

PRINCIPLES, VALUES AND BEHAVIOURS

This paper presents a proposed set of collective principles, values and behaviours for the Northamptonshire Sustainability and Transformation Partnership and a proposed implementation plan, for approval by the STP Programme Board. The need for a set of agreed principles, values and behaviours has previously been agreed by the STP Programme Board and these proposals have been developed by a group of non-executive and executive leaders from all of the main relevant statutory organisations in Northamptonshire, with facilitation support from NHS Improvement.

PRINCIPLES

We agree that our overarching principle is to deliver a population-based and person-centred health and care model within our available collective resources. We agree that this principle, to serve patients and our population, overrides all individual or organisational self-interest.

The key **system development** principles that we are committed to are to:

- Work collaboratively and deliver on today's business whilst also delivering transformation for the future
- Take bold decisions and implement change at pace
- Be inclusive in the views we seek and the ways we work
- Deliver improvements in the quality, experience and integration of services
- Focus on evidence, outcomes and prevention.

The key **system leadership** principles that we are committed to are to:

- Act as a single leadership team, coordinating system improvements for the benefits of the local population and care users
- Develop and communicate a clear and engaging vision
- Focus on solutions and build a supportive environment that encourages our staff to embrace change
- Resolve conflict locally and swiftly but use agreed escalation channels where necessary
- Share information and present a single voice and a united position to our regulators.

The key **system finance** principles that we are committed to are to:

- Commission and provide services within our collective financial envelope
- Work towards operating with a system control total
- Align resources and focus on reducing cost across the system

- Develop new payment mechanisms to align incentives and share risks fairly
- Explore and develop pooled budgets across health and social care.

VALUES

We hold the following **values in common**, and will follow these values in the work we do:

- Our patients and our local population come first
- We work together in an open and accountable way
- We trust, challenge and support each other
- We do what we say we will do.

BEHAVIOURS

All members of the STP Programme Board have signed up to a set of behaviours to help address the issues facing the Programme Board and deliver improved outcomes and care for the local population and care users. We have also agreed a corresponding set of behaviours that are considered to be unhelpful.

Helpful behaviours	Unhelpful behaviours
We hold robust and honest face to face conversations	We send critical and unhelpful emails
We speak up in meetings and have open and constructive debate	We don't speak up and then voice critical views outside of meetings
We agree expectations and hold each other to account	We are unclear about expectations and don't challenge each other
We take personal responsibility for sorting things out	We complain to others and expect them to sort things out
We foster a can-do and risk taking approach	We are fearful and accept a collective sense of helplessness
We celebrate successes collectively and learn from failure	We focus only on the negatives and blame each other
We support and uphold decisions made by the Programme Board	We seek to undermine decisions and ignore them or try and get them changed
We support each other, especially in difficult times	We look after ourselves and distance ourselves from any trouble

IMPLEMENTATION PLAN

Agreeing a set of principles, values and behaviours means nothing if they are not enacted. The following actions are therefore proposed to ensure all parties are fully signed up to the principles, values and behaviours and mechanisms are in place to track progress and, where necessary, take corrective action.

Publishing and publicising the agreed principles, values and behaviours

- The agreed principles, values and behaviours will be published and publicised extensively
- A paper will be taken to the Board/Governing Body of each organisation, seeking their support for the principles, values and behaviours and the agreed implementation plan
- A paper will be taken to all committees and sub-committees reporting in to the STP Programme Board, notifying them of the agreed principles, values and behaviours and requiring them to update their terms of reference to reflect these
- The agreed principles, values and behaviours and agreed implementation plan will be discussed and approved by regulators and the Health and Wellbeing Board and their approval sought for their role in supporting an enabling environment and in providing and receiving feedback on implementation

Membership and conduct of meetings

- At the start of all cross-organisational meetings there will be a brief discussion on whether all necessary views are represented and any corrective steps agreed
- Chairs of cross-organisational meetings will encourage everyone to speak out and be clear that that is the expectation
- The closing agenda item of cross-organisational meetings will be a quick discussion on whether people feel the agreed principles, values and behaviours have been adhered to

Periodic reviews

- Every three months, the STP Programme Board will review the performance of the STP against the agreed principles, values and behaviours
- This will be used as an opportunity to highlight learning and good practices and celebrate successes jointly, as well as resolving any issues
- Consideration could also be given to establishing a process for nominating individuals for a “commendation”

Staff surveys

- A staff survey panel will be agreed and will be surveyed, using Survey Monkey, every three months to establish their view on the adherence to the agreed principles and behaviours; a progress report will then be prepared for consideration by the STP Programme Board at its quarterly review

- Two questions on principles and behaviours will be included in the regular staff surveys for all staff and the results reported back to the STP Programme Board

Independent Chair

- The Independent Chair will have a specific personal objective to oversee the implementation of the agreed principles, values and behaviours
- Where the Independent Chair is concerned about the behaviours of an individual they will raise that concern directly with the Chair of the organisation the individual works for, who will then ensure that that concern is discussed directly with the individual and reflected in their next performance review and, where appropriate, any performance related pay
- Every three months the Independent Chair will meet with the Chairs of the individual organisations to review progress on the adherence to the agreed principles, values and behaviours, identify successes and agree any necessary actions
- Every six months the Independent Chair will prepare a report for the STP Programme Board providing their assessment of adherence to the agreed principles and behaviours and the actions they have taken to improve things, together with proposed future actions for consideration by the STP Programme Board

Personal objective setting

- The Chairs of each individual organisation will ensure that the personal objectives of all of the senior managerial and clinical leaders in their organisation include at least one specific relevant objective on system leadership principles, values and behaviours

External review

- The regulators and the Health & Wellbeing Board will be given a specific remit to provide feedback to the Independent Chair on their assessment of each organisation's adherence to the agreed principles, values and behaviours, citing specific examples wherever possible
- In assessing future performance of the STP and any associated sign-off, regulators will be asked to pay due regard to the agreed principles, values and behaviours and comment on their assessment of their implementation

Escalation processes

- Where an individual wishes to raise a concern in relation to the agreed principles, values and behaviours about someone in another organisation they should ask their Chief Executive to discuss the matter with the Chief Executive of the other organisation
- If there is a difference of view between the two Chief Executives, the matter should be escalated to the Accountable Officer of the STP to resolve with the two Chief Executives

- If the Accountable Officer is unable to resolve the matter it should be escalated to the Independent Chair who will seek to resolve the matter with the two respective Chairs
- If there is a concern regarding any of the Chief Executives or the Accountable Officer of the STP it should be raised directly with their Chair

Organisational development

- In parallel with the above, a programme of organisational development for the Chairs and Chief Executives will be initiated
- This will include a learning session on holding challenging conversations and the development of a set of personal pledges

RECOMMENDATIONS

The STP Programme Board is asked to discuss the proposals contained in this paper and to agree or amend the proposed set of principles, values and behaviours and the proposed implementation plan, including the development of an organisational development programme for the Chairs and Chief Executives.