



Regional Councils
Collaborative Development Group:
IRIS Project

“Recognising the Importance of the
Process of Innovation
as much as the
Product of Innovation”

Who is the RCCDG:

Six Regional Councils:

- Northland
- Waikato
- Taranaki
- Horizons
- West Coast
- Southland



Why did we start:

- In 2007 it was recognised that many Regional Councils were looking to replace their consenting & compliance applications
- Precursor project was 10 RCs going through RFP process during 2007/2008.
 - Hoped to get TA package vendor to develop RC version
 - No package proposals were considered viable by group
 - Nine councils agreed development proposal from Datacom was preferred & most likely to succeed

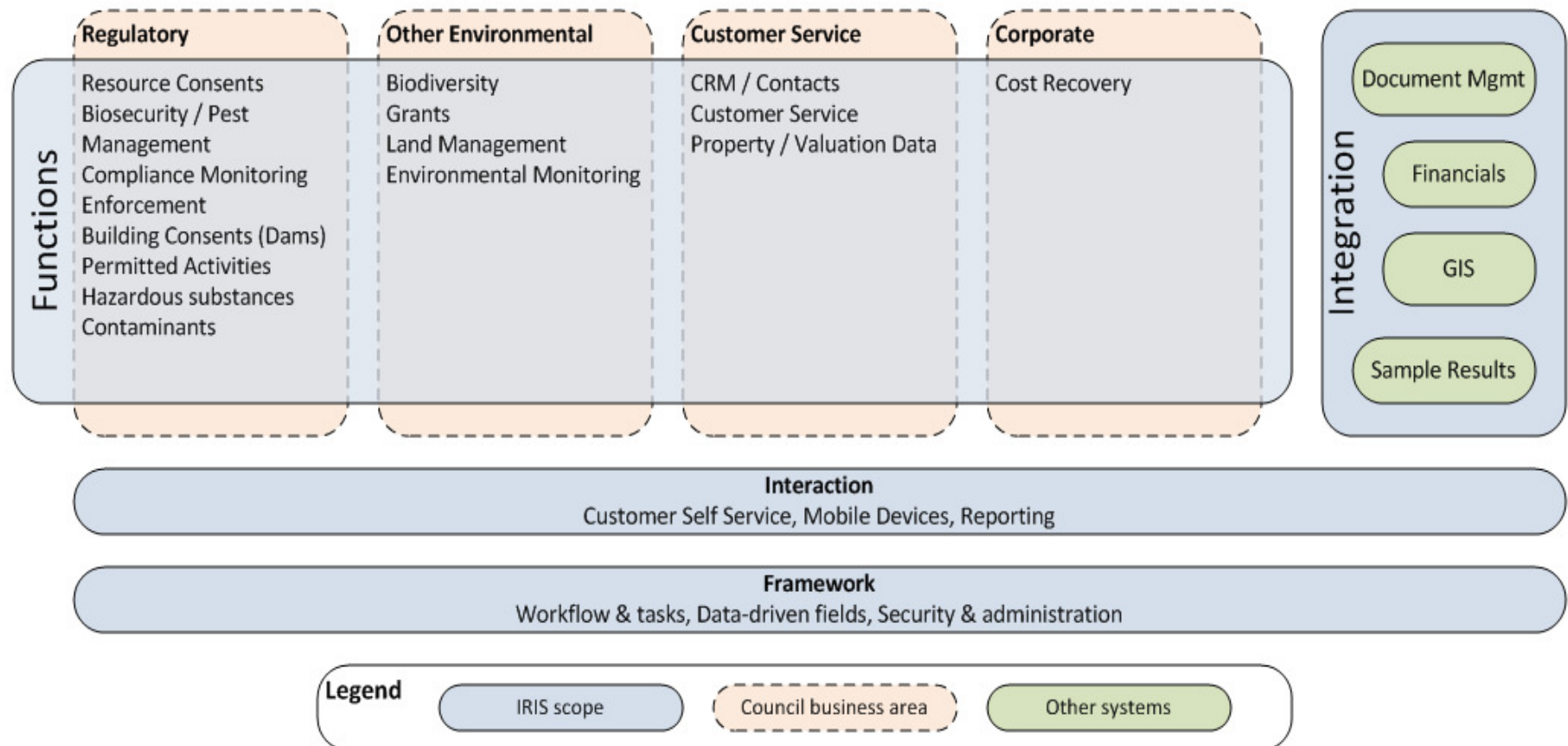
Business Drivers

Group

- Influence / control of the destiny of Regional Council sector specific software
- Risk reduction
- Economies of scale
- Some standardisation of practice, or adoption of best practice.
- Continuity of supply

Individual Councils had other drivers that were part of their individual business cases

IRIS Scope



IRIS Scope - Included

- Biodiversity
- Biosecurity
- Consents & Permitted Activities
- Contacts
- Customer Service – Requests for Service, Enquiries, Complaints, Incidents
- Enforcement
- Environmental Data / Test Results
- GIS (Integration not just interface)
- Land Management
- Locations
- Monitoring
- Selected Land Use Sites
- ~~Submissions Tracking~~
- Ad hoc data
- Council Defined Fields
- Customer Web Enablement
- Dams
- Disconnected devices (field)
- Environment Grant Management
- EDRMS (Integration)
- Financials (Integration / interface)
- Interface to sample test management system
- Maritime
- Property/Valuation Data Management
- Reporting
- Search
- Task List
- Time Recording
- Workflow

DOCTOR FUN

1 Oct 2002



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The daydreams of cat herders

Herding Cats in 5 Dimensions:

- Six CEOs
- Six CFOs / Corp Services / Tier 2 Managers
- 150+ Domain Experts
- Six IT Managers
- Datacom - Development Vendor

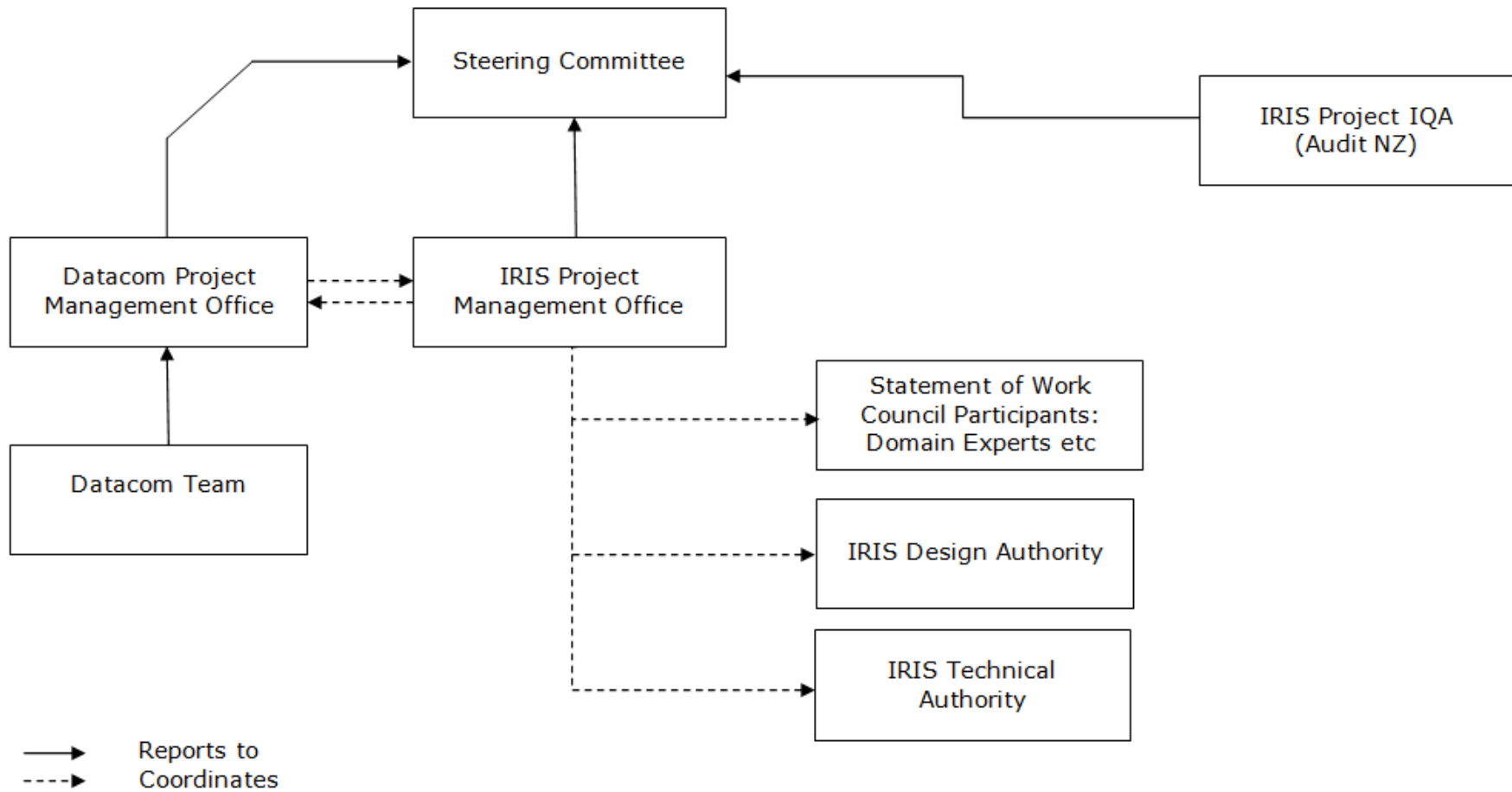
PM & Project Processes

- Good Practice PM Guides
 - PMI: Project Management Body of Knowledge
 - Audit NZ: Governance & Oversight of Large IT Projects
- No PM handbook on multi-organisation projects
- We needed to adapt to suit the collaborative nature of our project

Project Management

- Requirements Document
 - 150 pages, 2300 functional items
- Split into fourteen Phases
 - Each Phase had 2 Statements of Work
 - A&D, and Development
 - Scope & Time
 - Budget & Costing
 - Quality / Acceptance
- Communication and buy-in
- IQA role
- Reviewed and refined processes

Project Roles



Project Governance: Steering Committee

- CEO plus one other representative from each council
 - Datacom Reps attended Steering Committee meetings (excluded from some parts)
- Meets monthly by phone: one in-person meeting a year
- SC members have equal say
- SC approves contract conditions
- SC approves budgets, scope, and priorities
- SC reviews and approves each SoW and Change Requests
- SC gets monthly reports from RCCDG PO and Datacom
- Audit NZ conducts quarterly Project Independent QA
- Used ad-hoc SC sub-groups to address specific issues, then make recommendation to SC

Members reported individually to their own Councils

Council Participation

- Steering Committee
- Domain Experts
- (Review Panels)
- Design Authority
- Technical Authority

- Project Office

Project Initiation

- Pre-cursor project RFP Process for package
- Project Charter
- Memorandum of Understanding
- Requirements Document
- Proof of Concept
 - For processes as well as technical feasibility
 - Opinions from RCCDG & Datacom on likely outcome of Project
- Had to establish
 - Culture of participation, trust & respect
 - Contribution & approval processes

Project Progress Reporting

- Regular monthly Steering Committee meetings: with published Agendas and minutes from the PMO
- Project status report: monthly from the PMO
- Project status report: monthly from Datacom
- Issues register: monthly from the PMO
- Risk register: monthly, from the PMO
- Opportunities register: monthly, from the PMO
- Project budget, commitments and projections: monthly, from PMO
- Change Requests: as required, then summarised monthly by the Project Manager
- Requests for Approval for Statements of Work: to monthly SC meeting as required, from the PMO
- Independent Quality Assurance Report: quarterly from Audit NZ to Chair of SC
- Project cash flow projections: reported six monthly from the PM

Timeline:

May 2007	RCs recognise a common problem
Oct 2007	10 Councils release RFP for RC system
Mar 2008	Datacom Development proposal chosen

Dec 2008	Agree Scope, 6 participants, MoU
May 2009	Agree Requirements
July 2009	Proof of Concept delivered
Aug 2009	All green lights, we're off!
Sept 2010	SoW 6(a) completed, & the wheels fall off,
June 2011	All resolved, new timetable, green lights again, we're off!
Nov 2012	12 Phases complete, First release available for UAT

State of Play today

As at 15/11/2013

- In Scope Analysis & Design Substantially Complete (>95%)
 - Except Disconnected Devices
- Development Substantially Complete (>95%)
 - Except Customer Web Enablement & Disconnected Devices
- Lead Site Northland Regional Council
 - User Acceptance test started Jan 2013, In Production since May 2013
- Waikato Regional Council & Taranaki Regional Council in Production
 - WRC UAT started end of Feb 2013, In Production staged from Aug 2013
 - TRC in staged Production from 17 Nov 2013
- All others in UAT.
 - Projected Go live dates: ES December, WCRC February & Horizons March
- Software is reliable & robust
- Projected to complete on Budget
- CCO established that owns IRIS
- First annual cycle of enhancements & extensions from July 2013

Innovation

- Collaborative Processes
- Project Management
- Technologies
 - Map Component – embedded in the application
 - Workflow
 - Search
 - Integration
 - Council Defined Fields

Success & Effectiveness

- Influence / control of the destiny of Regional Council sector specific software
- Risk reduction
- Economies of scale
- Some standardisation of practice, or adoption of best practice.
- Continuity of supply

Success & Effectiveness

- Achieved Original Scope
- Supports Business Processes
- Delivered to Budget (but not on time)
- Good Quality Software
- Has transitioned to ongoing business model
- All Councils agree that collectively we've achieved far more than any individual council could have done

IRIS is a Success

- Good Example of Collaboration
 - Few if any similar size examples in NZ
 - Six Councils
 - Over 200 Council Staff
 - Four year timeframe
- Project Management Practices were robust
 - Through good times and bad
- Innovation
 - In Processes
 - In Governance & Management
 - In the product.