

Agenda Item	17
Report No	RES/14/18

HIGHLAND COUNCIL

Committee: Corporate Resources Committee

Date: 28 February 2018

Report Title: **ICT Projects Update**

Report By: Depute Chief Executive / Director of Corporate Development

1. Purpose/Executive Summary

- 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. Recommendations

- 2.1 Members are asked to consider the report.

3. ICT Project Governance

3.1 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.

3.2 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.

3.3 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.

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Current Projects

- 4.1 The table at Appendix 1 provides the summary status for all current ICT projects across the Council that are not covered under the ICT Transformation Programme, the progress of which is covered separate report and governance structure. Of the 11 projects in the current portfolio, 2 are now closed and now being monitored for benefit delivery, 5 are classed as Green, meaning that they are on track to deliver to time, cost and quality. There are 4 projects on hold as they continue to be assessed to determine if the business case supports their progression. The IE 11 Work Package is also now closed.

5 Implications

- 5.1 **Resource** - 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.

Legal, Equality, Climate Change, Risk, Gaelic – There are no implications arising from this report.

Designation: Depute Chief Executive / Director of Corporate Development
Date: 07 February 2018
Authors: Dan Scott, ICT Strategy and Engagement Manager

	Service	PM	Project Sponsor	Cost Original	Cost Baseline	Cost Forecast	Go-Live Original	Go-Live Baseline	Go-Live Forecast/ Actual	Re-baselined	Current	Previous Report Dec '17
Between Gateway 3 and Gateway 4 – Project Delivery												
Unified Communications	CR	Brian Davidson	Steve Walsh	£1,514,590	£1,287,000	£1,287,000	Dec 2015	Mar 2018	Mar 2018	YES	Green	Green
eServices Project (formerly CRM Upgrade – Phase 2)	CR	Darren Macleod	Allan Gunn	£166,849	£166,849	£166,849	June 2017	June 2018	Oct 2018	YES	Green	Amber
Inverness City Wi-Fi	D&I	Keith Grant	Stuart Black	£500,000	£500,000	£400,000	July 2017	July 2017	Nov 2017	NO	Green	Green
Between Gateway 4 and Gateway 5 – Project Closure												
SWAN Implementation	CR	Derek Hart	Dan Scott	£1,400,000	£1,400,000	£1,150,000	Sep 2016	Mar 2017	Sept 2017	YES	Closed	Red
Construction Information Management System	D&I	David McIntosh	Finlay MacDonald	£60,000	£60,000	£60,000	Feb 2017	Feb 2017	Jul 2017	NO	Closed	Green

Appendix 2 – Work Packages

Work Package	Service	PM	Cost Baseline	Cost Forecast	Go-Live Baseline	Go-Live Forecast/Actual	Re-baselined	Current RAG	Previous RAG
Internet Explorer Upgrade	CR	Matt Smith	£55,000	£55,000	August 2017	August 2017	NO	Closed	Green