

Governance, Risk and Best Value Committee

10:00am, Tuesday, 31 October 2023

Strategic Programme Board

Executive/routine
Wards

Executive
All

1. Recommendations

- 1.1 It is recommended that Governance, Risk and Best Value Committee:
 - 1.1.1 Notes that this report replaces the Change Board update which previously came to Committee every six months.
 - 1.1.2 Notes the governance and risk management arrangements being used to oversee the development and delivery of the five-year Medium-Term Financial Plan.
 - 1.1.3 Notes that while this report details the governance and risk of the Medium-Term Financial Plan, oversight of delivery is the responsibility of the Finance and Resources Committee with policy direction being the responsibility of respective Executive Committee.
 - 1.1.4 Agrees that this governance and risk report should continue to come to GRBV every six months.

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Strategic Programme Board (Change Portfolio / MTFP)

2. Executive Summary

- 2.1 A Change Portfolio report was previously considered every six-months at GRVB. The report focused on governance and the level of risk being carried by the Councils portfolio of major delivery. Since Covid, this work has been reshaped into a Medium-Term Financial Plan (MTFP) with a targeted focus on delivering transformation against ambitious savings targets which were agreed at Finance and Resources on 20th June 2023.
- 2.2 The report sets out how the operational governance has evolved from the Change Portfolio to the MTFP. It also accesses the overall risk being carried by the programme and the impact this could have on the Council's wider savings programme.

3. Background

- 3.1 The Change Portfolio reported to GRBV every 6-months and brought together an assessment of risk for major delivery projects in the Council. This included both projects and programmes of major capital spend and transformation. A scoring matrix was used to identify work which should join the Change Portfolio. The Change Portfolio was considered each month by the Corporate Leadership Team.
- 3.2 During Covid, this work was stood down and resource was reallocated to delivery of the Adaptation and Renewal Programme. This represented an opportunity for a stocktake and review of our approach to portfolio management. It was agreed by the Corporate Leadership Team to split out the delivery of revenue and transformation from the delivery of capital programmes.
- 3.3 Upon creation of the Medium-Term Financial Plan, a Strategic Programme Board was stood up to oversee and govern delivery of both non-capital projects and transformation work. To oversee and govern delivery of capital projects, a Capital Investment Board will be established in place of Change Board. This will lead on delivery of the Capital Budget Strategy which is approved annually at Finance and Resources committee and Council as part of the budget setting process. With the new Finance Director now in post, officers are reviewing these governance arrangements.

- 3.4 The Strategic Programme Board (SPB) is 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 22 projects or programmes that report to the Strategic Programme Board. This is a mixture of newly identified projects which seek to deliver transformational change to release savings and a number of projects which previously reported to the Change Portfolio and still warrant cross-Council governance to oversee them. Appendix one sets out an overview of these projects and programmes for GRBVs consideration.
- 4.2 The Strategic Programme Board agreed year one priority projects which received resource from a £2m invest to save budget. As part of the process to set next year's budget, a pipeline of projects for business case development is being created. The SPB is the vehicle through which their delivery will be governed. The intention is to build a programme of work over four years which delivers transformation across the Council.
- 4.3 At each Strategic Programme Board, projects and programmes which have been reported as red are reviewed, and mitigating actions agreed where relevant. The appendix includes a rag rating for the delivery of each of the year-one projects or programmes.
- 4.4 The rag status of projects is reported by the Project Manager and 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 overall project which includes outputs and benefits.
- 4.5 The Strategic Programme Board manages portfolio risk, and a workshop has been scheduled for late October to review the current risks that have been identified, score them against impact and likelihood and record controls to be put in place using the councils agreed risk register.

5. Next Steps

- 5.1 The SPB will continue to report on delivery of the MTFP to the Finance and Resources Committee with decisions on policy changes being considered at Executive Committees. The next MTFP report to GRBV will be on 19 March 2024.

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 [Change Portfolio Update](#) report to Governance, Risk and Best Value Committee, 14 March 2023

11. Appendices

- 11.1 Appendix 1 - Strategic Programme Board Update

Green

- 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

Amber

- A problem exists , but action is being taken to resolve this , or
- The programme / project has a potential problem that has been identified and no action may be taken at this time, but it is being carefully monitored
- 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

Red

- Requires immediate remedial action to achieve objectives
- The timeline/cost/objectives are at risk
- Significant obstacles or issues prevent workstreams 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

Key:

Close = project will close current phase. **NR** = Nil return (report not submitted this month), **Pipeline** = Project due to start

Scoping = submitting scoping document detailing project outline to SPB

Individual Programme / Project Statuses (Strategic Programme Board Projects) September 2023*

Strategic Programme Board projects	July	Aug	Sept
<p>Inclusion Services Project - Redefine how inclusion is delivered in schools (SRO – Lorna French)</p> <p>Following a Collaborative Improvement Review (ADES and Education Scotland) and in light of the national Additional Support for Learning Action Plan, policy and staffing models are being reviewed to strengthen the culture, ethos and practice of inclusion in the city’s schools. This builds on the aims of Edinburgh Learns for Life and fully underscores the 20-Minute Neighbourhood philosophy where services are delivered locally by highly skilled staff working across Learning Communities. It is fully coherent with national practice in which personalised support is delivered on a continuum, and staff are fully trained and supported.</p> <p>There are three workstreams: * Support Colleague Review * Review of the support colleagues model aligned to improving attendance * Review of ASL and Psychological Services</p>	Green	Green	Green
<p>Social Care Operating Model - New replacement system for SWIFT (SRO Nicola Harvey)</p> <p>Programme to replace the current operating system (SWIFT). The updated solution will provide enhanced functionality to drive the quality of input/outputs, removing duplication and driving efficient work practice. The current system known as SWIFT/AIS is at end of life and is no longer fit for purpose.</p>		Green	Green
<p>Secure Services - repurposing of Howdenhall (SRO Steve Harte)</p> <p>Braid House, the secure unit at Howdenhall was the only remaining Local authority secure service provision in Scotland. All other local authorities have either never had secure provision or have stopped it. This project was to close and repurpose Howdenhall. Re-purposing is underway and future savings could potentially be achieved through sending out of authority placements while enhancing services to children. SPB to review close report.</p>	Green	Closed	Closed
<p>Edinburgh Leisure (SRO tbc)</p> <p>Scoping phase. Project still being defined.</p>			Scoping
<p>HR /Pay Project - Upgrade to Oracle (SRO Steven Wright)</p> <p>Project to replace the Councils current human resources system. Deliver a service that is engaging and inclusive, promotes employee and line manager self-service, removes duplication and manual transactions, reduces risk, simplifies processes, allows data driven insight by ensuring our processes are right first time all the time, and supports Council strategies and initiatives. Oracle HCM meets the needs of our complex organisation safely, efficiently, and effectively.</p>	Green	Amber	Amber
<p>Asset/Corporate Property Strategy - development and delivery of Strategy (SRO Peter Watton)</p> <p>The Corporate Property Strategy is a high-level framework which sets out the strategic themes that will be followed when implementing changes to the Council’s operational property estate. It will provide the strategic basis on which property related decisions will be taken to facilitate the delivery of the priorities and outcomes in the Council Business Plan and the Medium -Term Financial Plan (MTFP).</p> <p>The Corporate Property Strategy has 3 strategic themes which are: Live Well Locally - property solutions to support 20-minute neighbourhoods; Our Future Work - new ways of working that have emerged following the COVID-19 pandemic; Net Zero Properties - delivering and maintaining a sustainable zero carbon corporate property estate.</p>	Green	Red	Red
<p>Community Transport - New Demand Responsive Travel Management System (SRO Frank Henderson)</p> <p>The aim of this project is to establish a world-class travel service for the council, focusing on realizing cost savings and improving travel provisions for the Council, users, and service providers. The project intends to leverage the potential brought by Scottish government policies, such as The National Bus Travel Concession Scheme for Young Persons (Scotland), in order to drive changes in local transport policies, transport infrastructure, service offers, and eligibility criteria. The remit of the project includes Implementation of Flexiroute system, Implementation of the Travel Policy and Reduction in vehicle maintenance costs The implementation of the new system is designed to assist in managing down the existing pressures on home to school transport, H&SC transport and achieving revenue savings requirements within Fleet Services.</p> <p>* Progress on each project or programme is reported to the Finance and Resources Committee and respective Executive Committee</p>	Amber	Amber	Amber

Individual Programme / Project Statuses (Strategic Programme Board Projects) September 2023*

Strategic Programme Board projects	July	Aug	Sept
<p>Small Change Matters - reduce spend across the council (SRO Richard Lloyd-Bithell)</p> <p>This project aims to identify opportunities to reduce outgoing spend across the Council. It will do this in two ways – first by targeting areas of spend that initial analysis indicates significant opportunity to reduce, for example discretionary staff costs, 3rd party contracts and contract management. And secondly, by promoting more awareness, rigour and challenge around spending habits, and by encouraging all colleagues to seek opportunities to reduce cost, ultimately embedding a more cost-conscious culture.</p>		Amber	Amber
<p>Waste and Cleansing -Best value review (SRO Gareth Barwell)</p> <p>The aim of this project is to consider the potential savings that may arise through a thorough investigation into service efficiency and best value while safeguarding the quality of this important service for Edinburgh’s residents. All 600-700 staff, supervisors and managers were invited to engagement sessions in May/June 2023 and their feedback was collated and used to inform recommendations. We are now in the process of prioritising these opportunities, gathering the relevant data and quantifying projected spend/savings.</p>	Green	Green	Green
<p>Front Door - redesign of the integrated front door (SRO Amanda Hatton)</p> <p>The integrated front door is a collective approach of main stakeholders and partner agencies including voluntary organisations. The business benefits for this approach are also articulated and are essentially, safe practice, reduction in high level demand and outcome-based commissioning which reduces cost and duplication of resource. To do this, we need to ensure citizens receive the right support in the right place and at the right time which builds resilience and prevents the escalation of need. Working in this way will reduce the need for expensive high-level services and reduce duplication of resources therefore delivery cost savings. The outline plan is in phases :</p> <ul style="list-style-type: none"> • Ensuring safety • Early support and prevention • Single point of contact 		Green	Green
<p>Libraries Review - transform library services (SRO Paul Lawrence)</p> <p>The aim of this project is to transform the existing Libraries estate by reviewing how we do business across all of our services. The project will realise efficiencies by improving the service and closing the unmet budget pressure gap. The strategic vision will be informed by engagement with staff, residents and key stakeholders and this will be used to develop proposals for change, which will be taken to committee for approval. All aspects of the service are in the scope of this review. It will be organised into 3 Workstreams. Workstream 1 will look to optimise improvements by exploring options to reduce operating hours, review income, and deliver an operational staffing review. Workstream 2 will investigate opportunities for IT investment to improve the service and realise efficiencies. Workstream 3 will seek to deliver services through fewer buildings, aligned with the Corporate Property Strategy and the 20-minute Neighbourhood Strategy.</p>			Pipeline

* Progress on each project or programme is reported to the Finance and Resources Committee and respective Executive Committee.

Individual Project Statuses (Strategic Programme Board Oversight Projects) September 2023*

Strategic Programme Board Oversight projects	July	Aug	Sept
Communal Bin review (SRO Andy Williams) This review will Implement an enhanced communal bin service that meets with Waste (Scotland) Regulations 2012 and complies with contract terms for the disposal of waste at the new treatment facility at Millerhill.	Amber	Amber	Amber
ERP (SRO Nicola Harvey) This project will deploy, refine and deliver Oracle Apex – This is a new Debt Management solution and currently in Test Phase.	Green	Amber	Amber
Our Future Work (SRO Deborah Smart) This project will facilitate the move to blended ways of working to improve flexibility, trust and empowerment for colleagues as detailed in the Our Future Work Strategy – It will agree principles and develop the space in hybrid buildings.	Amber	Amber	Amber
Early Years Programme (SRO Donna Murray) This project increased the hours of Early Years provision to allow the Council to offer the statutory requirement of 1140 hours of childcare to all 3–5-year-olds. Phase 2 of this project is being scoped currently.	Amber	Amber	Amber
Care Experienced (formerly LAAC) File Review (SRO Amanda Hatton) This project will review all records and merge paper records with adult records, as per current guidance and procedures. Project was previously reporting as Red due to work being stood down while resources were seconded to work on covid response and Ukrainian refugee project. Resource now back in place and work continuing.	Red	Red	Green
Cultural Services Review (SRO Karl Chapman) Project is re-scoping - still to be defined.	Amber	Amber	Re-Scoping
20-minute Neighbourhood (SRO Daisy Narayanan) This programme will deliver the 20-minute Neighbourhood Strategy. It will build on models of shared service delivery with public, private and voluntary sector partners. Using our resources more sustainably and effectively, whilst designing green and people focussed, thriving communities.	Green	Green	Green
Housing Services Improvement (SRO Sarah Burns) This improvement plan identified a number of operational and financial pressures, including performance flatlining and a decline in customer satisfaction and a financial deficit. This 4-year plan will develop more effective and responsive services and reduce costs.	Amber	Amber	Amber

* Progress on each project or programme is reported to the Finance and Resources Committee and respective Executive Committee.

Status Changes this month and Projects reporting red

Project	Status	Previous Status	Updates/Actions
Care Experienced (formerly LAAC) File Review	Green	Red	Project has now been resourced and is therefore live.

Project	Date First reported red	SRO	Description	Mitigating Actions
Asset Mgt	August 23	Peter Watton	<p>The Corporate Property strategy was approved by Policy and on 22 August 2023. The focus is now on management of the estate and realisation of savings in line with the three principles of the strategy.</p> <p>There are a number of dependencies, which require to be implemented before the corporate property strategy will be able to realise the savings attributed to it.</p> <ul style="list-style-type: none"> - Centralised online booking system - Centralise of equipment budget - Income generation of leasing - FM Operational management structures, ie: Duty Holder responsibilities for buildings to address inconsistency across the estate - Finalisation of key services reviews - Net zero, uncostered and new technologies - Restack of Waverley Court and Our Future Work 	<p>All dependencies to be considered through the Governance Structure established for the Corp Property strategy Board, with the first Corp Property Strategy Board taking place on 15 November 2023.</p> <p>Path to Amber and Green to be shared with SPB in October.</p>