

Business Case Scheme Summary

Name of Scheme:	Portfolio Information Management System
PMO Scheme Code:	WYCA-PIMS-001
Lead Organisation:	West Yorkshire Combined Authority
Senior Responsible Officer:	Melanie Corcoran
Lead Promoter Contact:	Craig Taylor
Applicable Funding Stream:	TBC
Growth Fund Priority Area (if applicable):	n/a
Forecasted Full Approval Date (Decision Point 5):	September 2017
Forecasted Completion Date:	Q1 2018
Total Scheme Cost (£):	£240,000 capital (plus £52,000 pa on-going licensing costs from year 2, financial year 18/19 onwards)
WYCA Funding (£):	£240,000 capital (plus £52,000 pa on-going licensing costs from year 2, financial year 18/19 onwards)
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
Current Funding Allocation:	£6,750 already approved for procurement support

Current Assurance Process Activity:



Scheme Description:

In order to improve the delivery of the Leeds City Region £2bn Growth Deal and other capital funded schemes within WYCA, the Leadership Team has asked for a greater focus on project delivery and associated costs and benefits. In order to achieve this, the WYCA Board and Leadership Team are supporting the Portfolio Management Office (PMO), which will work closely with partner organisations to manage and provide assurance on the programme of delivery.

The scheme is the implementation and configuration of a new IT Portfolio Information Management System (PIMS) using Microsoft's Project Online software. As a key output of the PMO the PIMS will provide the following benefits:

Transparency

- Permit informed and improved decision making.
- Provide quick visibility of project and portfolio progress.
- Provide a full audit trail of supplied project data.
- Enable linkages and dependencies between various projects in the portfolio to be viewed and managed more easily.
- Ensure lessons learned can be more easily understood and shared between stakeholders and project teams.

Consistency

- A consistent folder structure to view and store project documentation relevant to the Assurance Framework and aligned to the new project assurance process.
- A central repository for project information including outputs, outcomes / benefits, risks, issues, costs and milestones that will provide a uniform approach
- A centralised way to view project summaries, documents, tasks and calendars.
- Provides a robust and automated method of scheme assurance.
- Standardised templates and reports will offer more robust project controls.

Efficiency

- Help to reduce manual data input and manipulation.
- Provide partner organisations with an efficient method of submitting and managing project documentation.
- Provide standardised templates, documents and dashboard reports enabling project teams and stakeholders to concentrate on delivery and help understand project issues earlier.

- Increase the organisation's ability to plan using future project deliverables.

Focus on Delivery

- Aggregation of project data can identify trends in advance.
- Facilitate the alignment of projects to corporate strategy.
- Recommendations and actions to be carried out in a more structured and timely way.

Following a detailed options appraisal at the PMO design phase, the chosen solution for the PIMS is Microsoft Project Online with SharePoint and Power BI. Together, these provide a proven Microsoft software platform that can be easily configured and will provide the organisation and its partners with the required functionality, negating the need for a bespoke system with its associated development and support costs. The solution will integrate with WYCA's existing Microsoft Office 365 installation.

Business Case Summary:

Strategic Case	<p>The Leeds City Region Assurance Framework has now been approved and agreed by the LCR LEP and WYCA. This framework ensures compliance with the Government's requirement that all localities in receipt of a 'Local Growth Fund' as part of their devolution Growth Deal agreement can demonstrate appropriate levels of transparency. It also ensures that procedures and processes are in place to monitor projects to ensure that they achieve value for money and projected outcomes.</p> <p>To deliver the £2bn Leeds City Region local growth deal, an enhanced project, programme and portfolio management approach is being developed that complies with this Assurance Framework. This is being led by the newly formed Portfolio Management Office (PMO) within the Delivery Directorate of WYCA.</p> <p>The Portfolio Information Management System (PIMS) is a key output of the PMO and refers to the IT system that will support and strengthen the Leeds City Region Assurance Framework as well as underpinning the enhanced project, programme and portfolio approach.</p>
Commercial Case	<p>The outputs from PIMS implementation will underpin the enhanced project, programme and portfolio approach as outlined in the Strategic Case. The procurement of the preferred Microsoft partner to implement the PIMS will be governed by the EU compliant G-Cloud 9 framework.</p> <p>All commercial risks associated with this project will be captured on the PIMS RAID (Risk Action Issues Dependencies) log and managed through the PMO Risk Management Strategy.</p>
Economic Case	<p>To achieve the desired objectives and benefits, four options were evaluated during the PMO design phase:</p> <p>Do Nothing - Maintain and exploit current systems and manual processes.</p> <p>Build on Existing Systems – leverage existing systems (e.g. Covalent) wherever possible, relying on manual data capture and analysis.</p> <p>PMO SharePoint Solution – implement a functionally rich and already proven SharePoint based PMO solution.</p>

	<p>Best of Breed – implement an integrated PMO and Project Delivery solution that includes a suite of systems.</p> <p>A number of critical success factors were defined and assigned weightings, and the options were scored against them. Options were also scored against a range of risk factors and the costs of each option were compared.</p> <p>Based on this analysis, the recommended option to adopt a PMO SharePoint solution using Microsoft Project Online has been agreed.</p> <p>Microsoft Project Online will provide a proven SharePoint based solution that can be easily configured and will provide the organisation with the required functionality, negating the need for a bespoke ‘front end’ with its associated development and support costs.</p>																						
Financial Case	<p>All capital costs will be incurred in the financial year 2017-18. The total capital expenditure, including contingency for the agreed option is £240,000 shown in the breakdown below:</p> <table border="1"> <thead> <tr> <th>Expenditure</th><th>Cost</th></tr> </thead> <tbody> <tr> <td>Software configuration, build and test (preferred bidder)</td><td>£204,375</td></tr> <tr> <td>First year licensing (assumes Dec-17 - Mar 2018)</td><td></td></tr> <tr> <td>Project Online (assumes 2 x Premium, 100 Professional)</td><td>£9000</td></tr> <tr> <td>Power BI (assumes 100 Professional licences)</td><td>£3000 (~£10/month per user)</td></tr> <tr> <td>Azure Active Directory (assumes 100 Premium P1 licences)</td><td>£3000 (~£10/month per user)</td></tr> <tr> <td>Procurement/Tendering support</td><td>£6,750 already allocated</td></tr> <tr> <td>Training costs during implementation</td><td>Incl. in software configuration</td></tr> <tr> <td>Associated system hardware costs</td><td>None required</td></tr> <tr> <td>Contingency</td><td>£20,625</td></tr> <tr> <td>TOTAL</td><td>£240,000</td></tr> </tbody> </table> <p>The total capital expenditure figure of £240,000 represents an increase of £90k on the approved figure at Decision Point 3, and as such falls outside the tolerances agreed at that time. This revised cost is based on the accurate costs as outlined in the preferred tenderer’s bid rather than a forecast implementation cost obtained during the market testing phase.</p> <p>In addition to the capital costs of purchasing the preferred solution, £6,750 has already been allocated for external support to assist with the procurement and requirements gathering.</p> <p>At this time there is no anticipated capital spend requirement for additional IT hardware as the preferred solution will be a cloud based service hosted externally to WYCA.</p> <p>There will be an on-going annual cost for licensing/maintenance charges. Based on Microsoft’s current licencing arrangements, this is likely be in the region of £52,000 per annum. This cost has been based on:</p>	Expenditure	Cost	Software configuration, build and test (preferred bidder)	£204,375	First year licensing (assumes Dec-17 - Mar 2018)		Project Online (assumes 2 x Premium, 100 Professional)	£9000	Power BI (assumes 100 Professional licences)	£3000 (~£10/month per user)	Azure Active Directory (assumes 100 Premium P1 licences)	£3000 (~£10/month per user)	Procurement/Tendering support	£6,750 already allocated	Training costs during implementation	Incl. in software configuration	Associated system hardware costs	None required	Contingency	£20,625	TOTAL	£240,000
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	<p><i>Project Online licences (assumes 2 x Premium, 100 Professional) = £27000</i></p> <p><i>Power BI licences (assumes 100 Professional) = £12000</i></p> <p><i>Azure Active Directory licences (assumes 100 premium P1) = £12000</i></p> <p><i>Power BI Report Pack maintenance = £1000</i></p>
Management Case	<p>The delivery of the new PIMS will be managed through the existing WYCA PMO team and its associated Project Management procedures and supporting documentation.</p> <p>In order to ensure the project is governed, designed and delivered appropriately, the project will be managed in accordance with PRINCE2 and it will be assured in accordance with the Assurance Framework. A Project Board and Project Team has been formed as follows:</p> <p><u>Project Board</u></p> <ul style="list-style-type: none"> • Project Executive – Melanie Corcoran. • Senior Supplier – TBC • Senior Users – Lynn Cooper, Haq Nawaz. • PMO – Craig Taylor. <p><u>Project Team</u></p> <ul style="list-style-type: none"> • Project Manager – Richard Capenerhurst. • Design and Implementation lead – TBC • ICT input – Haq Nawaz. • Finance – Christine Armitage • PMO – Lynn Cooper, Craig Taylor • Research & Intelligence – Lisa Littlefair. • Districts-Jamie Saunders, Alistair Falconer • Case officer – James Bennett