

Agenda item	<b>19.</b>
Report no	<b>RES/34/18</b>

## HIGHLAND COUNCIL

**Committee:** Corporate Resources Committee

**Date:** 24 May 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:

- (i) Note 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:

- Require 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; 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.

### 4.0 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 6

projects in the current portfolio, 3 are in their early stages with a business case being established, 2 are classed as Green, meaning that they are on track to deliver to time, cost and quality and 2 are classified as Amber which are detailed further below.

#### 4.12 **Workforce Planning Data – Amber**

The primary aim of this project is to facilitate improved workforce planning. Other benefits will include improved service delivery across a range of Human Resources (HR) and Payroll services.

To reflect this the project will deliver:

- The management reporting required.
- The data requirements to support the management reporting.
- The improved processes to maintain & update the data.
- The technology requirement to support the above.

The project status is largely as a result of an issue with the Resource Link system and specifically with access to the development site. This has resulted in a three month delay as the required development work could not be progressed. There is no implication with regard to project costs as resources aligned to the project have been stood down whilst the issue is resolved. It is anticipated that the resolution will be completed by May 30th and work will re-commence as planned.

#### 4.13 **CRM 2 – Amber**

The second phase of the CRM project (eServices) is primarily for the benefit of our customers enabling them to self-serve their Council Tax, Housing Benefit, Non Domestic Rates and Rent accounts, this will also reduce the number of enquiries that need to be managed by the respective Council Teams. Further development in Mobile Case Management is also ongoing with the upcoming pilot in Reporting Road Maintenance (Pot holes) which is being run for the Sutherland area. This will reduce double keying by staff and make the process more efficient for our customers.

4.14 The intention is that customers will access their information via an online customer portal, provided as part of our CRM System. A fundamental element of this portal is the use of *MyAccount* to validate the customer information and utilise a single entry point into all online forms and services.

4.15 By viewing their account information online, our customers are effectively accessing our core applications such as our Revenue & Benefits system. It is critical that we continue to comply with all information management legislative obligations and requirements. Extensive testing continues and includes ongoing dialogue with our system providers including the Improvement Service who own *MyAccount*.

4.16 *MyAccount* is one of the ways that will support the process to verify customers' identity. This work is taking longer than expected but given its importance it is essential that full assurance is achieved before customers are able to access such information on-line.

4.17 At this stage, the impact of this issue at this time is on timescales only. The team is progressing resolution of the issue on a number of fronts and it is important to note that the technology already exists to deliver the required capability and business requirement. The Council is determined to establish the appropriate secure

customer accesses not only for Revenues and Rents but to also create the opportunity to expand such self-service functionality across a wider range of services. Further progress will be provided at the next Corporate Resources Committee.

## **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, Community (Equality, Poverty, Rural), Climate Change/Carbon Clever, Risk, Gaelic** – There are no implications arising from this report.

Designation: Depute Chief Executive/Director of Corporate Development

Date: 16<sup>th</sup> May 2018

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