

What our client wanted

Wiltshire CCG's governing body required support to demonstrate how the CCG for the whole of Wiltshire makes the best commissioning decisions for the county whilst acknowledging the flexibility required for the three clinically led locality groups to respond to differing health and population need.

What Frontline did

Our approach to supporting the governing body had three key elements:

- **one-to-one discussions** - gaining understanding of perceptions and challenges involved, alignment of priorities at CCG and locality levels, tensions between central and local roles, barriers to change at individual, local and central levels, decision making processes, personal and governing body development areas
- **observations** of CCG governing body and local groups in their meetings – insight into dynamics at corporate and local levels, differences between individual perspectives and what happens in practice, evidence of organisational values, culture, relationships and behaviours to support effective functioning of the governing body as a whole
- **a governing body seminar** presenting the outcomes of our discussions and observations with the aims of – reflecting on current leadership style and skill set, development required, and gaining buy-in to changes required; providing a safe and challenging forum in which to reflect, discussing the challenges faced and how best to meet them as a leadership team
- **design of a bespoke self-assessment tool** – for continued reflection by the governing body

What difference we made

Our work culminated with the governing body agreeing a number of actions to take forward including:

- utilising the local groups for better communications between the CCG and its members
- acknowledging and providing support to each other's challenging roles
- making meetings more efficient and effective, making best use of people's time
- identifying a safe place for the necessary challenging discussions and difficult decisions
- build on strengths in stepping up the game to be the successful commissioning organisation that Wiltshire deserves