

Report 7: Organisational Development Strategy

1. Purpose of Report

The purpose of this report is to seek approval of the new Organisational Development Strategy, which provides a route map for the future development of human resources within the Authority.

2. Recommendations

The Authority is recommended to:

- a. Approve the principles as set out in paragraph 7 of the report.

3. Implications

- a. Financial: There are no financial implications of this report. Delivery of the Organisational Development Strategy can be tailored to existing resources.
- b. Equalities: The Organisational Development Strategy will deliver a detailed and ambitious Equality, Diversity and Inclusion action plan, which will have positive equalities implications.
- c. Link to Business Plan: The strategic recruitment, management and development of staff, volunteers and members is imperative if the Authority is to meet its future challenges in the Business Plan. Whilst policies, demands and priorities are likely to change within the lifetime of this strategy, it has been designed to evolve so that these changes can be accommodated.

4. Introduction

- a. The purpose of an Organisational Development Strategy is to align the Authority's human resources (staff, members and volunteers) with its vision. It describes the framework by which our people resources will be deployed to maximise their potential and contribution to support the achievement of the Authority's vision, core values and objectives, as outlined in the National Park Management Plan and the Business Plan.
- b. This is the Authority's third OD strategy. Members signed off previous versions in 2016 and 2019, both of which were over 90% implemented. It's important to note that the OD Strategy is not fixed and will evolve with changes in priorities and strategic direction.
- c. A strong and flexible Organisational Development Strategy is crucial to ensure our human resources are able to adapt and meet the needs of the Authority. The strategy will help the Authority to evolve to meet its challenges through ensuring the right skills, culture, systems, ways of working and relationships are in place.

5. Building on Past Achievements

Notable achievements from the 2019- 2022 Organisational Development strategy include:

- a. Introduction of a new appraisal scheme, enabling detailed feedback, succession planning and use of values as well as performance measures.
- b. 4 apprenticeships have been undertaken or are ongoing, ranging from entry level posts to strategic leadership qualifications for existing staff.
- c. A new wellbeing at work policy has been written and a new Intranet page created promoting the 15 different wellbeing initiatives on offer for staff.
- d. Career pathways have been developed. 16 staff have been offered development opportunities including secondments and promotions. 4 new Managers have been appointed (all internally recruited). Externally, we have hosted 15 people, including interns, seasonal rangers and kickstart (government funded opportunities).
- e. Twelve people have signed up to the Aspiring Managers Programme, designed in house to ensure potential Managers have the skills and knowledge to obtain promotion when opportunities arise.
- f. Our continued flexible working approach alongside the new hybrid working model has allowed us to be compassionate and flexible when required. In combination with career pathways, our flexible working approach was highlighted as a key tool in retaining talent, as evidenced by our win at the Inspirational Women Awards.
- g. We have launched a wellness programme consisting of easily accessible lunchtime health sessions. Topics have included cancer prevention, menopause, self-care. Future sessions are booked including one on men's health.
- h. Hybrid working was introduced and has been welcomed by staff. A review will take place in September 2023.
- i. A governance review was completed which will see the introduction of a new skills matrix and audit, and increased opportunities for diversity in governance.

6. Delivering our priorities

The 2023 – 2026 Business Plan priorities are:

1. Nature recovery.
2. Climate action.
3. Culture and heritage.
4. A Welcoming Park.
5. Thriving communities.
6. An Authority Fit for the Future.

Below are some direct examples of how the OD strategy will support the delivery of the Business Plan.

- a. Implementing an ambitious Equality, Diversity and Inclusion action plan will enable the Authority to reach wider labour markets and enhance diversity in our staff, volunteers and governance.
- b. Refreshing our recruitment methods to be proactive in reaching more diverse audiences and using flexibility in recruitment methods to ensure accessibility for all. Creating opportunities for young people using career pathways.
- c. Building on our award for inspirational women, we will continue to provide a supportive culture and a wide range of development opportunities to retain staff.
- d. Ensuring engagement and commitment of staff, members, volunteers remains high. Building a 'one team' culture, with more opportunities to meet and lean together.
- e. Reviewing our ways of working, including our hybrid working model will enable us to remain agile and fleet of foot, whilst ensuring staff have a positive work life balance.
- f. Implementing the OD Strategy will ensure that we have the requisite skills, knowledge and behaviours in place for new projects and to be ready for new priorities. Strategic workforce planning will ensure that resources and expertise are in place.
- g. Staff will continue to be extremely well supported regarding physical and mental health at work. Our excellent wellbeing offer will also be made clear in job adverts and during the recruitment process.
- h. Partnership working will be crucial in delivering our priorities. Further enabling and developing staff will reinforce the Authority's reputation as a trusted expert partner.

7. Key Principles of the Organisational Development Strategy

The strategy is divided into four sections as below:

a. Welcoming Organisation

- i. Equality, Diversity, Inclusion action plan.
- ii. Proactive recruitment to boost diversity and inclusion.
- iii. Career pathways for young people.
- iv. Continued emphasis on Wellbeing for staff and key message for recruitment.
- v. Promoting sense of community amongst staff, members, volunteers. A 'one team' culture.

b. Smart Organisation

- i. Digital first approach (taking into account varying levels of support required amongst users).
- ii. Smart, agile ways of working.
- iii. Efficient use of estates.
- iv. Smart use of our volunteers, diversifying opportunity and volunteer base.

c. Learning Organisation

- i. Intelligent use of data and evaluation to inform our work.
- ii. Development opportunities to ensure growth, succession planning and talent management.
- iii. Staff/member/volunteer engagement, focusing on cohesion and collaboration.
- iv. Increase skills and expertise in governance through skills analysis, sharing best practice, training and development.

d. An Organisation Fit for the Future

- i. Align resources to the Business Plan and designing the organisation to meet the needs of customers, partners, visitors and other stakeholders.
- ii. Enable 364 day operation through reviewing HR policies.
- iii. Collaborate to build new networks, partnerships, audiences.

8. Conclusions

The Organisational Development Strategy is our route map for how we deploy and develop our human resources and will be crucial in enabling the Authority to deliver the Business Plan priorities. It is a clear yet evolving framework for supporting the Authority to be fit for the future and an ambitious and high achieving Authority. Members are asked to approve the Organisational Development Strategy.

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Background papers: Organisational Development Strategy