

Governance, Risk and Best Value Committee

10.00am, Thursday 23 January 2025

Strategic Programme Board

Executive/routine
Wards

Executive
All

1. Recommendations

- 1.1 It is recommended that the Governance, Risk and Best Value Committee:
 - 1.1.1 Notes the work of the Strategic Programme Board, the governance and risk management arrangements supporting transformation projects across the Council and the board's role in supporting the aims of the Medium-Term Financial Plan.
 - 1.1.2 Notes that while this report details the governance and risk management arrangements of the Strategic Programme Board, oversight of the Medium-Term Financial Plan delivery is the responsibility of the Finance and Resources Committee with policy direction being the responsibility of respective Executive Committees.
 - 1.1.3 Agrees that this report should continue to come to GRBV every six months. Members may request updates on individual projects between reporting cycles, but these should be addressed directly to each project's Senior Responsible Officer (SRO).

Dr Deborah Smart

Executive Director of Corporate Services

Contact: Stewart Connell, Change and Delivery Manager

E-mail: stewart.connell@edinburgh.gov.uk

Strategic Programme Board

2. Executive Summary

- 2.1 The Strategic Programme Board (SPB) provides governance and monitoring of the Council's transformational and strategic projects. Many of these are aligned to the Medium-Term Financial Plan (MTFP). The board meets every month and reports to GRBV every six months. The committee receives an overview of strategic delivery and the associated risks and issues managed by the SPB.
- 2.2 The appendix contains; a table providing a short description of each project, the most recent statuses, and recent highlights and updates from each project manager.

3. Background

- 3.1 The SPB continues to monitor a portfolio of projects and programmes and the associated risks and issues. This includes managing the entry of new projects to the portfolio, resource allocation and delivery tracking.
- 3.2 The SPB agenda and workplan is collated and presented to the board by the Strategic Change and Delivery Team and the Project Management Office (PMO). The board meetings are chaired by the Executive Director of Corporate Services. The portfolio presented in the appendix has been considered by the SPB prior to GRBV.

4. Main report

- 4.1 Currently, there are 16 projects and programmes that report to the SPB. Details of these projects are in the appendix which provides a brief description of the projects and current rag status for GRBV's consideration. A prioritisation scoring system has been introduced to assist board members to approve new projects.

4.2 Since the last report to GRBV in May 2024, four new projects have started reporting.

- Museums and Galleries
- Redesign of Children and Young People Social Work
- Children affected by Disability
- Special Schools Learning Estate

Projects that have closed or been merged include:

- Edinburgh Leisure (reporting paused while scoping continues)
- Small Change Matters (merged with Contracts and Procurement)
- Front Door (being rescope as a part of wider transformation)
- Cultural Services (merged with Museums and Galleries)

4.3 At each SPB meeting, projects and programmes which have been reported as red, or Amber for a prolonged period, are reviewed and mitigating actions agreed where relevant.

4.4 The Communal Bin Review project is reporting as “Red”. Appendix one details the reason and mitigating actions being taken.

4.5 The RAG status of each project is reported by the assigned project manager and then signed off by the Senior Responsible Officer and finance lead for the project prior to submitting to the Strategic Programme Board. The RAG status covers the delivery of the overall project which includes outputs and benefits.

4.6 The Strategic Programme Board manages portfolio risk; reviewing the current risks, scoring them against impact and likelihood and recording controls to be put in place using the Council’s agreed risk register. The outputs are reported to SPB where a representative from the risk team attends. The PMO held a risk workshop with project managers on Thursday 05 December 2024.

4.7 The PMO is developing a transformation hub which will be used to record project data and semi-automate reporting. These reports will be available to Senior Officers and Members. Development is in the very early stages and will not be in place before the next report to GRBV.

5. Next Steps

5.1 The SPB will continue to report to GRBV on a six-monthly basis. Matters relating to individual projects and the MTFP will continue to report to Finance and Resources and the relevant executive committees when required.

6. Financial impact

- 6.1 There are no specific financial impacts of this report, other than those contained in the detail of individual projects which are considered at both the Finances and Resources Committee and Executive Committees.

7. Equality and Poverty Impact

- 7.1 Consultation and engagement activities, either internally or externally, are carried out within individual projects.

8. Climate and Nature Emergency Implications

- 8.1 This report does not itself contain any direct environmental or climate related implications. Elements of the MTFP which have climate impacts are subject to integrated impact assessments with details scrutinised through relevant executive committees. In doing so, this report and the governance framework it describes is in line with the Council Business Plan, and the Council's statutory duties relating to climate emissions and biodiversity.

9. Risk, policy, compliance, governance and community impact

- 9.1 Consultation and engagement activities, either internally or externally, are carried out within individual projects and is addressed in separate reports to Council or committee.

10. Background reading/external references

- 10.1 [May 24 report](#)

11. Appendices

- 11.1 Appendix 1 MTFP portfolio status overview November 2024

Appendix 1 - Strategic Programme Board Update November 24

November 2024

MTFP portfolio status overview

November 2024

Project	Project RAG	Savings RAG	Description	Highlights
MTFP. 001 Community Transport	Yellow	Red	The aim of this project is to improve the Councils transport service. Aiming to leverage the potential brought by the Scottish Governments policies.	<p><u>Flexiroute implementation</u> Project in delivery phase – Flexiroute system is live. All external transport routes are now allocated and managed using Flexiroute. The Driver App and Parent App will be rolled out by August 2025 following the school holidays.</p> <p><u>Travel Policy</u> Progressing work on initial scoping document</p>
MTFP. 002 Inclusion Services	Green	Not yet defined	Following the National Additional Support for learning action plan the aim of this project was to review policy and staffing models to strengthen the culture, ethos and practice of inclusion in the city's schools. Building on the aims of Edinburgh Learns for Life.	<p><u>ASLS/EP Inclusion Organisational Review</u></p> <ul style="list-style-type: none"> All paperwork required for consultation complete. <p><u>Support Colleague Review</u></p> <ul style="list-style-type: none"> All paperwork for consultation has been completed and consultation launched on 20 Sep.
MTFP. 003 Social Care Operating Model (MOSAIC)	Green	Green	Replacing Swift with Moosaic. Approved by Full council in Feb24 as a major change and transformation programme. The new system will allow new processes to be put in place to allow for better practise.	<p>Configuration workshops complete for Adults, Children, Justice and Finance. Draft data migration scoping document being worked on with TAG, CGI and Edinburgh. DPIA approved. SAS is underway. Training and Testing workstreams to be stood up. Work continues cleansing data ahead of migration.</p>

Project	Project RAG	Savings RAG	Description	Highlights
MTFP. 004 HR/Pay Project		N/A	Implementation of a new HR and Payroll System.	<p><u>Phase 1</u> Payroll for November ran w/c 19 November 24 and this included the retrospective pay award for teachers. Oracle and Council colleagues continue to work on small defects and knowledge sharing. The Hypercare element of the project is due to end on 30 November. Additional Oracle support has been purchased for Digital colleagues to assist them with the quarterly Oracle upgrades in November 2024 and February 2025. Communication and change management activities are continuing with the support from 40 "MyHR champions".</p> <p><u>Phase 2</u> Helpdesk and Recruitment familiarisation sessions took place 6 and 7th of October, and work has commenced on configuration, with playback planned for December. After playback Communications, Change and Training plans will be drafted. Go Live planned for early March 25</p> <p><u>Archive</u> The Master Test Plan is going through final updates internally with CGI before full circulation. User Acceptance testing commenced 18 November and project on course to commence iTrent decommission early January 25.</p>
MTFP. 005 Asset/Corporate Property Strategy			Develop and embed framework to identify, assess and manage the Council's operational property estate (corporate, education, and others) in line with the strategic direction set in the Corporate Property Strategy.	<p>Corporate Property Strategy Update Business Bulletin to P&S Committee 19 December, a page has been updated on the Orb to allow Councillors access to all report and information about the corporate property strategy.</p> <p>Working group has been set up to take forward online booking system and standardise approach to payments via GovPay.</p> <p>Initial Property Net Zero projects are being progressed, but large-scale capital funding gaps and unrealistic targets exist in terms of tackling this issue across the operational property estate.</p>
MTFP. 007 Waste and Cleansing			Best Value Review was requested by Members. Investigation into service efficiency and best value opportunities.	In cab/routing procurement process has reached supplier demo stage (up to end September). The implementation of the new routing software presents an opportunity to look for routing efficiencies immediately, which should deliver savings in FY25/26. Savings profile being looked at again with new scope added.

Project	Project RAG	Savings RAG	Description	Highlights
MTFP. 010 Libraries		N/A	The aim of this project to engage with staff, residents and key stakeholders and use this information to inform business change proposals to modernise and ensure that the libraries estate delivers a sustainable business model.	<p>A draft Future Libraries Strategy has been produced and circulated to members of the Culture & Communities Committee.</p> <p>A Future Libraries APOG was held on the 6 September and members provided feedback on the draft consultation questionnaire. The consultation questionnaire was finalised and went live on 25 September. The closing date is the 18 December. Communications materials have been produced and distributed across all libraries.</p>
MTFP. 013 Fleet Asset		N/A	Part of Finance Investment plan agreed at Council for the replacement of the Fleet. Project management required as it is a high profile spend. Aiming to meet the LEZ compliance targets.	The CERP target will be met by Dec 24 by replacing all fleet cars with EV's (80 in total). Up to 12 th August 2024 the project has distributed 159 vehicles, disposed of 165, and there are currently 17% EV's in the fleet.
MTFP. 014 Commissioning and Procurement		Target to be confirmed	Best value and outcomes review of Contracts and commissioned services.	Project is in scoping phase.

Project	Project RAG	Savings RAG	Description	Highlights
MFTP. 015 Redesign of Children and Young Peoples social work		N/A	Redesign Children and Young Peoples Social work Services to provide greater focus on early intervention and prevention, reducing the need for more crisis and resource intensive responses.	<p>Project to help deliver a sustainable service within budget.</p> <p>The complexity / scope of re-design will mean detailed planning and sign off required for plans to be taken forward.</p>
MFTP. 016 Museums and Galleries		Target to be confirmed	The aim of the project will be to optimise income generation across its estate and to rationalise its buildings usage. The longer-term aspect of this Project will manage the build of a new Collections and Archive Centre.	<p>An update report on Museums and Galleries Transformation – including interim opening model presented to December 2024 P&S committee.</p> <p>Engagement workshop for management team across M&G was held on 21 November 2024. Management team agreed strategic direction and next steps. Project teams will be set up and governance structure put in place as an immediate next step. Wider engagement with M&G staff to take place in January to share strategic direction and get input as well as roll out of learning and development (led by Commercial and Visitor Experience Manager).</p>

Project	Project RAG	Savings RAG	Description	Highlights
MTFP.017 Redesign of services for children affected by disability		N/A	3 workstreams to be scoped: Holiday Hubs, Self-Directed Support and Transitions.	New project starting in January 25. Resource allocated.
OS. 005 Early Years Programme			The aim of this project is to optimise the use of the early Years estate. The project aims to use resources to their capacity and increase the level of choice that parents have accessing Childcare.	<ul style="list-style-type: none"> Update report to ECF Committee on the changes to cross boundary funding was passed without further comment. Workstream 1, 2: Data is suggesting that numbers of cross boundary families accessing EYs provision has risen in LA nurseries, leading to savings. Workstream 2 and 3- significant ongoing comms work to ensure LA nurseries are aware and acting on the need to promote the option to purchase additional hours to families. Selling of additional hours has now been extended to all full year opening nurseries.
OS. 006 Care Experienced File Review		N/A	All LAAC paper files are being manually reviewed and if merged with adult files, as used to be the practice, they will be split, and all files archived in line with current procedure.	Work continues on this oversight project, and monthly updates submitted to board on progress,
OS. 012 Communal Bin Review			To approve a review of CBR team structure (project team, installation crews and vehicles) due to likely requirement for CBR to exist beyond March 2025.	<ul style="list-style-type: none"> On-street works (install of bin hubs) are now 87% complete and the ongoing off-street changes (bin stores, developments) 95% complete by end November. 2 x TROs required to complete works by March 2025 will not be secured in time – due to new TO system and associated delays with progressing TROs. The potential for these TROs to require Committee approval is unknown but may further impact timeline.