



Working together for  
better health and care

**NHS**

**Thurrock  
Clinical Commissioning Group**

# Organisational Development Strategy & Plan

2017 – 2019

## Document Control:

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## 1 FORWARD

- 1.1 Welcome to NHS Thurrock CCG's Organisational Development Plan 2017/ 2020. We are very proud of our achievements to date and although we have had challenges along the way we have worked together through a lean, but innovative approach to commissioning in times of continual change across mid and south Essex. Our continuing financial agility has helped us forge ahead and keep pace.
- 1.2 The Five Year Forward View asked systems to produce a five year Sustainability and Transformation Plan (STP). Within mid and central Essex, our STP will be the Essex Success Regime (ESR) plan. This is a national support programme to help the most challenged health systems in the country. The ESR has brought together the system leaders across this area to create a whole system plan to enable organisations to deliver high quality care for patients, reduce local health inequalities and deliver financial balance by 18/19.
- 1.3 This is therefore both a challenging and exciting opportunity to really make a difference. We are keen to ensure that Thurrock people are at the heart of our commissioning. This is why we are working with our Local Authority and other local stakeholders colleagues to embark on an ambitious piece of work to ensure health and care services are integrated, by being co-located or delivered jointly, and we develop neighbourhood based enhanced primary care delivered from purpose built facilities and buildings. We have started to move into a new era of potential and transformation for health and care in Thurrock to support this we have developed our Organisational Development Strategy. The purpose of our Organisational Development Strategy is to set out how we will meet the development needs of the CCG and our workforce so that we are better equipped to deliver our objectives.
- 1.4 Our OD Strategy describes the way in which Thurrock CCG will use continuous improvement methodologies and adopt new ways of working to ensure that we commission the best possible services for Thurrock in Thurrock.

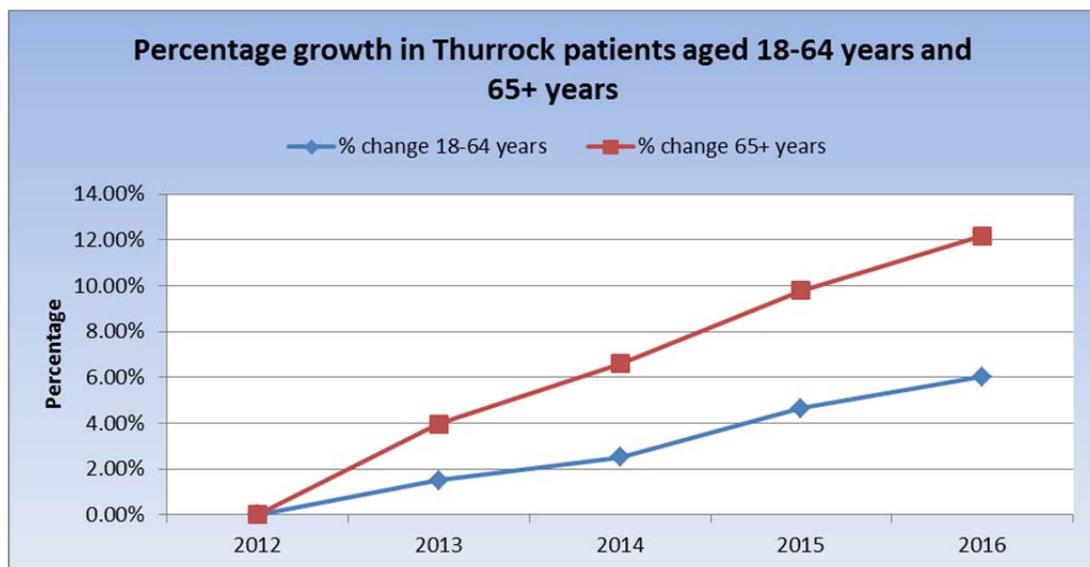
Mandy Ansell  
**Accountable Officer**

Dr Anand Deshpande  
**CCG Chair**

## 2 INTRODUCTION

### 2.1 Our Local Population

- 2.1.1 Thurrock is situated south of Essex and lies to the east of London on the north bank of the River Thames with an area of 165 square kilometers. It has a very diverse and growing population.
- 2.1.2 The latest published estimates showed the population of Thurrock (as of June 2016) had risen from the previous year to 165,184, representing a percentage rise of 1.2%. The most significant increases from the previous year are in some of the middle and older age groups, with the number of 50-54 year olds increasing by 4.76% and those aged 65-69 years and 70-74 years increasing by 3.26% and 3.01% respectively. Thurrock currently has a significantly greater proportion of young people than the England average and this trend is likely to continue into the future.
- 2.1.3 Thurrock's older population is lower as a percentage of total population than the England average but there is a projected growth in older age groups, as set out by Public Health in Thurrock:



1Purchased from Attain\

2Service hosted by NHS Basildon and Brentwood CCG

3 Service hosted by NHS Basildon and Brentwood CCG

- 2.1.4 This 1.2% increase in Thurrock's population is around 20 per cent greater than the national population increase (0.86%), and can be attributed to two factors – "natural change" (which is the number of births minus the number of deaths) and "migration". In 2015, there were 2,453 births and 1,222 deaths, representing a natural change of 1,231 residents. Internal migration (residents moving into Thurrock from other parts of the country) resulted in an extra 7,219 residents moving in and 7,080 moving out. A total of 1,001 people moved into the borough from areas outside England and Wales and 452 moved out. Many of the international migrants originated from the European Union accession states (particularly Poland), and from parts of Africa, contributing to new and complex demands on local services. Migration as a whole counted for 549 additional residents in the borough.
- 2.1.5 The main health priorities in our area remain the reduction in the prevalence of

smoking and adult and childhood obesity and improving management of long-term health conditions.

## 2.2 Internal And External Drivers

2.2.1 The Five Year Forward View asked systems to produce a five year Sustainability and Transformation Plan (STP). Within mid and central Essex, our STP will be the Essex Success Regime (ESR) plan. This is a national support programme to help the most challenged health systems in the country. The ESR has brought together the system leaders across this area to create a whole system plan to enable organisations to deliver high quality care for patients, reduce local health inequalities and deliver financial balance within the overall STP area by 18/19.

## 2.3 Sustainability And Transformation Plan

2.3.1 Within Mid and South Essex, our STP is also known as the Essex Success Regime (ESR). The ESR has brought together the system leaders across this area to create a whole system plan to enable organisations to deliver high quality care for patients, reduce local health inequalities and deliver financial balance by 20/21.

2.3.2 The Essex Success Regime is a huge opportunity to address the entrenched systemic problems such as the financial deficits and A&E performance. Equally, the new model of care for people with learning disabilities requires an Essex planning footprint so that we can ensure the full range of services are available for this group of people.

2.3.3 Our Operational Plan focuses on

- Our Thurrock Transformation for Thurrock in Thurrock
- Essex Success Regime Transformation plan
- Essex Wide Transformation

## 3 THURROCK CCG – OUR VISION, MISSION, VALUES AND OBJECTIVES

3.1 NHS Thurrock CCG is now in its 4th year of operation following authorisation on 1st April 2013. The CCG is responsible for the commissioning and delivery of local health care services and buys healthcare from hospitals, community and mental health services and some specialist services

3.2 Driven by clinicians, the CCG is supported by a wide range of professionals and strategic partners, to commission and deliver joined up seamless quality services to the public, patients and carers of Thurrock.

### 3.3 Our Vision

3.3.1 The Health and care experience of the people of Thurrock will be improved as a result of our working effectively together.

### 3.4 Our Mission

3.4.1 To achieve our vision we will design services within available resources around the agreed needs of people working collaboratively with our partners ensuring positive regard to all.

### 3.5 **Our Values**

**T**eamwork and Collaboration

**H**onesty and Integrity

**U**nderstanding and Compassion

**R**esults Orientated

**R**esponsible and Accountable

**O**pen and Transparent

**C**reative and Innovative

**K**ind and Respectful of Each other

## **4 ROLES AND RESPONSIBILITIES**

### **4.1 CCG Board**

- 4.1.1 NHS Thurrock CCG Board Members are responsible for ensuring that the CCG delivers its aims, objectives and statutory duties and for ensuring that Board Members have sufficient experience and skill with the appropriate capabilities and capacity to achieve the Board agenda.

### **4.2 Accountable Officer**

- 4.2.1 The Accountable Officer (AO) has responsibility for ensuring that the Executive, Senior Management Team and CCG staff have the requisite skills, capabilities and capacity for operational delivery. The AO must also ensure that adequate systems and controls are in place to support staff both in terms of their technical abilities and team capacity.

### **4.3 Executive Management Team**

- 4.3.1 The Executive Management Team is responsible for their respective teams in terms of team capabilities, capacity, delivery and support.

### **4.4 Lay Members**

- 4.4.1 The role of Lay Members is to bring an independent judgement to bear on issues of strategy, performance, key appointments and accountability for their particular area of specialism (such as governance or patient & public involvement).

### **4.5 Head of Corporate Governance (Company Secretary)**

- 4.5.1 The Head of Corporate Governance is responsible for co-ordinating the development of the Organisational Development Strategy & plan and facilitating the achievement of the actions identified within it.

### **4.6 All Staff**

- 4.6.1 All staff are responsible for engaging with their line manager and team to achieve their individual role within the CCG and for identifying areas of improvement and development.

### **4.7 Audit Committee**

- 4.7.1 The Audit Committee are responsible for overseeing the CCG Organisational Development Strategy & Plan and for providing assurance to the Board over its delivery.

## 5 OUR STRATEGIC AND CORPORATE OBJECTIVES

Outcome	Objective
<b>Better Health</b>	The NHS Thurrock CCG Transformation Plan will improve the health and wellbeing of its population through integration and partnership working to redesign care pathways; so that services are delivered closer to home (where appropriate) using new models of care that integrate across all health and social care boundaries.
<b>Engagement</b>	The CCG will ensure that there is adequate engagement with patients, the public and wider stakeholders in CCG business as part of delivering its statutory duty. In addition, partnership working with other agencies (local authority/social care, education, primary care, public health) will work towards delivering the Health and Wellbeing strategy. The aim of this is to reduce inequalities and strengthen prevention and early intervention to shift care away from re-active provision in an acute setting. By empowering patients to shape their future of health provision, providing choice and facilitating a culture of inclusion whereby citizens enjoy independence and personal responsibility for their own wellbeing alongside the self-management of long-term conditions.
<b>Better Care</b>	Commissioning services will be planned in line with the vision of the CCG to meet the needs of the Thurrock CCG population, enabling citizens to live longer, healthy lives supported by high quality care when, where and how they need it. Achieving the Standards and Outcomes expected by the populations and set out within the Constitutional Standards.
<b>Sustainability</b>	Operating within the established financial plan, meeting key statutory targets by acting efficiently, effectively, economically and securing value for money for patients and the public from the money we spend to support the delivery of care and managing the CCG to achieve its aims and vision.
<b>Leadership</b>	Establishing and operating appropriate integrated governance arrangements to not only comply with legislation and regulation, but to facilitate all appropriate partnership arrangements to deliver the CCG vision of an integrated health and care system operating both close to home, and within a wider strategic footprint to support system sustainability and integration.
<b>Quality</b>	Establishing and operating appropriate integrated governance arrangements to not only comply with legislation and regulation, but to facilitate all appropriate partnership arrangements to deliver the CCG vision of an integrated health and care system operating both close to home, and within a wider strategic footprint to support system sustainability and integration.

## 5.1 Five Year Strategic Plan

This five year Strategic Plan (2014-2019) sets out five commitments:

### 5.1.1 Commitment 1

- Ensuring that citizens are able to engage and be included in all aspects of service design and change, and that patients will be fully empowered in their own care through avenues such as the Commissioning Reference Group and our relationship with Health watch Thurrock.

### 5.1.2 Commitment 2

- Wider primary care provided at scale that will be developed through the Primary Care Strategy.

### 5.1.3 Commitment 3

- A modern model of integrated care through the strong partnership working with the Council embedded in the Better Care Fund and as evidenced by integrated models thus far developed – e.g. RRAS (Rapid Response and Assessment Service).

### 5.1.4 Commitment 4

- Access to the highest quality urgent and emergency care. We work in partnership with Basildon and Brentwood CCG and North East London Foundation Trust to ensure that the 7 day urgent and emergency care services are integrated into those pathways that support the local community needs.

### 5.1.5 Commitment 5

- A step-change in the productivity of elective care through the development of innovative pathways e.g. musculoskeletal care, and ambulatory emergency care.

## 5.2 Our Model For Organisational Development

### 5.2.1 Organisational development can be defined as:

- “A planned and systematic approach to enabling sustained organisational performance through the involvement of its people.”

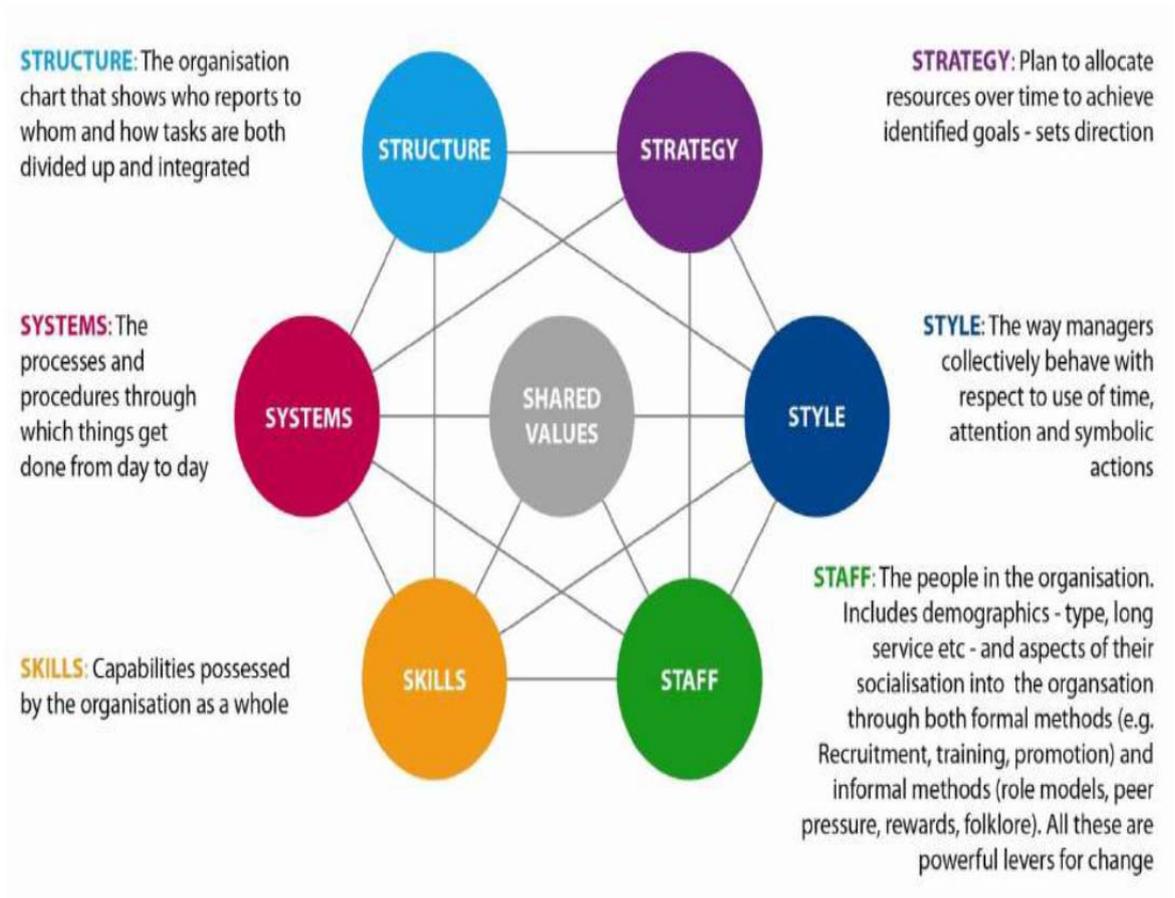
### 5.2.2 It focuses on making sure an organisation has the right ‘fit for the future’ workforce to achieve its strategic ambitions. It includes:

- changing behavioural norms and cultural attitudes
- building workforce support for the new structures
- creating new ways of working to achieve the organisation’s objectives

### 5.2.3 The CCG is committed to taking a whole systems approach for the OD programme to ensure the interrelationships between people, structures and systems to deliver organisational goals are taken into account.

### 5.2.4 Our OD strategy has been developed using Mckinsey 7’s model (Figure 1) this model identifies 7 key aspects of an organisation that have been identified through research that are critical to organisational success. The 7 aspects are, **staffing**, **systems**, **structure**, **style**, **skills**, **strategy** and **shared values**. The diagram below

shows how all the 7 elements interlink with the focus on the centrality of shared values/vision.



5.2.5 The Governing Body and Senior Leadership Team are fully committed to developing our organisation and recognise that our staff are our most valuable asset and the way we develop our staff and our organisation is extremely important. To do this we need to celebrate success and recognise areas of improvement. The OD Plan sets out how we aim to develop our workforce to achieve a culture that enables us to deliver our mission, vision and objectives.

### 5.3 Our Successes

5.3.1 We have made significant progress in our development journey and are proud of what we have achieved to date:

Governing Body Development	<p>The Governing Body has continued to recognise the need to develop as a team and have engaged in a number of activities:</p> <ul style="list-style-type: none"> <li>✓ Board Development Sessions</li> <li>✓ Robust Board Induction Programme</li> <li>✓ Board Away Day which Roles and Responsibilities, Governance and Effective Meetings</li> <li>✓ Introduction of Board Appraisal System</li> <li>✓ Skills Audit</li> </ul>
Leadership and Management	<ul style="list-style-type: none"> <li>✓ Regular Senior Management Team Meetings</li> <li>✓ Further integration with Thurrock Council and CCG Partners has provided alignment with a range of work areas and joint working with a wider team of staff.</li> <li>✓ Access to Coaching and Mentoring</li> <li>✓ Leadership Development across the STP Footprint</li> <li>✓ Leadership Academy Programmes</li> </ul>
Partnership Working	<ul style="list-style-type: none"> <li>✓ Worked with a range of partners in order to deliver the best possible services to Thurrock residents.</li> <li>✓ For Thurrock in Thurrock</li> <li>✓ 360 Stakeholder Survey</li> <li>✓ GP Five Year Forward</li> </ul>
Staff Development	<ul style="list-style-type: none"> <li>✓ Introduction of Appraisal system all staff have agreed objectives and personal development plans in place.</li> <li>✓ Mandatory Training Compliance</li> <li>✓ Attendance on Training and Development Courses</li> <li>✓ CCG Away Day incorporating Team Building and Myers Briggs</li> <li>✓ Stable Leadership Team</li> <li>✓ Internal Progression</li> </ul>
Staff Engagement	<ul style="list-style-type: none"> <li>✓ Staff Survey Culture information has been a useful barometer check for the CCG providing baseline information to continually assess the culture and working environment for staff</li> <li>✓ Staff weekly meetings share work priorities, successes and operational activities</li> <li>✓ Charity Initiatives including Sign up to Safety, Dying Matters Week, International Nurses Day, British Heart Foundation, McMillan</li> <li>✓ Implemented an number of Health and Wellbeing Activities i.e., walking groups</li> </ul>

## 6 MONITORING AND REVIEW

- 6.1 The OD Strategy and Action Plan will be reviewed on a 6 monthly basis by the Board and Remuneration Committee to keep the objectives relevant to the key drivers and context to which the CCG is operating.

## 7 STAFF COMMUNICATION

- 7.1 The OD strategy and plan will be available on the CCG's intranet and communicated to staff through a series of briefings, workshops and values will be embedded into appraisals.

## 8 ASSOCIATED DOCUMENTATION

- CCG Board Mentoring Plan
- OD Communications Plan

## 9 REFERENCES

- NHS Thurrock CCG Operational Plan 2017-2019
- Five Year Forward View
- Success Regime documentation
- Good Governance Institute documentation
- Sustainability and Transformation Plan

## 10 LIST OF STAKEHOLDERS CONSULTED

Date Plan Circulated	Name of Individual or Group	Were Comments Received?	Were Comments incorporated into Policy?	If no, why not?
31/05/17	CCG Board	Yes	Yes	
04/07/17	Accountable Officer	No	N/A	
04/07/17	Lay Member (Governance)	Yes	Yes	
04/07/17	Head of Corporate Governance (Company Secretary)	Yes	Yes	

## 11 RESULTS OF EQUALITY IMPACT ASSESSMENT

- 11.1 The EIA has identified no equality issues with this policy.  
11.2 The EIA has been included as Appendix A.

## 12 CHANGE HISTORY

Date	Version	Author	Description
31/05/17	0.1	Kathryn Perry (NELCSU)	First Draft
04/07/17	0.2	Kathryn Perry (NELCSU)	First draft with revisions
20/07/17	0.3	Kathryn Perry (NELCSU)	Final Draft submitted to Audit Committee

## APPENDIX A

### Equality Impact Assessment

To be completed and attached to any policy/procedural document when submitted to the appropriate committee for consideration and approval.

		Yes/No	Comments
1.	Does the policy/guidance affect one group less or more favourably than another on the basis of:		
	▪ Race	No	
	▪ Ethnic origins (including gypsies and travellers)	No	
	▪ Nationality	No	
	▪ Gender	No	
	▪ Culture	No	
	▪ Religion or belief	No	
	▪ Sexual orientation including lesbian, gay and bisexual people	No	
	▪ Age	No	
	▪ Disability - learning disabilities, physical disability, sensory impairment and mental health problems	No	
2.	Is there any evidence that some groups are affected differently?	No	
3.	If you have identified potential discrimination, are any exceptions valid, legal and/or justifiable?	N/A	
4.	Is the impact of the policy/guidance likely to be negative?	No	
5.	If so can the impact be avoided?	N/A	
6.	What alternatives are there to achieving the policy/guidance without the impact?	N/A	
7.	Can we reduce the impact by taking different action?	N/A	

## APPENDIX B

### OD Objectives

OD Theme	OD Strategy	2017/18 Action	Progress
<p><b>Shared Values</b></p> <p>Purpose and Belief</p>	<p>Build on the Organisational Vision , Values and Behaviours</p> <p>Embed Values and measure the values in everything we do</p> <p>Develop a Thurrock Behaviour Model</p>	<ul style="list-style-type: none"> <li>• Embed the Trust's value based behaviours across the CCG ensuring all staff know and understand what is expected of them, irrespective of their role.</li> <li>• Hold a CCG event for all staff, governing body members and clinical leads to promote a one team philosophy with integrated activities that promote team building and the development of trust</li> <li>• Development of programmes to develop core leadership behaviours and coaching skills, linked to annual performance monitoring</li> <li>• Encourage staff feedback via Culture Survey, Staff Forums and implement 'You said' 'We did'</li> <li>• Staff understand how they can put forward ideas for innovation and improvement and the process for decision-making in the CCG.</li> <li>• Development of Staff Involvement Group</li> </ul>	<p>✓ Values developed that encapsulate 'For Thurrock in Thurrock'</p> <p>✓ Conducted Culture Survey</p>
<p><b>Strategy</b></p> <p>Objectives and</p>	<p>Clarify objectives for change in line with the Operational Plan / STP Plan</p> <p>Embed the CCG Culture –</p>	<ul style="list-style-type: none"> <li>• Clarify objectives in line with the CCG's Operational Plan</li> <li>• Develop staff and GB members communication strategy to ensure understanding of Strategic Objective</li> <li>• Identify work stream leads</li> <li>• Develop Team Objectives</li> </ul>	<p>✓ Head of Corporate Governance and Director of Commissioning working together to embed the objectives.</p>

OD Theme	OD Strategy	2017/18 Action	Progress
Performance	<p>for Thurrock in Thurrock</p> <p>Ensure effective engagement and communication of strategic objectives</p>	<ul style="list-style-type: none"> <li>• Ensure Individual Objectives link to Team Objectives and staff / GB members fully understand their role in delivering these</li> <li>• Develop opportunities with our partners to strengthen public engagement</li> </ul>	
<p><b>Systems</b></p> <p>Governance and business processes</p>	<p>Ensure constitution is delivered</p> <p>Assist a high performing Governing Body to facilitate safe and effective decision making</p> <p>Good governance principles and processes embedded throughout the organisation</p>	<ul style="list-style-type: none"> <li>• Further develop appraisal and PDP process to ensure meaningful and linked to behaviours</li> <li>• Develop a system to monitor appraisals and analyse PDP.</li> <li>• Annual review of compliance with CCG constitution</li> <li>• Identify specific actions from the Good Governance Institute.</li> <li>• Identify specific actions from HM Treasury Assessment Framework for Risk Management Systems</li> <li>• Refresh policy review process to ensure that all policies are up to date and reviewed in a timely manner.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Governance Review</li> <li>✓ Appraisal process in place and all staff have had appraisal</li> </ul>
<p><b>Structure</b></p> <p>Roles and Responsibilities</p>	<p>Effective partnership working in line with the CCG's vision</p> <p>Ensure successful integrated working across the STP</p>	<ul style="list-style-type: none"> <li>• Ensure joint working arrangements with partners are understood and there are clear roles, responsibilities and governance are in place</li> <li>• Review outcomes from the stakeholder survey</li> <li>• Team Development sessions to support new ways of working</li> <li>• Implement communications strategy</li> </ul>	

OD Theme	OD Strategy	2017/18 Action	Progress
<p><b>Style</b></p> <p>Leadership and Management Development</p>	<p>Ensure that as a member of the CCG's Governing Body each individual shares responsibility as part of the team to ensure that the CCG exercises its functions effectively, efficiently, economically, with good governance and in accordance with the terms of the CCG constitution.</p> <p>Ensure that managers have the right skills to manage staff effectively</p>	<ul style="list-style-type: none"> <li>• Analysis of Skills Audit to determine development needs</li> <li>• Board Appraisal further developed to ensure meaningful discussions are taking place.</li> <li>• Objectives linked to CCG Priorities               <ul style="list-style-type: none"> <li>○ process fully embedded</li> </ul> </li> <li>• Board Mentoring Development plan in place</li> <li>• Board Development Sessions</li> <li>• Identification of development needs</li> <li>• Ensure managers have the necessary skills to provided balanced feedback to all staff and have honest conversations.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Board induction programme developed and completed</li> <li>✓ Appraisals implemented and objectives set</li> <li>✓ GB Skills audit completed</li> <li>✓ Board Mentoring Plan developed</li> <li>✓ Board Development Sessions delivered</li> </ul>
<p><b>Staff</b></p> <p>Workforce capacity and capability</p>	<p>Ensure that we recruit, develop and retain staff.</p> <p>Ensure that health and wellbeing of staff is fully supported</p>	<ul style="list-style-type: none"> <li>• Introduce Staff mentor scheme</li> <li>• Develop a workforce plan to include the inclusion of Apprentices, Graduates</li> <li>• Health and Wellbeing Initiatives planned for 2017/18</li> </ul>	<ul style="list-style-type: none"> <li>✓ Cultural Survey Conducted</li> <li>✓ Number of wellbeing activities have been implemented for staff/ GB member participation</li> </ul>

OD Theme	OD Strategy	2017/18 Action	Progress
<p><b>Skills</b></p> <p><b>Learning, development and talent</b></p>	<p>Ensure that staff / GB members have the right skills and competencies to perform their roles effectively</p>	<ul style="list-style-type: none"> <li>• Appraiser / Appraisee Training</li> <li>• Embed talent management and succession planning</li> <li>• Conduct Training Needs Analysis following analysis of PDP's</li> <li>• Develop Training Policy to ensure fair access to training interventions</li> <li>• Establish a coaching culture by training managers on having coaching conversations with staff</li> </ul>	<p>✓ Staff Appraisal system implemented and all staff have had appraisal meeting with manager, objectives set and PDP.</p> <p>✓ Staff have accessed to development activities</p>