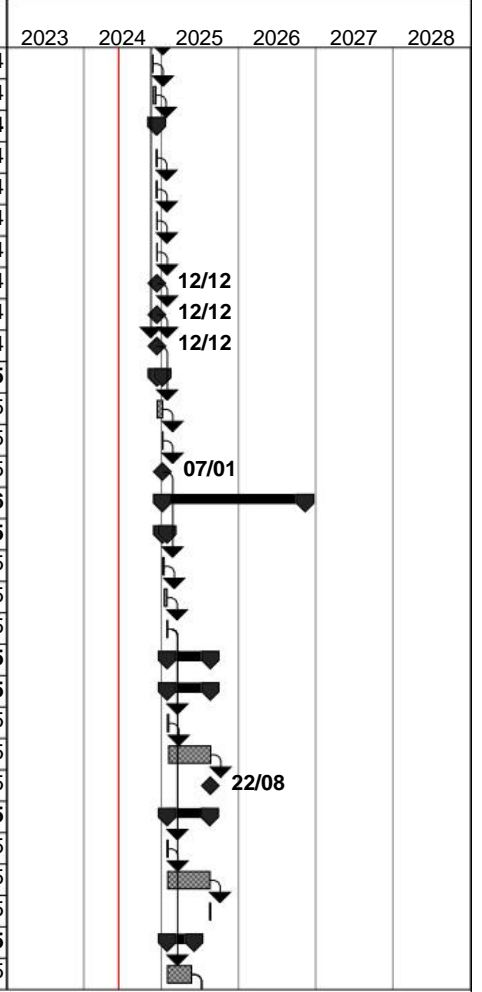


ID	RAG (Prev)	RAG (Cur)	% Complete	Task Name	Duration	Start	Finish	
1	●	●	2%	CareFirst Replacement	823 days?	Wed 03/01/24	Wed 24/03/27	
2	●	●	96%	Concept	125 days?	Wed 03/01/24	Thu 27/06/24	
3	●	●	100%	Develop Project Mandate	10 days	Wed 03/01/24	Tue 16/01/24	
4	●	●	100%	Approval to proceed to scope - IJB Meeting	1 day	Thu 25/01/24	Thu 25/01/24	
5	●	●	100%	3MB to SMT for resource allocation	1 day?	Wed 20/03/24	Wed 20/03/24	
6	●	●	100%	Survey and Initial engagement with teams	9 days	Mon 06/05/24	Fri 17/05/24	
7	●	●	100%	Complete Project Mandate template	3 days?	Mon 20/05/24	Wed 22/05/24	
8	●	●	75%	Approval	27 days?	Wed 22/05/24	Thu 27/06/24	
9	●	●	100%	SMT approved in principle	1 day?	Wed 22/05/24	Wed 22/05/24	
10	●	●	100%	Submit to ICT gateway for approval	1 day?	Tue 28/05/24	Tue 28/05/24	
11	●	●	100%	Submit to AMWG for approval to proceed	1 day?	Wed 12/06/24	Wed 12/06/24	
12	●	●	0%	Report to IJB - approve detailed scoping work	1 day?	Thu 27/06/24	Thu 27/06/24	
13	●	●	0%	Concept Complete	0 days	Thu 27/06/24	Thu 27/06/24	
14	●	●	0%	Definition	120 days?	Fri 28/06/24	Thu 12/12/24	
15	●	●	0%	Develop Outline Business Case	65 days?	Fri 28/06/24	Thu 26/09/24	
16	●	●	0%	Scoping exercise (Define goals, deadlines, project deliverables, boundaries, resources)	15 days	Fri 28/06/24	Thu 18/07/24	
17	●	●	0%	Consultation	10 days	Fri 19/07/24	Thu 01/08/24	
18	●	●	0%	Define Resources	1 day?	Fri 02/08/24	Fri 02/08/24	
19	●	●	0%	Draft Report	2 days	Mon 05/08/24	Tue 06/08/24	
20	●	●	0%	Approval	37 days	Wed 07/08/24	Thu 26/09/24	
21	●	●	0%	HSCM SMT approval	1 day	Wed 07/08/24	Wed 07/08/24	
22	●	●	0%	ICT Gateway	1 day	Tue 20/08/24	Tue 20/08/24	
23	●	●	0%	AMWG	1 day	Fri 06/09/24	Fri 06/09/24	
24	●	●	0%	SMT/CMT	1 day	Thu 12/09/24	Thu 12/09/24	
25	●	●	0%	Outline Business case approval - IJB Meeting	1 day	Thu 26/09/24	Thu 26/09/24	
26	●	●	0%	Develop Outline Business Case completed	0 days	Thu 26/09/24	Thu 26/09/24	
27	●	●	0%	Develop Business Case	55 days?	Fri 27/09/24	Thu 12/12/24	
28	●	●	0%	Scoping exercise (Define goals, deadlines, project deliverables, boundaries, resources)	30 days	Fri 27/09/24	Thu 07/11/24	
29	●	●	0%	Consultation	10 days	Fri 08/11/24	Thu 21/11/24	

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Task		Project Summary		Manual Summary Rollup	
Milestone		Group By Summary		Manual Summary	
Summary		Inactive Task		Start-only	
Rolled Up Task		Inactive Task		Finish-only	
Rolled Up Milestone		Inactive Milestone		Baseline	
Rolled Up Progress		Inactive Summary		Progress	
Split		Manual Task		Deadline	
External Tasks		Duration-only			

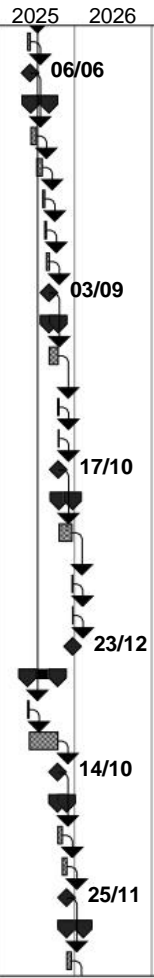
ID	RAG (Prev)	RAG (Cur)	% Complete	Task Name	Duration	Start	Finish	2023	2024	2025	2026	2027	2028
30	●	●	0%	Define Resources	1 day?	Fri 22/11/24	Fri 22/11/24						
31	●	●	0%	Draft Report	10 days	Mon 25/11/24	Fri 06/12/24						
32	●	●	0%	Approval	4 days	Mon 09/12/24	Thu 12/12/24						
33	●	●	0%	HSCM SMT approval	1 day	Mon 09/12/24	Mon 09/12/24						
34	●	●	0%	ICT Gateway	1 day	Tue 10/12/24	Tue 10/12/24						
35	●	●	0%	AMWG	1 day	Wed 11/12/24	Wed 11/12/24						
36	●	●	0%	SMT/CMT	1 day	Thu 12/12/24	Thu 12/12/24						
37	●	●	0%	SMT approval	0 days	Thu 12/12/24	Thu 12/12/24						
38	●	●	0%	Business case approval - IJB Meeting	0 days	Thu 12/12/24	Thu 12/12/24						
39	●	●	0%	Definition Complete	0 days	Thu 12/12/24	Thu 12/12/24						
40	●	●	0%	Initiation & Planning	11 days?	Fri 13/12/24	Tue 07/01/25						
41	●	●	0%	Develop PID	10 days	Fri 13/12/24	Mon 06/01/25						
42	●	●	0%	PID approval	1 day?	Tue 07/01/25	Tue 07/01/25						
43	●	●	0%	Initiation & Planning complete	0 days	Tue 07/01/25	Tue 07/01/25						
44	●	●	0%	Delivery	474 days?	Wed 08/01/25	Fri 13/11/26						
45	●	●	0%	Project Mobilisation	16 days?	Wed 08/01/25	Wed 29/01/25						
46	●	●	0%	Project governance	5 days	Wed 08/01/25	Tue 14/01/25						
47	●	●	0%	Identify project team	10 days	Wed 15/01/25	Tue 28/01/25						
48	●	●	0%	Kick off meeting	1 day?	Wed 29/01/25	Wed 29/01/25						
49	●	●	0%	Project Strategy	145 days?	Thu 30/01/25	Fri 22/08/25						
50	●	●	0%	Communication Strategy	145 days	Thu 30/01/25	Fri 22/08/25						
51	●	●	0%	Develop communication plan	5 days	Thu 30/01/25	Wed 05/02/25						
52	●	●	0%	Comms	140 days	Thu 06/02/25	Fri 22/08/25						
53	●	●	0%	Comms complete	0 days	Fri 22/08/25	Fri 22/08/25						
54	●	●	0%	Quality Strategy	142 days?	Thu 30/01/25	Tue 19/08/25						
55	●	●	0%	Develop Quality Plan	1 day?	Thu 30/01/25	Thu 30/01/25						
56	●	●	0%	Quality monitoring	140 days	Fri 31/01/25	Mon 18/08/25						
57	●	●	0%	Quality complete	1 day?	Tue 19/08/25	Tue 19/08/25						
58	●	●	0%	Specification of requirements	90 days	Thu 30/01/25	Fri 06/06/25						
59	●	●	0%	Develop specification	80 days	Thu 30/01/25	Fri 23/05/25						



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Task		Project Summary		Manual Summary Rollup	
Milestone		Group By Summary		Manual Summary	
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Rolled Up Task		Inactive Task		Finish-only	
Rolled Up Milestone		Inactive Milestone		Baseline	
Rolled Up Progress		Inactive Summary		Progress	
Split		Manual Task		Deadline	
External Tasks		Duration-only			

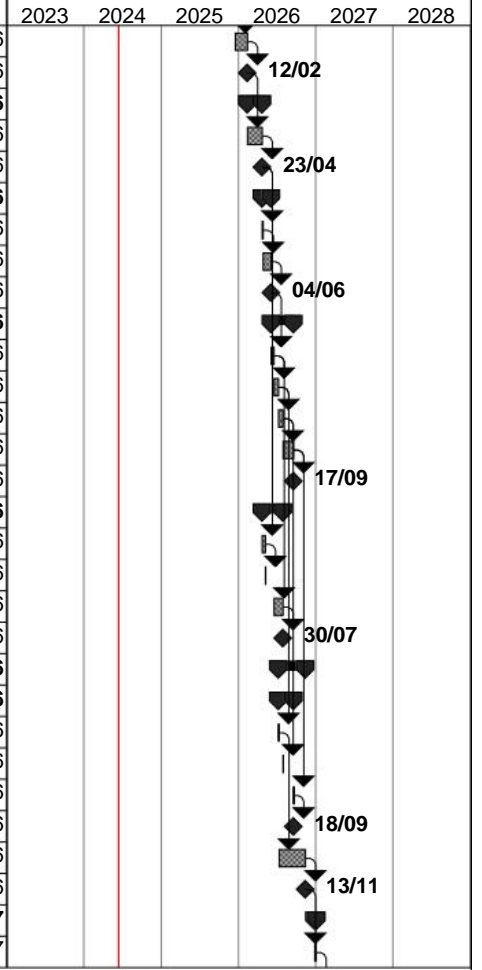
ID	RAG (Prev)	RAG (Cur)	% Complete	Task Name	Duration	Start	Finish	2023	2024	2025	2026	2027	2028
60	●	●	0%	Confirm specification	10 days	Mon 26/05/25	Fri 06/06/25						
61	●	●	0%	Specification signed off	0 days	Fri 06/06/25	Fri 06/06/25						
62	●	●	0%	Procurement process	63 days	Mon 09/06/25	Wed 03/09/25						
63	●	●	0%	PQQ (The Moray Council)	20 days	Mon 09/06/25	Fri 04/07/25						
64	●	●	0%	Tender Action	20 days	Mon 07/07/25	Fri 01/08/25						
65	●	●	0%	Tender Assessment	8 days	Mon 04/08/25	Wed 13/08/25						
66	●	●	0%	Tender Acceptance	5 days	Thu 14/08/25	Wed 20/08/25						
67	●	●	0%	Tender Standstill	10 days	Thu 21/08/25	Wed 03/09/25						
68	●	●	0%	Procurement complete	0 days	Wed 03/09/25	Wed 03/09/25						
69	●	●	0%	Installation - TBC	32 days?	Thu 04/09/25	Fri 17/10/25						
70	●	●	0%	Dependent on type of system requirement i.e. cloud/server based)	30 days	Thu 04/09/25	Wed 15/10/25						
71	●	●	0%	Test site	1 day?	Thu 16/10/25	Thu 16/10/25						
72	●	●	0%	Live site	1 day?	Fri 17/10/25	Fri 17/10/25						
73	●	●	0%	Installation Complete	0 days	Fri 17/10/25	Fri 17/10/25						
74	●	●	0%	Configuration - TBC	47 days?	Mon 20/10/25	Tue 23/12/25						
75	●	●	0%	Dependent on type of system requirement i.e. cloud/server based)	45 days	Mon 20/10/25	Fri 19/12/25						
76	●	●	0%	Test site	1 day?	Mon 22/12/25	Mon 22/12/25						
77	●	●	0%	Live site	1 day?	Tue 23/12/25	Tue 23/12/25						
78	●	●	0%	Configuration completed	0 days	Tue 23/12/25	Tue 23/12/25						
79	●	●	0%	Data Cleansing	102 days	Mon 26/05/25	Tue 14/10/25						
80	●	●	0%	Data analysis	5 days	Mon 26/05/25	Fri 30/05/25						
81	●	●	0%	Data cleansing	97 days	Mon 02/06/25	Tue 14/10/25						
82	●	●	0%	Data Cleansing signed off	0 days	Tue 14/10/25	Tue 14/10/25						
83	●	●	0%	Migration	30 days	Wed 15/10/25	Tue 25/11/25						
84	●	●	0%	Test site	15 days	Wed 15/10/25	Tue 04/11/25						
85	●	●	0%	Live site	15 days	Wed 05/11/25	Tue 25/11/25						
86	●	●	0%	Migration completed	0 days	Tue 25/11/25	Tue 25/11/25						
87	●	●	0%	User Acceptance Testing (in depth)	50 days	Wed 26/11/25	Thu 12/02/26						
88	●	●	0%	Develop test plan	15 days	Wed 26/11/25	Tue 16/12/25						



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Task		Project Summary		Manual Summary Rollup	
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Rolled Up Task		Inactive Task		Finish-only	
Rolled Up Milestone		Inactive Milestone		Baseline	
Rolled Up Progress		Inactive Summary		Progress	
Split		Manual Task		Deadline	
External Tasks		Duration-only			

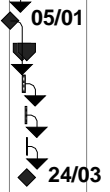
ID	RAG (Prev)	RAG (Cur)	% Complete	Task Name	Duration	Start	Finish	2023	2024	2025	2026	2027	2028
89	●	●	0%	Testing	35 days	Wed 17/12/25	Thu 12/02/26						
90	●	●	0%	UAT sign off	0 days	Thu 12/02/26	Thu 12/02/26						
91	●	●	0%	Integration of test and live systems	50 days	Fri 13/02/26	Thu 23/04/26						
92	●	●	0%	tbc	50 days	Fri 13/02/26	Thu 23/04/26						
93	●	●	0%	Integration of test and live systems completed	0 days	Thu 23/04/26	Thu 23/04/26						
94	●	●	0%	Final Testing and Security Checks	30 days	Fri 24/04/26	Thu 04/06/26						
95	●	●	0%	Develop Test plan	2 days	Fri 24/04/26	Mon 27/04/26						
96	●	●	0%	Testing carried out	28 days	Tue 28/04/26	Thu 04/06/26						
97	●	●	0%	Testing signed off	0 days	Thu 04/06/26	Thu 04/06/26						
98	●	●	0%	Training	75 days?	Fri 05/06/26	Thu 17/09/26						
99	●	●	0%	Develop Training plan	10 days?	Fri 05/06/26	Thu 18/06/26						
100	●	●	0%	Phase 1 - Training carried out	15 days	Fri 19/06/26	Thu 09/07/26						
101	●	●	0%	Phase 2 - Training carried out	15 days	Fri 10/07/26	Thu 30/07/26						
102	●	●	0%	Phase 3 - Training carried out	35 days	Fri 31/07/26	Thu 17/09/26						
103	●	●	0%	Training signed off	0 days	Thu 17/09/26	Thu 17/09/26						
104	●	●	0%	Change management	70 days	Fri 24/04/26	Thu 30/07/26						
105	●	●	0%	Develop change mangement plan	10 days	Fri 24/04/26	Thu 07/05/26						
106	●	●	0%	Change management approval	1 day	Fri 08/05/26	Fri 08/05/26						
107	●	●	0%	Implement change management plan	30 days	Fri 19/06/26	Thu 30/07/26						
108	●	●	0%	Change management signed off	0 days	Thu 30/07/26	Thu 30/07/26						
109	●	●	0%	Implementation and Go live	91 days	Fri 10/07/26	Fri 13/11/26						
110	●	●	0%	Implementation	51 days	Fri 10/07/26	Fri 18/09/26						
111	●	●	0%	Phase 1	1 day	Fri 10/07/26	Fri 10/07/26						
112	●	●	0%	Phase 2	1 day	Fri 31/07/26	Fri 31/07/26						
113	●	●	0%	Phase 3	1 day	Fri 18/09/26	Fri 18/09/26						
114	●	●	0%	Go Live	0 days	Fri 18/09/26	Fri 18/09/26						
115	●	●	0%	Enhanced support	90 days	Mon 13/07/26	Fri 13/11/26						
116	●	●	0%	Implementation sign off	0 days	Fri 13/11/26	Fri 13/11/26						
117	●	●	0%	Project Closure	7 days?	Mon 28/12/26	Tue 05/01/27						
118	●	●	0%	End of Project Report Prepared	5 days	Mon 28/12/26	Fri 01/01/27						



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Task		Project Summary		Manual Summary Rollup	
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Rolled Up Task		Inactive Task		Finish-only	
Rolled Up Milestone		Inactive Milestone		Baseline	
Rolled Up Progress		Inactive Summary		Progress	
Split		Manual Task		Deadline	
External Tasks		Duration-only			

ID	RAG (Prev)	RAG (Cur)	% Complete	Task Name	Duration	Start	Finish	2023	2024	2025	2026	2027	2028
119	●	●	0%	Project Board Approval	1 day?	Mon 04/01/27	Mon 04/01/27						
120	●	●	0%	Council Committee Approval	1 day?	Tue 05/01/27	Tue 05/01/27						
121	●	●	0%	End of Project Report signed off	0 days	Tue 05/01/27	Tue 05/01/27						
122	●	●	0%	Post Project Review (dates tbc at project closure)	16 days?	Wed 03/03/27	Wed 24/03/27						
123	●	●	0%	Carry out review	10 days	Wed 03/03/27	Tue 16/03/27						
124	●	●	0%	Benefits Review Report produced	5 days	Wed 17/03/27	Tue 23/03/27						
125	●	●	0%	Benefits Realisation Board (CMT)	1 day?	Wed 24/03/27	Wed 24/03/27						
126	●	●	0%	Post project review completed	0 days	Wed 24/03/27	Wed 24/03/27						



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Task		Project Summary		Manual Summary Rollup	
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Rolled Up Task		Inactive Task		Finish-only	
Rolled Up Milestone		Inactive Milestone		Baseline	
Rolled Up Progress		Inactive Summary		Progress	
Split		Manual Task		Deadline	
External Tasks		Duration-only			