

Finance and Resources Committee

10.00am, Thursday 15 January 2015

Governance of Major Projects: progress report

Item number	7.4
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	C01, C02, 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; and
 - 1.1.2 the current assurance review schedule for the last two quarters of 2014/15 as set out in appendix 2.

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.

Assurance Reviews

- 3.3 The status of Major Project Assurance Reviews, undertaken since the previous Major Projects progress report, is shown below:

Project/Programme	RAG status	Status
Water of Leith Phase 2	Amber-Green	Complete
Leith Programme	Red-Amber	Complete

ICT re-Procurement	Amber – Green	Complete
Zero Waste	-	Underway
Personalisation	-	Underway
Fleet Review	-	Initiating
Edinburgh Tram	-	Initiating
21 st Century Homes	-	Initiating
St James Quarter	-	Initiating

3.4 The forward schedule of reviews for Q3 and Q4 of 2014/15 is shown in 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.

3.5 A schedule for Q1 and Q2 of 2015/16 will be provided in the next update report to Committee.

Current Highlights in the major projects portfolio

3.6 It is proposed that once the EICC, IPFM and Edinburgh Tram programmes have gone through the formal closure process, that these programmes be removed from the Major Projects portfolio.

3.7 The GRBV Committee on 13 November 2014 agreed that the Early Years programme would now report into the Major Projects portfolio. This will therefore be formally reported upon through the next scheduled reporting cycle.

Connected Capital

3.8 A tender has been re-issued for the wireless concession project following the previous preferred bidder (Gowex) going into administration. Evaluation of the resulting bids took place in early December and it is hoped a preferred bidder can be appointed in the New Year.

3.9 Work is progressing on the public building WiFi project with surveys of 76 buildings scheduled to be completed prior to Christmas. The broadband voucher project has now awarded 45% of its target allocation.

3.10 The transport project has completed the rollout of WiFi across the Edinburgh Trams and Lothian Bus fleet.

Health and Social Care Integration

3.11 The draft Integration Scheme has been prepared by officers in the Council and NHS Lothian, and was reviewed by the Leadership Group on 3 November 2014. The scheme will be submitted for approval for consultation to Corporate Policy and Strategy Committee on 20 January 2015, a challenging timescale, especially as the Programme still awaits finalisation of Scottish Government regulations.

- 3.12 Scottish Government guidance, which interprets the policy intent of the legislation has, to date, been released on an ad hoc basis. This makes it very challenging to complete the Integration Scheme, undertake the required consultation and submit the final Scheme by 31 March 2015.
- 3.13 Early indications of the guidance received, is that it extends the operational role of the Integration Joint Board beyond what is written in the legislation. The issue of operational responsibility is very important. The Council's Legal Team are discussing this with the Scottish Government.
- 3.14 The Integration Scheme has been drafted in a way which recognises this matter and will be updated when a clear steer is received from the Scottish Government.
- 3.15 The Convener of Finance & Resources Committee was briefed on this at the Leadership Group on 1 December 2014 and updated in early January.

Fleet Review

- 3.16 The Project Sponsor, Senior Responsible Officer, and Project Manager are now in-place. The current project plan includes a large number of concurrent procurements for different vehicle types including: the first tranche of refuse collection vehicles; the first phase of car and van fleet procurement; and the procurement process for passenger operations vehicles. It is critical that the project team is resourced effectively to support this level of activity, with authorisation recently given to recruiting an additional post.

An Assurance Review is currently being initiated and as with all reviews it will assess the overall health and deliverability of the project.

Leith Programme

- 3.17 An assurance review was completed for the Leith Programme in November, which concluded an overall assessment of Amber/Red. It found that the programme had demonstrated strong stakeholder arrangements, with strong elected member involvement through the oversight group. The programme has also benefited from an agile programme team delivering improvements on Leith Walk on a phased basis which has, so far, been completed in accordance with programme objectives and within budget.
- 3.18 The review recommended that the programme would benefit greatly through strengthened governance arrangements, and the clarification of responsibilities, decision making and escalation processes. In the time since the assurance review was completed, progress has been made in addressing the governance concerns, with this being reflected in the (soon to be convened) programme board's response to the review's recommendations.

Programme Momentum (previously Property Conservation/Shared Repairs)

- 3.19 Work on the legacy closure project is ongoing with regular reporting on a monthly basis to the Programme Board and to the Finance and Resources

Committee, including detailed financial information. A single case review process is in place to ensure a robust, consistent and independent review of all identified outstanding complex complaint and unbilled cases. Despite progress, there remains a significant financial risk to the Council in the collection of legitimate outstanding debt.

- 3.20 A new Service blueprint, business plan and implementation plan were submitted to the F&R Committee on 27 November. Members' briefings and data rooms were arranged to ensure that full information was provided to members in advance of the committee. The outcome of this committee will determine the progress, timescales and future shape of the new service.

Water of Leith Phase 2

- 3.21 Funding approval for the project was approved by Council in September 2014. Subsequently the scope of the project was agreed with the Transport & Environment Committee in October allowing the project to progress to the procurement phase with a view to commencing construction of the main works in Autumn 2015.
- 3.22 Good progress has been made in the period and preparation of procurement documentation is on target. A revised procurement programme plan has been developed and issued which includes assurance reviews prior to tender issue (Feb 2015), and award of contract (August 2015). A preliminary assurance review was carried out in September and assessed the project as being amber-green (delivery probable). The key risk on the project relates to finalising a legal agreement with the Scottish Rugby Union (SRU) which is required by January 2015. If agreement cannot be reached with the SRU the programme risks being delayed.

Additional Consultancy Support

- 3.23 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.
- 3.24 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 establishment of a new Enforcement Service and, legacy closure aspects of Programme Momentum (previously Property Conservation / Shared Repairs);
 - support to the Health and Social Care Integration Scheme;
 - 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.

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 an engagement programme, and 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](#) – Finance and Resource Committee, 30 October 2014

[Governance of Major Projects](#) – Governance, Risk and Best Value, 13 November 2014

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

**Single Outcome
Agreement
Appendices**

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 – October 2014
Appendix 2 - Assurance review schedule Q3/4 2014/15

Appendix 1: Overview of CPO Major Projects - December 2014

Ref	Appendix 1	Overall	Time	Cost	Quality	Benefits	Other
MP2	Connected Capital	<p>BDUK funding has been allocated to a number of projects within this programme, including WiFi deployment on public transport and scheduled deployment in certain public buildings within the city. Additionally a voucher scheme to enable broadband connectivity for SMEs is in delivery.</p> <p>So far this funding has delivered WiFi availability on all Edinburgh Trams and across the Lothian Bus fleet. Residents and visitors are able to access up to 4G speeds when travelling on these services.</p> <p>The uptake of ultrafast broadband voucher scheme by SMEs is significantly below target. To date 45% of the target allocation has been awarded and allocated funding has been reduced to £1.26m by BDUK.</p> <p>The wireless concession project has been re-tendered following collapse of the previous process due to the preferred concessionaire Gowex going into administration in the summer of 2014. From this re-tender it is hoped a preferred bidder can be agreed early in the new year.</p>	Overall Programme delivery deadline of March 2015 has now been revised. Some flexibility has been agreed with BDUK that will allow funding availability for wireless concession to be available up to September 2015 and an extension has also been agreed for the public buildings project.	Within reduced Council Budget.	Assurance Review completed with a status of amber-green.	Due to the position regarding the Gowex insolvency, the benefits associated with the Wireless Concession Project are currently under review.	
MP8	James Gillespies Campus	Design, Build, Finance and Maintain (DBFM) contract comprising the delivery of the new secondary school. The super structure is now	Phase 1 completion will be Easter 2015. Phase 2 completion will be August	Potential increase in costs relating to room data sheets, finalised		Coalition Pledge P03 – Rebuild James	

Appendix 1: Overview of CPO Major Projects - December 2014

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		<p>complete with the external envelope and internal partitions nearing completion. Works on site are progressing well but are currently two weeks behind programme, though the contractor has confirmed lost time can be recovered.</p> <p>12 month defect liability period for the Design and Build contract has now expired.</p>	<p>2016.</p> <p>Teaching Block; external envelope nearing completion for wind and watertight. Internal works including M&E 1st & 2nd fix continue to progress.</p>	<p>window design (allowances have been provided within the agreed contract sum), and Change Order Requests. A retained project budget contingency should accommodate these.</p>		<p>Gillespie's High School while providing adequate investment in the fabric of all schools.</p>	
MP9	L & T Refresh (Bandwidth upgrades)	<p>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.</p> <p>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.</p>	<p>Scheduled for completion by Sept 2013 but estimated final delivery of the remaining outstanding 6 sites are entirely dependent on BT Openreach.</p>	<p>Delivered within budget.</p>	<p>All projects within this programme have been closed (with the exception of the bandwidth upgrade project) and the products of the projects now in operational use.</p> <p>131 out of a total of 137 schools and community centres within scope of the bandwidth upgrade project have now received their upgrade.</p>	<p>Improve online capabilities to enhance the learning and teaching experience.</p>	
MP10	National Housing Trust	<p>NHT Phase 1 complete - delivered 422 new affordable homes across the city. All programmed spend has been drawn down by the four LLPs for each development. The projects are now in housing management phase and as such could be treated as</p>	<p>On schedule.</p>	<p>Price is fixed through a contract. Forecast to complete within budget.</p>	<p>November 2014 Assurance Review completed with status of Green.</p>	<p>422 NHT Homes have been completed so far with the majority now tenanted.</p>	<p>Ministerial approval for a further round of NHT procurement received 9/14.</p>

Appendix 1: Overview of CPO Major Projects - December 2014

Ref	Appendix 1	Overall	Time	Cost	Quality	Benefits	Other
		<p>“business as usual”.</p> <p>Phase 2: Contracts and relevant side letters signed. Planning permission for the new development granted. Developers currently engaging with Hart Builders to sign a building contract.</p> <p>Phase 3: Procurement process commenced. The Invitation to Tender issued in September with tenders returned 14 November 2014.</p>					
MP11	21st Century Homes	<p>Project is rated as Green.</p> <p>Greendykes C: development completed ahead of schedule on 2 July 2014. All properties let.</p> <p>West Pilton Crescent: Final homes handed over on 20 October 2014, within agreed timescales. All properties let.</p> <p>Pennywell – works started in June 2014, and progressing well. Phase 1 completion due mid 2015.</p> <p>North Sighthill – design/feasibility ongoing. Stakeholder consultation throughout Nov14.</p> <p>Leith Fort: design team progressing work on Building Warrant submission and house builder procurement will commence in the autumn.</p> <p>Building Warrant submitted 7 October. Procurement underway, PQQs received and evaluated. ITT to be released mid November.</p>	Generally the programme is progressing well. North Sighthill delay caused by further design works.	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.	Report outlining options for future direction of 21 st Century Homes programme considered by Health Social Care and Housing Committee on 11 th November.

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MP12	New Boroughmuir High School	Contract awarded to O'Hare & McGovern as principal contractor. Mobilisation underway.	Construction of the new school started on site on 8 October 2014 with completion being scheduled for the start of the 2016/17 school year.	Possible claim under consideration against demolition contractor due to presence of asbestos fibres at 3 identified "hot spots".	Construction Phase Health & Safety Plan is in place and works can commence.		
MP13	New Portobello High School	<p>Balfour Beatty completed their pre-commencement period and took formal possession of the site on 13 October 2014.</p> <p>Balfour Beatty commenced works on site and are now well underway on the site strip and formation of the new entrance from Milton Road which will be used as the site entrance for the duration of the contract works.</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>	<p>The contract programme has a completion date of 23 May 2016 which will allow the planned opening of the new school in August 2016 for the start of the 2016/17 school year.</p> <p>Consideration being given to the decant date from the old school, and the opportunity to progress before school summer holidays 2016.</p>	<p>The school being sited on Portobello Park has allowed £3.5m of contingency to be released. A further £3.7m contingency retained in the C&F Capital Investment Programme can be released, as two key risks no longer remain: funding deficit if the new school was built on a phased basis on the existing site, and the need to build St John's RC Primary on a different site. The total savings of £7.2m have been earmarked as part of the Council funding package</p>			

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				<p>which would be required for the potential replacement of Queensferry High School as explained in the report to Council on 25 September 2014.</p> <p>http://www.edinburgh.gov.uk/download/meetings/id/44665/item_no_85_-_queensferry_high_school.</p>			
MP14	Niddrie Burn restoration	<p>A certificate of completion has been received in respect of the project.</p> <p>The latest Carillion claim has been rejected by the Council. However the contractor may dispute this decision and lodge a notice of adjudication.</p>	Project completed eight months behind original schedule due to adverse weather events during construction and increase in scope of work and design change.	<p>Technical and legal advice has been sought in respect of the Carillion claim.</p> <p>The majority of Section 75 payments have now been recovered.</p>		<p>Re-alignment of burn and flood alleviation allows sick kids hospital to be re-located.</p> <p>Development of housing</p> <p>Further economic growth of BioQuarter.</p>	
MP18	Edinburgh Tram	Project went live for revenue services on 31 May 2014.	Project delivered ahead of revised contractual	CEC Tram Team budget to be funded	Punctuality during the period was recorded as 99.3%. At	Patronage during the	Following a close review

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			dates.	from project's Contingency budget.	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. Teething problems with parts of the infrastructure are being addressed.	period was high - 95,000 p.week average. Use of concessionary cards also high. Operational account in-line with forecast business case, during the period.	scheduled for December 2014, it is proposed that the Edinburgh Tram Project is removed from major projects reporting.
MP19	Water of Leith, Flood Prevention Scheme Phase 1	<p>Certificate of Completion has been issued on 23 May 2014, and 50% of the Retention released to Lagan.</p> <p>Landscaping works are being scheduled and procured. The first package of work has been carried out at St Marks Park. Three other work packages have been awarded.</p>	The date of completion has yet to be agreed. A settlement offer accompanied by a draft final account has been issued to the contractor.	£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.	Claims for Third Party damages and compensation continue to be considered and settled. Further claims are anticipated that may result in much of the contingency associated with third party compensation being used.	<p>Protect 1,610 residential and commercial properties from flooding.</p> <p>Reduce dependency on emergency temporary flood defences.</p>	
MP29	Water of Leith, Flood Prevention Scheme Phase 2	Following a value engineering exercise during the first half of 2014 a reconfigured scheme was approved by the project Oversight Group and the funding required was approved by the F&R Committee in August 2014 and by full Council in September 2014. This approval allowed the project to move into the procurement phase and construction of the	<p>Revised programme plan has been developed and issued.</p> <p>Good progress has been made in the period and preparation of procurement</p>	Council approved the funding at the end of September 2014 based on a reallocation of funding within the Sfc Capital Investment Programme.	Assurance Reviews have been included in the programme plan at scheme definition (Sept 2014), tender issue (Feb 2015), and award of contract (August 2015). The first of these is now complete and assessed the project as being	<p>Protect 492 residential & commercial properties.</p> <p>Reduce dependency on temporary flood</p>	

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		<p>main works is expected to commence in the autumn 2015.</p> <p>Since the previous update constructive discussions between the Council and the SRU have taken place.</p>	documentation is on programme, the OJEU Notice and PQQ is complete and was published in October.		<p>Amber-Green (delivery probable).</p> <p>Ongoing stakeholder engagement activities have raised no significant issues.</p>	<p>defences.</p> <p>Provide enhanced access to the riverside.</p> <p>Improve quality of life for residents affected by flooding.</p>	
MP22	Zero Waste: Edinburgh and Midlothian	<p>The food waste transition project has made good progress. The supplier awarded the contract to build and operate the food waste treatment facility, Alauna Renewable Energy (ARE) remain confident their forecast service commencement date of December 2015 will be achieved.</p> <p>FCC Medio Ambiente SA (FCC) were announced as the preferred bidder for the residual waste treatment contract in December 2014. The joint zero waste partners aim to sign the 25 year contract in 2015, with FCC operating on site by 2018.</p>	Risk relating to utilities, access road and bridge completion that could cause delays to the programme have reduced since reporting previously to Committee.	Current forecast indicates project will come in or below budget	Competitive dialogue provided significant opportunities to refine the solution to ensure quality products are delivered by the programme.	<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 contract.</p>	
MP24	Leith Programme	Phase 1 & 2 are complete, on programme and budget, and work to Phase 3 will begin in the new year to the existing design. The Oversight	As stated, dependency with other projects may	The assurance review of the project	Significantly increased use of outdoor seating areas evident	Increase in cyclists using	

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		Group have also asked for a revised design for Phase 4 to proceed, modified to take account of decisions in relation to dependencies including Edinburgh Trams and the St James Quarter project.	impact on delivery within the timescale originally agreed.	undertaken in November 2014 recommended that the programme budget be re-profiled once clarity was reached on scope and timescales following decisions made with respect to other projects where there were dependencies identified. The revised budget should include all costs and funding including project management and design.	at public houses and cafes in Constitution Street since completion of Phase 1.	Leith Walk. Improved cycle pedestrian & businesses env. Increased levels of satisfaction within the local Community. Fewer claims/ complaints-trips & potholes. Uptake of local tables/chairs b'sness licenses Enforcement of parking/loading restrictions.	
MP25	Forth Replacement Crossing	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 Construction of the U221 road is now complete with the new access formally being used from w/c 8 September 2014. Realignment of the A904 will enter its final	Realignment of B800 scheduled for completion in Spring/Summer 2015. As TS is the lead agency, CEC has no influence on delivery timescales.	No budget information reported	Work in progress with Transport Scotland to define Adoption extents; clarify handover and quality assurance processes. While adoption extents remain undefined, there is a risk that CEC will be made responsible for large areas of land requiring more cyclic		

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		<p>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 installing the B800 bridge beams on 2 Nov.14, requiring the closure of the A90 for 3-5 nights.</p>			<p>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 and will be considered at Policy and Strategy Committee in November 2014.</p> <p>Phase 2 sponsorship 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>	<p>Funding for Phase 2 sought from Spend to Save fund.</p>	<p>Project management resource for phase 2 to be secured by Service for Communities.</p> <p>See link to MP31 below</p>		
MP28	H&SC Integration	<p>The Scottish Government published responses received to the Public Bodies (Joint Working) (Scotland) Act consultation on 22 Sept and 6 Oct 2014. 149 responses to Set 1 Regulations and 121 responses to Set 2 Regulations were received, including Edinburgh's.</p> <p>Once approved by Parliament, the Regulations will come into effect by December 2014. A further set of Regulations will be laid before Parliament in mid November 2014.</p>	<p>Joint draft Integration Scheme to be approved by the Council and NHS Lothian in December 2014 – this is a short timescale, especially as NHS and Council decision-making/sign off timescales vary.</p> <p>Scottish Government</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>Director of Health &</p>	<p>To date, some guidance has been released informally by Scottish Government, who expect the Integration Scheme to be consulted on widely, ahead of them receiving a revised version by 31 March 2015.</p> <p>Early indications of the guidance received, is that it</p>	<p>High level benefits identified through options analysis work. Detailed benefits to be developed via the outline business case.</p>	<p>New work-stream in development to consider the use and management of property assets by the Integrated Joint Board.</p>

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		<p>NHS Lothian leading on preparing the draft content for the Integration Scheme to ensure consistency across its four Integration Joint Board areas.</p> <p>The draft Integration Scheme has received input from lead Council officers, and was reviewed by the Leadership Group on 3 November 2014 and 1 December. The scheme will be submitted for approval for consultation to Corporate Policy and Strategy Committee and NHS Lothian in January 2015, a challenging timescale.</p>	<p>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>Social Care at Finance & Resources on 7 May 14, agreed the outline business case (OBC) will be ready 6 weeks from final Regs. & guidance being available.</p> <p>Awaiting final piece of Regs but Integration Scheme planned for 15 Jan F&R & OBC for 3 Feb meeting.</p>	<p>extends the operational role of the Integration Joint Board beyond what is written in the legislation. The issue around operational responsibility is very important and the Council lawyers are currently discussing this with the Scottish Government.</p> <p>The Convener of Finance & Resources Committee will be sighted of this at the Joint Leadership Group on 1 December 2014 and updated in early January 2015.</p>	<p>Risk that any "savings" cannot be recycled into parent body budgets if transferred to and accrued by the Partnership. Creates risk for managing over-spend within parent bodies.</p>	<p>Successful completion of CHP staff move from Astley Ainslie Hospital to Health and Social Care service area, Waverly Court.</p>
MP27	Personalisation	<p>The Personalisation Programme is moving from a readiness phase to implementation and is focused on ensuring that the requirements of the legislation and the ongoing embedding the transformational change necessary to deliver truly personalised care and support.</p> <p>In relation to Phase One, the outstanding milestone is the development of a new charging policy, which is scheduled for completion in March 2015.</p>	<p>The majority of the Phase One Milestones have been met and consideration of work required for a move to a Phase Two will be discussed at the next Programme Board Meeting – close to the time of writing.</p>	<p>Ongoing rigorous monitoring put in place and a current Monitoring Group review of 100 cases for a cost comparison that will inform understanding of the financial impact of the implementation of self-directed support.</p> <p>No project cost information provided</p>	<p>The positive response from Audit Scotland validates the Edinburgh approach, in particular the Collaborative Inquiry, Market Shaping and Innovation.</p> <p>Significant progress in rolling out personalisation training to staff.</p> <p>Project subject to Audit Scotland and internal reviews.</p>	<p>Frontline staff engaged in the planning and delivery of change through the Programme.</p> <p>Service users, carers and other interested groups actively involved.</p>	

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Ref	Appendix 1	Overall	Time	Cost	Quality	Benefits	Other
				in status report.			
MP30	Recycling Service Project	The new Recycling and Waste Collection Service is being rolled out to approximately 140 000 households between September 2014 and September 2015. Palm Recycling will manage the transition period (September 2014 – November 2015) from the existing to the new service.	Phase one roll out to 20,000 households has been implemented and phase two is also now completing as per target.	New bins procured within agreed budget.	Initial indications from full roll out of phase one (of five) is achievement better than anticipated rates of recycled (higher) and residual (lower) waste being collected. Risk of reputational damage as a result of operations not completing routes or missing bins due to route changes.	Smaller 140 litre landfill bin will result in greater recycling rate of 67%. Reduced number of vehicles required, thus reducing the Council carbon footprint. The reduction in residual waste to be sent to landfill will deliver future long term financial benefit.	
MP31	Fleet Review	First tranche Refuse Collection Vehicles (8 No.) procured and arrive December 2014. First phase car & van fleet procurement tender report approved by Finance & Resources Committee. Passenger operations vehicles procurement process ongoing – to be reported to Finance & Resources Committee.	Current project plan includes large number of concurrent procurements for different vehicle types – project team to be resourced to support this level of activity.	First phase of procurement has identified £180K annual cost reduction from replacement programme (cars and vans – phase 1)	Financial assessment ongoing to ensure affordability criteria is met before issuing passenger operation vehicles tender documents. Work is to be aligned to ongoing review of Community and Accessible Transport review (MP26).	The project is to review £1.3m of benefits identified to minimise risk of non delivery. Reduction in number of vehicles and carbon footprint.	SFC Portfolio reporting has identified need to refresh Programme Board. Project Sponsor and Senior Responsible

Appendix 1: Overview of CPO Major Projects - December 2014

Ref	Appendix 1	Overall	Time	Cost	Quality	Benefits	Other
						Improved service delivery from more reliable fleet with manufacturer's warranty of four and five years.	Officer and Project Manager now identified.
MP32	Programme Momentum (previously Property Conservation / Shared Repairs)	Work completed to-date includes the consolidation of management information and the design and production of a new MI monthly pack. A new organisational structure implemented on the basis of recommendations to ensure the effective closure of the legacy service and transition to the new service. Complaints cases have a robust methodology for settlements and parallel circumstances and unbilled and complaints case reviews brought into a single workstream and a re-prioritisation of cases. A draft blueprint, costed business plan and implementation plan for the new service will be submitted to the Finance and Resources Committee on 27 November 2014.	New Service blueprint, business plan and implementation plan going to committee on 27 November. The outcome of this committee will determine the progress, timescales and future shape of the new service.	Budget for legacy service and new enforcement service not specified. No project cost information provided in status report.		Reduce outstanding debt and bill completed work in progress - no single factor can significantly accelerate the collection of outstanding monies. Complex and deferred complaint resolution - case review complete Jan15.	Member's briefing and data rooms set up in the period to ensure that full information is provided to members in advance of 27 November.
MP33	St James Quarter	CEC has set in place a structure of interaction and governance to match TIAA Henderson – the project lead. CEC has supported and maintained the Developer's programme, with	Agency Agreement, the key control document to regulate financial, indemnification,	Contractual arrangements have been structured to minimise financial risk	The Council is fulfilling an enabling role in this development.		Assurance Review scheduled for

Appendix 1: Overview of CPO Major Projects - December 2014

Ref	Appendix 1	Overall	Time	Cost	Quality	Benefits	Other
		<p>the key milestone - making the CPO order to allow the development to proceed – achieved in early September 2014.</p> <p>Negotiations progressing well with Scottish Government and TIAA Henderson on (separate, back to back) “Growth Accelerator Model” Agreements. Payment to CEC is expected within this financial year.</p>	<p>reputational risks and the relationship with TIAA Henderson and their successors, was signed 4 Sep.14.</p> <p>Compulsory purchase order scheduled to be made on 8 September 14.</p>	to CEC.			Jan 2015.
MP34	ICT Re-procurement	<p>Procurement to replace the existing BT ICT contract is now at the evaluation of the ISDS (Invite to submit detailed solution stage). The project is still on track to award a preferred bidder in the 1st quarter of 2015/16 and transition to the new service provider by 1st April 2016.</p>	<p>Project on track to transition to a new ICT provider by 1st April 2016.</p>	<p>Project delivery budget shortfall identified. This is being managed by the sponsor and lead and there is confidence that this will come in on target.</p>	<p>ISRS Invite to deliver a refined solution will enable the project to build in quality aspects that were lacking in some requirements specifications earlier in the process.</p>	<p>£6m saving on target against £26.2m core spend</p> <p>The project will further develop their approach delivering these savings.</p>	

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

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