

Section A: Scheme Summary

Name of Scheme:	Integrated Corporate Systems
Location of Scheme:	Wellington House, Leeds
PMA Scheme Code:	WYCA-INT-009
Lead Organisation:	West Yorkshire Combined Authority
Senior Responsible Officer:	Angela Taylor
Lead Promoter Contact:	David Gill
Combined Authority Lead/ Programme Manager:	To be recruited
Case Officer:	Lynn Cooper
Applicable Funding Stream(s) – Grant or Loan:	To be funded from the Combined Authority's own capital programme and reserves.
Growth Fund Priority Area (if applicable):	n/a
Combined Authority approvals to date:	Decision Point 1 approval was given on 2 July 2019.
Forecasted Full Approval Date (Decision Point 5):	September 2020
Forecasted Completion Date (Decision Point 6):	June 2021
Total Scheme Cost for the preferred way forward (£):	£1.5 million
WYCA Funding (£):	The Combined Authority's own capital programme and reserves.
Total other public sector investment (£):	n/a
Total other private sector investment (£):	n/a
Is this a standalone Project?	Yes
Is this a Programme?	No
Is this Project part of an agreed Programme?	No

A.1

Scheme Description

This scheme will improve the capacity and efficiency of the Combined Authority's legacy finance and human resources (HR) systems. It will procure and implement one or two modern, future-proofed integrated systems that have self-service capabilities.

The scheme will replace existing IT software applications providing HR, payroll, finance and budgeting systems and processes. The current HR system is over 10 years old and the main finance systems were originally installed over 15 years ago. These have not been significantly invested in since implementation and have come to the end of their life. Training is also included in the scope of the scheme.

The current legacy systems were implemented when the organisation was very different. Since then, the overall employee count has increased, and more significantly, the breadth and complexity of activities. This will continue with the development of a Mayoral Combined Authority, and the need to offer significant value and support to its partners.

The finance and HR departments use a range of systems from numerous providers and these systems are now used by many more staff in other directorates. Using a range of different systems is complex, time consuming and presents the following challenges:

- maintaining numerous systems requires significant effort from finance, HR and on Information and Communications Technology (ICT) services to keep them updated, available and ensuring all interfaces between the systems work
- numerous systems lead to unnecessary duplication of data, and potentially conflicting data and unnecessary record discrepancies for the Combined Authority
- separate systems holding data means more complex reporting is very difficult, hindering the provision of good management information for business planning
- staff time is tied up across directorates as liaison is needed to agree / reconcile information manually, including using paper forms (adding further potential of human errors in data entry) to facilitate processes which systems should automate

A.2

Business Case Summary

Strategic Case

The scheme will have a transformational contribution towards the development of a Mayoral Combined Authority.

The scheme is expected to:

- Deliver efficiencies in business processes for the Combined Authority
- Deliver future proofed and flexible / adaptable systems which will have the capacity and flexibility for future organisational changes in the Combined Authority
- Provide much improved management information to improve decision making
- Deliver new / improved / self-service processes that will reduce the use of paper and printing and will contribute to the clean growth aspirations of the Combined Authority.

Economic Case

Six options have been considered, ranging from the do nothing option through to the implementation of one fully integrated finance, human resources and payroll system. Other options include separate linked systems. The final option is to join with partner councils' systems.

Three options have been shortlisted:

- Option 1 - Enterprise Resource Planning – a fully integrated cloud-based system that provides all required functions.
- Options 2 - Separate finance and HR / payroll systems. Procurement of two separate systems would provide a reduction in the number of Combined Authority systems.
- Option 3 – As above, but keeping the current purchase to pay system (Proactis)

Three critical success factors have been identified:

1. Transformation – implementation of a new modern system(s) that is fit for purpose and flexible for future growth.
2. Value for Money – more efficient processes, enabling self-service for all staff.
3. Better Decision Making – improved management information that provides for real time information that is accurate and reliable.

A further critical success factor implied through this Strategic Outline Case is the reduction of administration, maintenance and support through streamlining five systems into one or two systems.

Commercial Case

Early market engagement took place in 2019, with a good response from range of system providers, demonstrating there is a good market appetite to deliver this scheme.

Further market engagement will be conducted for the development of the Full Business Case.

Financial Case

This scheme will be funded through the Combined Authority's own capital programme and reserves. Costs may be met through borrowing. The scheme costs range from £0.105 million for the do nothing option (which will need to include upgrading of the current systems) to £1.5 million for a full Enterprise Resource Planning (ERP) system. These are initial estimates and subject to further market assessment, which will be undertaken and included in the Full Business Case (FBC).

Management Case

A consultant has been recruited to conduct business analysis, develop a specification and develop the business case. Work is scheduled for completion by the end of August 2020.

A project manager is currently being recruited to manage the scheme and a project board will be established.

Delivery timescales are broadly estimated at Full Business Case plus finalised costs (FBC+) by August 2020 (including procurement) and delivery & implementation by March 2021.