# West Yorkshire Combined Authority

| Report to: | West Yorkshire Combined Authority |
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| Date: | 10 October 2019 |
| Subject: | **Progress on the Transformation Programme** |
| Director: | Ben Still, Managing Director |
| Author(s): | Louise Porter |

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| Is this a key decision? | ☐ Yes ☒ No |
| Is the decision eligible for call-in by Scrutiny? | ☐ Yes ☒ No |
| Does the report contain confidential or exempt information or appendices? | ☐ Yes ☒ No |
| If relevant, state paragraph number of Schedule 12A, Local Government Act 1972, Part 1: | N/A |

## 1. Purpose of this report

1.1 To provide the West Yorkshire Combined Authority with an update on progress in implementing the organisation's Transformation Programme.

## 2. Information

2.1 Since the Combined Authority was formed in 2014, a significant transformational programme has been implemented to create one integrated organisation from its constituent parts of the Local Enterprise Partnership (LEP), the West Yorkshire Passenger Transport Executive (Metro) and Leeds and Partners. This work was initially led through the 'One Organisation' change programme, which involved the inception of 17 interconnected change projects.

2.2 Appendix 1 provides an overview of the One Organisation programme and the various projects within it. The programme was designed to enable better integration between the development of policy and strategy with effective delivery through robust projects, programmes and services. In addition it also sought to put in place the building blocks for sustained culture change.

2.3    In September 2016, the Combined Authority considered the detail of the emerging One Organisation change programme and following this updates on various individual projects within it have also been considered at different stages by the Combined Authority.

2.4    Some of the key achievements of the programme included:
- Introduction of a completely new Directorate structure for the organisation, bringing together a number of different bodies into one and introducing new team structures below this to better enable delivery of objectives;
- Introduction of strengthened partnership working arrangements, informed by a programme of political engagement activities across West Yorkshire and York councils, to identify opportunities for greater collaboration;
- Launch of a new brand and identity for the Combined Authority to better reflect the ambition and objectives of the organisation;
- Introduction of a new set of organisational values and behaviours developed through significant staff engagement in order to drive culture change;
- Introduction of a new Assurance Framework to enable us to better appraise, monitor and evaluate projects robustly and consistently;
- Completion of a first phase of internal office moves to bring teams together, promote collaboration and enable flexible working; and
- Introduction of a range of measures to increase transparency and accountability across everything we do.

2.5    In order to build on these achievements and continue to drive further improvements, a second phase of the programme was launched in April 2018 as the 'Transformation Programme'. This was to recognise that the early work to create one integrated organisation had been largely completed. The Transformation Programme seeks to embed further the changes that have already been made, with a focus on improving corporate processes, addressing new issues such as GDPR, replacing outdated technology and introducing new more collaborative ways of working.

2.6    A diagram summarising the key components of the Transformation Programme is provided at Appendix 2. The programme was developed around the following key themes:
- Embedding the values and behaviours and driving culture change;
- Replacing un-supported and outdated corporate technology;
- Introducing flexible ways of working and improving accommodation;
- Updating corporate policies and processes;
- Enhancing internal governance processes and supporting the introduction of GDPR;
- Improving monitoring and reporting of capital projects through a new Portfolio Information Management System; and
- Transforming transport services to improve efficiency

2.7 An update on progress on delivering against each of these themes and a summary of the next steps is provided below.

Embedding the values and behaviours and driving culture change

2.8 In early 2017 a set of new organisational values for the Combined Authority was developed, in consultation with staff, to guide how the organisation conducts its day to day business activities. These five values and the specific behaviours associated with them are as follows:

| **Championing our region** |
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| • *We have pride in our region and what we do* |
| • *We are all ambassadors and role models* |
| • *We understand how our work contributes to the bigger picture* |
| • *We collaborate with our partners to make the region better* |

| **Working together** |
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| • *We work together as one organisation* |
| • *We work together to deliver joint solutions* |
| • *We understand the impact that our work has on others* |
| • *We treat each other with respect and celebrate diversity* |
| • *We align our priorities and communicate clearly* |

| **Working intelligently** |
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| • *We try new ideas and approaches* |
| • *We take the right steps to succeed* |
| • *We streamline the way we work to add value* |
| • *We work efficiently with the right tools and technology* |
| • *We use all of our resources responsibly and sustainably* |

| **Positive about change** |
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| • *We embrace change and innovation* |
| • *We welcome challenge and challenge others constructively* |
| • *We are always learning and we nurture talent* |
| • *We have clear direction and leadership* |
| • *We empower decision making* |

| **Easy to do business with** |
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| • *We are responsive to customer needs* |
| • *We take ownership and find effective solutions* |
| • *We are courteous and professional at all times* |
| • *We deliver what we say we will and at pace* |
| • *We are open about our decision-making* |

2.9 Under the Transformation Programme, significant work has been undertaken to focus our organisational culture on these core values and as a result these are already well embedded across the organisation. A cross-directorate culture working group is in place to continue to identify activities aimed at further embedding the values and behaviours. The work in this area to date has included:

- Internal communications campaigns to reinforce the values and to bring these to life in day to day activities;
- Work to ensure that the values are firmly embedded within key corporate documents, policies and processes;
- Introduction of practical initiatives to break down silos and to reinforce cross-directorate relationships; and
- Coordination of staff recognition activities to celebrate and emphasise best practice in demonstrating the values.

Replacing un-supported and outdated corporate technology

2.10    A Corporate Technology Strategy was developed for the Combined Authority in late 2017 to consider how the current and future business requirements of the organisation could be better met through the more effective use of technology. This set out the proposed approach to modernising the legacy ICT systems and infrastructure, which had been inherited from the Combined Authority's predecessor organisations. These had in many cases not been updated for many years and as such were both outdated and no longer adequately supported by the ICT sector.

2.11    In May 2018 the Combined Authority subsequently gave approval for this strategy to move into the delivery process in the form of a Corporate Technology Programme (CTP).  This programme is focussed on transforming the Combined Authority into a 'digital first' organisation, with the ability for staff to work more flexibly and with effective tools and systems to support better productivity.

2.12    The CTP is now in the process of delivering a range of targeted initiatives to meet this ambition and these can be summarised as follows:
- Further improvements to cyber security systems, disaster recovery and business continuity processes;
- Delivering enhanced accessibility for users and customers across all our technology platforms;
- Updating physical network infrastructure to improve network performance and efficiency;
- Modernising data storage platforms and moving to cloud storage solutions wherever possible;
- Enabling flexible working practices through moving from desktop computers to laptops and embedding collaboration tools;
- Digitising services to improve efficiency and user experience;
- Improving Customer Relationship Management (CRM) systems across the organisation; and
- Gaining the ITIL industry ICT service management accreditation which is recognised as global best practice;

2.13    These projects are at various stages in the delivery process with full completion of the programme expected by summer 2020. From mid-October 2019 a range of tools to enable staff to work more flexibly will start to be rolled out across the organisation. This will coincide with the work to refurbish the

Wellington House office space (see 2.14 below), enabling hot desking and improving opportunities for collaborating with partners.

Introducing flexible ways of working and improving accommodation

2.14 Following the major restructuring process which took place early on in the change programme, work is underway to improve Wellington House. The Combined Authority have previously considered the detail of the Wellington House accommodation project during its development and copies of previous Combined Authority reports can be accessed at the following links:

Combined Authority report June 2017 (Item 20)

Combined Authority report June 2018 (Item 18)

Updating corporate policies and processes

2.15 The Transformation Programme contains a specific workstream to review and update all corporate policies and processes to ensure that they reflect the organisation's values and wider change ambitions. While this process routinely happens as a business as usual activity, those policies which will support more efficient ways of working and drive behaviour change, have been prioritised and updated.

2.16 Work has also been undertaken to develop policy guidance and toolkits to ensure that there is a consistent approach to the development of internal and external policies across the organisation.

Enhancing internal governance procedures and supporting the introduction of GDPR

2.17 As part of the change programme a project to improve information governance procedures was put in place to build further on the changes introduced under the General Data Protection Regulations (GDPR), which came into force in May 2018.

2.18 In addition to general measures to ensure continued GDPR compliance, a number of wider improvements have also been made to date. These include rolling out information governance training to all staff, tailored training for Information Asset Owners and Administrators, enhancing records management arrangements, refreshing corporate retention schedules and establishing improved off-site archiving facilities.

2.19 In addition the new tools currently being provided as part of the Corporate Technology Programme (see 2.10-2.13 above), will also drive further efficiencies in data management and ensure continuous improvement with regard to data security measures.

2.20 More generally progress has also been made with regard to streamlining internal decision making procedures, through the reallocation of some of the

Managing Director's existing delegations to senior officers. This has resulted in greater efficiency in internal decision making, while continuing to ensure sufficient levels of rigour and transparency around the decisions taken.

<u>Improving monitoring and reporting of capital projects through a new Portfolio Information Management System</u>

2.21   An early project to be delivered through the change programme was the introduction of a new 'Portfolio Information Management System' (PIMS) which provides a coordinated means of monitoring and reporting across our full portfolio of projects and programmes. Following extensive stakeholder engagement, this system was launched in September 2018 and is being used by the Combined Authority and its district council partners to centrally record and report on projects and programmes.

2.22   The PIMS system has provided a more effective framework for managing project and programme information and has improved consistency of reporting through the use of standardised templates and documents. In addition the summary dashboard reports that are generated through the system are providing clearer information which is helping to manage budgets, assess progress and identify issues and risks earlier.

2.23   Further work on the PIMS system is ongoing to improve functionality and to identify further opportunities to use the information generated by the system to inform decision making and demonstrate the impact and benefits of capital funded projects to the Leeds City Region.

<u>Transforming transport services</u>

2.24   A further priority within the Combined Authority's change programme is the transformation of public transport services and how the organisation coordinates or supports these services. This is a significant and challenging area of work which is aiming to use innovation in the transport industry and collaborative partnerships to modernise services for customers and ensure value for money.

2.25   This work involves three areas of focus as follows:
   - Modernising our digital payment & information services;
   - Supporting mobility to deliver cost effective and inclusive public transport services; and
   - Maximising the development and income generation potential from our asset portfolio and driving efficiencies in how it is managed.

2.26   Work is progressing on all of these workstreams and is routinely being reported to the Transport Committee and considered by the Budget Working Group. Successes to date include the adoption of a new Digital Payment Strategy and the development of a Bus Information Strategy which is now being finalised following public consultation. In addition following the establishment of the Bus Alliance earlier this year, progress is being made in

realising bus service improvements through a partnership approach and in developing proposals for Demand Responsive Transport services.

## 3. Inclusive Growth Implications

3.1 The individual inclusive growth implications of each of the projects within the change programme are being considered on a case by case basis.

## 4. Financial Implications

4.1 The financial implications of each of the change projects are being considered on a case by case basis and funding approvals sought through appropriate channels.

## 5. Legal Implications

5.1 There are no legal implications directly arising from this report.

## 6. Staffing Implications

6.1 There are no staffing implications directly arising from this report, however the staffing implications of specific change activities are being considered on an individual basis.

## 7. External Consultees

7.1 Public consultation has taken place on elements of the Transforming Transport Services work (as outlined at 2.24-2.26) and this will continue as the work develops further.

## 8. Recommendations

8.1 That the Combined Authority notes the information contained within this report

## 9. Background Documents

9.1 None.

## 10. Appendices

Appendix 1 – Overview of the One Organisation Programme
Appendix 2 – Overview of the Transformation Programme