



# West Yorkshire Combined Authority

## Case Study

### Challenge

The West Yorkshire Combined Authority needed to modernise their IT infrastructure to prepare themselves for the expected 2020/21 devolution where they would join forces with other local authorities and become a Mayoral Combined Authority. In addition to improving their capacity, security & resilience, their 500+ employees needed to move to flexible ways of working and had voiced frustration with their outdated tools in the annual staff surveys.

With only a small in-house ICT services team and limited experience in delivering internal transformation, the Combined Authority decided to work with a Lead Delivery Partner to ensure the:

- programme was delivered at pace
- technical architecture was integrated and future-proofed
- new ways of working were adopted and the full benefits realised

Caja were appointed to lead the Programme Delivery and Organisational Change.

### Solution

#### Programme Delivery

To drive the pace of delivery and facilitate collaboration with the internal teams, we introduced proven techniques:

- Data-rich dashboard reporting
- Interactive “post-it” workshops to engage teams and facilitate decision-making
- Morning stand-up meetings with visual management boards to drive task completion
- Weekly discipline of project team meetings, status reports and risk escalation

During the Covid lockdown, all these were translated to interactive online tools so the programme continued to progress on track.

#### Digital Transformation Strategy

Led a series of Digitisation “sprints”. These were timeboxed agile sprints combining process improvement with Microsoft 365 tools (power-apps suite) to provide rapid benefits realisation and “fail fast” lean principles.

Stakeholder engagement and enablement, and business change in context of service/digital transformation.

Business and Organisational Change workstream had a dedicated lead from Caja who partnered closely with the Directorate representatives and Head of Transformation to ensure the technical changes to the organisation were well communicated and embraced by the 500 staff to ensure benefits were maximised.

We worked closely with the Internal Communications team to create a series of videos, cartoons and all-staff communications using ADKAR methodology to build Awareness, Desire, Knowledge, Ability and reinforcement.

The success of the programme and adoption of tools was recognised in their 2020 all-staff survey where the response to “I feel I have the right tools to do my job effectively” jumped from a score of 35% in 2019 to 76% in 2020, shown here in an excerpt from their intranet news at the time.

#### Organisational Change

We worked with the ICT services team to establish critical organisational input to the design of the solutions.

- Recommending and implementing a Business Design Authority with representatives from across the organisation to steer key workstreams
- Creating work-style profiles for staff to determine IT equipment allocation policy depending if they were primarily office-based, home-based or mobile.
- Developed a full communication campaign based on the unique culture of the organisation, utilising aDKAR methodology (Awareness, Desire, Knowledge, Ability and Reinforcement) and bespoke cartoons to engage staff in the programme
- Standardised key organisational processes using Microsoft 365 and delivered all-staff training to ensure the productivity benefits were realised

### Outcomes

At a (virtual) all-staff event at the close of the programme, it was acknowledged by the senior leadership team that the Corporate Technology Programme has **transformed the organisation**. Also recognising that without it they would have had a very difficult year working remotely without the technology to fully support them.

The 2020 All-Staff survey confirmed the positive impact on employee engagement when **75% of employees agreed that they are now supported with the right tools and technologies to do their jobs** - this was a fantastic 41-percentage point increase from the 34% agreement in 2019.

With the introduction of laptops and Microsoft365 there was also a significant shift to paperless working. This helped the client achieve their clean growth agenda as well as improving productivity and data protection.

Caja were thanked by the Senior Responsible Officer for their **experience, knowledge and wise advice** throughout and acknowledged for **providing a programme and organisation push which was most definitely needed**.