

# Finance and Budget Committee

10am, Thursday 6 June 2013

## Governance of Major Projects: progress report

Item number	7.1
Report number	
Wards	All

### Links

Coalition pledges	P03, <a href="#">P20</a> , <a href="#">P23</a> , <a href="#">P27</a> , <a href="#">P28</a> , <a href="#">P36</a> , <a href="#">P41</a> , <a href="#">P44</a> , <a href="#">P47</a> , <a href="#">P49</a> , <a href="#">P51</a> , <a href="#">P53</a>
Council outcomes	CO25; <a href="#">CO26</a>
Single Outcome Agreement	All

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# Executive summary

## Governance of Major Projects: progress report

### Summary

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The former Policy and Strategy Committee on 7 August 2012 agreed the role and remit of the Corporate Programme Office, "CPO", which was to include the supervision of programmes, projects and portfolios, "Major Projects" with a value of over £5million or which are particularly sensitive to the Council's reputation.

There is a pressing requirement to bring a risk based, agile approach to the management and delivery of Major Projects while securing a commercial approach to decision taking. In addition, strengthening the governance structures and carrying out independent assurance reviews are critical areas for improvement across the Council.

CPO will provide a status update on all Major Projects to CMT on a monthly basis and Finance and Budget Committee on a quarterly basis.

### Recommendations

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The Committee is asked to:

- (a) note the current synopsis of the dashboard reports for the Major Projects Portfolio set out in Appendix 1;
- (b) note the recommendations resulting from the Zero Waste assurance review and the forward schedule of assurance reviews in Appendix 2; and
- (c) note the progress made by the CPO in establishing a Centre of Excellence in Project Management.

### Measures of success

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A successful project delivers its benefits on time, on budget and to quality standards agreed with its stakeholders. The new reporting arrangements introduced by the CPO seek to ensure transparent and consistent reporting across all Major Projects by analysing key milestones, benefits, financials, risk and governance processes.

### Financial impact

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There are no financial implications directly arising from this report. The Financial impacts of Major Projects will also be reported through the revenue and capital monitoring process.

## **Equalities impact**

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Equalities impact assessments are carried out within individual Major Projects and addressed in separate reports to Council or committee. In addition CPO has launched a programme of engagement and has established a Project Management Change Community within the Council to promote best practice.

## **Sustainability impact**

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Each project within the Major Projects Portfolio is responsible for undertaking its own sustainability impact assessment.

In addition, as part of the Green Projects Group established by the Chief Executive, the CPO provides project management consultancy on the Portfolio of Green Projects.

## **Consultation and engagement**

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Consultation and engagement is carried out within individual projects and is addressed in separate reports to Council or committee.

## **Background reading / external references**

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[Corporate Programme Office](#) - Policy and Strategy Committee 7 August 2012

[Governance Review](#) – City of Edinburgh Council 23 August 2012

[Governance of Major Projects](#) – Policy and Strategy Committee 4 September 2012

## Governance of major projects: progress report

### 1. Background

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- 1.1 The Corporate Policy and Strategy Committee agreed the role and remit of the Corporate Programme Office (“CPO”), which was to include supervision of projects with a value of over £5million or which are particularly sensitive to the Council's reputation.
- 1.2 The report forms part of a scheduled quarterly status update to the Finance and Budget Committee.
- 1.3 The CPO continues to work with projects in the Major Projects Portfolio in a variety of guises including workshops, assurance reviews and ad hoc consultancy to improve the overall project management practice within the organisation.

### 2. Main report

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#### 2.1 CPO reporting arrangements

##### Governance

- 2.1.1 There is a requirement for corporate and strategic overview of all the Council's Major Projects to promote strategic alignment of initiatives and to ensure there is a consistent and shared understanding of their current status.
- 2.1.2 Using revised reporting arrangements it is intended that:
  - (a) the CMT will act as the sponsoring group of all Major Projects; and
  - (b) the Finance and Budget Committee will be provided with status updates on a quarterly basis.

##### Major Projects

- 2.1.3 There are nineteen Major Projects currently registered with the CPO. These are listed in Appendix 1.

##### Information gathering

- 2.1.4 The CPO continues to build relationships with the Project Management community within the Council and has set out to develop a greater knowledge and understanding of the status of all the projects that fit the Major Projects criteria. The CPO will continue to have regular dialogue with the Project Managers and SROs to foster relationships and to provide support, oversight and challenge to the projects being delivered.

- 2.1.5 A Project, Programme and Change Management Community has been established to facilitate skills development and knowledge sharing and the first event was held on 8 April 2013. 'Papers and further information can be found at [https://orb.edinburgh.gov.uk/info/201009/corporate\\_programme\\_office/1805/corporate\\_programmes\\_office\\_cpo/7](https://orb.edinburgh.gov.uk/info/201009/corporate_programme_office/1805/corporate_programmes_office_cpo/7)
- 2.1.6 PM's of each of the Major Projects will be required to complete dashboard reports for each project. These returns seek to establish how key dimensions of the project are progressing and aim to ensure there is clear visibility of the status of each Major Project within the Council. It should be noted the content and sign off for each dashboard report remains the responsibility of the SRO/Sponsor.
- 2.1.7 The CPO will also work with stakeholders including key links such as finance, legal and procurement to help determine whether there are any new emerging projects or issues requiring attention. The CPO is developing a database of projects and is establishing a process to register all new and proposed projects that are potentially major in nature.
- 2.1.8 The CPO will provide functional leadership to the Council on project management practice. This will be a dual role of acting as a centre of expertise and providing oversight to the Project Management Community within the Council. The CPO will work with SROs and PM to determine the most appropriate and effective method of oversight aligned to the inherent risk of the project.

#### Progress to date

- 2.1.9 The revised reporting arrangements were rolled out in December 2013.
- 2.1.10 Following the initial roll out of the new templates, there were a number of the project dashboards returned late and the returns were of variable quality. The quality of the information has improved; however in a number of instances more detailed information would be beneficial. It is anticipated that through the scrutiny of reporting to CMT and Committee, the quality of reporting will improve. CPO will work with the Project Management Community to embed best practice in the organisation.
- 2.2 Detailed Dashboard reports are provided to CPO on a monthly basis. A synopsis of the latest set of dashboard summaries is contained in Appendix 1.
- 2.3 **Assurance reviews**
- 2.3.1 In addition to the regular reporting set out above, the aim is to undertake assurance reviews of all new Major Projects at initiation and also, over the next two years of all existing projects prioritised appropriately.
- 2.3.2 These assurance reviews are short, focussed, objective peer reviews that occur at key decision points. They are a confidence test providing assurance not insurance. In addition they can be tailored to assess particular areas of each project. It is important to emphasise that the sponsor and the SRO are, and remain, responsible for delivery of the project and realisation of benefits and the assurance reviews are intended to be an additional supporting tool. The

intention is that reviews will be carried out, as a minimum, at initiation, at investment decisions and following project close.

#### Future schedule of assurance reviews

- 2.3.3 The schedule of assurance reviews to the end of September 2013 is attached as Appendix 2.
- 2.3.4 Over the course of the next year there are eleven assurance reviews planned. Consideration has been given to aligning timing to key decision points and co-ordinating activity with Internal Audit.
- 2.3.5 Terms of Reference have been agreed for Water of Leith Phase 2 and 21<sup>st</sup> Century homes and are in development for EICC and Connected Capital.
- 2.3.6 The Major Projects Portfolio listed contains detail around the scheduling of Assurance Reviews.
- 2.3.7 In due course a dashboard of open and closed recommendations for each review will be appended to this report.

#### **2.4 Additional Consultancy Support**

- 2.4.1 The CPO also provides consultancy and project development support on request or as required. Terms of Reference for the work are agreed with sponsors.
- 2.4.2 The current work programme includes:
  - a) A review of the Corporate Asset Management Group (“CAMG”) and the interface with the Capital Investment Programme (“CIP”). Work has commenced on the review of the CAMG. A survey of the current membership of the group is being undertaken and the results are due to be reviewed by Mid-May. It is clear from a desktop study of the group minutes and agendas that the current operation of this group is no longer fit-for-purpose. Good practice examples are being sought and these will be assessed in the Edinburgh context. A review report will be produced for the end of May 2013.
  - b) Facilitation support relating to future structure of arms length companies in the property service. This has resulted in a revised proposal in response to the December Governance Report considered by Council, which is being shared with relevant stakeholders.
  - c) Consultancy support at the request of management within Property Conservation. Interviews have been carried out with the key managers leading the Property Conservation Project. Proposals have been shared with the Property Conservation Manager to enhance the governance and the inherent project/business-as-usual pressure. A project timeline has been created, and the preparation of this has highlighted a number of areas of risk for the Project team to consider. A workshop was held with the team on 25 April to consider the timeline, risks, outcomes and benefits. The product of

this workshop is being drafted up into a final report for the Property Conservation Manager.

- d) Providing support to the Elections Team to prepare for an 'Elections Planning Project' to map and improve election management processes and controls and set up generic templates in this election free year and to Finance for the budget planning process to ensure that activities to the start of public consultation in September are properly planned.
- e) Ongoing support to the internal improvement programmes is provided as required in relation to the actions from their Assurance Reviews.
- f) The CPO is represented on both the Green Projects Group and Technology Innovation Board

2.4.3 The CPO will also continue to support the delivery of the Connected Capital programme and the Edinburgh Tram project.

## 2.5 **Current highlights in the Major Projects portfolio**

### 2.5.1 Water of Leith Flood Prevention Scheme

The project is now over budget and behind schedule.

In early November, the CPO undertook a health check of the project which flagged up significant concerns over the outturn cost, programme duration and governance, following the first of several probable adjudications being raised by the contractor.

A request was subsequently made for the CPO to assist in investigating the potential for a period of mediation. After discussions with the contractor a period of mediation started in late December 2012 with an initial timetable through to the end of January 2013. The programme of mediation was then extended to the end of March 2013, with a Minute of Variation ("MoV") now signed between the Council and the contractor Lagan Construction Limited. The MoV provides for settlement of all historic claims with the contractor and includes the cost to complete in a fixed sum. The MoV also outlines programme completion dates. It is anticipated that substantial completion of the project will be in May 2013 with the residual work on the gardens due to be completed by August 2013.

### 2.5.2 IPFM Programme

The Priority Based Planning exercise identified an additional £30m of property savings. The CPO has yet to see detail underpinning the financial savings. There are clear risks associated with the realisation of the savings, partly due to the task of consolidating property budgets into a single corporate landlord arrangement and the need to bring a wide range of stakeholders on board to deliver them. There are significant investment pressures emerging over the next twenty four months before any savings can be achieved. The CPO is due to undertake an assurance review of this programme in July, the findings and recommendations of which will be reported to CMT and Finance and Budget Committee as part of the quarterly reporting cycle.

### 2.5.3 Portobello High School

Following Council approval in March the City of Edinburgh Council (Portobello Park) Bill was introduced in the Scottish Parliament on 25 April 2013. A report will be taken to Council on 30 May 2013 to seek the formal confirmation of the resolution passed by Council on 14 March 2013 to promote the Private Bill as required by statute. An update will also be provided regarding the bid for the former Scottish Power site at Baileyfield as a fall-back site option and the process to renew the existing planning permission which has already been initiated.

### 2.5.4 Zero Waste Project

On 13 December the Council agreed:

- (a) to note the decision of Midlothian Council of 6 November 2012 formally to appoint the City of Edinburgh Council as lead authority for the Zero Waste Project; and
- (b) that the City of Edinburgh Council shall act as "Lead Authority" for the Zero Waste Project between Edinburgh and Midlothian, for both the food waste and residual waste contracts, in terms of Section 56 of the Local Government (Scotland) Act 1973.

Based on an approximate input of waste, 80% of the cost risk sits with the City of Edinburgh Council. Midlothian Council entered into an Inter Authority Agreement with the City of Edinburgh Council on 1 March that contains the agreed governance arrangements.

The contract for the food waste part of the project has now been concluded with Alauna Renewable Energy. There are a number of risks in relation to the food waste part of the project that will require careful management in relation to third party consents, access road construction and utility provision.

It should also be noted that the residual waste treatment procurement is at tender stage in a contract of significant value. Project assurance has been carried out by the Scottish Futures Trust. In addition an internal assurance review had been issued with overall Amber rating and findings for implementation have been agreed with the Project.

#### Zero Waste Assurance Review

2.5.5 The Zero Waste review has now been completed and the project has been given a rating of 'Amber – delivery feasible'. However it should be noted that the project could achieve a higher status (Amber-green or Green) by taking action on the key recommendations arising out of that review.

2.5.6 Clear evidence was found in the review of a strong, positive team culture and commitment to achieving the project outcomes and deliverables. Good practices in project management are well documented and largely followed. These elements have undoubtedly led to the successful conclusion of the Food Waste contract in January which is notable in being the first and only collaborative

Anaerobic Digestion project in Scotland and the first Scottish collaborative waste contract to reach financial close.

- 2.5.7 To increase the probability of successful project delivery the project needs to strengthen its governance arrangements and engagement at senior level and ensure that the relationship between board and business as usual decision making is aligned. Significantly increased engagement with Elected Members is required to secure commitment and understanding, particularly in light of the extent of delegated powers held by Council officers in relation to the procurement. The affordability criteria require to be tested and re-validated and stakeholder buy-in achieved on these. Proposals for buy-back of electricity by the Council should be externally reviewed for their robustness.

In addition, there are a number of risks relating to site assembly and third party interfaces apparent. The project programme has enough time to address these issues; however, it is critical that these risks are mitigated.

## 2.6 Connected Capital

- 2.6.1 A synopsis of the current issues was reported to Corporate Policy and Strategy Committee on 16 April. BDUK have confirmed at a meeting in London on 15 April that the fixed broadband procurement would lead to a State Aid investigation by the EU Commission which would likely take eighteen months, thereby exceeding March 2015 deadline imposed by UK Government. BDUK has invited the relevant Cities to consider and develop alternative approaches to building Super Connected outcomes to be submitted by the 21 May. The programme is currently in a significant re-planning phase.

- 2.7 Overall, an underlying trend generated by risks across a range of projects is that the collective borrowing for these projects may require to be extended. It is unclear from the reporting to date the scale of this risk and it is recommended that each project where this is a risk on their risk register be asked to scenario plan for this and a consolidated risk be quantified.

## 2.8 Other Significant Projects

- 2.8.1 The following programmes are reported separately to the Major Projects portfolio:

- The C&TS Improvement Programme is part of the Effective and Efficient Council Transformation Programme. The C&TS Programme was subject to an Assurance Review in January 2013 and a further review is scheduled for later in 2013.
- Health & Social Care Integration is supported by CPO resources and an Assurance Review is scheduled for August 2013.

## 3. **Recommendations**

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- 3.1 Committee is asked to:

- 3.1.1 note the current synopsis of the dashboard reports for the Major Projects Portfolio set out in Appendix 1;

- 3.1.2 note the recommendations resulting from the Zero Waste assurance review and the forward schedule of assurance reviews in Appendix 2 ;
- 3.1.3 note the progress made by the CPO in establishing a Centre of Excellence in Project Management.

## Alastair D Maclean

Director of Corporate Governance

### Links

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<b>Coalition pledges</b>	<p><b>P03</b> - Rebuild Portobello High School and continue progress on all other planned school developments, while providing adequate investment in the fabric of all schools</p> <p><b>P20</b> - Work with the Scottish Government to deliver a larger return of business rate receipts as part of the Business Rates Incentivisation Scheme (BRIS)</p> <p><b>P23</b> - Identify unused Council premises to offer on short low-cost lets to small businesses, community groups and other interested parties</p> <p><b>P27</b> - Seek to work in full partnership with Council staff and their representatives</p> <p><b>P28</b> - Further strengthen our links with the business community by developing and implementing strategies to promote and protect the economic well being of the city</p> <p><b>P36</b> - Develop improved partnership working across the Capital and with the voluntary sector to build on the "Total Craigroyston" model</p> <p><b>P41</b> - Take firm action to resolve issues surrounding the Council's property services</p> <p><b>P44</b> - Prioritise keeping our streets clean and attractive</p> <p><b>P47</b> - Set up a city-wide Transport Forum of experts and citizens to consider our modern transport needs</p> <p><b>P49</b> - Continue to increase recycling levels across the city and reducing the proportion of waste going to landfill</p> <p><b>P51</b> - Investigate the possible introduction of low emission zones</p> <p><b>P53</b> - Encourage the development of Community Energy Co-operatives</p>
<b>Council outcomes</b>	<p><b>C01</b> - Our children have the best start in life, are able to make and sustain relationships and are ready to succeed.</p> <p><b>C02</b> - Our children and young people are successful learners, confident individuals and responsible citizens making a positive contribution to their communities.</p> <p><b>CO25</b> – The Council has efficient and effective services that deliver on its objectives.</p> <p><b>CO26</b> – The Council engages with its stakeholders and works in partnership to improve services and deliver on agreed objectives</p>
<b>Single Outcome Agreement</b>	All
<b>Appendices</b>	<p>Appendix 1 –Overview of CPO Major projects portfolio- April</p> <p>Appendix 2 – Assurance review schedule</p>

Ref	Appendix 1 APRIL 2013	Overall	Time	Cost	Quality	Benefits	Other
MP1	Assembly Rooms	No Data provided					Assurance Review scheduled for June 2013
MP2	Connected Capital	Following issues with the State Aid Umbrella resulting in an EU investigation. Team currently working on a significant replanning exercise for BDUK.	Needs to deliver by March 2015 deadline imposed by UK Government.	Below budget due to delays in commencing the Procurements.	Design still to be determined.	Working to develop activity that will deliver consistent outcomes.	Assurance Review scheduled for June 2013
MP3	EICC	Sectional completion of the AFS and offices was achieved on 28 March 2013. External Landscaping has still to be completed before practical completion will be granted (likely to be around end April). A snagging programme is now in place and is tracked on a weekly basis with the PM and contractor. The budget remains within the approved figure.		Under budget	Snagging items are being addressed and a programme for rectification for other outstanding items has been agreed as part of handover	Borrowing to be repaid through sale of the offices and by additional EICC surplus generated by the AFS. A number of legal agreements need to be put in place to ensure sale receipts, rental income and EICC surplus are remitted to the Council	Assurance Review scheduled for June 2013
MP5	Green Deal/ Sustainability	Main recommendation from Business case development is for an ECO-led Green Deal scheme. Council housing and ECO form the foundations for the roll out of wider Green Deal offer to private sector homes.  The Project Team accept the principles of the business case but acknowledge there	Procurement plan cannot be agreed until programme developed				Assurance Review scheduled for June 2013

		are areas where more clarity is required to develop an implementable programme.				
MP6	imProveit	Changes to the programme's objectives, scope, timescale and structure have been agreed by the Board following a strategic Programme Review, and are reflected in this status report. The dedicated Programme Office is due to close at the end of 13/14 once key projects are completed and in benefit realisation phase.	Delays in Organisational Review.	Depots Project to transferee to IPFM.	The Programme is targeting £8.914M savings in 13/14. The Programme is currently forecasting a £1.8M shortfall in 13/14. Further potential cost-saving measures are therefore being identified and reviewed to address this shortfall where possible	Assurance Review scheduled for November 2013
MP7	IPFM		CAFM Business Case approved by F&B Committee on 21 <sup>st</sup> March and will be procured through the BT Partnership. New Property Service from 1 <sup>st</sup> April 2013	2012/13 forecast savings not achieved	2012/13 forecast savings not achieved, but mitigated by SFC contingency fund. Additional PBP target of £30.2m fully transferred to IPFM	Assurance Review scheduled for November 2013
MP8	James Gillespies Campus	The Stage 2 submission in respect of the DBFM contract to deliver the new secondary school has been received however contains a number of significant gaps and issues which have been referred back to hub South East Scotland Ltd for		A number of change requests have been identified by CEC and are currently being costed by Hubco for consideration by ISG. Limited contingency		

		clarification and/or resolution.			remaining.	
MP9	L & T Refresh	Enabling Infrastructure complete. Desktop refresh to commence on scheduled in May 2013. 35 of the deployment target of 63 sites migrated to new bandwidth by end of March 2013. Slippage due to a mixture of on site issues and invasive work requirements that need PPP contractors to undertake works and/or asbestos removal			Wireless deployment complete. Some snagging outstanding that BT are trying to diagnose and resolve. If not resolved within the next month this project will need to be escalated and a red RAG status set	
MP10	National Housing Trust	361 homes under construction. Second phased completion and settlement of 8 homes for Lighthouse Court took place in March 2013 ahead of schedule. The first phased completion and settlement of 41 homes for Cityscape also took place in March and was on schedule.	Each workstream is on or ahead of schedule	Price fixed through a contact	422 Affordable Homes.  Early marketing campaigns scheduled to manage demand for the properties.	
MP11	21 <sup>st</sup> Century Homes	Change to Pennywell competitive dialogue approved., final tenders scheduled 21 <sup>st</sup> April			On target to deliver defined benefits.	Assurance Review underway

<p>MP12 New Boroughmuir High</p>	<p>The Stage C design was approved by the Investment Steering Group (ISG) on 25 April 2013 and the design team is now progressing with the Stage D design. The projected overall project budget is within the funding allocated to the project within the Capital Investment Programme; approval of the proposed final school budget will be taken to Council for consideration later this year (approval currently only exists for sufficient funding to take the project through to RIBA Stage D). The pre-planning consultation process will commence towards the end of May.</p>	
<p>MP13 New Portobello High School</p>	<p>Following Council approval on 14 March 2013 the City of Edinburgh Council (Portobello Park) Bill was introduced to the Scottish Parliament on 25 April 2013. The first stage of the process is a 60-day objection period during which objections may be lodged by any person, body corporate or unincorporated association whose interests would be adversely affected by the passage of the Bill; this period ends at 5pm on 24 June 2013. A report will be taken to Council on 30 May 2013 to seek formal confirmation of the resolution passed by Council on 14 March 2013 to promote the Private Bill as required by statute. Continue to follow-up with agents regarding acquisition of the Baileyfield site as a fall-back option for a new Portobello High School for which final bid was submitted on 22</p>	

		January 2013. Renewal of Planning Permission progressing to programme; following consultation the Proposal of Application Notice was approved on 24 April 2013 and arrangements are in hand for the forthcoming public meetings which will for part of the pre-planning consultation process.				
MP14	Niddrie Burn restoration	Work on ERI Link Road is complete. Infilling of existing burn channel between RIE and new car park complete with some outstanding landscaping to be carried out. The erection of the street lighting columns has now been completed and lighting heads fitted. The sub base material to the road has been completed and laying the wearing course has started. Erection of fencing for planting areas and planting is 80% complete.	Behind schedule	Under Budget however contractor has several outstanding compensation events	On target to deliver overall benefits	Assurance Review scheduled for June 2013
MP17	Social Care Direct Expansion	Nil Return				
MP18	Edinburgh Tram	Section B (Test Track complete) was completed on its contract date of the 8th March 2013. The Section C & D completion dates are forecast in the Master Schedule as the 15th January 2014 and the 15th April 2014 respectively. An Operator Agreement workshop has been held with Lothian Buses and a staged approach agreed, with the aim of a contract signing date of 14th June 2013.	Turner & Townsend's latest QSRA predicts an overall project completion date of the 19th May 2014.	On Target	Working to develop a phased handover to minimise disruption	

MP19	Water of Leith, Flood Prevention Scheme	Mediation between CEC and Contractor over disputed CE costs has concluded and a MoV has been signed agreeing a fixed cost of £23.5m for construction and a completion date of 31 August 2013. Construction continuing on site during this process.	Phase 1 delayed	Phase 1 Mediation mitigates cost overspend	Insufficient budget to complete all of Phase2 and no Budget identified for Phase 3.	Assurance Review Completed May 2013
MP20	Welfare Reform	Nil Return				
MP23	Wester Hailes Healthy Living Centre		Currently 8 weeks ahead of programme	On budget with no contingencies expended to date	Zero health and safety issues	
MP22	Zero Waste: Edinburgh and Midlothian			Within Budget	On target to deliver defined benefits of an affordable food and residual waste treatment contracts, along with a zero waste parc	Assurance Review completed May 2013
MP23	Leith Walk Improvements	A programme of works to deliver carriageway, footway and environmental improvements on Leith Walk and Constitution Street is being developed. Following a significant period of Stakeholder consultation, works have begun on Constitution Street with full mobilisation on Leith Walk to follow.				The project is a new addition to the Major Projects portfolio and the first dashboard return will be completed and returned to CPO on 12 June
MP24	Forth Replacement	CEC will inherit a number of legacy issues from the new Forth Crossing. This will be				The project is a new addition to

Crossing	in the form of roads infrastructure and land. An opportunity exists to develop the relationship with Transport Scotland to ensure that the Council minimises cost exposure and maximises opportunities on this project.	the Major Projects portfolio with the first detailed report expected from the project team on 12 June
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## Appendix 2: Assurance Review Schedule Update

CPO Portfolio	Project/Programme	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Status	Review Focus
Major Projects	Water of Leith			Assurance Review					Completed	Lessons Learned / Governance of future phases
Major Projects	IPFM	Review Action Tracking				Assurance Review			Tracking	In service operation / Benefits Realisation & IA findings follow up
Major Projects	Zero Waste		Assurance Review						Completed	Governance / Residual Waste Procurement phase
Major Projects	Connected Capital				Assurance Review				Planned	Programme Strategy / Procurement Initiation
Major Projects	ImProveit	Review Action Tracking					Assurance Review		Tracking	Delivery / Programme Strategy / Benefits Realisation
Major Projects	21st Century Homes			Assurance Review					Underway	Investment appraisal/Risks/Delivery strategy
Major Projects	EICC				Assurance Review				Underway	Construction Phase Close / Lessons Learned
Major Projects	Green Deal / Sustainability				Assurance Review				Planned	Strategy / Buisness Case
Transformation	C&TS Improvement						Assurance Review		Planned	Delivery / Business Case(s)
Transformation	Health & Social Care Integration						Assurance Review		Planned	Programme Delivery Strategy
<b>CLOSE REVIEWS</b>										
Major Projects	Assembly Rooms				Assurance Review - Close				Planned	Close / Lessons Learned
Major Projects	Niddrie Burn restoration				Assurance Review - Close				Planned	Close / Lessons Learned
<b>NO REVIEW CURRENTLY PROPOSED IN PERIOD</b>										
Major Projects	James Gillespie's Campus								Planned	External Review planned
Major Projects	Tram								N/A	N/A
Major Projects	L&T Refresh								N/A	N/A
Major Projects	New Boroughmuir High								N/A	N/A
Major Projects	Wester Hailes Healthy Living								N/A	N/A
Major Projects	National Housing Trust								N/A	N/A
Major Projects	New Portobello High School								N/A	N/A