

Change Management Team – Draft Project Brief

Purpose of the Team

To identify the potential impacts of the City Region structure, Local Transport Bill and other legislation on Metro's organisation and structure and make recommendations for change.

Terms of Reference

- 1) To identify the potential options for organisational change in relation to additional powers emerging from the Local Transport Bill.
- 2) To identify potential structure options emerging from the additional powers and development of quality contracts.
- 3) To identify the implications of each option including HR issues (eg TUPE, skills requirements), accommodation issues, financial issues and legal issues.
- 4) To identify the resources required to deliver Quality Contracts, following the completion of the Bus Business Plan.
- 5) To develop a communications strategy to ensure that all employees are kept up to date on city region and Local Transport Bill issues and implications.
- 6) To identify the performance management information requirements in relation to service delivery.
- 7) To identify the reward and recognition options available to attract and retain staff within the organisation

Methodology

- 1) To dovetail into the work of the consultants undertaking the review of transport governance options.
- 2) To ensure that views of Members and staff are fed into the review through workshops, seminars, interviews and meetings.
- 3) To hold an initial workshop with Directors to jointly agree the parameters of the work involved and the preferred levels of involvement in highways management etc.
- 4) To identify the staffing required to deliver the requirements of the Local Transport Bill.
- 5) To interview Directors and Managers to identify their views of future organisational requirements.
- 6) To undertake a detailed review of the skills required and identify any skills gaps.
- 7) To undertake a review of accommodation requirements.
- 8) To review job evaluation arrangements.
- 9) To update the HR strategy, financial strategy, Metroplan and other key corporate documents in light of the proposed organisational changes.
- 10) To prepare options for change and to report these to the PTA and to the Executive Board.