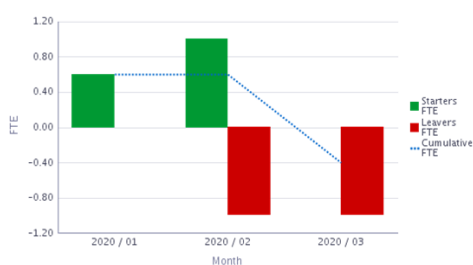


Turnover Rates

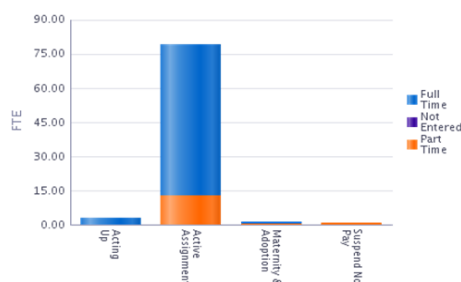


Average Turnover Rate	12 Months
	0.91%

Starters and Leavers



FTE by Assignment Status as at 31 March 2020



Key data relating to recruitment and retention is reviewed via the workforce report on a quarterly basis. This information identifies any trends or fluctuations which enable the CCG to review practices and processes and ensure any remedial action is taken. The CCG has continued to perform well in these areas over the last year.

Number of Senior Managers

Please see the table below for information on the number of senior managers by band and analysed by 'permanently employed' staff and 'other workers' for NHS Hull CCG in 2019-2020.

Pay band	Total
Band 8a	12
Band 8b	12
Band 8c	5
Band 8d	5
Band 9	1
VSM	5
Governing body	15
Any other spot salary	18
Assignment category	Total
Permanent	87
Fixed term	8
Statutory office holders	11
Bank	8
Honorary	10

Gender Composition

Between 1 April 2019 and 31 March 2020 the gender composition of the Hull CCG Board and Council of Members was as follows:

	Female	Male
CCG Board (Governing Body)	7	8
CCG Membership (Council of Members)**	7	26

**Council of Members has 33 members in total.

The gender composition for NHS Hull CCG employees was as follows:

Pay band	Female	Male
Band 8a	11	1
Band 8b	7	5
Band 8c	4	1
Band 8d	4	1
Band 9	0	1
VSM	4	1
Governing body	7	8
Any other spot salary	11	7
All other employees (including apprentices if applicable)	40	14

Sickness Absence Information 2019-2020

Absence	Total (2018-19)	Total (2019-20)
Average sickness %	1.8%	1.35%
Total number of FTE days lost	527.1	409.1

The CCG regularly reviews reasons for absence and all sickness is managed in line with the organisation's Attendance Management Policy which can be found at www.hullccg.nhs.uk. The CCG set themselves a local target for reducing sickness absence of 2.5%. The ongoing work to improve staff health and wellbeing has seen a reduction in average sickness absence rates from 1.8 % in 2019 to 1.35% in 2020.

Employee Relations Cases

SLT members have an oversight of Employee Relations cases via the quarterly and annual workforce reports, and where applicable on a case by case basis. Employee Relations cases are managed throughout the year with the involvement of HR and reviewed as required.

Organisational Change

As required, the CCG carries out team re-structures in order to meet operational need. Such reviews are carried out in line with the Change Management Policy and fully involve staff, Trade Union Representatives and HR. Within the last year the Commissioning team successfully implemented a new structure.

Priority Actions for 2019 / 2020

- Implement a Talent Management tool to enable the development of a CCG succession plan which include key roles such as GP board level, lay members and key posts within the directorates
- Continue to work with leaders and managers in creating a coaching culture and one of high performance
- Create a development offer for all CCG staff that is inclusive and meets the demands of our CCG colleagues.

15. RECOMMENDATIONS

It is recommended that the CCG Board note and endorse the Workforce and OD Annual Report.

Emma Kirkwood, Interim Head of People

Will Clement, Organisational Development and Learning and Development Lead.

July 2020