

Finance and Resources Committee

10.00am, Thursday, 30 October 2014

Governance of Major Projects: progress report

Item number	7.5
Report number	
Executive/routine	
Wards	All

Executive summary

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 major projects, namely those with a value of over £5million or which are particularly sensitive to the Council's reputation. This report contains an update of the major projects portfolio and the forthcoming assurance review schedule.

Links

Coalition pledges	P03, P20, P23, P27, P28, P36, P41, P44, P47, P49, P51, P53
Council outcomes	C02, C03, CO25, CO26
Single Outcome Agreement	All

Governance of Major Projects: progress report

Recommendations

- 1.1. It is recommended that Committee note:
 - 1.1.1 the current synopsis of the dashboard reports for the major projects portfolio set out in appendix 1;
 - 1.1.2 the current assurance review schedule for the last two quarters of 2014/15 is set out in appendix 2.
 - 1.1.3 that the report will be referred to the Governance, Risk and Best Value Committee for it's consideration.

Background

- 2.1 The former Policy and Strategy Committee agreed the role and remit of the Corporate Programmes Office ("CPO"), which was to include oversight of major projects, namely those with a value of over £5million or which are particularly sensitive to the Council's reputation.
- 2.2 This report forms the scheduled bi-monthly status update to the Corporate Management Team ("CMT") as the major projects portfolio board.

Main report

CPO Reporting Arrangements

- 3.1 Project Managers of each of the major projects are 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.
- 3.2 It should be noted that the content and sign off of each dashboard report remains the responsibility of the SRO/Sponsor.
- 3.3 A synopsis of the latest set of dashboard summaries is contained in appendix 1. Full dashboard reports are shared in the major projects folder <G:\Projects\CPO Major Projects> which is available for all CMT members to review.
- 3.4 Completed assurance review reports and all recommendations are available within the major projects folder noted above.

Assurance Reviews

- 3.5 The status of completed and active major projects reviews agreed by CMT as part of the schedule for 2013/14 is shown below:

Project/Programme	RAG status	Status
IPFM - Close	Red-Amber	Complete
ICT Services & Transformation Procurement	Amber	Complete
Boroughmuir High School	Green	Complete
Affordable Housing	Green	Complete
Connected Capital	Amber-Green	Complete
Water of Leith Phase 2	Amber-Green	Complete
EICC – Close		Complete (recommendations are either in progress or complete)
Leith Programme	-	In progress
ICT re-Procurement	-	Mobilisation

- 3.6 The forward schedule of reviews for Q3 and Q4 of 2014/15 is shown at appendix 2. These have been agreed with project/programme managers and SRO's. Further reviews may be included in the period as required and agreed.

Additional Consultancy Support

- 3.7 The CPO also provides consultancy and project development support as required. Terms of reference for the work including scope, timescales and any charges are agreed with sponsors in advance.
- 3.8 The CPO is providing project and consultancy support in the following areas:
- development and management of the Better Outcomes through Leaner Delivery (BOLD) programme;
 - continued resource to deliver the Connected Capital programme;
 - project management support for the Scottish Independence Referendum;
 - project management support for the establishment of a new Enforcement Service within the Shared Repairs Service;
 - support to the Health and Social Care Unscheduled Care programme;

- specific resource to Organisational Development, Commercial Excellence programmes and Business Intelligence; and
- support for the ICT Procurement project including the competitive dialogue process and bidder evaluation.

Current Highlights in the major projects portfolio

- 3.9 A gateway review for the project to build a new Boroughmuir High School at the post tender pre construction phase found no major issues and assessed the project status as green. On 28 August 2014 the Finance and Resource Committee approved the award of the contract for the construction of the new school to O'Hare and McGovern Ltd following a competitive tender process to identify the most economically advantageous tenderer. The contract has been signed and O'Hare and McGovern Ltd took occupation of the site on 8 October 2014.
- 3.10 As reported in the previous Major Projects Report the iPFM programme has been closed and activities transferred to business as usual within the Corporate property team. Since then a closure assurance review has been completed on the programme and reported a Red-Amber status. The programme has challenging savings targets of £68m (revenue) and £70m (capital) over 7 years. There is a high level of confidence and certainty in terms of capital savings with a pipeline set to exceed the original target. In terms of revenue savings however, whilst a number of successes have been achieved challenges exist in terms of savings targeted from staffing, energy and water, supply chain management and property rationalisation.
- 3.11 The Major Projects portfolio has been expanded to include the following projects and programmes.
- Fleet Replacement Programme aims to replace the existing fleet of Council vehicles over the next five years.
 - Programme Momentum encompasses the closure of the legacy Property Conservation service and in parallel the set up of the new Shared Repairs Service. The programme has been established as a robust end-to-end process across all workstreams relating to legacy statutory notice issues, including the development of a blueprint for the new enforcement service.
 - St James Quarter programme will look to redevelop the area and secure £850m of inward investment for Edinburgh, unlock 42,500m² of high quality retail space, 2,300m² of grade A office space, a 210 bedroom 5 star hotel, a 55 bedroom apart-hotel, a theatre, restaurants and 138 residential units.

Connected Capital

- 3.12 Gowex SA, the preferred bidder for the city centre wireless concession filed for bankruptcy in July. At that time the Council had yet to sign a contract with the bidder. An investigation concluded that the Council had correctly applied all procurement procedures. Following legal and procurement advice, the programme board decided to abandon the procurement and commence a new one. The re-procurement may take the project beyond the March 2015 national deadline for programme close and the funding body, BDUK, has been notified.

Health and Social Care Integration

- 3.13 The Scottish Government have released the final version of Set 1 of the Regulations for the Public Bodies (Joint Working)(Scotland) Act. The final version of Set 2 is still to be received. A major options review has concluded with the approval of the 'Joint Integration Board' model at Council Corporate Policy and Strategy Committee on 5 August 2014 and at NHSL Board on 6 August 2014. The draft Integration Scheme will be submitted for approval to Council and NHS Lothian in December 2014. This is a challenging timescale, particularly given the importance of complying with both Council and NHS sign off procedures and reporting cycles Work is now underway on the Outline Business Case, which will define the costs and benefits of adopting the integration model across both the Council and NHS Lothian.

Portobello High School

- 3.14 The City of Edinburgh Council (Portobello Park) Bill received Royal Assent and became an Act on 1 August 2014 allowing the Council to formally appropriate Portobello Park for educational purposes and for the contract for the construction of the new school to be awarded to Balfour Beatty, both of which were actioned in early August.
- 3.15 Balfour Beatty sent introductory newsletters to local residents and held a community drop-in session at Portobello High School on 27 September 2014 to provide an opportunity for local engagement and the presentation of their plans for the management of the project, in particular site traffic and logistics. Works started on site at the beginning of October with the erection of the perimeter fence and site office. Site earthworks, together with drainage and the sub-structure for the new school building, will then be progressed with the erection of the steel structure starting in December.
- 3.16 The contract programme will allow the planned opening of the new school in August 2016 for start of the 2016/17 school year.

Recycling Service Project

- 3.17 The New Recycling and Waste Collection Service will be rolled out to approximately 140,000 households between September 2014 and September 2015. The first phase of new bins were delivered on schedule. Change management is in place to support customers and staff in adopting the new

process. However, implementation of the new recycling service overlaps with ongoing changes to waste collection routes, increasing quality and change management risks.

Fleet Review

- 3.18 The project is underway but concerns have been raised in relation to the following areas; governance, scope, resource and programme planning. These concerns are currently being investigated and if necessary appropriate corrective action will be taken.

Measures of success

- 4.1 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

- 5.1 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.

Risk, policy, compliance and governance impact

- 6.1 The process of reporting and senior management oversight of risk within the project portfolio serves to strengthen the control environment and where appropriate prompt mitigating action.

Equalities impact

- 7.1 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 Programme, Project and Change Management Community within the Council to promote best practice.

Sustainability impact

- 8.1 Each project within the major projects portfolio is responsible for undertaking its own sustainability impact assessment.

Consultation and engagement

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

Background reading / external references

[Governance of Major Projects](#) – Governance, Risk and Best Value, 22 May 2014

[Governance of Major Projects](#) – Finance and Resource Committee, 30 July 2014

Alastair D Maclean

Director of Corporate Governance

Alan Coyle, Major Projects Manager

E-mail: alan.coyle@edinburgh.gov.uk | Tel: 0131 529 5211

Scott Robertson, Senior Project Manager

E-mail: scott.a.robertson@edinburgh.gov.uk | Tel: 0131 469 6141

Links

Coalition pledges

P03 - Rebuild Portobello High School and continue progress on all other planned school developments, while providing adequate investment in the fabric of all schools

P20 - Work with the Scottish Government to deliver a larger return of business rate receipts as part of the Business Rates Incentivisation Scheme (BRIS)

P23 - Identify unused Council premises to offer on short low-cost lets to small businesses, community groups and other interested parties

P27 - Seek to work in full partnership with Council staff and their representatives

P28 - Further strengthen our links with the business community by developing and implementing strategies to promote and protect the economic well being of the city

P36 - Develop improved partnership working across the Capital and with the voluntary sector to build on the “Total Craigroyston” model

P41 - Take firm action to resolve issues surrounding the Council’s property services

P44 - Prioritise keeping our streets clean and attractive

P47 - Set up a city-wide Transport Forum of experts and citizens to consider our modern transport needs

P49 - Continue to increase recycling levels across the city and reducing the proportion of waste going to landfill

P51 - Investigate the possible introduction of low emission zones

P53 - Encourage the development of Community Energy Co-operatives

Council outcomes

C01 - Our children have the best start in life, are able to make and sustain relationships and are ready to succeed.

C02 - Our children and young people are successful learners, confident individuals and responsible citizens making a positive contribution to their communities.

Single Outcome Agreement

Appendices

CO25 – The Council has efficient and effective services that deliver on its objectives.

CO26 – The Council engages with its stakeholders and works in partnership to improve services and deliver on agreed objectives

All

Appendix 1 - Overview of CPO major projects portfolio – March 2014

Appendix 2 - Assurance review schedule Q1/2 2014/15

Appendix 1: Overview of CPO Major Projects - October 2014

Ref	Appendix 1	Overall	Time	Cost	Quality	Benefits	Other
MP2	Connected Capital	<p>BDUK funding has been allocated to Wi-Fi delivery in Public Transport and some Public Buildings, along with a Voucher programme to enable broadband connectivity for SMEs.</p> <p>So far this funding has allowed the programme to WiFi enable all Edinburgh Trams and the majority of the Lothian Bus Fleet.</p> <p>The preferred wireless concessionaire GOWEX filed for administration in July, having admitted to falsifying accounts for the last four years. The Council had not yet signed a contract with GOWEX and at the CCP Board on 30 July it was agreed to abandon that procurement. Following a period of market warming a new tendering process will commence subject to an adequate amount of interest being shown.</p>	<p>Overall Programme deadline of March 2015.</p> <p>Remaining Lothian buses due to be wifi enabled by Oct/Nov 2014.</p> <p>Re-tender the wireless concession introduces a risk that the project may slip beyond the agreed delivery deadline. This has been escalated to BDUK.</p>	<p>Within reduced Council Budget.</p> <p>Uptake of ultrafast broadband voucher scheme by SMEs is significantly below target – allocated funding has been reduced from £5.5m to £1.6m.</p>	<p>Assurance Review completed with a status of amber-green. Currently with programme board for response to recommendations.</p>	<p>Due to the position regarding the Gowex insolvency, the benefits associated with the Wireless Concession Project are currently under review.</p>	
MP3	EICC	<p>Construction phase now substantially complete, including over 75% of final defect list.</p> <p>However immediate shortfalls in the EICC business plan have been identified which in turn raises serious concerns regarding the achievability of the plan over the lifecycle of the Project.</p> <p>On the 27 August 2014, Ernst & Young presented a draft report to the EICC board, on the review of EICC operations and feasibility of a corporate reorganisation to reduce operating expenditure. The report will be finalised</p>		<p>Final Account agreed in principle. Some limited further costs in the agreed amount of £48,000 have now been invoiced, although the final account remains within the overall budget.</p> <p>Repayment will be made out of the</p>	<p>Progress made on residual construction issues including reducing gaps in the moving floor and resolving leaks.</p> <p>75% of final defects list now resolved.</p> <p>Balance of retention monies will be withheld until all recorded issues are closed out.</p>	<p>Shortfalls in the EICC Business Plan. Although an initial independent report indicates that EICC operating requirement for 2014 can be met, this is not sustainable as it</p>	<p>External Review being undertaken on the Business Case</p>

Appendix 1: Overview of CPO Major Projects - October 2014

Ref	Appendix 1	Overall	Time	Cost	Quality	Benefits	Other
		following the response by the EICC Board and an update presented to the Governance, Risk and Best Value committee at the end of September 2014.		proceeds from the sale of offices with any shortfall to be met from EICC future operating surpluses. There are now serious concerns that EICC post AFS operating surpluses may not materialise and that EICC may require additional funding.		requires use of monies set aside for future liabilities.	
MP7	iPFM	The programme has challenging savings targets of £68m (revenue) and £70m (capital) over 7 years. There is a high level of confidence and certainty in terms of capital savings with a pipeline set to exceed the original target. In terms of revenue savings however, whilst a number of successes have been achieved challenges exist in terms of savings targeted from staffing, energy and water, supply chain management and property rationalisation.	Programme has closed, thereby transferring all responsibilities for delivery to business as usual in Corporate Property Division.		Assurance Review completed with status of Red-Amber. Best practice programme close activities had not been followed -without close and transition documentation or lessons learned workshop. This has been mitigated to some extent by the clear ownership of the former workstreams of the programme by members of the Corporate Property management team.	Limited progress to date in realising revenue savings target.	
MP8	James Gillespies	Design, Build, Finance and Maintain (DBFM) contract comprising the delivery of the new	Phase 1 - complete Phase 2 (teaching				

Appendix 1: Overview of CPO Major Projects - October 2014

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	Campus	secondary school. The super structure is now complete with the external envelope and internal partitions now being erected. The M&E first fix has now commenced. Works on site are progressing in line with programme. The first phase of the refurbishment works to Bruntsfield House relating to the upper floors was completed on programme.	block) - delivery on track and scheduled for completion in August 2015.				
MP9	L & T Refresh (Bandwidth upgrades)	All elements of the programme have been successfully delivered with the exception of a few remaining bandwidth upgrades, progress is very slow and escalation has had little if any effect on getting BT Openreach to accelerate delivery. There are no actions which CEC can take to mitigate the delay; the dependency is entirely with external suppliers. This project within the wider programme had been scheduled for completion by the end of September 2013. The project will continue to report through the major project portfolio until the final bandwidth issues have resolved.	Scheduled for completion by Sept 2013 but estimated final delivery of the remaining outstanding 12 sites will be late 2014.	Will be delivered within budget.	125 out of a total of 137 sites have been upgraded.	Improve online capabilities to enhance the learning and teaching experience.	
MP10	National Housing Trust	The first phase of NHT has now completed and has delivered 422 new affordable homes across the city. A successful ministerial visit to the recently completed development at Sailmaker Apartments (Leith Links LLP) by Margaret Burgess MSP took place in August 2014. The Council has now entered into contracts for	On schedule. Procurement timescales for phase 3 will be impacted by Scottish Government purdah period for Independence Referendum.	Price is fixed through a contract. Forecast to complete within budget.	Assurance Review completed with status of Green.	422 NHT Homes have been completed so far with the majority now tenanted.	

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		<p>NHT 2B with Forth Ports Newhaven, who could deliver up to 96 mid market rent homes at Goosander Place, Western Harbour by the end of 2016.</p> <p>Finance and Resources Committee on 7 May 2014 approved NHT Phase 3. Around £50 million of additional Council borrowing may be required, subject to uptake through the procurement process.</p>					
MP11	21st Century Homes	<p>Project is rated as Amber due to high number of concurrent milestones.</p> <p>Greendykes C: development completed ahead of schedule on 2 July 2014.</p> <p>West Pilton Crescent: Anticipated handover of homes from September 2014.</p> <p>Pennywell – works started in June 2014.</p> <p>North Sighthill – Design/Feasibility ongoing. Stakeholder consultation anticipated late October 2014.</p> <p>Leith Fort: Design Team is progressing work on the Building Warrant submission and housebuilder procurement will commence in the autumn.</p>		Within Budget	Feedback from Greendykes C tenants has been positive.	1400 new mixed tenure homes to be developed. Wider Community benefits and providing support to the economy and construction industry.	
MP12	New Boroughmuir High	<p>Preferred contractor and award of contract approved by Finance and Resources Committee on 28 August 2014.</p> <p>Following the 10 day stand still period the</p>	Construction of the new school started on site on 8 October 2014 with completion being scheduled for the start of	Possible claim under consideration against demolition contractor due to presence of asbestos fibres at 3	External Gateway Review completed with Green status.		

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		contract was signed on 29 September 2014.	the 2016/17 school year.	identified "hot spots".			
MP13	New Portobello High School	<p>The City of Edinburgh Council (Portobello Park) Private Act was granted Royal Assent on 1 August 2014.</p> <p>The City Of Edinburgh Council formally appropriated Portobello Park and the contract with Balfour Beatty to construct the new school was awarded in the week ending 8 August 2014.</p> <p>Works started on site at the beginning of October with the erection of the perimeter fence and site office. Site earthworks, together with drainage and the sub-structure for the new school building, will then be progressed with the erection of the steel structure starting in December.</p>	The contract programme will allow the planned opening of the new school in August 2016 for start of the 2016/17 school year.				
MP14	Niddrie Burn restoration	<p>A certificate of completion has been received in respect of Phase 1 of the project.</p> <p>However there needs to be further clarification in relation to the governance and final scope of the integrated entity.</p>	Project completed 8 months behind original programme due to adverse weather events during construction, also increase in scope of work and design change.	<p>In March, Carillion intimated a potential claim. External technical and legal advice is currently being sought and members will be made aware of the outcome in due course.</p> <p>Section 75 payments</p>	<p>Work in progress to establish viability and responsibility for potential future stages of landscaping, pathways, cycle paths and lighting.</p> <p>Work outstanding in respect of Bridge Abutments until the developer's design is complete.</p>	<p>Re-alignment of burn and flood alleviation allows sick kids hospital to be re-located</p> <p>Development of allocated housing</p> <p>Further economic</p>	

Appendix 1: Overview of CPO Major Projects - October 2014

Ref	Appendix 1	Overall	Time	Cost	Quality	Benefits	Other
				remain outstanding.		growth of BioQuarter	
MP18	Edinburgh Tram	Project went live for revenue services on 31 May 2014.	Project delivered ahead of revised contractual dates.	CEC Tram Team budget to be funded from project's Contingency budget.	Punctuality during the period was recorded as 99.3%. At this early stage this is determined by the number of trams completing scheduled journeys. Tram availability dropped below the required 14 on 3 occasions during the period but this did not effect provision of the service. There have been teething problems with parts of the infrastructure and this is being addressed.	Patronage during the period was high averaging 95,000 per week. Use of concessionary cards was also high. During the period the Operational account was in line with the business case forecast.	Decision to be made to formally close project now the scheme is has moved to operations.
MP19	Water of Leith, Flood Prevention Scheme Phase 1	Certificate of Completion has been issued on 23 May 2014, and 50% of the Retention released to Lagan.		£623k has been transferred from Phase 1 budget to Phase 2. Oversight Group agreed to transfer another £480k from Phase 1 to Phase 2. This reduction can be accommodated in the Phase 1 budget.	Landscaping works are being scheduled and procured. The first package of work has been carried out at St Marks Park. Claims for Third Party damages and compensation continue to be considered and settled. There is a risk that claims may exceed allocated budget.	Protect 1610 residential and commercial properties from flooding. Reduce dependency on emergency temporary flood defences	Assurance Review undertaken in May 2013

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Ref	Appendix 1	Overall	Time	Cost	Quality	Benefits	Other
MP29	Water of Leith, Flood Prevention Scheme Phase 2	<p>Planning variation for revised Water of Leith Phase 2 scheme was lodged on 21 August 2014.</p> <p>Report approved by Finance and Resources Committee on 28 August 2014 recommending a reallocation of SFC capital programme to fund the scheme.</p> <p>Funding approval was agreed by Full Council at the end of September 2014.</p>	<p>The current target date for construction commencement is summer 2015.</p> <p>Revised programme plan has been developed and issued.</p>	<p>New revised scheme developed to fit within budget constraints.</p> <p>Funding has been identified through a reallocation of SFC capital programme.</p>	<p>Assurance Reviews have been included in the programme plan at scheme definition (Sept 2014), tender issue, and award of contract. The first of these is now complete and assessed the project as being Amber-Green (delivery probable).</p> <p>Ongoing stakeholder engagement activities have raised no significant issues.</p> <p>SRU support for revised scheme remains uncertain.</p>	<p>Protect 478 properties.</p> <p>Reduce dependency on temporary flood defences.</p>	<p>Assurance Review at scheme definition stage now complete.</p>
MP22	Zero Waste: Edinburgh and Midlothian	<p>Residual Waste Procurement, grounds investigations are required to be completed and the impacts of revised guidance from SEPA requiring reduced pre-treatment of waste are being investigated which have the potential to push out timescales, but deliver significantly enhanced value for money.</p>	<p>Food Waste: Progress is 14 days behind the baseline programme but ARE is confident that this will be recovered and their forecast Services Commencement Date of 31 December 2015 will be achieved.</p> <p>Residual Waste: Deadline for final tenders scheduled for 8 October 2014, with preferred bidder to be selected by</p>	<p>Business Case and affordability criteria will require to be reassessed as part of the evaluation of final tenders.</p> <p>Risks surrounding acquisition of land have reduced significantly in the period, with Scottish Government confirming compulsory purchase</p>	<p>Competitive Dialogue has provided significant opportunities to define the authority's requirements.</p>	<p>Dedicated food waste treatment facilities.</p> <p>Deliver a step change in diversion of waste from landfill.</p> <p>Affordable residual and food waste treatment</p>	<p>CPO participation in Scottish Futures Trust key stage review.</p>

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			December 2014. No change to service commencement date envisaged.	order for Youngace landholding on 25 June 2014.		contract.	
MP24	Leith Programme	<p>Phase 1 - Constitution Street works complete.</p> <p>Phase 2 – Leith Walk (Crown Place to Pilrig Street). Construction works underway and due for completion by December 2014.</p> <ul style="list-style-type: none"> Balfour St works require Traffic Regulation – report to be prepared for Transport and Environment committee in October 2014. <p>Phase 3 - Detailed design and statutory procedures progressing for the Foot of the Walk Junction. It is anticipated that the procurement process will commence in the autumn of 2014 and scheduled for completion in early summer 2015.</p> <p>Phase 4 – (Pilrig Street to Picardy Place). An assessment of interfaces with other projects is underway and impact being assessed. The aim will be to deliver a strategic solution that best meets the need of this and other projects where there are obvious dependencies.</p>	Dependency with other projects may impact on delivery within timescale agreed.	To be reviewed once agreement reached on how the Leith Programme will interface with other projects where dependencies have been identified.	Assurance Review currently underway.	<p>Significantly increased use of outdoor seating areas evident at public houses and cafes in Constitution Street since completion of Phase 1.</p> <p>The proposals included in Phase 2 of the Programme should also result in an improved street layout on the northern section of Leith Walk which meets the needs of all road users.</p>	

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MP25	Forth Replacement Crossing	<p>Transport Scotland (TS) are the lead agency for the construction of the bridge and the act sets out the process for the transfer of some enabling road and property assets to the Council as the local authority and Roads authority</p> <p>Construction of the U221 road is now complete with the new access formally being used from w/c 8 September 2014.</p> <p>Realignment of the A904 will enter its final stages of construction on 8 September 2014. This will involve opening the new gyratory bridge decks to live traffic to provide alternative routing.</p> <p>Work commenced on the B800 bridge deck in March 2014.</p>	<p>Realignment of B800 scheduled for completion in Spring/Summer 2015.</p> <p>As TS is the lead agency, CEC has no influence on delivery timescales.</p>	No budget information reported	<p>Work in progress with Transport Scotland to define Adoption extents; clarify handover and quality assurance processes.</p> <p>While adoption extents remain undefined, there is a risk that CEC will be made responsible for large areas of land requiring more cyclic maintenance.</p> <p>While there is no inspection regime, there is a risk that CEC may inherit a substandard road network.</p>		
MP26	Community and Accessible Transport Review	<p>The programme has now reached the end of phase one, the objectives of which were to undertake a stocktake of current arrangements and formulate a proposed solution with a new or amended model of service provision. A full report was signed off by the Corporate Management Team on 27 August 2014. It will be considered at Policy and Strategy Committee in November 2014.</p> <p>Sponsorship for Phase 2 will transfer to Head of Transport.</p>	<p>Work packages for phase two have been developed – timescales need to be determined by the project manager for phase 2.</p>	Funding for Phase 2 sought from Spend to Save fund.	<p>Project management resource for phase 2 to be secured by Service for Communities.</p>		

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MP28	H&SC Integration	<p>The Scottish Government have released the final version of Set 1 of the Regulations for the Public Bodies (Joint Working)(Scotland) Act. The final version of Set 2 is still to be received.</p> <p>A major options review has concluded with the approval of the 'Joint Integration Board' model at Council Corporate Policy and Strategy Committee on 5 August 2014 and at NHSL Board on 6 August 2014. The draft Integration Scheme will be submitted for approval to Council and NHS Lothian in December 2014. This is a challenging timescale, particularly given the importance of complying with both Council and NHS sign off procedures and reporting cycles Work is now underway on the Outline Business Case, which will define the costs and benefits of adopting the integration model across both the Council and NHS Lothian.</p>	<p>Joint draft Integration Scheme to be approved by the Council and NHS Lothian in December 2014 – this is a short timescale.</p> <p>The Scottish Government has released the following timetable for delivery.</p> <p>Regulations complete, late 2014.</p> <p>Integration can be delivered locally from April 2015.</p> <p>All integration arrangements must be in place, August 2016.</p>	<p>In May, the Scottish Government allocated £615,000 transition funding to the Edinburgh City Partnership. However overall financial implications yet to be established.</p> <p>The Director of Health and Social Care agreed, at Finance & Resources on 7 May, that the outline business case will be ready six weeks from when the final scope of services for the Integration Joint Board is set by Scottish Government, therefore, this projected for September 2014</p>	<p>A small number of significant issues identified with the Integrated Information Exchange which must be resolved before go live.</p>	<p>High level benefits identified through options analysis work Detailed benefits to be developed as part of the business case.</p> <p>Risk that any "savings" cannot be recycled into parent body budgets if transferred to and then accrued by the Partnership. Creates risk for managing in year overspends within parent bodies.</p>	
MP27	Personalisation	<p>The Programme is currently focused on ensuring that the Council will be in a position to comply with the requirements of the</p>	<p>A number of key milestones have been achieved to enable</p>	<p>Substantial work undertaken to calibrate the financial</p>	<p>Positive feedback received from Audit Scotland following the case study undertaken in</p>	<p>Frontline staff are actively engaged in the</p>	<p>Project subject to external and</p>

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Ref	Appendix 1	Overall	Time	Cost	Quality	Benefits	Other
		<p>legislation and planning the activity that needs to take place beyond April 2014 in order to embed the transformational change necessary to deliver personalised care and support.</p> <p>Ongoing monitoring of waiting lists for assessment given the implementation of the new assessment and its related business processes.</p>	<p>people who are eligible for social care support to take advantage of the full opportunities to have choice and control through self-directed support.</p>	<p>framework, the outcome of which was reported to Corporate Policy & Strategy Committee on 25 March. However, it will only be possible to assess actual implications through the ongoing monitoring which has been put in place.</p>	<p>Edinburgh.</p> <p>Significant progress in rolling out personalisation training to staff. Public information in the form of leaflets, pamphlets, the Council website, Transform Edinburgh and the Orb have been updated and are live.</p>	<p>planning and delivery of change through the Programme.</p> <p>Service users, carers and other interested members of the public are actively involved in the planning and delivery of change through the Programme</p>	<p>internal audit.</p> <p>Plan to undertake joint review with internal audit.</p>
MP30	Recycling Service Project	<p>The New Recycling and Waste Collection Service will be rolled out to approximately 140 000 households between September 2014 and September 2015.</p> <p>The landfill, garden and food waste collections are serviced in house and the collection of the existing red and blue box service is out sourced to Palm Recycling. Palm Recycling will manage the transition period (September 2014 – November 2015) from the existing to the new service. From 1st November 2015 the recycling collection service will be brought in house.</p>	<p>Phase 1 bins delivered.</p> <p>Phase 2 bin order scheduled w/c 24th August</p> <p>Supporting Communications and Procurement workstreams on track.</p>		<p>There is a risk of reputational damage as a result of operations not completing routes or missing bins due to changes to routes. Additional resources in place for first 8 weeks to provide additional cover.</p> <p>There is a risk that recycling bins are heavily contaminated, green wheelie bins continue to be used for</p>	<p>Smaller 140 litre landfill bin will result in greater recycling rate of 67%.</p> <p>Reduced number of vehicles required, thus reducing the Council's carbon</p>	

Appendix 1: Overview of CPO Major Projects - October 2014

Ref	Appendix 1	Overall	Time	Cost	Quality	Benefits	Other
		Implementation of new recycling service overlaps with ongoing changes to waste collection routes, increasing quality / change management risks.			landfill waste and there is an increase in side waste. Recycling advisers will follow all trucks to advise householders for first 8 weeks and there will be an amnesty so that all waste is collected during this period. Waste SSU and the Contact Centre have been experiencing increased customer enquiry volumes and response times have been adversely affected. Severity of issue has reduced since decision to delay implementation of some waste collection route changes until February 2015. Resource monitoring ongoing.	footprint. Financial impact of increased recycling rate currently being re-assessed. New figures to be reported in October 2014.	
MP31	Fleet Review	Civic vehicle replacement process concluded. Preferred contractor for Refuse Collection Vehicles approved by Finance and Resources on 28 August 2014. Report on cars and vans replacement first phase report on tender to Finance and Resources Committee 30 Oct 2014.	Current project plan includes large number of concurrent procurements for different vehicle types – project team to be resourced to support this level of activity. Project manager is	First phase of procurement has identified £180K annual cost reduction from replacement programme (cars and vans – phase 1) No project	If procurement of passenger operations vehicles is not authorised, the service may fail in future.	£1.3m savings target in 2014/5 – at risk. Reduction in number of vehicles and carbon	SFC Portfolio reporting has identified need to have programme Board. Project Sponsor and Senior

Appendix 1: Overview of CPO Major Projects - October 2014

Ref	Appendix 1	Overall	Time	Cost	Quality	Benefits	Other
		Preparation underway for procurement process for passenger operations vehicles. Procurement processes ongoing for other vehicle types.]	awaiting authorisation to recruit additional staff.	budget/benefits details provided in status report.		footprint. Improved service delivery as a result of fewer breakdowns.	Responsible Officer now identified.
MP32	Programme Momentum (previously Property Conservation / Shared Repairs)	<p>On 5 June 2014, the Finance and Resources Committee concluded that a step change is needed to accelerate progress across the legacy Property Conservation and new Shared Repairs projects, including bringing in critical external expertise.</p> <p>Programme Momentum has now completed set up of the programme management office and new governance arrangements.</p> <p>The review of existing processes and workstreams is ongoing and draft recommendations are being developed prior to implementation.</p> <p>The policies and procedures for the complaints cases are in place and the case review work has resumed.</p> <p>A high level design document has been produced for the new service and the blueprint is on schedule to be submitted to the Finance and Resource Committee in November 2014.</p>	The programme is currently on schedule	<p>Budget for legacy service and new enforcement service not specified.</p> <p>No project cost information provided in status report.</p>		<p>Reduce outstanding debt and bill completed work in progress - Further discussion required with Programme Director and Head of Finance to determine appropriate bad debt provision</p> <p>Resolve all complex and deferred complaints - A prioritisation process for case reviews has been completed with a case</p>	

Appendix 1: Overview of CPO Major Projects - October 2014

Ref	Appendix 1	Overall	Time	Cost	Quality	Benefits	Other
						review timescale scheduled for completion in Jan 2015.	
MP33	St James Quarter	<p>The project is led by the Developer TIAA Henderson.</p> <p>The Agency Agreement between TIAA Henderson and the Council must deliver indemnification to costs in promoting the Compulsory Purchase Order required to allow the development to proceed.</p> <p>There have been intensive negotiations between the CEC SRO and the Lead Developer Representative, Martin Perry. Council departments including Economic Development, Legal, Finance and Estates have played extensive roles over Spring and Summer.</p> <p>CEC has set in place a structure of interaction and governance to match TIAA Henderson. CEC has supported and maintained the Developer's programme, with the key milestone of making the CPO order due in early September.</p> <p>Negotiations also ongoing with Scottish Government and TIAA Henderson on (separate, back to back) "Growth Accelerator Model"</p>	<p>Agency Agreement signed on schedule in w/c 1 September 2014</p> <p>Compulsory purchase order scheduled to be made on 8 September 2014</p>	<p>Contractual arrangements have been structured to minimise financial risk to CEC.</p> <p>No project costs provided in the status report</p>	<p>The Council is fulfilling an enabling role in this development.</p>	<p>No benefits information provided in the status report</p>	<p>Assurance Review scheduled for Nov 2014.</p>

Appendix 1: Overview of CPO Major Projects - October 2014

Ref	Appendix 1	Overall	Time	Cost	Quality	Benefits	Other
		Agreements.					
MP34	ICT Re-procurement	The ICT & Digital Strategy and implementation plans were approved by the Corporate Policy and Strategy Committee on 5th November 2013. As part of the implementation a procurement of the replacement to the existing ICT contract with BT was initiated with the aim of having the new contract in place and delivering services on 1st April 2016 (12 month procurement, 12 month transition period).	Slight slippage has occurred with bidders being given additional time to submit their bids around the Invitation to Submit Detailed Solution stage of procurement. However it is envisioned that this will not have a detrimental affect on delivery.	Spend on track against agreed project budget of £1.4m. Lack of clarity regarding exit strategy could lead to unforeseen charges/delays from incumbent – engagement with BT ongoing.	Assurance Review completed in July 2014 with status of Amber. Concerns focussed on insufficient timescales and weak engagement with the organisation, particularly on the development of Output Specifications which define the Council’s ICT service and functional requirement.	Committed to saving £6m, against core spend of £26.2m – on target Need for complete transparency of service and costs – to be defined in final contract ICT services for all of The City of Edinburgh Council's present and future ICT services – to be defined in final contract	Assurance review scheduled for early Nov prior to the evaluation of the ISDS procurement stage.

Appendix 2: Assurance Review Schedule Q3/4 2014/15

Ref	CPO Portfolio	Project/Programme	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15
MP2	Major Projects	Connected Capital					Assurance Review / Healthcheck		
MP3	Major Projects	EICC							
MP7	Major Projects	iPFM	N/A as closed although possible benefits review/action follow up						
MP8	Major Projects	James Gillespies Campus	Externally led - next CPO review July 2016 at completion. This will be a close review.						
MP9	Major Projects	L & T Refresh							
MP10	Major Projects	National Housing Trust				Assurance Review			
MP11	Major Projects	21 st Century Homes		Assurance Review					
MP12	Major Projects	New Boroughmuir High	Externally led - next CPO review July 2016 at completion. This will be a close review.						
MP13	Major Projects	New Portobello High School	Externally led - next CPO review July 2016 at completion. This will be a close review.						
MP14	Major Projects	Niddrie Burn Restoration	Healthcheck ?						
MP18	Major Projects	Edinburgh Tram	N/A as will have closed						
MP19	Major Projects	Water of Leith, Flood Prevention Scheme - Phase 1		Close Review					
MP29	Major Projects	Water of Leith, Flood Prevention Scheme - Phase 2	Assurance Review				Assurance Review		
MP22	Major Projects	Zero Waste: Edinburgh and Midlothian			Assurance Review-SM				
MP24	Major Projects	Leith Programme	Assurance Review						
MP25	Major Projects	Forth Replacement Crossing	N/A but keep under review						
MP26	Major Projects	Community and Accessible Transport Review	N/A but keep under review (CMT discussion Sept)						
MP28	Major Projects	H&SC Integration	Jointly commissioned review with NHS Lothian proposed. Agreement being sought for appropriate timing.						
MP27	Major Projects	Personalisation			IA Audit (AR link)				
MP 30	Major Projects	Recycling Service Project					Assurance Review		
MP 31	Major Projects	Fleet Review		Assurance Review					
MP 32	Major Projects	Shared Repairs	To be agreed after initiation in light of monthly F&R reporting						
MP 33	Major Projects	St James Quarter			Assurance Review				
MP 34	Major Projects	ICT Reprourement			Assurance Review				