

Organisation Development Framework 2008-2010

Element	What it is	Who is it for	When	Comments
Vision and Values	Interactive session to distil and prioritise key points from information captured at 1 st open space events held in January '08	JIT & IE	May 21st 08	This work stream sets the direction, tone, feel of Shropshire Council and features implicitly in all other work streams.
	Consultation on the outcomes of above session.	Members, Staff, public, partners & stakeholders.	June & July 08	
	2 nd programme of open space events, to contribute to prioritised information & expand joint working attitudes	Current Shropshire Members and Officers invited.	June 08	
	3 rd programme of open space events, to initiate development of draft Vision & Values statements incorporating outcomes of consultation. Reporting to JIT & IE.	Current Shropshire Members and Officers invited	September /October '08.	
	Design and drafting of proposed Vision and Values for Shropshire Council.	Current Members and Officers in Shropshire and consultant.	October 08	
	Consultation on final draft Vision and Values	Members, Staff, public, partners & stakeholders.	November/ December 08	
	Interactive session with Political leadership of the Shropshire council to share draft Vision & Values for endorsement.	New Cabinet	June 09	
	Implementation of endorsed Vision & Values.	Shropshire Council Members & Officers	June 09 – June 10	

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Career Development Support	Support for Senior Officers displaced as a result of Unitary Structures.	1 st 2 nd 3 rd Tier Officers	June-October 08	Solace are currently the providers of choice for this.
Enhancing Local Democracy in Shropshire	<p>Visioning event with SALC Executive to understand the changing relationship between Parish and Town Councils and the new Shropshire Council.</p> <p>Reaching out to those who do not currently engage with the structure and process</p> <p>A series of area based workshops involving parish and town councils from the 5 local joint committee areas; exploring news ways of working, roles, causes of tension, hard to reach communities, championing local issues</p>	<p>The SALC Executive Committee</p> <p>Non area committee member parishes, parish meetings</p> <p>Parish and town Councillors, Parish and town clerks.</p>	<p>June 08</p> <p>May 08 - September 08</p> <p>July- Nov 08</p>	In collaboration with SALC & Shropshire Partnership
Local Joint Committee Development	Preparing Members to work effectively through local joint committees encouraging and enabling decision making at a local level, analyzing performance data to enhance local services.	County;District; Borough;Town;Parish Members and Lead Officers.	April – June 2008	Specific events were held on 9 th and 17 th April 08
Member Group sessions	Facilitated sessions within political groups to support strategic thinking about how to Shape Shropshire.	Current Political Group Members	June '08 – October '08	
Officer development programme Module 1	<p>'Understanding the strategic challenge'</p> <p>Develop leadership skills necessary to support transformational change and continuous improvement</p> <p>Develop a shared understanding and common purpose for the future.</p>	Shropshire Managers	Autumn 2008	Evaluate & integrate into the proposed 'Shropshire Managers Development Programme' in '09
Officer development programme Module 2	<p>'Understanding Change'</p> <p>Managing change and self. Implications of Government legislation on community leadership and community engagement; the new performance framework for Shropshire ; how to communicate effectively, managing for positive outcomes.</p>	Shropshire Managers	Autumn 2008	As above

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'Top Team' Leadership development programme	An advanced bespoke, cutting edge outcome focused development programme. Bite sized & modular. Including 1-1 and group specialist support and development, delivered by principal consultants/Peer CEX.	Chief Executive,, Assistant Chief Executives Corporate Directors, Assistant Directors.	November '08	Using the principles of the model for SCC's cutting Edge & cutting deeper; creating space for senior officers to develop together, ensure implementation & action at next tier down.
Member development programme Module 1	'Powers Roles & responsibilities.' Understanding the reality of changes to role and responsibilities under recent government legislation and in the context of Shropshire Council.	Current Shropshire Members	Late 2008	Evaluate & Integrate these 3 modules into member induction / development programme '09.
Member development programme Module 2	'Communication & Community Involvement' Effective local working, communication & engagement of citizens. Implementing Councillor call for action in Shropshire.	Current Shropshire Members	Late 2008	As above
Member development programme Module 3	'Partnership working & strategic leadership' Influencing skills, identifying local priorities, place shaping, LAA's, LDF's, Sustainable Community Strategy. Strategic partnership working in Shropshire.	Current Shropshire Members	Late 2008	As above
Induction Framework for Staff	<p>'Welcome & Information session' To ensure smooth integration into Shropshire Council. Providing clear information about Vision Values & expected behaviours; priorities and ambassadorial role.</p> <p>'New Manager Induction' Expectations of role and responsibilities as a Shropshire Manager. Motivating teams, developing continuous improvement mindsets managing risk to enable innovation Opportunity to rehearse leadership skills interactively.</p> <p>'Role Induction' Bespoke needs led support for unique senior roles across the Council. Includes coaching & mentoring</p>	<p>Shropshire Council Staff</p> <p>Shropshire Council Managers</p> <p>New senior post holders/</p>	<p>April 2009</p> <p>October 08 onwards</p> <p>October 08 onwards</p>	<p>Currently 2 days. Review once proposed Shropshire Managers Programme is implemented.</p> <p>Example audience, 3 Area Managers; chief officers recruited 'mid term'; senior officers who are acting up.</p>

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New Member Induction	A comprehensive & integrated modular induction programme.	Shropshire Council Members.	June 2009	This will follow Member Induction, & assessment of need @ 1-1's.
Support for Leading Members of Shropshire Council	One to one and group specialist support for Members of the new council.	Political Leadership of new council	June 09	Need and design is yet to be determined.
Shropshire Managers Development Programme	A customer focused performance improvement & people orientated programme for Service Managers. To include development of individuals as coaches; customer focused performance Management, service re-design and development of leadership at all levels, the need to balance Managerial discretion to be innovative & creative, with a strong corporate culture.	Shropshire Managers	Sept' 09	
COMPASS	IDeA 'COMPASS' session. A simulation event to support Members & senior officers in transition to one council and test for example, the proposed vision and values & community working arrangements in an interactive event.	JIT & IE	Nov-Dec 09	Design session to be planned to include IDeA, leading officers, member Champions plus opinions of chair & vice chair of IE & chair of JIT.
Staff Attitude Survey	Organisational survey to measure attitudes, and inform plans influencing the success of transformation.	All Officers of new council	Baseline April 2010	

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.Additional OD issues

OD issues/priorities during LGR and beyond that don't have an identified programme but that may require significant Management attention are mentioned below and OD issues related to assessing the performance of major partnerships against agreed goals are not included here.

- Get and keep people involved: motivated: loyal: trusting: here: delivering high quality services.
Potential action continue staff (& member) briefing. Consult & encourage participation in corporate affairs where appropriate, make space and encourage relationship building between linked teams.
- People who are leaving other than senior Managers– Support to make the shift for those who require it.
- Reputation management, high risk in first 2-3 years.
Potential action. A positive image campaign collaborating with local press and partners.
- Identify areas of potential risk asap. E.G Less risk where we know good staff exist but more risk where groups of unknown staff from different councils come together.
Potential action, Plan and prepare OD interventions & build in extra capacity in those areas, to ensure senior management time is well focused. N.B senior staff working subversively can influence culture quickly.
- Core essential skill development of staff accessible across Shropshire.
Potential Action, Extend the existing Corporate Training programme to include blended learning (on line & face to face and independent learning)
- Local working arrangements once confirmed will have OD implications to be determined.
- Revisit & test V&V's & priorities against new knowledge & external environment in year 3-4 of the new council.
 - Monitor against progress, 'we said this and we have done it'
 - Responding to demographics, the impact of migrant workers as customers, staff and future Members in 2013.
- Make sure that we have performance data required in year 1 to revisit:
 - The Executive Member Role as place shaping Champion
 - How overview and scrutiny is working
 - Ward level role place shaping as a local leader.
- Step change for results & be clear about benefits Unitary has made to Shropshire (monitor them from 2009)

Next steps

- Development of plans to link T&D across Public sector partners, working through LSP Leadership Group where appropriate.
- Once proposals are ratified by JIT, and the funding is secured, a 'micro site' will be designed enabling easy access for staff, partners and inspection bodies to the OD framework for Shropshire Council, detailing the OD programmes, events and interventions as they emerge on the opening page and the text documents describing thinking that led up to their design, sitting behind.