



West Midlands
Combined Authority

Audit, Risk & Assurance Committee

Date	24 September 2019
Report title	WMCA Corporate Services Review
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Report has been considered by	Head of HR&OD – Tracy Walters

Recommendation(s) for action or decision:

The Audit, Risk & Assurance Committee is recommended to:

- (1) Note the contents of the report.

1. Purpose

An update report was presented to ARAC on the 21st June 2019. This report provides an update on progress made since the June report.

2. Background

The Corporate Services Review has been ongoing since January 2019 and has been designed to ensure;

- A more visible Leadership Team and organisational vision
- A more client focused set of Corporate Services
- More integration and agility in our services and teams
- 'One' organisation that aspires to be exemplary

2.1 Progress to date:

- SLT have been fully engaged and played a leadership role throughout the review
- Heads of Service actively involved and invested in striving for excellent service provision.
- Staff led process - staff across the departments have positively engaged with the process through workshops and consultations, supporting the creation of departmental improvement plans

2.2 Decisions Taken:

SLT have taken key decisions to progress the review and move the organisation towards excellence in service area provision. As part of the process, each member of SLT is now the permanent sponsor for an area of corporate services;

- Business Support – Paul Clarke
- HR&OD – Julie Nugent
- ICT – Laura Shoaf
- Assurance, PMO and Projects – Julia Goldsworthy
- Governance/Legal/Procurement – Deborah Cadman
- Assets – Gareth Bradford

2.3 Key Changes so Far:

The Review has initiated the creation of service specific improvement plans focusing on ensuring each area is enabled and supported to move towards excellence. Progress against these plans is underway and will be reviewed in Oct 2019.

An organisation-wide communications plan is in place to ensure continual engagement with the wider business on improvement planning. This includes the development and communication of a new Business Support Offer which aims to improve business-wide efficiency and enable service areas to deliver professionally and effectively.

There are 4 service areas – ICT, PMO and Assurance, and Assets, that are currently subject to a more detailed diagnostic and development process to determine provision moving forward. Progress on these areas is detailed as follows:

2.3.1 Assets

- 3 work-streams are in place to improve the service offer for both facilities and assets management.
- A Joint Assets Board has been established and is now meeting
- A Strategic Asset Plan and Assets Register is being designed
- A Facilities Management Strategy is underway
- Progress on activity will be reviewed in October

2.3.2 ICT

- The Strategic Lead for ICT in WM Fire Service has been seconded to WMCA to provide leadership to the current team during the review and to support future working practices.
- The 8 week Kainos review is now complete.
- SLT are working through recommendations for quick wins and longer term improvements required
- Delivery Plan in place by end of September

2.3.3 PMO and Assurance

- Work is underway with SLT to design and approve a Single Assurance Framework
- The Assurance Framework is aligned to the future modelling of The Strategic Hub
- The functionality of The Strategic Hub has been agreed at SLT with detailed design work underway and due for completion by the end of September.

2.4 Evaluation

There will be a formal review in December 2019 to understand if improvements have been delivered across Corporate Services, and therefore whether the review has had a wider business benefit across the WMCA, enabling services to achieve excellence.

3. Financial Implications

The Corporate Services Review was not driven by a requirement to find financial efficiencies. Recommendations from each service review will be managed within the current financial envelope wherever possible. Until the detailed work is completed on the “deep dive” service areas it is difficult to determine the full financial implications.

4. Legal Implications

None

5. Equalities Implications

Should any change management processes be necessary then an equalities impact assessment would be undertaken.

6. Inclusive Growth Implications

The creation of a Strategic Hub will enable the WMCA to improve its coordinated response to the inclusive Growth agenda.

7. Geographical Area of Report's Implications

N/A

8. Other Implications

N/A

9. Schedule of Background Papers