

## Appendix A - RCCG Organisational Development Strategy - Priorities from July 2013 onwards

Area	Strategic Priority	Intended Outcomes	GP Governance Lead	Lead Officer	
<b>1. Strategy</b>	1.1 Ensure that RCCG has both strategic & operational organizational priorities that are consistent with and deliver on RCCG Commissioning Plans	1.1.1 RCCG's priorities are agreed and implemented	RCCG Chair	Chief Officer	
		1.1.2 RCCG's priorities are communicated throughout all key documentation & to Members, Staff, Partners & Stakeholders.	RCCG Chair	Chief Officer	
	1.2 Ensure that robust Financial & Governance structures, plans & arrangements are in place and deliver on RCCG's statutory & other responsibilities	1.2.1 The organisation is made "safe" in the following areas; <ul style="list-style-type: none"> <li>• Patient safety and quality;</li> <li>• Financial stability;</li> <li>• Member protection (re: conflicts of interest)</li> </ul>	Dep Chair LayM - Audit	Chief Fin Officer Chief Nurse	
		1.3 Ensures the ongoing engagement & development of all Member Practices in keeping with the constitutional mandate to operate as a CCG for Rotherham	1.3.1 Ensure that RCCG is managed in line with the Constitution	RCCG Chair	Chief Officer Ass. Chief Officer
		1.3.2 Ensure Members have understanding of and are engaged in developing & delivering on RCCG Commissioning Plans	RCCG Chair	Dep Chief Officer	
	<b>2. Structure</b>	2.1 Ensure that the functions & roles of RCCG are cost-effective and capable of delivery of RCCG Commissioning Plans	2.1.1 The organisational structure has appropriate functions & roles that enable delivery of RCCG's priorities and that fit within the financial envelope	Dep Chair	Chief Officer Chief Fin Officer
2.1.2 The 'authority to act' and 'accountabilities' are clearly defined & communicated for each RCCG function & role			Dep Chair	Chief Officer Chief Fin Officer	
2.2 Ensure that there is clarity & agreement of priorities, functions & roles (golden thread between corporate & individual priorities) throughout the RCCG workforce, providers, partners & stakeholders		2.2.1 There is clear understanding & agreement of priorities, functions, roles & responsibilities by and between RCCG Members, Workforce, Providers, Partners & Stakeholders	RCCG Chair	Dep Chief Officer Chief Fin Officer	
		2.3 Ensure that the functions & roles of RCCG that are provided by WSY&B CSU are cost-effective, fit-for-purpose and are procured & provided on the basis of RCCG being an 'intelligent customer of WSYCBSS as a partner	2.3.1 The service level agreement with WSY&B CSU provides the appropriate functions & roles that enable delivery of RCCG's priorities and fit within the financial envelope	Dep Chair	Dep Chief Officer
<b>3. Systems</b>		3.1 Ensure that RCCG has robust policies, strategies & procedures that enable the delivery of all plans	3.1.1 RCCG activities reflect best practice in the 'Commissioning Cycle'	RCCG Chair	Dep Chief Officer
			3.1.2 RCCG conducts its activities in a 'technologically-smart' manner & is equipped to do so	RCCG Chair	Dep Chief Officer

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<b>3 Systems</b> continued.	3.1 (continued)	3.1.3 Streamlined policies & procedures and 'simple rules' are in place and accessible within RCCG	Dep Chair	Ass. Chief Officer Chief Fin Officer
		3.1.4 The RCCG board, workforce, suppliers, partners & stakeholders have clarity & understanding of expectations & actions required of them	Chair	Dep Chair Chief Fin Officer
		3.1.5 RCCG ensures it has resilience by ensuring that clear, robust and responsive business continuity arrangements are in place and communicated to its Member Practices, Workforce, Providers, Partners & Stakeholders	Chair	Ass Chief Officer
<b>4. Shared Values</b>	4.1 Ensure that RCCG conducts its activities in a manner that is professional, ethical and that actively demonstrates the NHS & RCCG Values	4.1.1 RCCG's Vision & Values are published & actively promoted, including the expected behaviours of the RCCG Workforce, Providers, Partners & Stakeholders	Dep Chair LayM - PPE	Ass Chief Officer
		4.1.2 The behaviours of RCCG Member Practices, RCCG Workforce, Providers, Partners & Stakeholders are consistent with and actively promote the stated NHS and RCCG values	Chair	Chief Officer
		4.1.3 Continuous improvement activities are embedded in RCCG's core activities to ensure the ongoing development of the organisation in collaboration with its Member Practices, Workforce, Providers, Partners & Stakeholders	Chair	Chief Officer
<b>5. Style</b>	5.1 Ensure that RCCG operates efficiently & effectively in a professional & collaborative manner	5.1.1 RCCG leaders convey a clear Vision, Purpose & Priorities that are underpinned by the NHS & RCCG Values & reflected in leadership behaviours	Chair	Chief Officer
		5.1.2 There is regular open, respectful, challenging & collaborative discussion between RCCG colleagues and with Providers, Partners & Stakeholders	Chair	Chief Officer
		5.1.3 RCCG Officers & Staff are actively working collaboratively across multiple projects and with Providers, Partners & Stakeholders	Chair	Chief Officer
		5.1.4 There is regular, open communications across RCCG, including the use of streamlined information & communication channels & systems; clear branding; consistently recognizing & promoting achievements & good practice	Chair	Chief Officer
	5.2 Ensure that RCCG actively builds, develops & maintains effectively relationships to inform its commissioning intentions and effectively & efficiently delivery its plans	5.2.1 There is a clear, structured approach to building, developing & maintaining effective working relationships with: - Patients & the Public of Rotherham - Member Practices & their representatives - Stakeholders & partners - Providers - Other bodies	Chair	Chief Officer

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<b>6. Staff</b>	6.1 Ensure that the RCCG workforce has the capacity, capability & resources to deliver upon the organizations strategic and operational priorities	6.1.1 The RCCG Workforce is appointed and operating capably & effectively to relevant job descriptions, roles profiles and agreed work priorities	Chair	Chief Officer
		6.1.2 The RCCG Workforce have an 'Appraisal' at least annually to identify, agree & review work priorities, performance targets and development needs	Chair	Chief Officer
		6.1.4 Agreed Development Plans are in place for all RCCG Officers & Staff, including Board & Committee Members	Chair	Chief Officer
	6.2 Ensure that the WSY&B CSU workforce has the capacity, capability & resources to support RCCG in the deliver upon the organizations strategic and operational priorities	6.2.1 The WSY&B CSU Workforce whom support RCCG are appointed, operative and working to agreed Job Descriptions, Role Profiles & agreed work priorities that are consistent with the Service Level Agreement(s)	Dep Chair	Dep Chief Officer
		6.2.2 The WSY&B CSU Workforce whom support RCCG are appropriately resourced to ensure that the agreed services delivered are consistent with the Service Level Agreement(s)	Dep Chair	Dep Chief Officer
<b>7. Skills</b>	7.1 Ensures that the current & future RCCG Leadership & Workforce has the capacity and capability to deliver all agreed activities	7.1.4 RCCG provides and resources a corporate programme of education, training, learning & development to meet identified organizational & individual development needs. This includes: - Statutory & Mandatory training (e.g. Fire Safety, Safeguarding Adults & Children, Information Governance toolkit, etc), - Service Development (e.g. leadership, etc.) - Continuing Professional /Personal Development (CPD) - Protected learning Time (e.g. targeted Safeguarding event, etc.)	Dep Chair	Dep Chief Officer Ass Chief Officer Chief Nurse
		7.1.5 RCCG has agreed and implemented a 'Succession & Talent Management' strategy that includes developing essential skills, knowledge & behaviours and experience of key functions (governance, collaborative working, commissioning cycle, etc) to ensure resilience across the organisation	Dep Chair	Chief Officer
	7.2 Ensure that the SY&B CSU Workforce has the required skills, knowledge and behaviours to support RCCG in the deliver upon the organizations strategic and operational priorities	7.2.1 The SY&B CSU Workforce whom support RCCG have the skills, knowledge and behaviours to fulfill their roles & functions and that are consistent with the agreed SLA.	Dep Chair	Dep Chief Officer

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**Supporting Plans:** *Organisational Development Plan - 'Working Timeline' – see Appendix B*

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