

CAIRNGORMS NATIONAL PARK AUTHORITY

FOR INFORMATION

**Title: UPDATE ON THE ORGANISATIONAL
DEVELOPMENT STRATEGY**

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Purpose

To update the Board on current and future activity to support the implementation and embedding of the Organisational Development Strategy (ODS).

Recommendation

- a) That the Board notes the activity to support the Organisational Development Strategy**

Executive Summary

This paper briefly outlines the status of the Organisational Development Strategy. It highlights the key actions that have already been delivered, and identifies the priority actions for the coming months.

UPDATE ON THE ORGANISATIONAL DEVELOPMENT STRATEGY – FOR INFORMATION

Strategic Context

1. The Organisational Development Strategy (ODS) was drafted and consulted with Staffing and Recruitment Committee (S&RC) in January 2014. Following S&RC endorsement, the ODS was consulted with staff, and the final ODS was adopted on 27th March.
2. The ODS focuses on integrating and co-ordinating a programme of work delivering strategic organisational change across a range of disciplines, with 6 work streams required across the priority areas of:
 - a) Developing Leadership
 - b) Developing People
 - c) Developing Culture
 - d) Developing Facilities
 - e) Developing Knowledge
 - f) Developing Communications
3. Delivery of the ODS also provides contributes to wider strategic objectives. Specifically, delivering Programme 7 of the current Corporate Plan – Delivering Organisational Excellence – together with achieving the objectives of the Best Value Action Plan agreed by the Audit Committee are each being achieved through the activities falling within the remit of the ODS.

Supplementary Information

Background to ODS Delivery

4. The ODS was discussed with the Board at a Discussion Session on 4th April. Developing Leadership had a particular focus for the Board within it. Proposed activity to be undertaken within the Developing Leadership work stream therefore had particular relevance to the Board and the discussion session gave an opportunity to consider these proposals in more detail, along with a review of the wider OD Strategy priorities.
5. Project Teams have been formed for each of the work streams. Each Project Team comprises 5 staff from across the organisation, with Brain Wood sitting on the Developing Leadership project Team. Each project team is lead by a senior manager. There is an ODS Steering Group, convened by the Corporate Services Director and

consisting of the project team leads, who have overarching responsibility for co-ordinating delivery of the ODS.

6. The Project Teams developed an action plan for their particular work streams, and an overarching action plan, pulling together the actions of all the Project Teams has been collated. This action plan will steer ODS activity over the next 12 – 18 months. The action plan has been considered and will continue to be monitored by the Staffing and Recruitment Committee. This paper summarises the progress in delivering each of the 6 workstreams to date and gives some highlights of key planned activities.

Current and planned activity

Developing Leadership

7. To support ongoing clarity in leadership, it is key that staff and Board are aware of respective roles and responsibilities of board members, accountable officer, and senior management. To date, Harper Macleod has supported the delivery of a Board workshop on governance and Board has also had an informal discussion around roles and responsibilities. This will be followed on 10th October with a Board training event that will focus on the “On Board” guidance, providing further clarity on the respective roles and responsibilities, following completion of the review of the Board’s Code of Conduct in context of revised Model Codes for Devolved public bodies and local authorities. We have also completed the review of Board and Planning Committee Standing Orders.
8. To ensure that the organisation is using the wider skills and experience of board members and staff, we have developed a Board Skills Matrix, that has been circulated to Members. We now need to draw together a database of staff and board skills and experience to help in populating working groups and project teams and to ensure the organisation is more open to ideas and input beyond those from technical experts. This work complements ongoing work on our project management processes and guidelines in particular and is on track for Autumn implementation.
9. Staff have been fully involved in informing the ODS action plan, both through the composition of the project teams (that comprise almost 50% of all staff) and also through a staff gathering in June. There will be ongoing staff input to the ODS through future, planned staff events, with the next one scheduled in November, the theme of which is on identifying a central Mission and a Vision for the Authority going forward as an element of development of ideas for the draft Corporate Plan which will come to the Board in December and March.

Developing Culture

10. “Make A Difference” (MAD) was launched in July, as a way for all staff to comment on how the organisation and management is conducting itself, to make suggestions for improvement and to open further lines of communication with MT. Through this staff suggestion scheme, a number of suggestions have already been made and implemented.
11. We have drafted a set of guiding principles for developing and delivering staff learning events (Away Days) to enhance the effectiveness and impact of such events and this will guide the forthcoming event in November. This protocol includes supporting the principle of “Knowledge Exchange Visits”, which are informal opportunities for staff to find out more about other areas of work that are key to the Authority
12. To support our intention to ensure all staff have access to information, support, guidance and tools to enhance their wellbeing, we are currently researching various interventions with a view to implementing a programme of activities to support staff well-being in Autumn.

Developing Communications

13. An initial plan to ensure staff know how they can use communication and engagement mechanisms to support their work and promote the role of the CNPA is being developed for discussion by Management Team and the Operational management Group in August, for implementation and roll out to all staff by March 2015.
14. We are developing plans to trial an online news page to reduce the amount of email traffic, giving staff one place to find out top news stories such as news cuttings & CEO’s blog. This project is on track for implementation in September. In the medium term, we are exploring the implementation of a CNPA “intranet” facility within the wider website redesign project.

Developing Knowledge

15. Work is progressing well on the development of revised records management structures in order to update the Authority’s information management processes and help better integrate the working and knowledge management between our teams. This work also responds to new regulatory obligations on the Authority in our information management processes and our work with the Keeper of the Records of Scotland in this regard.

16. In the medium term, we are exploring options for an external Customer Relationship Management (CRM) system to support our stakeholder engagement work. This will take several months to develop with an aspirational implementation date of April 2015. Our medium terms staff learning and development plans and underpinning processes for identifying and supporting appropriate development links into the work being done in developing people and culture.

Developing People

17. We have reviewed the operation of our existing Staff Consultative Forum, and with the endorsement of all staff, are trialling a new format that focuses more on open ended discussions around key operational topics, rather than being solely driven around the development of internal policies. The trial will be reviewed in January 2015 with view to formally revising the terms of reference for the operation of this group.
18. We are currently developing a Learning and Development Strategy for the organisation, supporting mandatory, organisation wide and individual packages for training for Board members and staff, and supporting active involvement for all staff in practical learning and work experiences within the National Park. This is on track for adoption in Autumn/Winter.
19. We are currently reviewing the efficiency and effectiveness of our existing appraisal process. The appraisal form and process is being discussed with staff through the revised Staff Consultative Forum mechanisms. At this stage, staff are being asked for their views on what works well with the current approach, what doesn't, what could be changed and how. Staff feedback will be gathered in Autumn, and will inform an evolving process, with a view to a revised appraisal process being adopted in time for the annual appraisals in March 2015.

Developing Facilities

20. Board have approved the accommodation review, and proposals for building an extension on the existing site. These proposals are now being progressed with Scottish Government in order to seek agreement to the Authority's business case.
21. We are developing a 5 year ICT Strategy, part of the development includes trialling other ICT technologies (e.g. I-Pad, alternate tablets and other portable devices) to make our activities more efficient, economic and effective and to reduce our environmental impact as an organisation. Our aim is to have a final ICT Strategy that fully complements delivery of the other aspects of the OD Strategy and our wider strategic plans.

22. We are mid way through a programme of revamping and improving our records management structure to ensure appropriate access to information is available throughout the organisation. A project steering group has been established and a significant amount of ground work has been done, to prepare for the implementation of the new records management structure, which we hope will be in October/November this year.
23. We have revamped our Project Management toolkit, and are currently going through the education process, which is being backed up by specific, relevant training (e.g. State Aid training)

Next Steps

24. The ODS is a live, working process that will be embedded in the work of all staff. The ODS Steering Group will continue to meet every two months to monitor and evaluate the delivery of the Action Plan. The Project teams will meet again in October to consider current and forthcoming activity within their particular work streams. Board will be updated again in due course.

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