GREATER**LONDON**AUTHORITY

REQUEST FOR ASSISTANT DIRECTOR DECISION – ADD2622

Title: GLA OPS Functional Audit

Executive Summary:

A review of the OPS Service was required following the ongoing challenges faced by the support team as well as the departments using the solutions owing to the inability to scale up and efficiently respond to changing requirements.

Phase 1 of the discovery was concluded in November 2022 and we are now looking to conduct the second phase of discovery to take forward the recommendations made in phase 1.

The first step for this is to conduct a functional audit of OPS and the Skills Gateway. In early 2023/24 we will be requesting approval to conduct the in-depth phase 2 discovery to focus on the remaining recommendations.

The functional audit will focus on creating a product catalogue of current grant management solutions, OPS and the Skills Gateway.

This discovery has a goal of analysis and understanding of how digital solutions can be implemented to add value and deliver return on investment across grant giving and loans management. The discovery will produce a strategic roadmap of work to deliver requirements to support new funding and loans management, either via new bespoke solutions, off the shelf solutions, or a combination of both.

Decision:

That the Assistant Director of the Digital Experience Unit approves:

- Expenditure of up to £30,000 for a full functional audit of current grant management solutions, OPS and Skills Gateway.

AUTHORISING ASSISTANT DIRECTOR/HEAD OF UNIT

I have reviewed the request and am satisfied it is correct and consistent with the Mayor's plans and priorities.

It has my approval.

Name: Vicky Ridley-Pearson	**Position:** Assistant Director, Digital Experience Unit
Signature:	**Date:** 30/01/2023

PART I - NON-CONFIDENTIAL FACTS AND ADVICE

Decision required – supporting report

1. Introduction and background

1.1. Open Project System (OPS) is a product that supports 50 funding programmes, most related to Housing and Land (H&L) and Skills and Employment but including MOPAC, the Environment Team and Regeneration

1.2. The current grant giving service is made up of a suite of products; the bespoke OPS product itself managing grants and allowing partners to request and be awarded grant, the Skills Gateway, a bespoke learner records system which interfaces with OPS and Jaspersoft, an off-the-shelf licenced reporting solution for both OPS and Skills Gateway.

1.3. Over £10.8bn approved grant funding has flowed through OPS since its inception in 2016, and of this, over £5.3bn of grants have been paid via OPS. In addition to this, there is £2.1bn spend on internal land projects managed via OPS.

1.4. A review of the OPS Service was required following the ongoing challenges faced by the support team as well as the departments using the solutions owing to the inability to scale up and efficiently respond to changing requirements.

1.5. A previous approval, ADD2588, approved the first phase of discovery for OPS.

1.6. Phase 1 – OPS Discovery was conducted over July – November and has now concluded with some key recommendations on next steps. The aim of this discovery was to consider; how can we make OPS more sustainable and efficient for the current two main customers: H&L and Skills.

1.7. The discovery identified the key pain points and areas of concern with the current products, and the technical concerns and constraints. The overall findings have resulted in a clear recommendation that "the issues with the OPS system are so critical and deeply ingrained, the GLA should seek to replace it".

1.8. The recommendations split the work into two main workstreams. The first relates to stabilising the current service, and some improvements and changes we can make in terms of process and knowledge sharing.

1.9. The second workstream looks forward and aims to explore and understand organisational wide requirements, and ultimately identify fit for purpose solutions. This includes identifying and installing a service owner for grant and loan services across the GLA. This needs to be someone who is able to own GLA grant giving and loans at a corporate level, providing a corporate steer on practices and processes.

1.10. We also require a full functional audit of the current OPS suite, to fully understand what is currently possible. This, in conjunction with the work the service owner will undertake on alignment, will allow gaps to be identified to help shape future solutions.

1.11. We require the functional audit to produce a full product catalogue for both OPS and the Skills Gateway. This should include a detailed explanation of the interface between both products, as well as the interface between OPS and SAP. The OPS/SAP interface audit should include points of dependency on TfL.

1.12. The service provider for phase 1 was procured via GCloud 12 in June 2022. Search criteria were submitted into the Digital Marketplace to shortlist suppliers on GCloud 12 (software) according to specific criteria.

1.13.   The shortlisting yielded 3 potential suppliers. In order to make a decision, an unscored request for proposal was submitted to the suppliers to determine their relevant experience, skills and expertise in the area of the GLA's required delivery aspects. The suppliers were also asked to provide a fixed cost for the work based on their pricing schedule detailed on GCloud12.

1.14.   As a result of this exercise, a decision was made to award the contract to Marvell Consulting under ICT14131, GLA Ops Discovery on 15th July 2022.

1.15.   The current call-off contract allows for the procurement of further services and the services the subject of this approval fall within the scope of the original call-off contract. Therefore the Marvell Consulting, the supplier who delivered phase 1, has been appointed to deliver this next stage of the discovery work.

1.16.   This procurement route has been chosen following advice from TfL's procurement team.

1.17.   A further approval will be sought for the wider phase 2 discovery (which we are currently preparing to advertise via the digital market place) which will allow us to explore in more detail the requirements across the GLA for grant and loans management.

2.   Objectives and expected outcomes

2.1.   The functional audit will allow the GLA to:

- create a product catalogue to help us explore how and where we may be able to standardise processes, consolidate reusable components or data structures to aid future development, gap analysis and growth (while avoiding previous mistakes/issues)

- contribute to the creation of a strategic roadmap to identify and prioritise the work we need to undertake to deliver new, cost effective and fit for purpose solutions for use across grant giving at the GLA.

3.   Equality comments

3.1.   The GLA has an obligation under the Public Sector Equality Duty enshrined within the Equality Act 2010, to consider how its policies and decisions affect people who are protected under the Act.

3.2.   The GLA will take appropriate steps to ensure there are no potential negative impacts on those with protected characteristics in relation to the work undertaken in this exercise and the recommendations taken forward. This will be done by ensuring compliance with the Mayor's Equality, Diversity and Inclusion Strategy; and developing and testing in line with GLA guidance on equalities and diversity.

3.3.   Individual teams will identify and evaluate the likely impact of new programmes on those with protected characteristics. The GLA OPS Delivery Team will also consider those with protected characteristics when analysing business requirements and system design. The minimum requirement for the GLA OPS system is for the site to meet WCAG 2.0 level AA accessibility. Any future development will comply with this requirement.

4.   Other considerations

4.1.   The key risks associated with this decision are as follows:

Area	Risk Description	Mitigation
New Programme Delivery	No new development will be approved during the change freeze meaning many teams will have to compromise on requirements to allow grant programmes to progress via OPS	The functional audit allows us to start to understand where gaps exist
Product complexity	We have taken the decision to no longer deliver new features and functionality in OPS. This means the longer we wait for new solutions to be identified, the larger the gap becomes in terms of meeting evolving needs for the organisation.	This functional audit is an important first step to understand what solutions currently aid teams and where there are gaps.
Duplicating the same mistakes	We are embarking on a transformation of how we create and maintain digital products to support grant and loans management. Without this functional audit, we run the risk of making the same mistakes again	The functional audit will inform us of things that work well as well as those things which do not and that we should therefore avoid. It will also help us identify how we create better solutions for the same requirements.

Links to Mayoral strategies and priorities

4.2.   An effective grant management system supports the achievement of GLA priorities in the areas where teams use it. This helps ensure Londoners benefit from the outcomes and outputs delivered via grant awarded to partner organisations.

4.3.   This decision links to Mayoral and corporate strategies across the following areas:

Governance

4.4.   GLA OPS fully supports the GLA's Anti-Fraud and Corruption Policy & Response Plan, specifically section 5.8, "developing systems in a way that limits and addresses the risk of fraud." GLA OPS has been built with multiple safeguards in place to reduce the risk of fraud. For example, two officers must authorise payments and officers are assigned payment thresholds (controlled by the GLA Finance Team) in accordance with an access and permissions model.

4.5.   A functional audit will allow us to deep dive into these measures and ensure we know where to focus efforts to improve things and what we should avoid for future solutions.

Technology Strategy

4.6.   GLA OPS' implementation is consistent with a number of aims in the "Digital and Technology Strategy and Programme 2019":

• to support Smart ways of working and Agile development to deliver better designed services;

• making greater use of Cloud based services to support flexible working;

- have infrastructure that is scalable, reliable, resilient and with the capacity to cope with greater load;

- prioritising the use of open source systems (to reduce our costs and to produce reusable and sustainable components); and

- to create services that customers and citizens find: useful, well designed, meets user needs, gets the information they seek in the fastest possible time and meets digital service standards.

4.7. There are no conflicts to declare from any of those involved in the drafting or clearance of this decision form.

5. Financial comments

This paper requests approval for funding of a full functional audit of current grant management solutions, OPS and Skills Gateway. This builds on the work under ADD2588, which approved work to address immediate issues and begin research on needs of end users for the GLA current grant and loans management system. This will be the next phase of a comprehensive review of the GLAs requirements and is expected to complete before end of March 2023.

The estimated expenditure for this phase is £30,000, which will be funded from the Digital Experience Transformation budget. Approval for further phases will be sought once the detail of GLA requirements has been evaluated.

6. Planned delivery approach and next steps

Activity	Timeline
Procurement of contract	Jan 2023
Delivery Start Date	Feb 2023
Delivery End Date	End of March 2023

Appendices and supporting papers:
None

Public access to information

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FoIA) and will be made available on the GLA website within one working day of approval.

If immediate publication risks compromising the implementation of the decision (for example, to complete a procurement process), it can be deferred until a specific date. Deferral periods should be kept to the shortest length strictly necessary.   **Note**: This form (Part 1) will either be published within one working day after it has been approved <u>or</u> on the defer date.

Part 1 - Deferral

Is the publication of Part 1 of this approval to be deferred? NO

Part 2 – Sensitive information

Only the facts or advice that would be exempt from disclosure under FoIA should be included in the separate Part 2 form, together with the legal rationale for non-publication.

Is there a part 2 form – NO

ORIGINATING OFFICER DECLARATION:	Drafting officer to confirm the following (✓)
Drafting officer: <u>Nahida Miah</u> has drafted this report in accordance with GLA procedures and confirms the following:	✓
Corporate Investment Board A summary of this decision was reviewed by the Corporate Investment Board on 30 January 2023.	✓

ASSISTANT DIRECTOR OF FINANCIAL SERVICES:

I confirm that financial and legal implications have been appropriately considered in the preparation of this report.

Signature:

Anna Casteolt

Date:

30/01/2023