

**THE HIGHLAND COUNCIL  
Resources Committee  
8 February 2017**

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

Agenda Item	<b>16</b>
Report No	<b>RES/ 15/17</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 22 projects in the current portfolio, 5 are now closed and now being monitored for benefit delivery, 8 are classed as Green, meaning that they are on track to deliver to plan, budget and quality and 3 are on hold due to other priority work taking precedence. For the projects showing an Amber or Red status further commentary is given below.

#### 3.2 Network Re-design and Refresh – RED

The project is showing as red due to uncertainty over cost and timescale. This project is covered in more detail in a separate report to this Committee.

#### 3.3 New Schools – Wick – AMBER

Rollout of ICT equipment to the new school has been delayed due to overall delays in the building works at Wick. There has been good engagement with Fujitsu and the plan has been re-baselined to complete the ICT works around the February school break. However there is still a risk of further delay which would be complicated by the transition to a new contract with Wipro. Further delay would therefore mean engaging with both suppliers to determine the best approach.

#### 3.4 Enterprise Mobility Management – AMBER

This project is delivering new smartphones to replace the obsolete Blackberry devices and infrastructure. The smartphones have been in live operation for some months now but the overall project is amber due to delays in closing off some of the service documentation that defines how ongoing support will be delivered. Despite this the system is live and support is available to users via the service desk.

#### 3.5 SWAN Implementation – RED

The project is showing red due to delay in the implementation and significant budget issues. This project is covered in more detail in a separate report to this Committee.

#### 3.6 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 will exceed its original budget as reported previously to Members. Currently the project is being closed and scoping will be carried out for future system improvements and the rollout of additional functionality.

### 3.7 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”.

- New Schools – Wick – this project is covered in paragraph 3.3 above.

## 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  
Authors: Jon Shepherd  
Date: 20 January 2017

<b>Appendix 1 – Current Projects List</b>											<b>Overall Project Status</b>	
<b>Before Gateway 0</b>	<b>Service</b>	<b>PM</b>	<b>Project Sponsor</b>	<b>Cost Original</b>	<b>Cost Baseline</b>	<b>Cost Forecast</b>	<b>Go-Live Original</b>	<b>Go-Live Baseline</b>	<b>Go-Live Forecast/Actual</b>	<b>Rebaselined</b>	<b>Current</b>	<b>Previous Report Aug'16</b>
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	John Gladman								Red	Green
New School Project – Next Stage	CD	FJS	Brian Porter								Green	Green
CRM Replacement – Phase 2	CD	THC	John Gladman								ON HOLD	Green
<b>Between Gateway 0 and Gateway 1</b>												
Electronic Records Management System (ERMS)	CD	THC	John Gladman								ON HOLD	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	Sept 2016	Feb 2017	YES	Amber	Green
GIS Refresh Project	CD	THC	Jon Shepherd	£71,000	£71,000	£71,000	Aug 2017	Aug 2017	Aug 2017	NO	ON HOLD	Green
Inverness City Wi-Fi	D&I	THC	Stuart Black	£500,000	£500,000	£500,000	May 2017	May 2017	May 2017	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>												
Construction Information Management System	D&I	THC	Finlay MacDonald	£60,000	£60,000	£60,000	Feb 2017	Feb 2017	Mar 2017	NO	Green	Green

Between Gateway 3 and Gateway 4 – Project Delivery												
Enterprise Mobility Management	CD	THC	Jon Shepherd	£20,400	£70,000	£70,000	Dec 2015	Dec 2015	Feb 2017	YES	Amber	Amber
SWAN Implementation	CD	THC	Dan Scott	£1,400,000	£1,400,000	£1,150,000	Sep 2016	Mar 2017	Jul 2017	YES	Red	Red
Integrated HR and Payroll	CD	THC	Derek Yule	£455,000	£455,000	£546,000	Apr 2014	Jan 2015	Feb 2016	NO	Red	Red
Unified Communications	CD	THC	Steve Walsh	£1,514,590	£1,287,000	£1,287,000	Dec 2015	Mar 2018	Mar 2018	YES	Green	Green
Between Gateway 4 and Gateway 5 – Project Closure												
SEEMiS	C&L	THC	Brian Porter	£400,000	£400,000	£408,000	Dec 2015	Dec 2015	Dec 2015	NO	Amber	Amber
Members ICT Service	CD	FJS	Vicki Nairn	£120,000	£154,209	£154,209	Dec 2015	Oct 2016	Oct 2016	YES	Green	Green
Mobile Service Delivery	CD	THC	Caroline Campbell	£341,500	£341,500	£341,500	Apr 2016	Apr 2016	Nov 2016	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
CRM Replacement	CD	THC	Vicki Nairn	£180,000	£180,000	£ 213,746	Jan 2016	Jan 2016	Aug 2016	YES	Green	Red
Curriculum Chromebook Pilot	C&L	THC	Brian Porter	£40,00	£40,000	£40,000	Sep 2015	Sep 2015	Sep 2016	NO	Green	Red