

ORGANISATIONAL DEVELOPMENT & CHALLENGE GROUP

Terms of Reference

Purpose of the Group

- To help ensure that the Service continues to support and develop its people in line with its vision and values
- To help our people successfully navigate the significant changes facing the organisation over the longer term
- To act as a critical friend in challenging our plans and processes in order to improve equality and diversity, consistency, transparency and outcomes
- To promote a working ethos that respects people's roles and responsibilities without defaulting to a hierarchical approach

Key Aims

- To proactively listen to everyone's voice
- To positively influence the way we do things
- To champion and communicate positive change
- To recognise, celebrate and nurture what we do well

Role

1. To scrutinise and support the People Strategy Implementation Programme.
2. To review and contribute to plans and processes with a specific focus on the following areas:
 - a) Culture, Values and Behaviour i.e. ensuring that behaviours throughout the organisation reflect the values
 - b) Equality and Diversity e.g. Equality Objectives
 - c) Leadership and Management
 - d) Training and Education for staff at all levels
 - e) Health, Well-Being and Fitness of Staff e.g. Health and Wellbeing Framework
 - f) Innovative Ways of Working
 - g) Organisational Change
 - h) Communication (Internal & External)
 - i) Recruitment and Retention

3. To provide an additional process of feedback to and from SMB.
4. To help support the embedding of the Service's values into the organisational culture.
5. To help identify and disseminate good practice and organisational learning.

Membership

6. The Group will comprise of interested parties from all sections of the organisation and who represent a range of levels.
7. The composition of the Group will be reviewed annually and where required an expression of interest process will be undertaken to enable interested parties to participate on the Group.

Reporting Arrangements

8. The Group will have a two-way communication channel with SMB and provide regular updates to SMB.
9. SMB may request the Group to review and contribute to issues in order to obtain independent recommendations and/or feedback from the Group.
10. The Group will liaise with the Health and Safety Committee where necessary in relation to the Health, Well-Being and Fitness of Staff.
11. The Group shall provide an annual report, via the appropriate SMB Member to the Fire Authority Audit & Standards Committee which details the Group's areas of activity over the previous 12 months.

Procedures

12. The Group will liaise with SMB and agree priorities for the forthcoming year.
13. The Group may establish task groups to investigate issues within terms of reference set by the Group.
14. The Group will elect a Chair or Co-Chairs annually.
15. The Group will meet on a quarterly basis.
16. The group will periodically review these Terms of Reference.
17. The Chair will report recommendations and findings to SMB on behalf of the Group.
18. Information from meetings and outcomes of work undertaken will be accessible to the whole workforce via the Organisational Challenge and Development page on Sharepoint.