

**Question on Notice
No. 608
Asked on 18 April 2007**

MRS JANN STUCKEY MP, Member for Currumbin asked the Minister for Child Safety (MS BOYLE)-

QUESTION:

“With reference to the eight and a half month delay in the implementation of the Integrated Client Management System (ICMS) –

1. What are the total additional costs which have been incurred as the result of this delay?
2. What are the specific costs of this project delay which have been incurred for salaries?
3. How many staff have received overtime payments to ensure the ICMS was operational by its actual ‘go live’ date of 19 March 2007 and what is the value of these payments?
4. What specific contract payments have been made in relation to the delay (listed individually by contractor and payment)?”

ANSWER:

The Integrated Client Management System (ICMS) delivered the first tranche of deliverables in November 2005 with a Carer Directory. ICMS was then successfully launched to nine lead sites in August 2006. Implementation of further statewide child protection functionality was targeted for 27 November 2006 but was deferred until 13 March 2007 to allow for the completion of data migration and to address technical issues. This represented a three and a half month delay, not eight and half months as quoted in the question. The delivery of ICMS as a key recommendation from the Blueprint for Child Protection reform was completed as required within the overall three year timeframe for reform Blueprint.

The project budget and target implementation date were established prior to investigating the detailed requirements of ICMS and data to be migrated from the legacy systems as this exact detail only became available through the development and testing phases. This is normal for a project of this size. Given the project scale and complexity, developmental requirements were more extensive than was originally scoped. In addition, over 1.8 million documents required data cleansing and work to enable them to be migrated from the legacy systems into ICMS. The quality of the child protection information held in ICMS was considered a critical factor in readiness for go-live of ICMS.

Activities undertaken by the ICMS project between November 2006 and March 2007 were critical to ensure the readiness of the system. During this period, the Department of Child Safety provided additional training for staff to ensure staff preparedness for ICMS go-live. These costs would have been incurred post implementation but given the longer lead time the Department decided to undertake activities pre go live rather than post. This has had the added benefit that staff were much better equipped to use the system when it was deployed than they originally would have been.

1. Costs of \$6.8 million were incurred between November and March and were absorbed by the existing annual budget and redirected funds from future ICMS releases. These costs related to critical project development and implementation costs and much of this expenditure was scheduled to be spent following go live.
2. The specific salary costs incurred by the delay were \$504,431.

3. Twenty-one staff on the ICMS project received overtime payments to ensure that ICMS was operational by the 'go-live' date of 13 March 2007. The value of the payments to date has been \$12,947.05.
4. There have been a number of individual payments made fortnightly to contract staff. This information remains commercial-in-confidence information.