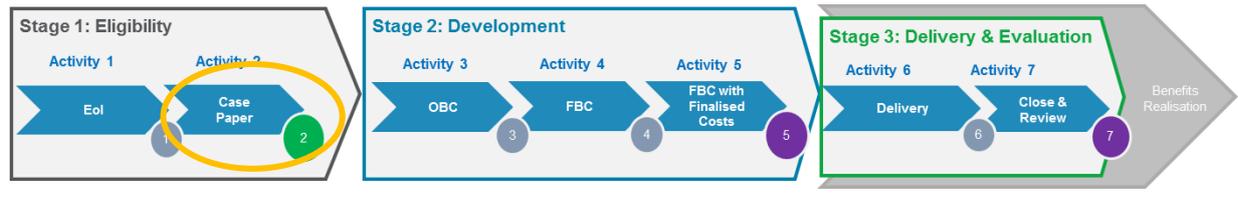


Section A: Scheme Summary

Name of Scheme:	MCA Digital
Location of Scheme:	Wellington House
PMA Scheme Code:	To be confirmed
Lead Organisation:	West Yorkshire Combined Authority
Senior Responsible Officer:	David Gill
Lead Promoter Contact:	David Gill
Combined Authority Lead/ Programme Manager:	Bill Cookson
Case Officer:	Craig Taylor
Applicable Funding Stream(s) – Grant or Loan:	CA funded
Growth Fund Priority Area (if applicable):	N/A
Combined Authority approvals to date:	DP1 - 13 October 2020
Forecasted Full Approval Date (Decision Point 5):	May 2021
Forecasted Completion Date (Decision Point 6):	August 2022
Total Scheme Cost for the preferred way forward (£):	To be confirmed at PAT - £0.80 million to £1.97 million
WYCA Funding (£):	£(to be confirmed at PAT) CA funded
Total other public sector investment (£):	Potential for the Evolutive replacement system to be funded by the external grants that the system supports, but further work needed to review the funding conditions
Total other private sector investment (£):	None
Is this a standalone Programme?	Yes, but follow on from CTP
Is this a Programme?	Yes

Current Assurance Process Activity:



Scheme Description

A.1

The Corporate Technology Programme (CTP) largely ended in 2020/21 q3 after being active since September 2018. CTP has been implementing the recommendations of Corporate Technology Strategy (CTS) which was approved by the Combined Authority's Senior Management Team on 20th March 2018.

CTP has been enabling the Combined Authority to become a Digital First organisation via innovative technologies allowing it to evolve its culture, organise teams, create internal processes and support these activities with flexible, modern systems. A Digital First approach can have a transformational impact on any organisation and it has made a significant impact within the CA — from updating background systems so that they have the latest and most secure operating systems to giving all staff intuitive technologies which they previously had experienced away from the Combined Authority working environment. The CTP programme has largely fulfilled its objective of providing “*My Desk - Anywhere - Anytime*” flexible working solutions and this improvement to collaboration and mobility via technology has proved to be an essential part of how the organisation continued to operate during the COVID-19 pandemic.

Despite the success of CTP, the Combined Authority is still some way off becoming a truly Digital First organisation which is fit for purpose for the medium term. This is for several reasons:

- 1) At the time the CTP was created, becoming a Mayoral Combined Authority was an aspiration with few confirmed details of what is likely to change. The devolution agreement in March 2020 and the resulting MCA Ready Programme will bring about a markedly different organisation with new responsibilities, information needs and operational changes.
- 2) In order to make the scheme more manageable, CTP excluded some CTS recommendations from its programme scope.
- 3) Some projects have been reduced in scale in order to fit with timescales.
- 4) CTP had several projects whose remit was to “*discover, report and recommend*”. These proposals now need to be enacted:
 - a. The future of the Evolutive Customer Relationship Management system used by Economic Services and Local Authorities.
 - b. A Data Platform to be used primarily by Research & Intelligence.
- 5) Technology services are constantly improving and have changed in the last two years.
- 6) Around 30% of CTP has not been fully delivered due to the delayed Accommodation Project, limited staff availability at a time of high organisation activity and COVID-19 and technical issues causing delay.

The proposed MCA Digital programme will address all of the above with the following scope:

- 1) Digitisation of MCA Ready Processes and Services
- 2) Security and Information Management, including development of an Information Management Strategy, development and implementation of a Cyber Response Plan, further staff education on cyber risks and implementation of “Microsoft Defender Application Control”.

- 3) Cloud Infrastructure - Transfer of on-premise telephony and other complex services to the Microsoft cloud and closure and decommissioning of the Rotherham on-premise data centre.
- 4) Customer Relationship Management (CRM) including implementation of the CTP discovery recommendations for the future of the business to business CRM used in Economic Services and updating or replacement of Evolutive within the Combined Authority with a system that allows for better sharing of data across West Yorkshire district councils.
- 5) Data Platform to enable the Combined Authority to provide quality reporting on data which is owned both internally and by third parties.
- 6) Implementation of a public facing web portal for hosting of the organisation Open Data.
- 7) Implementation of Service Management system.
- 8) Network Infrastructure - continued implementation of a new local area network with new Wi-Fi capabilities.
- 9) Implementation of a meeting room booking system and meeting room.
- 10) Disaster Recovery - Implementation of a proven and regularly tested system and information recovery programme that reflects the changes implemented as part of MCA Digital.
- 11) Call Centre Technologies including replacement of Skype for Business software with Microsoft Teams so that the telephony user experience and functionalities are line with the rest of the organisation, replacement of call centre software with an alternative which is compatible with Microsoft Teams and reception/call centre intelligent call management and fielding.
- 12) Location Intelligence - Establish a suite of corporate, on-demand, self-service, interactive mapping applications, develop a centralised storage area for spatial data and ensure that CRM's, web forms and other systems which manage addresses are linked to the countries master address data by primary keys; Unique Property Reference Number (UPRN), saving time and money, and allowing better linking of data with district partners.
- 13) Asset Management and Services - Develop a strategy and outline business case to replace the current asset management systems (COSA and Technology Forge) with a GIS based system which will support the additional requirements of the MCA.

A.2	Business Case Summary
Strategic Case	
<p>MCA Digital is unlikely to make a significant long-term contribution to the headline indicators in the SEP, because it is an internal business change programme rather than an investment designed to create economic growth in the region.</p> <p>However, this programme will reflect the ethos and aspirations of the Combined Authority and have a transformational contribution towards achieving MCA readiness and One Organisation objectives. Aspects of the programme do broadly align to Corporate objectives:</p> <ul style="list-style-type: none"> • The programme will deliver efficiencies in business processes for the Combined Authority. This will grow the business by yielding increased efficiency / capacity in staff time by having modern, collaborative and non-fixed location ways of working with digital workflow processes. • The expectation from citizens, partners and staff is that certain services should be available outside traditional office hours with minimal periods of downtime. Moving services into the Microsoft Azure cloud is a necessary step to achieve this. • Enabling the Combined Authority to bring together important data into a single reporting system will enable quicker and more reliable decisions. Furthermore, by publishing as much of this as possible as “open data” it will provide public transparency and give third parties the opportunity to innovate by producing apps and services which access this information. 	

- Updating back office systems (telephony, server management, business-to-business CRM) will reduce the required level of in-house operational management and will deliver systems that have added functionality and capacity for future organisational changes.
- The Combined Authority has recently invested in a three year comprehensive Microsoft Enterprise Agreement in which it has access to best-in-class enterprise software. By having a strategic programme in which benefits realisation are defined within a series of technical and behavioural projects, MCA Digital will ensure that the organisation obtains value for money and becomes more dynamic and responsive by using technology more effectively.

It is also expected that the further use of modern technologies will attract a greater portion of the labour market as prospective employees may be more interested in employment with the Combined Authority if it uses more up to date system(s) for which they have prior skills or experience of using. This in turn may attract better economic growth for the region by having higher quality employment and/or addressing shortfalls in opportunities to use such skills/experience due to UK geographical inequalities.

Economic Case

5 long list options have been assessed against 5 critical success factors, which have resulted in a shortlist and a preferred option:

- 1) Have a smaller programme of digital change - Must Do work
- 2) Have a medium programme of digital change - Must Do + Highly Recommended Work
- 3) Have a full programme of digital change - Must Do + Highly Recommended + Recommended Work (Preferred Option)

The programme aims to deliver value for money by:

- 1) Improving internal processes and ways of working to be more efficient, quicker to implement and self-service orientated.
- 2) Reducing the likelihood of problems caused by poor data management, ineffective security and disaster recovery arrangements so that there is both less risk and impact of any operational disruption.
- 3) Transferring back office telephony systems to Microsoft Azure who will largely manage these on the Combined Authority's behalf, freeing up staff time for projects.
- 4) Better utilising corporate data to make more informed and quicker strategic, policy and operational decisions.

In addition, the completing Service Management from CTP will deliver a higher quality IT service with better management of risks so that the possibility of unplanned downtime is minimised and customer (staff) satisfaction of the IT service increases.

Commercial Case

MCA Digital has proposed workstreams that will impact on the entire organisation and Covid-19 and the move to an MCA has strengthened the need for the organisation to be more digitally based.

MCA Digital has learnt from CTP by having a Procurement Strategy which provides greater choice of potential suppliers whilst having clearer roles and responsibilities, one lead organisation which is responsible for providing challenge and transformation advice for the entire programme of digital change and delivering the two key projects (Digitising Services and Business Change) and third party vendors to deliver the remaining projects.

Ownership of programme delivery will clearly rest with the Combined Authority whilst procuring an external digital transformational partner to deliver selected workstreams and provide challenge, input and guidance for the entire programme.

The third party vendors will work alongside Combined Authority staff across the 13 workstreams and will be procured through open or selective tendering or through a framework. These suppliers will provide subject matter expertise on networks, telephony, mapping, business change, data and

customer relationship management. There is a competitive market in these areas and it is not anticipated that there is any considerable possibility of not attracting suitable partners.

Financial Case

The 3 options costs range from approximately £0.80 million to £1.97 million

The preferred option is £1.97 million and will be funded by the Combined Authority from either borrowing or the use of capital receipts.

Cost estimates are calculated from a number of sources - Some are taken from CTP (e.g. to repeat Digitising Services – the same cost has been used), some are estimates from CTP suppliers, some taken from stakeholders (e.g. Andrew Fitzpatrick) and a few are estimated costs which the ICT team have calculated.

Management Case

MCA Digital will use similar governance which Corporate Technology Programme has employed.

As the programme will focus on driving the delivery of transformational digital change via the key projects that are outlined in this document, the ICT Management Board will continue to be concerned with the management of this programme and its projects plus other ICT projects and BAU. The ICT Management Board will report and escalate decisions, risks, issues, dependencies to the MCA Ready Board.

An MCA Digital Programme Board will oversee the programme delivery, who will be further supported by a Technical Design Authority. This will focus on evaluating and assuring that technical solutions brought forward by the programme and other ICT activities are aligned to the Corporate Technology Strategy and technical roadmap, are fit for purpose and pose no long term technical debt to the organisation.

The MCA Digital Programme Board will also be reported to the MCA Ready Board.

The scheme will require external suppliers to work alongside Combined Authority staff across the 13 workstreams. These suppliers will be procured as required and will provide subject matter expertise on networks, telephony, mapping, business change, data and customer relationship management.

Ownership of programme delivery will clearly rest with the Combined Authority. A third party programme director will not be required (as with CTP) although the scheme will require the procurement of an external digital transformational partner to deliver selected workstreams and provide challenge, input and guidance for the entire programme.

A Programme Manager with Project Assistant will be employed between 21 and 24 months with between 3 and 4.5 project managers. All projects will use the PRINCE2 methodology with a combination of both agile and waterfall delivery.

Choose an item.