

**THE HIGHLAND COUNCIL  
Resources Committee  
23 November 2016**

**ICT Projects Update  
Report by the Depute Chief Executive/Director of Corporate  
Development**

Agenda Item	<b>14(a)</b>
Report No	<b>RES/ 82/16</b>

### Summary

This report provides Members with an update of the status of current ICT projects as required by the Council's Project Management Governance Policy.

## 1. Background

- 1.1 The Council's new Project Governance Policy came into effect on 1 April 2016. One element of that policy was to provide Members with a regular update of the status of projects. This report provides the update on the status of ICT projects currently underway.

## 2. ICT Project Governance

- 2.1 Each ICT project is governed by its own Project Board with a Project Sponsor at a senior level responsible for ensuring the governance adheres to the Council's policy. In addition, for a project to progress, it must pass a series of "Gateway Reviews" before being allowed to advance to the next stage. The Gateway Reviews are as follows:

- **Gateway 0:** Strategic Assessment – (requires a project mandate and a project sponsor);
- **Gateway 1:** Initial Business Justification (requires outline of the project and an outline business case);
- **Gateway 2:** Investment Decision (requires Project Definition and a detailed business case);
- **Gateway 3:** Project Commencement (requires Project Initiation Document);
- **Gateway 4:** Readiness for Service (the business solution goes "live");
- **Gateway 5:** Operational Review and Benefits Realisation;

For ICT projects, Gateway Reviews are carried out at the ICT Development Board, chaired by the Depute Chief Executive/Director of Corporate Development.

- 2.3 The Project Governance Policy states that compliance with that policy will be monitored and enforced for projects that:

- Requires significant capital or revenue investments – significant investment means having a value of £4 million or more over the lifecycle of the project and any resulting contract/s as set out in the Procurement Reform (Scotland) Act.; or
- Projects whose implementation exhibits a high level of complexity, ambiguity, tension, uncertainty or risk as identified by the scorecard in; or
- Projects that are forecast to deliver substantial cost savings as identified by the Council's Senior Leadership Team.

However for ICT projects it is accepted that the standards and processes in the policy are best practice and they are therefore generally applied for all projects.

- 2.4 Projects are categorised into one of the following types, noting that in some cases more than one category may apply –
- **Infrastructure** – generally crossing across Services and initiated by ICT Services – enabling other changes to happen;
  - **Compliance** – non-standard change required to comply with legislation etc;
  - **Business as Usual (BAU)** – standard but large scale change, usually relating to planned system upgrades;
  - **Innovation** – related to real changes in processes or systems – something new.

### 3.0 Current Projects

- 3.1 The table at Appendix 1 provides the summary status for all current ICT projects. Of the 23 projects in the current portfolio, 19 are classed as Green, meaning that they are on track to deliver to plan, budget and quality. For the four projects showing an Amber or Red status further commentary is given below.

#### 3.2 Customer Relationship Management (CRM) – RED

The project is reported as red as it delivered later than planned and at a higher cost. However implementation activities are now complete with a number of software upgrades taking place to improve performance and fix minor system bugs. The Project Board agreed to close off Phase 1 following minor amendments to the closure report at the meeting of the 24 October 2016 and a final closure report will be presented to the ICT Development Board on 18<sup>th</sup> November 2016. Phase 2 is being scoped and a report will also be presented to the November 2016 Development Board for gateway approval.

#### 3.3 Curriculum Chromebook Pilot – RED

The project is only showing as red as project closure is behind schedule. The Chromebook pilot at Kingussie High School is effectively complete, however during the course of the pilot it became obvious that there were some technical limitations that impacted pilot activity. These limitations have fed into the Council's overall Network programme as items that will need to be addressed for a wider rollout. The Pilot was initially for S1-S3 but Chromebooks have also been provided in the two primary schools that are part of the pilot. A full closure report is scheduled to be presented at the next ICT Development Board.

#### 3.4 Integrated HR and Payroll – RED

Although the self-service elements (including on-line payslips, expenses and absence reporting) are largely all live the Project continues to have a Red status and the project RAG status will not be re-baselined. The project has been delayed and will be later than scheduled in completing, albeit due to circumstances beyond the project's control, and will exceed its original budget as reported previously to Members.

#### 3.5 SEEMIS – AMBER

Project has finished, but the decommissioning of the previous system has an outstanding legal clarification over data archive ownership. Aberdeen City Council is pursuing the supplier, and our legal team are aware.

## 4.0 Re-baselined Projects

- 4.1 The Project Management Governance Policy recognise that remedial action can be applied to a RED status project to bring it back on track, - for example when the delivery timescale is changed to account for a revised implementation date or if there is an authorised project cost increase with agreed budget increase. Such projects are said to be “re-baselined”.

The following projects were re-baselined within this reporting period.

### 4.2 Member ICT Service – Green

The new member laptops have now all been issued. Rollout of the Surface Pro tablet devices was delayed as testing raised a number of technical issues which have now been resolved. Tablet rollout is therefore now underway with all Members supported by home visits as appropriate. Rollout should complete by the end of November 2016.

## 5 Implications

- 5.1 Resource Implications: Project Sponsors will have to ensure the required resources are in place to meet the requirements of their projects. This is the case for all projects detailed above in this report.
- 5.2 Legal Implications: There are no immediate legal implications arising from this report but, as noted in 3.5 above, there are ongoing discussions regarding the decommissioning of the Phoenix e1 system and the outcome of those discussions is not currently known.
- 5.3 Equality Implications: There are no equality implications arising from this report.
- 5.4 Climate Change/Carbon Clever Implications: There are no climate change implications arising from this report.
- 5.5 Gaelic Implications: There are no Gaelic implications arising from this report.
- 5.6 Rural Implications: There are no rural implications arising from this report.
- 5.7 Risk Implications: There are no risk implications arising from this report.

## RECOMMENDATIONS

Members are asked to:

- Note the report;

Signature: Michelle Morris  
Designation: Depute Chief Executive  
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Date: 4 November 2016

Appendix 1 – Current Projects List											Overall Project Status	
Before Gateway 0	Service	PM	Project Sponsor	Cost Original	Cost Baseline	Cost Forecast	Go-Live Original	Go-Live Baseline	Go-Live Forecast/Actual	Rebaselined	Current	Previous Report Aug'16
ICH IT Provision	C&L	THC	TBC								Green	Green
Legal Case Management System	CD	THC	TBC								Green	Green
Network Programme – Redesign and Refresh	CD	THC	Vicki Nairn								Green	Green
New School Project – Next Stage	CD	FJS	Brian Porter								Green	Green
<b>Between Gateway 0 and Gateway 1</b>												
Electronic Records Management System (ERMS)	CD	THC	Vicki Nairn								Green	Green
<b>Between Gateway 1 and Gateway 2 – Project Definition</b>												
New School Project Caol	C&L	FJS	Brian Porter	£115,729	N/A	N/A	Sept 2016	N/A	29/09/16	NO	Green	Green
New School Project – Wick	C&L	FJS	Brian Porter	£360,018	N/A	N/A	Sept 2016	N/A	16/09/16	NO	Green	Green
GIS Refresh Project	CD	THC	Jon Shepherd	£71,000	£71,000	£71,000	Aug 2017	Aug 2017	Aug 2017	NO	Green	Green
Construction Information Management System	D&I	THC	Finlay MacDonald	£60,000	£60,000	£60,000	Feb 2017	Feb 2017	Feb 2017	NO	Green	Green
Inverness City Wi-Fi	D&I	THC	Stuart Black	£1,250,000	TBC	TBC	May 2017	May 2017	May 2017	NO	Green	Green
Category F Schools Refresh Phase 1	C&L	FJS	Brian Porter	£630,018	£630,018	£630,018	TBC	Aug 2016	Aug 2016	NO	Green	Green
e-Development (Building Standards and Planning)	D&I	THC	Malcolm Macleod	£60,000	£60,000	£60,000	Aug 2016	Aug 2016	Aug 2016	NO	Green	Amber
<b>Between Gateway 2 and Gateway 3 – Project Initiation</b>												
Members ICT Service	CD	FJS	Vicki Nairn	£120,000	£154,209	£154,209	Dec 2015	Oct 2016	Oct 2016	YES	Green	Green

Unified Communications	CD	THC	Steve Walsh	£1,514,590	£1,287,000	£1,287,000	Dec 2015	Mar 2018	Mar 2018	YES	Green	Green
Local Taxation e-Services	FIN	THC	Allan Gunn	£65,000	£65,000	£65,000	Nov 2015	Jan 2016	Dec 2016	YES	Green	Green
<b>Between Gateway 3 and Gateway 4 – Project Delivery</b>												
Enterprise Mobility Management	CD	THC	Jon Shepherd	£20,400	£70,000	£70,000	Dec 2015	Dec 2015	Oct 2016	YES	Green	Amber
CRM Replacement	CD	THC	Vicki Nairn	£180,000	£180,000	£ 213,746	Jan 2016	Jan 2016	Aug 2016	YES	Red	Red
SWAN Implementation	CD	THC	Dan Scott	£1,400,000	£1,400,000	£1,150,000	Sep 2016	Mar 2017	Mar 2017	YES	Green	Green
Curriculum Chromebook Pilot	C&L	THC	Brian Porter	£40,00	£40,000	£40,000	Sep 2015	Sep 2015	Sep 2016	NO	Red	Green
Integrated HR and Payroll	CD	THC	Derek Yule	£455,000	£455,000	£546,000	Apr 2014	Jan 2015	Feb 2016	NO	Red	Amber
<b>Between Gateway 4 and Gateway 5 – Project Closure</b>												
SEEMiS	C&L	THC	Brian Porter	£400,000	£400,000	£408,000	Dec 2015	Dec 2015	Dec 2015	NO	Amber	Amber
Mobile Service Delivery	CD	THC	Caroline Campbell	£341,500	£341,500	£341,500	Apr 2016	Apr 2016	Nov 2016	NO	Green	Green