

Governance Risk Best Value Committee

10.00am, Tuesday 5 June 2018

Change Portfolio

Item number	7.9
Report number	
Executive/routine	
Wards	
Council Commitments	

Executive Summary

To report on the Council's new approach to delivery of major capital projects, and update on the status of the portfolio in May.

Change Portfolio

1. Recommendations

That the Committee note:

- 1.1 the new format for the Council's change portfolio;
- 1.2 the dashboard containing the status of projects within the portfolio as at the end of April in Appendix 1; and,
- 1.3 those projects which have been assessed as RED for two months of more.

2. Background

- 2.1 On 20 February the Governance Risk and Best Value Committee approved the Change Management Reform report which set in motion a new way to deliver change. We agreed to return to GRBV every six months to report on progress, and give members an oversight of delivery and risk.
- 2.2 Since February, we have developed a reporting tool and change portfolio pack which has been rolled out across all our major projects. CLT use the pack to monitor the overall shape and size of the portfolio; ensure that resource is managed well; that all projects are delivering to schedule, and that benefits are being realised.

3. Main report

- 3.1 Following the Strategy and Insight review, the Delivery Unit is now being formed and the senior manager for change and delivery has joined the council. The role of the Delivery Unit includes providing dashboard reporting to the monthly Change Board chaired by the Chief Executive, and to the Governance Risk and Best Value Committee every six months.
- 3.2 The monthly dashboard in Appendix 1 sets out the status of the portfolio as at the end of April.
- 3.3 In January Internal Audit issued a report on how the Council manages Projects, Programmes and Benefits Realisation. Work is well underway to develop and enhance good project and programme delivery practices across the organisation with supporting evidence submitted to address all actions due at the time of this report.

4. Measures of success

- 4.1 Success will be based on how well the Delivery Unit and Portfolio dashboard support the council to manage and monitor change, and ensure delivery of strategic objectives and coalition commitments. In doing so, we aim to ensure that the right projects are taken forward at the right time.

5. Financial impact

- 5.1 The financial impacts of significant change will also be reported through the revenue and capital monitoring process. The purpose of the pack is to give a holistic overview of all the change activity in the council so we can direct finances accordingly.

6. Risk, policy, compliance and governance impact

- 6.1 Implementation of the proposals will ensure greater transparency in decision making, management of risk, prompt remedial action, and provide assurance around the delivery of change.

7. Equalities impact

- 7.1 Equalities impact assessments are carried out within individual projects led by the SRO. They are addressed in separate reports to Council or Committee.

8. Sustainability impact

- 8.1 Sustainability impact assessments are carried out within individual projects led by the SRO. They are addressed in separate reports to Council or Committee.

9. Consultation and engagement

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

10. Background reading/external references

10. None.

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11. Appendices

Appendix 1 Portfolio Dashboard as at the end of April



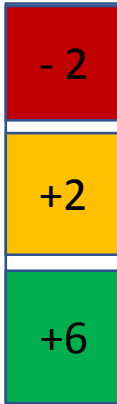
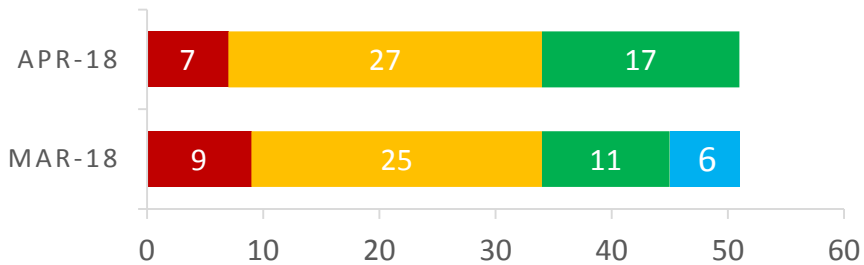
Change Portfolio

GRBV 5 June 2018

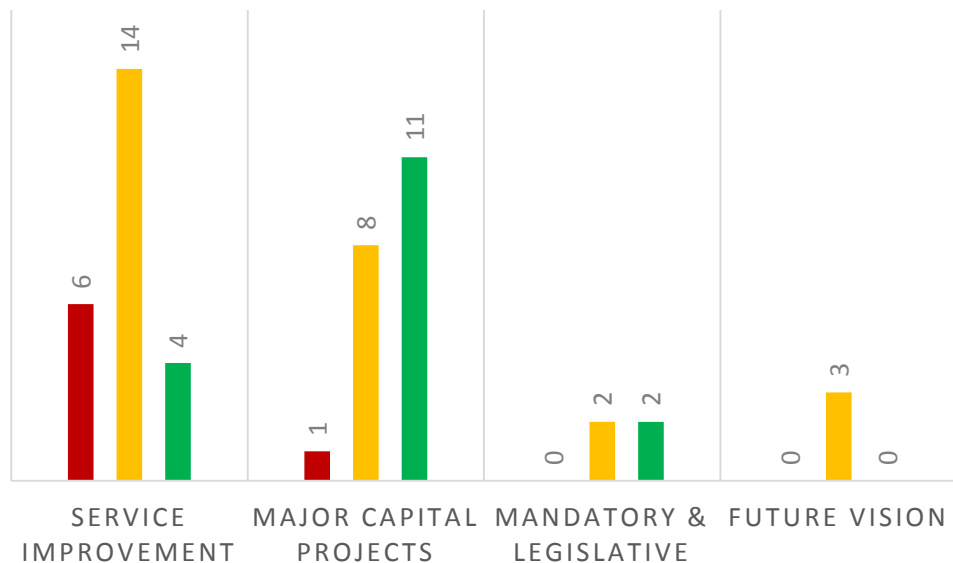
Total number of projects in the Portfolio: 51

Initiation: 4	Planning: 11	Pipeline: 0	Delivery: 36	Close: 0
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PORTFOLIO RAG STATUS



RAG BY DEPARTMENT



Current RED projects

Buildings Standards Improvement

Months at RED 2
SRO: Michael Thain

AMS - Facilities Management Transformation

Months at RED: 2
SRO: Peter Watton

AMS – Estate Rationalisation

Months at RED: 2
SRO: Peter Watton

ICT – Enterprise Resource Planning (ERP)

Months at RED: 2
SRO: Hugh Dunn

EH&SC - Service Transformation

Months at RED: 2
SRO: Judith Proctor

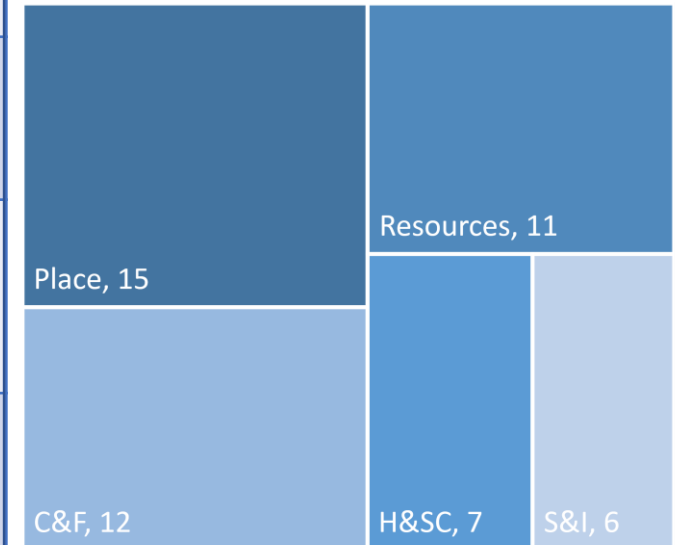
EH&SC - Support Planning Brokerage

Months at RED: 2
SRO: Angela Lindsay

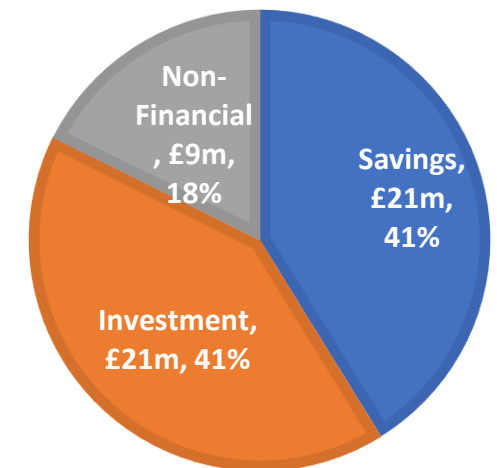
North Bridge

Months at RED: 1
SRO: Gareth Barwell

PROJECTS BY DIRECTORATE



PROJECT BENEFIT BREAKDOWN



Portfolio Update

The following projects have reported **RED** for 2 months or longer

Project	SRO	Description	Mitigating Actions
AMS – Estate Rationalisation	Peter Watton	This workstream of the AMS programme governs the planned disposal of property assets. To date, the ability to make sufficient progress with disposing of surplus assets has hindered the delivery of this workstream.	A formal update on the Asset Management Strategy and a proposed refresh of the underlying assumptions which were developed by external consultants is being explored with the Finance and Resources Committee on 12 June 2018.
AMS – Facilities Management (FM) Transformation	Peter Watton	As part of the originally approved Asset Management Strategy programme plan, there was an intention to reduce the costs of FM Services, aligned to have a smaller, fit for purpose operational estate. However, with the estate footprint having grown, primarily due to new builds since 2015, FM costs continue to rise. This has also directly impacted the ability to remodel FM service delivery arrangements and has contributed to delays with phase 1 changes to the Janitorial service.	This workstream is interdependent upon the ability to rationalise the estate of the Council and thereby reduce the costs of providing FM Services. As part of the AMS report to the Finance and Resources Committee on 12 June 2018, revisiting these assumptions will be proposed.
EH&SC – Support Planning & Brokerage	Angela Lindsay	There is a risk that insufficient assessing/reviewing resource within the locality teams will continue to have a negative impact on the timely completion of the Support Planning/ Telecare workstream and the realisation of financial benefits.	More robust, central programme management established, with a single implementation plan. Associated resource plan being developed.
EH&SC – Service Transformation (self-directed support)	Judith Proctor	Senior management resource required to scope and develop proposals to transform service delivery with a greater focus on self-directed support.	This will be a priority task for the new head of operation who starts in early June.
Building Standards Improvement	Michael Thain	Scottish Government have reappointed the service for a one year period on the condition that tailored support is provided by the Scottish Government in the form of an improvement team to help deliver a more sustainable improvement plan.	Project team started working with the Scottish Government Improvement Team (SGIT) - 01/05/2018. Working with Scottish Government Improvement Team to re-baseline and prioritise improvement programme.
ICT – Enterprise Resource Planning (ERP)	Hugh Dunn	The current ERP project, as part of the overall ICT Transformation Programme, has been formally paused as part of the re-set arrangements with our partners, CGI. This project has therefore been moved into a close down phase, to ensure that lessons learned, intellectual property and future business requirements are fully captured.	This project will close and, as part of the re-set of the ICT Transformation Programme, a new ERP solution and project is being scoped, which will be initiated in due course. The new project will form part of the Change Portfolio reporting in the future, but the current project will be discontinued.

Portfolio Update

Major Capital Projects

Project / Programme Name	SRO	Mar	Apr
West Princes St. Gardens (inc. Ross Fountain)	Paul Lawrence	R	A
North Bridge	Gareth Barwell	A	R
Fleet Review	Gareth Barwell	A	A
EDI Transition	Michael Thain	A	A
Street Lighting – LED Replacement	Gareth Barwell	A	A
Edinburgh St. James	Paul Lawrence	A	A
21 st Century Homes	Michael Thain	A	A
National Houses Trust	Michael Thain	G	G
Meadowbank Redevelopment	Crawford McGhie	G	G
Zero Waste	Gareth Barwell	G	G
Tram Extension - Proposed	Paul Lawrence	A	A

School Name	SRO	Mar	Apr
New St Johns PS	Crawford McGhie	A	A
New Boroughmuir HS	Crawford McGhie	G	G
Early Year – Stage 3	Robbie Crockatt	G	G
New Queensferry HS	Crawford McGhie	G	G
New South Edinburgh PS	Crawford McGhie	NEW	G
New Broomhills PS	Crawford McGhie	NEW	G
New Victoria PS	Crawford McGhie	NEW	G
Rising School Rolls	Crawford McGhie	G	G
New St. Crispins	Crawford McGhie	G	G

Portfolio Update

Service Improvement

Edinburgh Health & Social Care	SRO	Mar	Apr
Support Planning, Brokerage	Angela Lindsay	R	R
Service Transformation (self-directed support)	Judith Proctor	R	R
Workforce Management & Agency Control	Mark Grierson	A	A
Assessment Backlog & Transport Review	Judith Proctor	A	A
Reablement & Homecare Efficiency	Judith Proctor	A	A
Responder Service Contract Review	Mark Grierson	A	A

Asset Management Strategy	SRO	Mar	Apr
Facilities Management Transformation	Peter Watton	R	R
Estate Rationalisation	Peter Watton	R	R
Asset Condition	Peter Watton	G	A
Investments	Peter Watton	G	G

Programme / Project Name	SRO	Mar	Apr
Waste & Cleansing Improvement Plan	Gareth Barwell	A	A
Communal Bin Review	Gareth Barwell	NEW	A
Roads Improvement Plan	Gareth Barwell	A	A

ICT Transformation	SRO	Mar	Apr
Enterprise Resource Planning (ERP)	Hugh Dunn	R	R
Barclaycard Online Payments	Innes Edwards	R	A
Intranet	Simon Higgins	A	A
Enterprise Content Management (ECM)	Carolann Miller	A	A
End User Compute (EUC) / hardware refresh	Carolann Miller	R	G
Voice / Contact Centre	Carolann Miller	A	G

Programme / Project Name	SRO	Mar	Apr
Building Standards Improvements	Michael Thain	R	R
Customer Transformation Programme	Nicola Harvey	A	A
Edinburgh Leisure – Sports Facilities in schools	Andy Gray	A	A
Travel Demand Management	Alistair Gaw	NEW	A
SWIFT Replacement	Tom Cowan	G	G

Portfolio Update

Mandatory & Legislative

Mandatory	SRO	Mar	Apr
Looked After Children & Merged File Review	Laurence Rockey	A	A
GDPR Implementation	Laurence Rockey	A	A
Edinburgh Partnership Review and Consultation of Governance and Partnership Working Arrangements	Laurence Rockey	A	G
Edinburgh Partnership Community Plan 2018/ 22 (LOIP)	Laurence Rockey	A	G

Future Vision

Future Vision	SRO	Mar	Apr
2050 Edinburgh City Vision	Laurence Rockey	A	A
Edinburgh and South-East Scotland City Deal	Laurence Rockey	A	A
Local Development Plan 2	Paul Lawrence	NEW	A

RAG STATUS GUIDELINES

RED	Amber	Green
<ul style="list-style-type: none"> - The project requires immediate remedial action to achieve objectives - The timeline/cost/objectives are at risk - Significant obstacles or issues prevent the work team and consequently the programme from meeting plans - Even with corrective action, expected action may be insufficient to ensure outcomes/ benefits are met - 2 or more projects / workstreams are RED - 2 or more risks or issues are red 	<ul style="list-style-type: none"> - The project has a problem but action is being taken to resolve this , or - The project has a potential problem has been identified and no action may be taken at this time but it is being carefully monitored - Some obstacles or issues put the work team at risk of meeting plans - Outcomes/ benefits likely to be achieved but action must be taken quickly - 1 - 3 projects / workstreams are AMBER - 0 to 2 projects / workstreams are AMBER - 2 or more risks or issues are RED 	<ul style="list-style-type: none"> - The project is on target to succeed. - Face only minor obstacles, if any - High confidence in ability to implement plans - No issues are threatening the outcomes or benefits - 0 to 1 projects / workstreams are AMBER - No projects / workstreams are RED - No risks or issues are RED
<ul style="list-style-type: none"> - ACTION: Deep dive discussion at Change Board. 	<ul style="list-style-type: none"> - ACTION: Raise awareness to the Project Board. The SRO will determine if an Exception Report is necessary. 	<ul style="list-style-type: none"> - No action required.