

Transformers Group
Terms of Reference

Background

The new Chief Executive has asked that a 'Transformers Group' be set up as part of a Change Management Programme. The purpose of the group is for staff to help shape the future of the Council by reviewing the changes we need in order to move us to being an excellent authority, and thus creating an open, empowered and externally focused organisation. This will input directly into the Council's overall Culture/Change/Management Development programme.

Remit of the Group

Note the themes below are not mutually exclusive and all link together to contribute to achieving the first theme, namely becoming excellent.

The remit of the group will focus on:

Theme 1: Becoming excellent (note all the themes below contribute to achieving this)

1a) What do we need to do to make sure we are on the right track to become excellent?

- What does being 'excellent' mean?
- What does it mean for service delivery, in terms of both internal and external customers?
- How do we ensure excellent customer relationships both internally and externally, including mutual respect?
- How do we get managers to take 'time out' to think about ways to ensure their service is continually delivering excellent internal and external customer service?

1b) Developing a Staff and Management Development Programme for East Herts

- How do we ensure the Council effectively taps into 'talent'?
- How do we ensure opportunities are given to staff (that want to) to develop, e.g. through job shadowing, mentoring, projects and secondments (including reciprocal arrangements), and generally encouraging people to get 'out and about' and see what other sections do.
- What needs to be done to empower staff and also enable managers to delegate more? How do we ensure there is a fair balance of workloads across the organisation?
- How can we 'break down boundaries' which also relates to themes 2 and 4

Theme 2: Communication

2a) How do we ensure that we have two-way communication?

- Knowing our organisation – who works where and what do they do?
- How do we ensure that internal Communications e.g. branding/promotion are appropriate and effective?

2b) How do we communicate changes to colleagues?

- How do we communicate the work of this group to colleagues and encourage all staff to feel comfortable contributing their ideas?

Theme 3: Innovation / Creativity / New Ideas

3a) How do we encourage innovation and use new ideas to deliver better services to customers?

- How do we ensure we are focusing on our priorities; challenging why we do it and if we could do it differently to achieve better value for money?

Theme 4: Dealing with difficult issues

4a) E.g. how do we achieve more of a team-working culture, more effective project teams etc?

- Engaging Members – how can we develop effective staff and member relationships?
- How can we ensure we have effective decision making processes?
- How do we ensure we have excellent Member training? How we can target training at Members when they first come in to get them into the culture of buying into and taking up training?

Scope of the review

The scope of the review will be looking to feed into the Council's Change Management Programme to ensure that:

- Clearly defined SMART objectives of what needs to be done to become an excellent authority
- Input to feed into development of an effective Staff and Management Development Programme
- Communication plan developed to ensure two-way communication and to communicate changes openly and clearly to all colleagues
- Identify how to change to a more innovative and team working culture

- Identify how we can develop good and effective Member and Staff relationships. Also what needs to be done to ensure a high level of Member take up of training

Timescales

At this stage it is envisaged that the Transformers Group will be in operation until approximately Summer 2008.

Rough draft for discussion