

Governance, Risk and Best Value Committee

10:00am, Thursday, 20 April 2017

Governance of Major Projects: progress report

Item number	7.2
Report number	
Executive/routine	
Wards	All

Executive summary

This report contains an update of the major projects portfolio and assurance reviews.

Links

Coalition pledges	P03, P20, P23, P27, P28, P36, P41, P44, P47, P49, P51, P53
Council priorities	CP1, CP2, CP5, CP6, CP7, CP9, CP10, CP11, CP12
Single Outcome Agreement	All

Governance of Major Projects: progress report

Recommendations

It is recommended that Committee notes:

- 1.1 the current dashboard reports for the major projects portfolio in appendix 1;
- 1.2 the schedule of assurance reviews in appendix 2;
- 1.3 that we are reviewing how change is reported and managed across the Council which will also include strengthening of governance arrangements around project and programme delivery. We will come back to Committee with developed proposals in the next reporting period.

Background

- 2.1 On 7 August 2012 the former Policy and Strategy Committee agreed the oversight of major projects, namely those with a value of over £5million or which are particularly sensitive to the Council's reputation.
- 2.2 In the summer of 2016 responsibility for the Governance of Major Projects transferred from the Corporate Programmes Office (CPO) to the Transformation Team within the Strategy and Insight division. The Transformation Team is currently developing a model for how all significant change, including major projects, is reported, prioritised and managed to ensure transparency and that resource is invested in the 'right' initiatives.

Main report

Current Reporting Arrangements

- 3.1 Project Managers for each major project are required to complete bi-monthly dashboard report for each project. These reports seek to establish how key elements of the project are progressing and to ensure there is clear visibility of the status of each major project within the Council.
- 3.2 Content and sign off of each dashboard report continues to remain the responsibility of the SRO/Sponsor. However, this is independently reviewed in detail and challenged by the Portfolio and Governance Manager within the

Transformation Team. A synopsis of the latest set of dashboard summaries is contained in Appendix 1.

Major Project trends

- 3.3 The overall trend in the status (RAG) of major projects in this reporting period has remained pretty static, 83% (15 projects) have seen no change in their overall RAG status. 11% (two projects) have seen their RAG status improve whilst, 6% (one project) has seen its RAG status worsen.
- 3.4 Improvement in overall 'RAG' status has been seen for Northbridge and the Meadowbank redevelopment. Northbridge moved from Red to Amber and Meadowbank from Amber to Green following confirmation of capital funding being available to both programmes.
- 3.5 Corstorphine Nursery has moved from Green to Amber as sufficient design detail is incomplete in relation to the project play workstream. Action is being taken to address this and there is confidence there will be no overall impact to delivery.

Composition of the Portfolio

- 3.6 Initiatives added to the major project programme since the previous reporting to committee are:
- 3.6.1 the Transformation Programme (Asset Management, Customer and Localities);
 - 3.6.2 Early Years Programme; and
 - 3.6.3 a pipeline of further strategic transformation priorities is being worked on that will be closely aligned to the Local Outcomes Improvement Plan, Council business and locality improvement plans.
- 3.7 The following legacy projects will now be formally closed and removed from the Major Projects Portfolio with post project reviews scheduled for each:
- Connected Capital
 - James Gillespie Campus
 - New Portobello High School
 - Recycling Service
 - Programme Momentum

Change, Governance and future reporting

- 3.8 As set out above, the Council are currently reviewing our overall change and major project reporting arrangements to ensure transparency and effective oversight and governance. It is proposed that the major projects portfolio will be included as part of this work and would therefore in future be reported through this mechanism.
- 3.9 The proposed new approach will aim to have a single view of significant change and major projects across the council. In this new approach, we are aiming to:
- improve overall reporting;
 - improve the management of risks and issues;
 - standardise delivery approach and project/programme documentation and the development of KPI's.

These governance enhancements will be embedded and supported through the set up of a permanent PMO function. Detail of this proposed new model is being developed and will be shared with Committee in the next reporting cycle. Until changes have been agreed Major Projects reporting will continue as currently agreed.

- 3.10 The content of future reports to committee will also be refreshed to include a new major projects dashboard that reflects good practice portfolio reporting (see appendix 3).

Assurance Reviews

- 3.11 Appendix 2 details the schedule of assurance reviews through to the start of Q2 2017/18.

Measures of success

- 4.1 A successful project delivers its output(s) on time, on or under budget and to quality standards agreed with its stakeholders. The reporting arrangements 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.
- 5.2 The cost of resourcing the PMO will be met within the existing Transformation Team budgets.

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. The Transformation Team forms an independent risk assessment of each key project aspect taking account of a number of factors including the adequacy of resources, confidence in ability to deliver, and the potential impact of the risk.

Equalities impact

- 7.1 Equalities impact assessments are carried out within individual major projects and addressed in separate reports to Council or committee.

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 Committee, 24 October 2016](#)

Andrew Kerr

Chief Executive

Laurence Rockey, Head of Strategy and Insight

E-mail: laurence.rockey@edinburgh.gov.uk | Tel: 0131 469 3493

Scott Robertson, Portfolio and Governance Manager

E-mail: scott.robertson@edinburgh.gov.uk | Tel: 0131 469 3048

Coalition pledges	<p>P20 - 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>P23 - Identify unused Council premises to offer on short low-cost lets to small businesses, community groups and other interested parties</p> <p>P27 - Seek to work in full partnership with Council staff and their representatives</p> <p>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</p> <p>P36 - Develop improved partnership working across the Capital and with the voluntary sector to build on the "Total Craigroyston" model</p> <p>P41 - Take firm action to resolve issues surrounding the Council's property services</p> <p>P44 - Prioritise keeping our streets clean and attractive</p> <p>P47 - Set up a city-wide Transport Forum of experts and citizens to consider our modern transport needs</p> <p>P49 - Continue to increase recycling levels across the city and reducing the proportion of waste going to landfill</p> <p>P51 - Investigate the possible introduction of low emission zones</p> <p>P53 - Encourage the development of Community Energy Co-operatives</p>
Council priorities	<p>CP1 Children and young people fulfil their potential</p> <p>CP2 Improved health and wellbeing: reduced inequalities</p> <p>CP5 Business growth and investment</p> <p>CP6 A creative, cultural capital</p> <p>CP7 Access to work and learning</p> <p>CP9 An attractive city</p> <p>CP10 A range of quality housing options</p> <p>CP11 An accessible connected city</p> <p>CP12 A built environment to match our ambition</p>
Single Outcome Agreement	All
Appendices	<p>Appendix 1 - Major Projects Dashboard 3 March 2017.</p> <p>Appendix 2 – Assurance Review Schedule – Q4 2016/17 and Q1 2017/18</p> <p>Appendix 3 – Basic Project and Programme Governance Proposals</p>

Appendix 1 – Major Projects Dashboard

ID	Project / Programme	Overall	Time	Cost	Quality	Benefits	Risk (reputational / deliverability)
MP10	National Housing Trust	<p>The National Housing Trust (NHT) is a national funding mechanism for the delivery of mid market rent affordable housing funded by local authority on-lending and backed by Scottish Government guarantees.</p> <p>NHT Phase 1 – completed</p> <p>All 422 homes are completed and tenanted.</p> <p>NHT Phase 2B – completed</p> <p>All six settlements have successfully taken place at Sandpiper Road for 96 homes which are all tenanted.</p> <p>All NHT Phase 3</p> <p>All NHT Phase 3 projects are now in contract and either on site, or about to commence construction of 368 new affordable homes.</p>	Delivery on Plan	Delivery within Budget.	Previous Assurance Review completed with status of Green.	<p>Provision of affordable housing.</p> <p>Neighbourhood regeneration and creation of jobs and training opportunities.</p>	Overall Risk: Green.
MP11	21st Century Homes	<p>Programme progresses on target. Work continues to identify and progress suitable sites for further development as outlined in the Housing Revenue Account Budget Strategy agreed by Council on 21 January 2016.</p> <p>Greendykes G: tenders have been invited for the projects. Approval to be sought, from F&R Committee, to award the contract in June 2017.</p>	Delivery on Plan	Delivery within Budget.	<p>Greendykes was a runner up at the Homes for Scotland awards in the Best Partnership in Affordable Housing Delivery category.</p> <p>West Pilton Crescent won Saltire Awards for Multiple Housing Development, and Landscape in Housing.</p>	<p>Community Benefits including employment and training opportunities.</p> <p>Increasing affordable housing supply across the city.</p>	Overall Risk: Green.

		<p>Pennywell: works have commenced on Phase 2 which will see 75 Council and 102 Private homes delivered and progressing to plan.</p> <p>North Sighthill: Development agreement signed and a site start expected in early 2017, subject to granting of planning consent for private housing, building warrant and road construction consent.</p> <p>Leith Fort: completion expected mid 2017 delivering 32 Council and 62 RSL homes.</p> <p>Small Sites Project: 7 additional sites of mixed tenure delivering 246 Council homes.</p>			<p>Pennywell won the City Regeneration of the Year award at the Scottish Property Awards in March 2016, and the RICS award for Regeneration in April. The project was a finalist in the Scottish Home Awards Affordable Housing Development of the Year.</p>	<p>Providing support to the economy and construction industry.</p>	
MP37	St John's RC Primary School	<p>The St John's Primary School project will see delivery of a new build 14 class 2 stream primary school accommodating 462 pupils on the site of the existing Portobello High School and will incorporate a 40/40 nursery with additional accommodation for 20 2-3 year olds.</p> <p>In addition the project will also see;</p> <ul style="list-style-type: none"> • The formation of a secure seven aside all-weather pitch. • The creation of a 2.16 hectare public space to be known as Treverlen Park. This will be a separate project to follow completion of St John's RC Primary School. • Demolition of St John's RC Primary School. • Demolition of the current Portobello High School. <p>The project is being procured under a traditional form of contract. Delivery is currently in RIBA Design Stage 4 having successfully passed Gateway Review Stage 2 (RIBA Stage 3).</p>	<p>Delivery on Plan.</p>	<p>The tender process is complete and the costs are within available budget .</p>	<p>Assurance Review focussng on project initiation scheduled to take place in April 2017.</p>	<p>Supports the following Council outcomes;</p> <ul style="list-style-type: none"> - Our children have the best start in life, are able to make and sustain relationships and are ready to succeed. - Our children and young people are successful learners, confident individuals and responsible citizens making a positive 	<p>Overall Risk: Green.</p>

		<p>Tenders were issued on 8 Nov 2016 and returns submitted on 16 Jan 2017.</p> <p>Coleman and Company have concluded demolition of structures and formal site possession scheduled for 24 April 2017.</p> <p>A project launch date took place on 24 March 2017.</p>				contribution to their communities.	
MP38	New Queensferry High School	<p>Delivery of new Queensferry High School, under the Scottish Government's Schools for the Future Programme Phase 4. Due to the way in which the (part) funding will be provided by the Scottish Government the project will require to be delivered through a DBFM contract with Hub South East Scotland Limited (HSESL).</p> <p>hubSE and their supply chain have commenced the stage 1 process of developing the stage 1 design and cost.</p>	Delivery on Plan.	An affordability cap and priced risk register have been developed for the project and at this stage the estimated costs are within budget. More detailed cost analysis will be provided at stage1 and stage 2 of the hub south east process.	The project is to be delivered in line with Scottish Future Trust metrics for new schools.	<p>Supports the following Council outcomes;</p> <ul style="list-style-type: none"> - Our children have the best start in life, are able to make and sustain relationships and are ready to succeed. - Our children and young people are successful learners, confident individuals and responsible citizens making a positive contribution to their communities 	Overall Risk: Green.

MP41	Ross Bandstand	<p>Work scheduled to commence on the Ross Fountain and the Gardeners Cottage in April 2017 and scheduled for completion by November 2017.</p> <p>The design competition for the Ross Bandstand is underway and a winner will be announced in August 2017. An event to shortlist entries will take place in April.</p> <p>The council project team continue to work closely with the trust and are currently working up a joint project and communications plan, to support the project.</p> <p>The shortlisted designing will be exhibited to the public in the gardens Mid June with an larger event planned for September to announce the winner</p>	Delivery on Plan.	Scheduled works contained within agreed funding package.	Assurance Review to be undertaken in Q1 2017/18 led by Internal Audit.	Supports strategic priorities including building excellent places and ensuring economic vitality.	Overall Risk: Green.
MP45	Early Years Programme	<p>Corstorphine Nursery – site works commenced on 21 Nov 2016. to deliver a 50:50 nursery building and external play surface within the grounds of Corstorphine PS, replacing the current temporary provision. The project has followed a competitive tender process and use of Public Contracts Scotland Tender Portal</p> <p>Ferryhill Nursery – site works commenced on 9 Jan 2017 to deliver a new 60:60 nursery building and associated external play space at Ferryhill PS. The project has followed a competitive tender process and use of Public Contracts Scotland Tender Portal.</p> <p>Davidson Mains Nursery – site works commenced on 30 Jan 2017 to deliver a detached 60:60 nursery building and associated play space at Davidson Mains Primary School. The project has followed a competitive tender process and use of Public Contracts Scotland Tender Portal.</p>	<p>Corstorphine Nursery – projected completion date 25 May 2017.</p> <p>Ferryhill Nursery – projected completion date Jun 2017.</p> <p>Davidson Mains Nursery – projected completion date July 2017.</p> <p>Longstone Nursery – projected completion date August 2017.</p> <p>Granton Early Years Centre – projected</p>	<p>Corstorphine Nursery – progressing within budget.</p> <p>Ferryhill Nursery – progressing within budget.</p> <p>Davidson Mains Nursery – progressing within budget.</p> <p>Longstone Nursery – progressing within budget.</p> <p>Granton Early Years Centre – progressing within budget.</p>		<p>Supports the following Council outcomes;</p> <ul style="list-style-type: none"> - Our children have the best start in life, are able to make and sustain relationships and are ready to succeed. - Our children and young people are successful learners, confident individuals and 	Overall Risk: Green

		<p>Longstone Nursery - site works commenced on 14 Feb 2017 to deliver a detached 40:40 nursery building and associated play space at Longstone Primary School. The project has followed a competitive tender process and use of Public Contracts Scotland Tender Portal.</p> <p>Granton Early Years Centre - site works commenced on 16 Jan 2017 to deliver a detached 40:40 Early Years Centre in adjoining land to the existing Granton Early Years Centre. The project has followed a competitive tender process and use of Public Contracts Scotland Tender Portal.</p>	completion (Phase 1 – main building – Aug 2017), and (Phase 2 – external play area - Oct 2017).			responsible citizens making a positive contribution to their communities.	
MP29	Water of Leith, Flood Prevention Scheme Phase 2	<p>All designs for the project have been completed with the exception of RB08/RB09 due to ground conditions and existing Scottish Water sewer. Design solutions have been developed and are subject to final design checks. This issue does not impact on progress of the project currently but will be managed closely.</p> <p>Construction works continue to progress well. And at the time of writing 60% of earthworks have been completed including the demolition works of Saughtonhall Bridge.</p>	An updated programme submitted on 28 Feb 2017 was accepted by the project team.	Programme delivery within budget.	<p>Ongoing stakeholder engagement activities have raised no significant issues. Majority of stakeholders are content with the current stakeholder engagement arrangements and measures.</p> <p>Health and Safety and Environment plans are in place. Neo Environmental continue to monitor compliance.</p>	<p>Protect 492 residential and commercial properties.</p> <p>Reduce dependency on temporary flood defences.</p> <p>Provide enhanced access to the riverside.</p> <p>Improve quality of life for residents affected by flooding.</p>	<p>Overall Risk: Amber.</p> <p>Due to unforeseen ground conditions that may cause change to the design</p>
MP22	Zero Waste: Edinburgh and Midlothian	Construction of the facility is complete and service commencement was achieved as per the revised timetable (mid December '16). The facility is operating well and the interface between the	Food Waste Transition - service commencement	Food Waste - the Power On Delay compensation claim of £72K has been		Benefits Realisation Plan remains under construction. All	Overall Risk: Amber

		<p>contractor and the Council is well established with monthly contractual review meetings.</p> <p>Residual Waste - The Residual Waste Project reached Financial Close in October 2016 and is now in the Construction Phase. The Works are progressing ahead of schedule. The Council's Contract Management Team has assisted the Contractor in resolving a number of risks, including completion of servitude/lease agreements with Scottish Power, that have enabled the Contractor to keep ahead of schedule.</p>	<p>achieved as per revised timetable.</p> <p>Residual Waste - reached Financial Close (FC) around one year later than planned.</p>	<p>dropped by the Contractor. This has been confirmed in writing.</p> <p>Residual waste – While the cost of the new access road and bridge rose by around £650k, this was off-set by savings of over £750k in regard to utilities procurement.</p>		<p>CEC food waste is now delivered directly to Millerhill which has reduced additional handling and haulage costs previously incurred through use of Powderhall. The Residual Waste Project provides long-term security for the treatment and processing of the Council's waste and long-term price certainty at a price that will achieve substantial savings over the life of the contract.</p>	
MP25	Forth Replacement Crossing	<p>Transport Scotland (TS) is the lead agency for construction of the bridge. The Forth Crossing Act sets out the process of some enabling road and property assets to the Council as the Local Authority and Roads Authority.</p>	<p>As Transport Scotland (TS) is the lead agency, CEC has no influence on delivery timescales.</p> <p>On 29.03.17 it was announced further</p>	<p>As TS is the lead agency no budget information reported.</p>	<p>Work in progress with Transport Scotland to define adoption extents, clarify handover, and quality assurance processes.</p> <p>The North West locality team will liaise with TS to ensure</p>	<p>Enhance transportation links locally and nationally.</p>	<p>Overall Risk: Amber</p>

			delay to the bridge opening. Now scheduled to be between mid Jul – end Aug,		that transferred assets are of good quality and do not expose the authority to maintenance liability and risk.		
MP31	Fleet Review	The scope of this programme is currently under review and with support from the Transformation Team will be re-scoped, the business case reviewed and developed which will also include the wider transport components.	The wider fleet review is behind schedule however action has now been taken to provide robust management to this project. Re-scoping and review and revision of the business case will be priority activities as described.	Procurements completed to date have seen significant reductions in spend on external hires and vehicles off road (VOR) due to maintenance and servicing. The Fleet budget has been adjusted to reflect the £1.3m of savings and managed to deliver a £0.5m surplus in 2015/16 and is forecasting a balanced out-turn for 16/17	Working with department and the transformation programme to define future requirements.	The programme is designed to deliver efficiencies and it is anticipated that in the longer term this can be exceeded.	Overall Risk: Amber Behind schedule, but remedial action now being taken to drive this project forward
MP33	Edinburgh St James	Although Edinburgh St James is ultimately a developer-led initiative, however to support the development opportunity the programme adopted a partnership approach between CEC, the Scottish Government and the developer THRE. CEC has committed public-sector investment to deliver the enabling infrastructure linked to the wider development at the St James Quarter. A Growth Accelerator Model (GAM) Agreement was agreed between the Scottish Government and the Council.		Contractual arrangements have been structured to minimise financial risk to CEC. To date all costs incurred by the Council have been reimbursed by the developer.		Redevelopment creating 42,500m2 of high-quality retail space, deliver 2,300m2 of grade A office space, a 210-bedroom five-star hotel, a 152-bedroom four-star hotel, a 55-bedroom	Overall Risk: Amber

						<p>apart-hotel, a theatre, restaurants and 138 residential units.. There are a number of Community Benefits including increased employment and training for unemployed and harder to reach group.</p>	
--	--	--	--	--	--	---	--

MP36	Tram Extension and Leith Programme	<p>In January 2015 there was a decision to integrate the Tram Extension and Leith Programme Boards. Governance arrangements are now in place and work broken down into five workstreams, namely Commercial, Technical, Finance, Acquisition and Work.</p> <p>The tram extension mobilisation is underway and site investigation procurement now complete. McNicholas Construction Services commenced site investigation works on 9 Jan 2017 and are now complete. Stage 1 enabling works are on track to be complete by agreed plan date of 27 April 2017.</p> <p>Mitigation to delays to Phase 4 of the Leith Programme are underway with the project team working with Land Engineering on an alternative delivery approach which proposes increasing the number of work sites.</p>	<p>Committee Decision Point around the Tram Extension is currently scheduled for June 2017.</p> <p>Leith Programme currently projected to complete Phase 4 in Jul 2017 and Phase 5 in Jun 2018.</p>	Tram Stage 1 works within budget.	<p>Programme Board has reviewed lessons learned to date in developing the extension to Newhaven and these have been integrated into Outline Business Case and Commercial Strategy.</p> <p>Consideration to retaining legal knowledge in supporting the Council through completion</p>	<p>The tram extension is to support the overall level of economic growth of Edinburgh through enhancing the viability and attractiveness of major housing and employment sites identified in Local Development Plans.</p>	<p>Overall Risk: Amber</p> <p>Ongoing work to manage the interface with the St James Quarter development.</p>
-------------	---	---	---	-----------------------------------	---	---	---

		Phase 5 TRO consultation concluded on 25 November 2016. The Project Team will review and respond to remaining objections. Detailed design is ongoing and is in line with the baseline programme. The PQQ was drafted for issue on 2 December 2016.					
MP39	Meadowbank Redevelopment	<p>The way forward for the project to redevelop Meadowbank Sport Centre was approved by Council on 10 March 2016. The project comprises the development of a Masterplan proposal for the site for which Planning Permission in Principle will be obtained and the proposed redevelopment of the Meadowbank sports facility itself.</p> <p>A report to Culture and Sport Committee on 14 December 2016 approved the estimated funding gap of £7.9M would be referred to the Council's budget setting process meeting in February 2017. Approval of this funding was made by Council on 9 Feb 2017.</p>	On schedule	<p>Council approved funding of £7.9M on 9 Feb 2017.</p> <p>Full funding package to be finalised.</p>	Design is not currently formally in alignment with BREEAM procedures and processes. Design requires to be reviewed and BREEAM process implemented along with revisit of Stage 2 and value engineering.	Supports strategic priorities including building excellent places and ensuring economic vitality.	Overall Risk: Significant major works and new infrastructure. Design and early engagement with utilities to be progressed.
MP40	Northbridge	<p>Intervention Works:</p> <p>Complete with the exception of the north abutment and netting on South Pier which is on hold pending possession availability.</p> <p>Refurbishment:</p> <p>Appointment of contractor for ECI stage 1 scheduled for early May 2017. Approval to award contract for construction planned for early in 2018 and work to commence on site summer 2018.</p>	Possession in both intervention and refurbishment works to be carefully planned in conjunction with Network Rail.	<p>Intervention:</p> <p>Cost within forecast.</p>			Overall Risk: Issue relating to contractor performance with slippage in delivery.

MP42	Council Transformation Programme	<p>Projects/Programmes:</p> <p>Customer – Business Cases prepared and the programme team working closely with Finance to ensure alignment and accuracy of savings figures. c £1m of the total £6m savings are ICT dependant and regular meetings being held with ICT to track delivery of ICT dependencies.</p> <p>H&SC – Allocation and assignment is now in its final stages, with locality structures being populated. The management structure will go live from 3 April 2017 and transition plans are being developed to support the full move to the new operating model over the coming weeks.</p> <p>Asset Management – Key Committee reports to be tabled for approval Jan/Feb 2017. Phase 3A Organisational Review underway, 3B implementation date pushed back and will be delivered in phases.</p> <p>Localities – Programme delivery scheduled in three tranches. Detailed planning sessions complete to ‘flesh’ out tranche 1. Locality Improvement Planning....Phase 1 complete and Phase 2 underway.</p> <p>Safer and Stronger – Business case for Advice Services in development.</p> <p>Next Phase - Transformation Team to work with service areas to create a pipeline of future saving proposals.</p> <p>Organisational Reviews - 29 reviews complete.</p>	<p>On plan to deliver 2016/17 savings. Work to embed transformation activities to accelerate.</p> <p>Options for future savings to be developed.</p>	2016/17: £35.6M of the targeted £40.8M secured.	PMO unit in place to ensure quality of management information is available for senior management to make informed decisions.		<p>Overall Risk:</p> <p>Delivery against savings targets and ensuring transformation and embedding change is delivered.</p>
------	----------------------------------	---	--	---	--	--	---

MP34	ICT Transformation Programme	<p>As part of the contract with CGI, a number of key ICT transformation projects were agreed as a key element of the partnership.</p> <p>A number were completed and entered service early in the contract including bulk printing, secure cheque printing and BACS.</p> <p>Furthermore, over the last two months additional significant projects have been successfully delivered including.</p> <ul style="list-style-type: none"> - ParentPay online school payments (incremental rollout now underway) - Transformation of the libraries management Systems - Phase 1 of myBookings for internal rooms. <p>A number of other business critical projects are behind schedule</p>	<p>Transition activities are completed.</p> <p>The transformation programme has however fallen behind schedule. This is being addressed with stronger governance, additional technical resources and closer engagement with business transformation teams.</p>	Currently projected to be delivered within budget.	Major improvements seen in Service and steadily working through the change backlog. Still room for improvement within the transformation programme.	<p>Benefits are due to accrue from 2016/17 onwards; the planning for Benefits Realisation and delivery of Community Benefits and use of local SMEs is at an advanced stage. SME engagement has started early.</p> <p>New WAN circuits (for example Drummond Community High School are noticeable faster)</p>	<p>Risk: Red</p> <p>Due to slippage in delivery of key transformational projects.</p>
MP12	New Boroughmuir High School	<p>Boroughmuir High School's contractors, O'Hare & McGovern, have recently informed the Council that they are now unable to achieve the handover date of 16 June and are proposing a new date of 11 August.</p> <p>While O'Hare & McGovern consider that the school could still be occupied for the start of the new school year, the Council consider that, given that is only six days later, on 17 August, it</p>	Contract completion date of 18 October 2016 has been missed and project now in delay.	A total of 48 Employer's Instructions have been raised. Three in this reporting period. The estimated order of cost remains within the client contingency	<p>A Clerk of Works is employed to ensure the works are undertaken to the expected quality standard.</p> <p>A Technical Advisor is employed to carry out further inspections and to ensure the main contractor undertakes all quality inspection and</p>	<p>C01 – Our children have the best start in life, are able to make and sustain relationships and are ready to succeed.</p>	<p>Overall Risk: Red.</p> <p>Contract completion date passed and project now in delay.</p>

		<p>is in the school community's best interests not to rush the completion by targeting a handover date so close to the new school year.</p> <p>The health and safety of our pupils and staff is the Council's highest priority and following a review of progress on site and the new works programme that has been put forward by the contractor the opening will be postponed to January 2018.</p> <p>It is considered that by postponing the opening until after the Christmas holidays, sufficient time can be taken to get the new school ready and ensure a smooth transition from the old to new building. This also provides time before the move for orientation visits to take place.</p> <p>The Council has undertaken an independent review of the contractors' programme and in the circumstances it has been agreed that postponing the opening is the right thing to do. Works on site will continue to be monitored rigorously and everyone with an interest in the school will be kept up to date.</p>		retained in the project budget.	<p>completes all the necessary quality documentation.</p> <p>Lessons Learned exercise undertaken with the contractor and representatives from the School and Council.</p>	C02- Our Children and young people are successful learners, confident individuals and responsible citizens making a positive contribution to their communities.	
MP2	Connected Capital	<p>Programme to be formally closed and removed from the Major Projects Portfolio.</p> <p>Close report to be completed by end march 2017.</p> <p>Concession Contract and remaining rollout will continue as part of BAU activities.</p>					
MP8	James Gillespie's Campus	<p>Programme to be formally closed and removed from the Major Projects Portfolio.</p> <p>Close report to be completed by end of March 2017.</p>					

MP13	New Portobello High School	<p>Programme to be formally closed and removed from the Major Projects Portfolio.</p> <p>Close report to be completed by end March 2017.</p>					
MP30	Recycling Service Project	<p>Programme to be formally closed and removed from the Major Projects Portfolio.</p> <p>Close report to be completed end March 2017.</p>					
MP32	Programme Momentum (previously Property Conservation / Shared Repairs)	<p>Programme to be formally closed and removed from the Major Projects Portfolio.</p> <p>Close report to be completed end March 2017.</p>					

Appendix 2 – Assurance Review Schedule Q4 2016/17 and Q1 2017/18

Ref	Project/Programme	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Lead
MP10	National Housing Trust	Assurance Review					Transformation
MP11	21 st Century Homes		Assurance Review				Transformation
MP29	Water of Leith, Flood Prevention Scheme - Phase 2			Assurance Review			Transformation
MP22	Zero Waste: Edinburgh and Midlothian					Assurance Review	Internal Audit
MP 31	Fleet Review		Assurance Review				Internal Audit
MP36	Tram Extension & Leith Programme		Assurance Review				Transformation
MP37	St Johns RC PS		Assurance Review				Transformation
MP38	New Queensferry HS		Assurance Review				Transformation
MP39	Meadowbank Redevelopment					Assurance Review	Internal Audit
MP40	Ross Bandstand		Assurance Review				Internal Audit

Appendix 3 – Portfolio Dashboard (proposed)

Name	ID	Type	Priority	SRO	Stage	Management & Control		Delivery		Notes	Delivery Date	R
						This mth	Last mth	This mth	Last mth			
Project 1	12	Efficiency	4	M Smith	Delivery	↑		↑			Feb 2017	
Project 2	23	Legislative	7	L Brown	Initiation	↓		↑			Jul 2017	
Project 3	31	Revenue	2	J Roland	Close	↑		↓			Mar 2018	

The project's alignment to key strategic drivers.

Project's priority as agreed by Change Board.

Summary of how well the project complies with project/programme management standards, e.g. schedule, risk, quality.

Summary of actual status of the project compared to it's approved plans as at the reporting date, e.g.

- Actual progress against planned schedule
- Actual spend against planned budget (and use of contingency).
- Benefits realisation progress
- Level of risk

Summary of project aims and any corrective actions required, owners and timescales to address deliverability, risk, benefit realisation issues.

Has reporting been submitted on time and to the required quality.