

# Governance, Risk and Best Value Committee

10.00am, Tuesday, 23 March 2021

## Change Portfolio

Executive/routine Wards Council Commitments	Executive
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### 1. Recommendations

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- 1.1 The Governance, Risk and Best Value Committee is recommended to note the status of the Council's Portfolio of significant projects.

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## Change Portfolio

### 2. Executive Summary

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- 2.1 The Change Board which is a specific meeting of the Corporate Leadership Team (CLT), reports on a six-monthly cycle to the Governance, Risk and Best Value (GRBV) Committee. In doing so, the Committee receives an overview of strategic delivery and the associated risks and issues managed within the Council's Change Portfolio of major programmes and projects.
- 2.2 As a direct consequence of the global COVID-19 pandemic and the necessary focus on incident management and response, there has been a pause in reporting of the Change Portfolio, with no report being submitted to the Committee in June 2020. This report therefore reinstates the six-monthly reporting to GRBV Committee following the recommencement of the Change Board.
- 2.3 Appendix 1 contains:
- the dashboard with the status of projects within the portfolio as at the end of February 2021; and,
  - those projects which are currently assessed as red and their supporting narrative with remedial action.
- 2.4 Further work is now underway to align the Change Portfolio with the recently approved Council Business Plan.

### 3. Background

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- 3.1 Since the last report in December 2019 the Change Portfolio has continued to report to the Change Board with a pause over the summer months to focus resources on pandemic incident management and response. A number of projects contained within the portfolio have been impacted by the pandemic, particularly until more was known around restrictions and implications for living and working with COVID-19, including for Council services.
- 3.2 CLT have returned to monthly monitoring of the overall shape and size of the portfolio and the associated risks and issues. This includes managing resource allocation; tracking project delivery and ensuring that programme benefits are delivered.

- 3.3 The Change and Delivery team within Strategy and Communications has been supporting the Adaptation and Renewal programme, which the Change Portfolio is now aligned with. Further work will be progressed to ensure alignment of the portfolio to key Business Plan deliverables.

## 4. Main report

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### Change Portfolio Progress Update

- 4.1 Currently there are 37 active projects split across the Adaptation and Renewal programme Officer Working Groups which are reported into the Change Portfolio. This report covers the current programmes and projects in the portfolio and recognises the need to include key deliverables for the Business Plan moving forward.
- 4.2 Appendix 1 shows the current status of each of these projects which are reported to the Change Board on a monthly basis via a dashboard reporting format. The format covers project overview, key risks, assumptions, issues and dependencies and flags resourcing gaps.
- 4.3 Each month the red status projects are discussed, and actions are agreed where required to ensure the project can continue to progress and deliver the financial and non-financial benefits as described at the outset of the project.
- 4.4 Appendix 1 further details the 5 out of 37 projects which have been reported as red this month with mitigating actions described, these are as follows:
- Early Years Programme;
  - Committee Management System;
  - North Bridge Refurbishment;
  - Edinburgh Leisure – Sports Facilities in Schools; and,
  - Edinburgh St James – GAM Agreement.

### Alignment with Council Business Plan: “Our Future Council, Our Future City”

- 4.5 Future programmes and projects which are to join the Change Portfolio will focus on Business Plan deliverables and outcomes. Work is currently underway to align the Business Plan with both the Change Board portfolio and the new planning and performance framework.
- 4.6 In this way, the Corporate Leadership Team will oversee operational delivery of projects in two ways. Firstly, they will review project delivery at the Change Board on a monthly basis and secondly, they will monitor delivery against actions and annual plans on a regular basis through the new planning and performance framework, which will be presented to a future meeting of the Policy and Sustainability Committee.

- 4.7 The Change Portfolio will also become more integrated with the reporting of budget monitoring for approved savings, pressure mitigations and investment decisions, to ensure these are tracked effectively.

## **5. Next Steps**

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- 5.1 This report be brought before the GRBV Committee again in six months. By this time the portfolio will have been fully aligned with the Business Plan and the Planning and Performance Framework.
- 5.2 A deep dive on a specific project will also be brought to the Committee for consideration as occurred in previous reporting cycles.

## **6. Financial impact**

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- 6.1 There are no specific financial impacts of this report, other than those contained in the detail of individual projects. The financial impacts of significant change are also be reported through the revenue and capital monitoring process. The purpose of the pack is to give a holistic overview of all the significant change activity in the Council, so we can direct resources accordingly.

## **7. Stakeholder/Community Impact**

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

## **8. Background reading/external references**

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- 8.1 [Change Portfolio Report December 2019](#)
- 8.2 [Council Business Plan and Budget 2021/26 Report](#)

## **9. Appendices**

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- 9.1 Appendix 1 – Dashboard Programme and Project Status to the end of February 2021



# Appendix 1: Change Portfolio

February 2021

# Portfolio Update: Dashboard - February 2021

# 37

Projects

# 10

Sustainable Economic Recovery

# 10

Life Chances

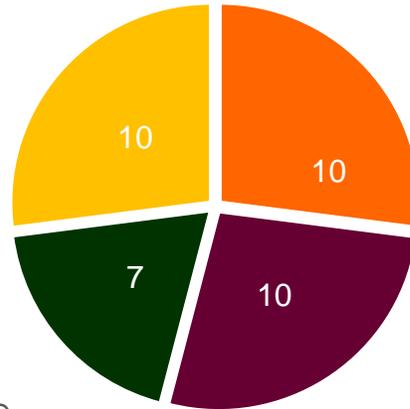
# 7

Change, People & Finance

# 10

Service Operations

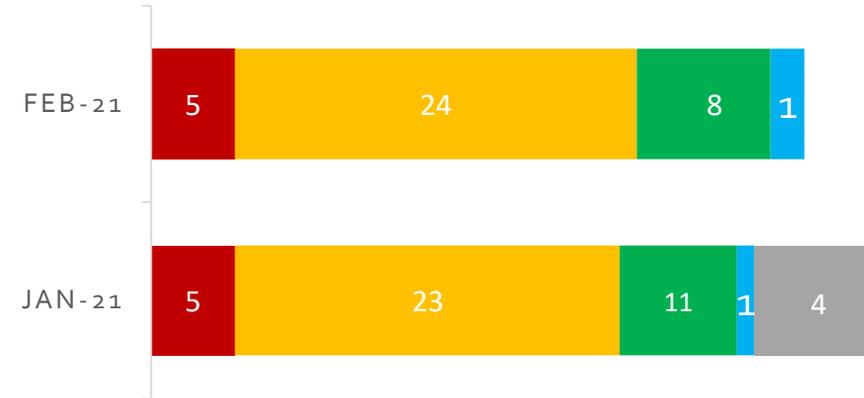
## PROJECTS BY A&R WORKSTREAM



- Service Ops
- Life Chances
- Change, People & Finance
- Economic Recovery

*In January 41 projects made up the portfolio this is now 37 projects due to streamlining with 1 new project added - Libraries Strategic review.*

## PROJECT RAG STATUS



### PROJECTS REPORTING RED\_5

Early Years Programme

Edinburgh Leisure

Committee Mgt System

St James – GAM Agreement

North Bridge Refurbishment

### PROJECTS TO CLOSE\_1

Fleet Service Review

### PROJECTS WITH NIL RETURN

N/A

# Portfolio Update: Dashboard - February 2021 (37 projects currently reporting)

## Sustainable Economic Recovery

	Jan	Feb	Theme
National Housing Trust	Yellow	Green	CC
10,000 Homes	Yellow	Yellow	CC
St James - GAM	Red	Red	CC
Meadowbank Redevelopment	Yellow	Yellow	CC
Tram Extension	Green	Green	CC
Fountainbridge	Yellow	Yellow	CC
Granton Waterfront	Yellow	Yellow	CC
SE Scot City Regional Deal	Green	Green	CC
21 <sup>st</sup> Century Homes	Green	Green	CC
CCT – George Street	Green	Green	CC

## Life Chances

	Jan	Feb	Theme
Early Year Programme	Yellow	Red	CC
New Queensferry HS	Yellow	Yellow	CC
New St Crispin's SS	Grey	Yellow	CC
New Broomhills PS	Yellow	Yellow	CC
New Victoria PS	Green	Yellow	CC
New South Edinburgh PS	Yellow	Yellow	CC
New Craigmillar High School	Grey	Yellow	CC
Replacement Currie High School	Yellow	Green	CC
Bangholm Sports Centre, Trinity Academy	Grey	Yellow	CC
LAAC File Review	Red	Yellow	MAN

## Change, People & Finance

	Jan	Feb	Theme
Digital Service Partnership Savings	Green	Green	TRM
ERP	Yellow	Yellow	TRM
Customer Digital Multi-Channel	Yellow	Yellow	TRM
Your Pay, Your Benefits	Yellow	Yellow	TRM
Asset Condition	Yellow	Yellow	ES
Committee Management	Red	Red	ES
Business Intelligence	Yellow	Yellow	ES

## Service Operations

	Jan	Feb	Theme
Building Standards	Yellow	Yellow	TRM
Communal Bin Review	Yellow	Yellow	TRM
Housing Service Improvement Project	Yellow	Yellow	TRM
Depots and Yards	Green	Green	TRM
Edinburgh Leisure	Red	Red	ES
Street Lighting (EESLP)	Yellow	Yellow	CC
North Bridge Refurbishment	Red	Red	MAN
Travel Demand Mgmt.	Yellow	Yellow	ES
Culture Service Review	Yellow	Yellow	ES
Libraries Service	Grey	Yellow	Grey

**TRM** – Transformation/Change  
**ES** – Efficiencies Savings  
**MAN** - Mandatory/Risk  
**CC** – Council Commitments

# RAG status guidelines: the following RAG guidance is provided to project SROs

RED	Amber	Green	Blue
<ul style="list-style-type: none"> <li>▪ The project requires immediate remedial action to achieve objectives</li> <li>▪ The timeline/cost/objectives are at risk</li> <li>▪ Significant obstacles or issues prevent the work team and consequently the programme from meeting plans</li> <li>▪ Even with corrective action, expected action may be insufficient to ensure outcomes/ benefits are met</li> <li>▪ 2 or more projects / workstreams are RED</li> <li>▪ 2 or more risks or issues are red</li> </ul>	<ul style="list-style-type: none"> <li>▪ The project has a problem but action is being taken to resolve this , or</li> <li>▪ The project has a potential problem that has been identified and no action may be taken at this time but it is being carefully monitored</li> <li>▪ Some obstacles or issues put the work team at risk of meeting plans</li> <li>▪ Outcomes/ benefits likely to be achieved but action must be taken quickly</li> <li>▪ 1 - 3 projects / workstreams are AMBER</li> <li>▪ 0 to 2 projects / workstreams are AMBER</li> <li>▪ 2 or more risks or issues are RED</li> </ul>	<ul style="list-style-type: none"> <li>▪ The project is on target to succeed.</li> <li>▪ Face only minor obstacles, if any</li> <li>▪ High confidence in ability to implement plans</li> <li>▪ No issues are threatening the outcomes or benefits</li> <li>▪ 0 to 1 projects / workstreams are AMBER</li> <li>▪ No projects / workstreams are RED</li> <li>▪ No risks or issues are RED</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project delivered, but needs to complete a formal close report to remove from the Portfolio</li> </ul>

# Portfolio Update: Projects Reporting RED in February

Project	Date First reported Red	SRO	Description	Mitigating Actions
Early Years Programme	Feb 2021	Andy Gray	Five nurseries due to be constructed over the next year have now potentially delayed due to COVID-19 and the contractor going into administration. The contracts have been put out to tender again but due to current market conditions the build costs have come back higher than the original budget.	<ul style="list-style-type: none"> <li>• Programme Board meet to discuss the issue and are progressing a number of actions including exploring further procurement options, working with Cost Advisors to review the new build costs and pursuing potential additional funding sources including the Scottish Government</li> <li>• This potential delay does not affect the providing of 1140 hours from August 2021.</li> </ul>
Committee Management System	May 2020	Gavin King	Inability to live test or roll out system further due to remote working because of COVID-19 and "Stay at Home" legislation currently in place.	<ul style="list-style-type: none"> <li>• Testing and roll out halted due to requirement for a high degree of on premise and face to face problem solving, training and IT support.</li> <li>• Limited build work will continue in the interim.</li> </ul>
North Bridge Refurbishment	July 2020	Gareth Barwell	Site shutdown due to COVID-19 earlier in the year together with the current impact upon site work due to constraints with social distancing measures and PPE requirements have caused a timeline delay. Also inspections thus far in the north and centre spans have uncovered significantly worse conditions in relation to the concrete deck and steelwork with cast iron facades, significant time and cost impacts are being encountered.	<ul style="list-style-type: none"> <li>• At Full Council on 18/02/21 approval was given to additional funding totalling £14.131 to meet the emerging cost pressures and the impact of COVID-19, taking the total approved budget to £36.42m.</li> <li>• The project end date has been moved from September 2020 to May 2023 and the project status should now move out of red next month.</li> </ul>

# Portfolio Update: Projects Reporting RED in February

Project	Date First reported Red	SRO	Description	Mitigating Actions
Edinburgh Leisure – Sports Facilities in Schools	Nov 2020	Gareth Barwell	Over 2020 and into 2021 the normal income from letting schools for sports has not be received due to the restrictions.	<ul style="list-style-type: none"> <li>• Following the recent announcement from the Scottish Government about the Route map out of lockdown, community access to outdoor school pitches could return after the Easter school holidays.</li> <li>• COVID-19 budget pressures are currently being managed through funding from Scottish Government.</li> <li>• The Council Business Plan sets out the way forward integrate the Schools Community Access Project with the wider Edinburgh Leisure relationship. The response to Covid-19 will undoubtedly mean that Edinburgh Leisure will need to realign its core business due to financial pressures and changes in customer demand. However, we need to make sure that any changes assist those people in poverty and improve the well-being of the city's residents.</li> </ul>
Edinburgh St James – GAM Agreement	Nov 2020	Paul Lawrence	<p>Ongoing discussions relating to accessibility in some areas. This may result in delay to work which is required to complete the public realm.</p> <p>Rateable value for Centre to be lower than assumed in the business case as result of COVID-19 and changes in retail environment.</p>	<ul style="list-style-type: none"> <li>• The Council is continuing to discuss options with the Developer.</li> <li>• Discussions are also being held with Scottish Government on the Economic Targets.</li> </ul>