

Scoping for Herefordshire and Worcestershire Locality Board diagnostic / scoping exercise

To inform the requirements of the Leadership, Management and Talent Management Strategy

Herefordshire and Worcestershire Locality Board have commissioned Organisation Development Services (ODS) Ltd. To work with the 6 organisations and partners to develop a leadership management development strategy which incorporates a framework for talent management at all levels. Along with developing the strategy the aim is also to support organisation to embed the principles of the strategy within their organisations. In order to inform this strategy a scoping/ diagnostic is being undertaken. This is to gain the opinions, engage stakeholders and partners- and understand further the requirements of the locality and the organisations within this area.

The aim of the Scoping/ diagnostic is in a positive spirit to explore:

- Building on the previous work undertaken by Jane Hulley explore the current investment in leadership, management and succession planning
- The future requirements for investment
- Gain partners and stakeholders opinion's of what development they feel will support them further in developing leadership and management capacity and capability at all levels
- Gain opinions in how the locality can support leaders to lead the improvements / deliver on outputs of business plans/ targets required along with managing efficiencies, productivity and possible disinvestments
- Understand how Nationally, NHS Midlands, organisations and the locality are developing, tracking and supporting their talent and emerging leaders
- Through engagement events with staff groups gain their opinions about their development needs and what they feel they would require from a leadership and management development that will equip them in leading service / staff/patient / client/ improvement and quality initiatives , develop their commercial, and business skills
- To gain an understanding of the investments and development opportunities that can be shared across the locality areas, but also what would work in the organisations involved
- to be able to make recommendations about the investment required to inform the business cycle across the locality
- Develop and agree on the recommendations to inform the leadership and management strategy and an action plan and the leadership programme

All of these will assist in assessing the needs and developing the leadership and management strategy

Scoping activities will include:

The methods to be undertaken which will inform the strategy will be the following review activities

- Utilising desk top scoping of other areas of good practice, organisations documents, business plans, strategies, previous scoping work, workforce plans etc
- Telephone interviews with a percentage of the stakeholders proposed participants
- face to face interviews with an number of clinicians, managers, etc
- Open space events to approximately 80 clinicians, managers, non-clinical staff, stakeholders and partners
- Using supplementary information of current development programmes

When will this be happening?

The scoping will be conducted during the months of October up till December 2009

About the team conducting the scoping

The ODS team includes Carol Brooks, Jackie Barringer, Wyn Jones, Viki Kehoe and admin lead Karen Hughes. Carol Brooks, joint managing director of ODS says **“We are delighted to be appointed to work with the Locality board to develop and support embedding the leadership and management strategy. We place huge emphasis on maximising involvement in our scoping and engagement processes. We have a passion for supporting leadership and management development and d excellence in the workforce”**

Jackie Barringer – senior consultant will be the project lead for both the scoping and the overall programme of work

Who are ODS?

ODS are a public sector consultancy who have a strong track record in working with a range of public sector clients, NHS organisations, Local Government, police, voluntary sector.

Our clients have informed us that they feel ODS supports them in **Achieving Change – Making an Impact - Through**

- **Achieving individual change**
(Executive 1-1 Coaching, training, psychometrics, assessments, 360° appraisal/ development, mentoring, self assessment tools etc)
- **Achieving change through teams**
(Bespoke programmes, training for teams, team development, team coaching, board development, team 360° appraisal, programmes for groups and teams, facilitation etc)
- **Achieving organisational change**
(Population centric model, commissioning quality tools, consultancy, facilitation, supporting large scales change, change management, partnership and perception surveys, evaluation etc)
- **Achieving service change**
(Whole system improvements, community engagement, quality and improvement expertise, change management, strategy development, surveys and evaluation)
- **Influencing policy**
(Leading edge projects, new model for public Health, scrutiny work, 50/ 50 ageing population etc)

The ODS team consists of practitioners with track records in senior public sector roles, clinical roles, academia and consultancy. More information about our team and projects can be seen on www.odsuk.com.

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