



Stephen Lancaster  
Managing Director

## Getting IT right key for project delivery

A succession of government IT project controversies in recent years has consistently fuelled a debate on why such schemes sometimes go badly wrong.

The costs involved when major IT projects go awry, whether in business or the public sector, can be substantial.

Key to a successful approach, according to specialist Aberdeen-based project consultancy Envue, is putting people with very specific management skills at the helm of the programme, whether it involves introducing, changing or extending an IT system.

“Government departments and agencies in particular have experienced high-profile IT project failures,” says Managing Director Stephen Lancaster. “The implementation of one new system which saw its costs climb to £350million while still not performing adequately was described as a ‘debacle’ by the chair of the House of Commons’ public accounts committee, while another is set to cost the taxpayer £81million instead of saving £57million.

“There are numerous reasons why this can happen, ranging from leadership and communication issues to ill-defined project scope and lack of effective resourcing. But many can be traced to the simple issue of using the right people to manage the entire process.

“Often it is the case that the role falls to someone within an organisation’s IT function, simply because they are available to take on the task, regardless of their qualifications or training.

“This overlooks the fact that project delivery is not just about IT. It is about managing many different tasks, requiring skills and disciplines that take

the work well beyond the boundaries of IT itself.”

Steve says those skills can range from procurement practice and the management of sub-contractors to meeting relevant health and safety requirements.

“You would not expect to see other professional disciplines, such as engineering, taking an approach to ‘change’ that was anything other than structured and forensic in nature,” he adds.

“The specialist project management sector in this country is continuing to grow – there is now a wealth of knowledge and expertise available. Demand for our own independent services has increased markedly as organisations recognise how such support can help them undertake IT transitions with optimum efficiency.”

### ABOUT ENVUE

Envue provides professional project consultancy services for clients in a range of industry and business sectors, including oil & gas, engineering and public bodies.

Its service portfolio includes project and programme management, project management office, business analysis and contract management. It also focuses upon IT-specific services: IT strategy and IT consulting.

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