

<b>Title of Meeting:</b>	NY CCG Governing Body	<b>Agenda Item: 8.1</b>									
<b>Date of Meeting:</b>	29 October 2020	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr style="background-color: #4F81BD; color: white;"> <th colspan="2">Session (Tick)</th> </tr> <tr> <td><b>Public</b></td> <td style="text-align: center;">X</td> </tr> <tr> <td><b>Private</b></td> <td></td> </tr> <tr> <td><b>Development Session</b></td> <td></td> </tr> </table>		Session (Tick)		<b>Public</b>	X	<b>Private</b>		<b>Development Session</b>	
Session (Tick)											
<b>Public</b>	X										
<b>Private</b>											
<b>Development Session</b>											
<b>Paper Title:</b>	NY CCG Values										
<b>Responsible Governing Body Member Lead</b> Julie Warren, Director of Corporate Services, Governance & Performance		<b>Report Author and Job Title</b> Neil Robson, Learning & Development Manager									
<b>Purpose (this paper if for)</b>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr style="background-color: #4F81BD; color: white;"> <th>Decision</th> <th>Discussion</th> <th>Assurance</th> <th>Information</th> </tr> <tr> <td style="text-align: center;">X</td> <td></td> <td></td> <td></td> </tr> </table>			Decision	Discussion	Assurance	Information	X			
	Decision	Discussion	Assurance	Information							
X											
<b>Has the report (or variation of it) been presented to another Committee / Meeting?</b> <b>If yes, state the Committee / Meeting:</b> Yes. This paper was reviewed at the Executive Directors meeting.											
<b>Executive Summary</b> <p>Organisational values and behaviours support the vision of the CCG and seek to inspire employees' best efforts and can play an important role in helping to build a positive culture within the organisation. Values and behaviours that are not embedded across the organisation, or do not resonate with staff and can hinder organisational performance.</p> <p>The purpose of this report is to review the results of a survey conducted with employees regarding the values they would wish the organisation and employees to aspire to and to agree the values based on a recommendation from Directors.</p> <p>The Executive Directors reviewed the results of the staff survey (shown at appendix B) and, based on a recommendation from the Human Resource and Organisational Development Team, agreed that the 4 top values plus additional 2 values in the 64-66% range should form the Values and that 'Courage' should be weaved into all values.</p> <p>The final six Values, for consideration by the Governing Body, are shown at Appendix A.</p> <p>The outcome from the survey conducted with employees regarding the values they would wish the organisation and employees to aspire to is shown at Appendix B.</p>											
<b>Recommendations</b> <b>The Governing Body is being asking to:</b> <ul style="list-style-type: none"> <li>Note that the values have been reviewed at the Executive Directors who have made a recommendation for the Governing Body to agree.</li> <li>Agree the values of the CCG before taking to Council of Members for ratification.</li> <li>Agree for the Accountable Officer to make any minor amendments to the Values subject to any discussion/outcome from the Council of Members.</li> <li>Note the next steps to embed the values across the organisation with support from both the HR&amp;OD Team and the Communications and Engagement Team.</li> <li>Note that the Board Secretary will undertake a piece of work to update the front sheets for the Committees and the Governing Body to ensure that the values are considered in every piece of work taken for decision, discussion, assurance or information.</li> </ul>											

<b>Monitoring</b>	
Progress made to embed the values across the organisation will be detailed within the Communications and Engagement Report received at Governing Body meetings.	
<b>Any statutory / regulatory / legal / NHS Constitution implications</b>	The NY CCG Constitution states that the Council of Members is responsible for agreeing the overall vision, values and strategic direction of the CCG.
<b>Management of Conflicts of Interest</b>	No conflicts of interest have been identified prior to the meeting.
<b>Communication / Public &amp; Patient Engagement</b>	Values of the organisation will be published on the CCG website.
<b>Financial / resource implications</b>	No financial or resource implications identified.
<b>Significant Risks to Consider</b>	No significant risks to consider.
<b>Outcome of Impact Assessments completed</b>	No impact assessments required.

**Neil Robson, Organisational Development Manager**

## CCG Values containing 'Courage'

### 1: Collaboration

We work with others to reach common goals; sharing information, supporting colleagues and searching out expertise and solutions from partners and the patient communities we serve – 'we listen'.

We actively encourage people to participate and engage in developing solutions and ideas to deliver efficient and effective services across our communities – 'we involve'.

We work together with colleagues, patients and partners in taking the time to build effective and rational working relationships; sharing skills and knowledge; we encourage and support others in applying their ideas and learning into real world solutions – we have a 'can do' attitude.

### 2: Compassion

We share a culture where everyone is treated with decency and understanding; where dignity and empathy are fundamental to us all throughout the CCG and beyond.

We care that our people are safe within the CCG and that we are always considerate of their health and wellbeing, offering support to colleagues when it appears it is needed.

We treat others as we would expect to be treated and we listen when people are speaking to us; we are attentive and understanding of their views and needs.

### 3: Empowerment

We enable our colleagues and communities to be the best they can be; where people can develop, grow and be recognised for their contribution; where people feel secure and are able to speak up and speak out.

We place trust in our colleagues at all levels to do the right thing, we actively recognise when colleagues have 'gone the extra mile' and reward good work with thanks.

We value our colleagues' voice and enable them to lead positive change; provide a climate in which individuals feel confident, are committed to meaningful goals and demonstrate initiative and creativity to achieve them.

We provide the freedom to generate ideas and the confidence that these ideas will be valued.

### 4: Inclusivity

We are a welcoming culture, valuing **equality, diversity and inclusion**; ensuring the actions we take every day and the conversations we have expose us to new ideas and perspectives.

We are true to ourselves, acting with courage to follow our individual and collective goals, inspiring us to try new things and to speak openly, encouraging everyone who may feel like outsiders to join our conversations - we are prepared to 'walk a mile in their shoes'.

We work well with others who have different personalities and backgrounds bringing us together in ways that help us stand out and it empowers all of us to connect, belong, and grow within ourselves.

## CCG Values containing 'Courage'

### 5: Quality

We continually innovate and improve our services, the lives of patients and our colleagues through reviewing and learning from our successes and our failures.

We are prepared to reflect and learn from our individual and collective mistakes – not apportioning or dwelling on blame but taking ownership and working on improvements.

We work hard to ensure that our systems and processes are as good as they can be, and then follow them for the benefit of all.

We commit to continuous self-improvement, taking responsibility for our own learning whilst sharing knowledge, teaching others what we know and we learn from others.

### 6: Respect



We share responsibility to create an environment in which everyone can contribute, feel comfortable and valued.

We encourage honest and respectful conversations, ideas and feedback at individual and group levels which require us to work better together and in better ways.

We act with integrity and treat others how we want to be treated - being kind, considerate and aware of others and their opinions; we say thank you and celebrate success widely.

**1. Which of the following values most resonate with you and reflect the sort of organisation you want to be? Please choose up to five.**

			Response Percent	Response Total
1	<p>Collaboration - We work with others to reach common goals; sharing information, supporting colleagues and searching out expertise and solutions from partners and the patient communities we serve – ‘we listen’; we actively encourage people to participate and engage in developing solutions and ideas to deliver efficient and effective services across our communities – ‘we involve’; we work together with colleagues, patients and partners in taking the time to build effective and rational working relationships; sharing skills and knowledge; we encourage and support others in applying their ideas and learning into real world solutions – we have a ‘can do’ attitude.</p>		77.97%	46
2	<p>Compassion - We share a culture where everyone is treated with decency and understanding; where dignity and empathy are fundamental to us all throughout the CCG and beyond; we care that our people are safe within the CCG and that we are always considerate of their health and wellbeing, offering support to colleagues when it appears it is needed; we treat others as we would expect to be treated and we listen when people are speaking to us; we are attentive and understanding of their views and needs.</p>		84.75%	50
3	<p>Courage - We expect colleagues to be true to themselves, to try new things to have courageous goals and to self-develop in their roles; we provide the right environment for our colleagues to have no fear in speaking up and holding each other accountable for our actions; we are willing to follow through for the good of all when we have to make decisions that are unpopular but are right; we take ownership for our mistakes but we don't dwell on these or provide blame – we reflect and learn from them collectively and work on improvements.</p>		32.20%	19
4	<p>Empowerment - We enable our colleagues and communities to be the best they can be; where people can develop, grow and be recognised for their contribution; where people feel secure and are able to speak up and speak out; we place trust in our colleagues at all levels to do the right thing, we actively recognise when colleagues have ‘gone the extra mile’ and reward good work with thanks; we value our colleagues’ voice and enable them to lead positive change; provide a climate in which individuals feel confident, are committed to meaningful goals and demonstrate initiative and creativity to achieve them; we provide the freedom to generate ideas and the confidence that these ideas will be valued.</p>		64.41%	38
5	<p>Inclusivity - We are a welcoming culture which inspires us to try new things, speak openly, and be courageous. It brings us together in ways that help us stand out and it empowers all of us to connect, belong, and grow within ourselves; we work well with others who have different personalities and backgrounds; we value equality, diversity and inclusion; ensure the actions we take every day and the conversations we have expose us to new ideas and perspectives; we encourage everyone who may feel like outsiders to join our conversations</p>		66.10%	39

1. Which of the following values most resonate with you and reflect the sort of organisation you want to be? Please choose up to five.					
				Response Percent	Response Total
	and we are prepared to 'walk a mile in their shoes'.				
6	Quality - We continually innovate and improve our services, the lives of patients and our colleagues through reviewing and learning from our successes and our failures; we work hard to ensure that our systems and processes are as good as they can be, and then follow them for the benefit of all; we commit to continuous self-improvement, taking responsibility for our own learning whilst sharing knowledge, teaching others what we know and we learn from others.			79.66%	47
7	Respect - We share responsibility to create an environment in which everyone can contribute, feel comfortable and valued; we encourage honest and respectful conversations, ideas and feedback at individual and group levels which require us to work better together and in better ways; we act with integrity and treat others how we want to be treated - being kind, considerate and aware of others and their opinions; we say thank you and celebrate success widely.			83.05%	49
				answered	59
				skipped	1