

Management Bulletin

News and updates - 21.01.19

Dear all,

Happy New Year!



Welcome to our first Bulletin of 2019 in which I would like to share around our second **Extended Management Team Meeting that took place on the 12th December 2018.**

Our intention for the Extended Management Team was to widen the group of people who could assist in shaping the future of CSA. The second meeting of EMT, will enable all of us to participate in thinking about the priorities that we will be working on throughout next year and up to March 2020.

In the papers sent out on 3rd December, members will have seen the current development plan which we are currently working to. On a quarterly frequency, we report to the Board, demonstrating progress made on each of the elements of the plan. This means that we are accountable for doing what we say we are going to do. It is part of the "promises kept" aspect of management delivery.

So far, the Board have been very pleased with the progress being made and have appreciated the style and approach of the one-year development plan. This is why we are keen now to start thinking about the next one, which will be in place from March 2019. We want wider input rather than just having the views of the members of the Senior Management Team.

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The importance of Strategic Planning and Development Plans

Three groups were established to consider what the content of the development plan 2019/20 could be. Common feedback from each of the groups was as follows:

Theme 1:

Ensuring a continuous revenue stream by improving partnership working with schools, businesses and Local Authorities; to become more outward facing.

Rationale: to future-proof and improve services; to improve what staff can offer; promote Camphill as the provider of choice

Theme 2:

Ensuring that the community and business aspects of CSA can not only co-exist but take collaborative advantage; one from the other in order to maintain, develop and grow the unique offering for children, young people and young adults that only Camphill can provide. Thus, both will be in balance.

Rationale: We do not merely wish to become a standard residential home indistinguishable from any other provider of services

Theme 3:

Growing and developing the day services to attract new referrals/investment from commissioners.

Ensuring that all the modern approaches to the provision of services, including social enterprises are formally accepted as part of the portfolio of the service offer

Ensuring that the staffing associated with day services are put on a permanent footing dedicated to the provision of day services

Rationale: To meet the requirements of the Day Services Review Implementation Plan

Theme 4: Improvement in internal communications throughout the whole organisation; the development of the external communications via the web-site; increasing the use of digital resources

Rationale: Even in a relatively small organisation, message can and do get misheard and misinterpreted.

Theme 5: Staffing issues: staffing structures to support the business better; working on the proposals in respect of employed/volunteer status in CSA; refining the approach in respect of the extended management team; closer contact between SMT and the rest of the staff (by walking the talk); CPD requirements to be better spelt out along with the rules governing this

Rationale: Getting the final proposals on all aspects of staffing mentioned above is critical for the future growth and change of CSA

Two other themes emerged; but not mentioned by all groups. These were:

Theme 6: Capital investment and the use of the environmental assets

Theme 7: Expansion of the over 25's proposals and implementation of the project plan to achieve this.

It was agreed that all these themes would be incorporated into the 2019/2020 development plan which would then be further consulted upon.

Date of next meeting: 23rd January 2019