

Corporate Management Team

4 September 2013

Governance of Major Projects: progress report

Item number	
Report number	
Wards	All

Links

Coalition pledges	<u>P03, P20, P23, P27, P28, P36, P41, P44, P47, P49, P51, P53</u>
Council outcomes	<u>C02, C03, C025, C026C025</u>
Single Outcome Agreement	All

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Executive summary

Governance of Major Projects: progress report

Summary

The former Policy and Strategy Committee on 7 August 2012 agreed the role and remit of the Corporate Programme Office, ("CPO"), which was to include the supervision of major projects, namely these with a value of over £5million or which are particularly sensitive to the Council's reputation.

CPO provide a status update on all major projects to CMT on a monthly basis (the last of which was on 31 July 2013) and Finance and Budget Committee on a quarterly basis, the format of which has been endorsed by CMT.

Following an initial progress report on the governance of major projects to Governance, Risk and Best Value Committee ("GRBV") on 15 August 2013, CPO has been asked to report to GRBV on six monthly basis to provide further updates.

Recommendations

The Corporate Management Team is asked to:

1. note the current synopsis of the dashboard reports for the major projects portfolio set out in Appendix 1;
2. approve CPO as lead in relation to the assurance reviews for school construction projects;
3. approve the proposed schedule of assurance reviews in appendix 2 to end March 2014 and agree to receive an updated schedule at a future meeting;
4. note the cross-cutting themes emerging from assurance reviews in appendix 3 and that an action plan is being developed by the CPO; and
5. note the issues included in section 2.4.5 of this report and advise the CPO on action to address these issues.

Measures of success

A successful project delivers its benefits on time, on budget and to quality standards agreed with its stakeholders. The new reporting arrangements introduced by the CPO seek to ensure transparent and consistent reporting across all major projects by analysing key milestones, benefits, financials, risk and governance processes.

Financial impact

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.

Equalities impact

Equalities impact assessments are carried out within individual major projects and addressed in separate reports to Council or committee. In addition CPO has launched a programme of engagement and has established a Programme, Project & Change Management Community within the Council to promote best practice.

Sustainability impact

Each project within the major projects portfolio is responsible for undertaking its own sustainability impact assessment.

In addition, as part of the Green Projects Group established by the Chief Executive, the CPO provides project management consultancy on the portfolio of green projects.

Consultation and engagement

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

Background reading / external references

Corporate Programme Office - Policy and Strategy Committee 7 August 2012

Governance Review – City of Edinburgh Council 23 August 2012

Governance of Major Projects – Policy and Strategy Committee 4 September 2012

Governance of Major Projects- Finance and Budget Committee 6th June 2013

Governance of Major Projects- Governance, Risk and Best Value, 15th August 2013

Report

Governance of major projects: progress report

1. Background

- 1.1 The former Policy and Strategy Committee agreed the role and remit of the Corporate Programme Office (“CPO”), which was to include oversight of major projects, namely those with a value of over £5million or which are particularly sensitive to the Council's reputation.
- 1.2 The report forms the scheduled monthly status update to the Corporate Management Team (“CMT”) as the major projects portfolio board.
- 1.3 This CPO continues to engage with major projects in the portfolio in a variety of ways to improve the overall project management practice within the organisation.
- 1.4 Following the report to CMT on 31 July 2013, the following recommendations were approved/endorsed;
 - (a) approve the proposed schedule of assurance reviews in appendix 2 to end March 2014 and agree to receive an updated schedule at a future meeting.
 - (b) endorse the inclusion of school construction projects in the schedule of assurance reviews and that this should be agreed with the SRO as a matter of priority

2. Main report

2.1 CPO reporting arrangements

- 2.1.1 The CPO continues to build relationships with the project management community within the Council and has set out to develop a greater knowledge and understanding of the status of all the projects that fit the major projects criteria.
- 2.1.2 Project Managers of each of the major projects are required to complete dashboard reports for each project. These returns seek to establish how key dimensions of the project are progressing and aim to ensure there is clear visibility of the status of each major project within the Council.

- 2.1.3 As part of the regular analysis undertaken by CPO, follow up queries are raised by CPO where clarification may be required or further issues exist.
- 2.1.4 It should be noted the content and sign off of each dashboard report remains the responsibility of the SRO/Sponsor.
- 2.1.5 A synopsis of the latest set of dashboard summaries is contained in appendix 1. Full dashboard reports are shared in the major projects folder G:\Projects\CPO Major Projects which is available for all CMT members to review.

2.2 Assurance reviews

- 2.2.1 The status of active reviews agreed by CMT as part of the schedule for Q1 and Q2 of 2013/14 is shown below. It should be noted that the Leith Walk, Connected Capital, iPFM, EICC and Assembly Rooms reviews are all at points in the completion cycle, the recommendations of which will be reported to CMT next period and Finance and Budget Committee on 31 October 2013.

Project/Programme	RAG status	Status
Zero Waste	Amber	Complete – reported to CMT 1 May 2013
Water Of Leith	Red-Amber	Complete – reported to CMT 19 June 2013
21 st Century Homes	Amber-Green	Complete – see below
Leith Walk Works	-	Completing (sponsor review)
Connected Capital	-	Completing
iPFM	-	Completing (peer/sponsor review)
EICC	-	Completing (peer/sponsor review)
Assembly Rooms (close)	-	Completing (sponsor review)

- 2.2.2 In addition to the above, the CPO Programme Consultancy Manager participated in the external review (lead by Gardiner & Theobald) of James Gilliespie’s High School prior to stage 2 financial close. Whilst the structure of the Gardiner & Theobald review was similar in style to the previous CPO reviews (both follow OGC guidance), the scope of the review was narrower than the reviews previously undertaken by CPO, for example governance was not reviewed. The findings of this report currently reside with the project SRO.
- 2.2.3 Following approval at CMT on 31 July 2013 of the recommendation noted in section 1.4 (b) of this report, CPO are currently working on Terms of Reference for the assurance reviews of the remaining school build projects. Whilst the SRO has highlighted concerns of the technical skills that exist in the CPO for undertaking assurance reviews on these projects, the recommendation of this

report would be that CPO lead on these reviews with technical assistance provided externally, if required. This approach would deliver a wider breadth of assurance, and improve transparency and consistency in line with the rest of the portfolio.

- 2.2.4 A proposed schedule of reviews for the period to end March 2014 can be seen at appendix 2. The reviews in this schedule have been discussed with project SRO's/sponsors.
- 2.2.5 Analysis of cross-cutting themes emerging from assurance reviews has been undertaken by the CPO and these can be seen at appendix 3.
- 2.2.6 A detailed review of actions is currently underway by the CPO as part of the quarterly reporting cycle to CMT and Finance & Budget Committee.

2.3 Additional Consultancy Support

- 2.3.1 The CPO also provides consultancy and project development support on request or as required. Terms of reference for the work including scope, timescales and any charges are agreed with sponsors in advance.
- 2.3.2 The current work programme includes:
 - a) A review of the Corporate Asset Management Group (CAMG) and the interface with the Capital Investment Programme (CIP). Terms of Reference and a reporting structure has been drafted, and is currently under review by the Head of Corporate Property prior to the recommendations being made to CMT. The key points included in the proposed Terms of Reference are as follows;
 - (i) the revised arrangements should include all asset groups to move away from the current property focus;
 - (ii) each asset group should have senior representation nominated by Director/Head of Service;
 - (iii) the revised structure should act as a filter for Council investment and disinvestment decisions, recognising strategic objectives;
 - (iv) the revised structure must have a formal place in the Council's decision making process, reporting into CMT;
 - (v) key linkages and dependencies with the Capital Investment Programme, iPFM programme and restructuring of the Council's arms-length property companies must be taken account of; and
 - (vi) the revised arrangements should incorporate a neutral chair with no vested interest in the individual asset groups.
 - b) Additional support has been requested by the Property Service, and their review of the structure of arms length property companies. This informed the report to Council on 27 June. The Director of Services for Communities

has drafted a project initiation document for this project and CPO has been asked to provide assistance and direction.

- c) In addition work has commenced to provide project management resource to the Governance, Risk and Compliance Project.
- d) CPO continues to provide support to the Elections Team to develop improved election management processes and discussions are underway about provision of support to the Scottish Independence Referendum Project.
- e) The CPO also continues to deliver the Connected Capital programme and the Edinburgh Tram project.

2.4 Current highlights/risks in the major projects portfolio

2.4.1 iPFM Programme

The Priority Based Planning exercise identified an additional £30m of potential property savings, which was subsequently reduced to £25m. There are clear risks associated with the realisation of the savings, partly due to the task of consolidating property budgets into a single corporate landlord arrangement and the need to bring a wide range of stakeholders on board to deliver them. There are significant investment pressures emerging over the next twenty four months before any savings can be achieved. The CPO is currently undertaking an assurance review of this programme with a focus on these areas. The assurance review is currently in the completion phase and will be reported to CMT in the next period.

2.4.2 Portobello High School and James Gilliespies High School

2.4.3 Both Portobello High School and James Gilliespies High School projects have been highlighted in previous reports to CMT by the CPO. Previous reports have highlighted the site acquisition issue in relation to Portobello High School, specifically the Bill introduced to the Scottish Parliament in relation to the site at Portobello Park.

2.4.4 In relation to James Gilliespies High School, issues have been flagged in relation to the delay in financial close of the Design, Build, Finance and Maintain (DBFM) contract, which comprises the new secondary school and the demolition of the old school.

2.4.5 However, the CPO is not in a position to provide CMT with an update on these projects due to dashboard reports not being provided. Previous dashboards have been provided late and incomplete. In particular there have been issues in relation to provision and ownership of financial information. The delivery of assurance reviews by CPO in the schools construction projects would strengthen oversight in this part of the portfolio. Lack of visibility on these projects may limit informed decision making by the Council.

2.4.6 Water of Leith Flood Prevention Phase 1

2.4.7 Phase 1 of The Water of Leith project experienced a number of contractual and commercial difficulties. These issues have been reported to CMT and appropriate Committees. The project now has a rebaselined cost and programme following mediation led by the CPO with settlement reached with the contractor for a construction cost of £23.5m.

2.4.8 The project is progressing well against the revised cost and programme with only snagging and defects to be closed out before overall completion.

2.4.9 The recent assurance review included a lessons learned exercise. It is critical that these lessons are embraced as part of the second phase of the project.

2.4.10 improve IT

The programme has savings of £8.9M planned for this year. There is a £2m shortfall currently forecast against 2013/14 programme savings targets due to higher annual landfill tonnage projections, based on April and May performance. This forecast is likely to fluctuate as the financial year progresses. An additional £1.8m structural budget gap has emerged in Environmental Services revenue budgets, and areas for additional savings have been identified and are being considered through the 'Total Budget' Internal Improvement Plan budget workstream to assist in meeting this ongoing shortfall. For 2013/14 this overall £3.8m pressure is expected to be managed within the overall SfC budget.

3. Recommendations

3.1 Corporate Management Team is asked to:

3.1.1 note the current synopsis of the dashboard reports for the major projects portfolio set out in Appendix 1;

3.1.2 approve CPO as lead in relation to the assurance reviews for school build projects;

3.1.3 approve the proposed schedule of assurance reviews in appendix 2 to end March 2014 and agree to receive an updated schedule at a future meeting;

3.1.4 note the cross-cutting themes emerging from assurance reviews in appendix 3 and that an action plan is being developed by the CPO; and

3.1.5 note the issues included in section 2.4.5 of this report and advise the CPO on action to address these issues.

Alastair D Maclean

Director of Corporate Governance

Links

Coalition pledges	<p>P03 - Rebuild Portobello High School and continue progress on all other planned school developments, while providing adequate investment in the fabric of all schools</p> <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 outcomes	<p>C01 - Our children have the best start in life, are able to make and sustain relationships and are ready to succeed.</p> <p>C02 - Our children and young people are successful learners, confident individuals and responsible citizens making a positive contribution to their communities.</p> <p>CO25 – The Council has efficient and effective services that deliver on its objectives.</p> <p>CO26 – The Council engages with its stakeholders and works in partnership to improve services and deliver on agreed objectives</p>
Single Outcome Agreement	All
Appendices	<p>Appendix 1 –Overview of CPO major projects portfolio – May 2013</p> <p>Appendix 2- Assurance review schedule Q3 and Q4 2013/14 –v1</p> <p>Appendix 3- Assurance review emerging themes</p>

Appendix 1: Overview of CPO major projects portfolio – July 2013

Ref	Appendix 1 May 2013	Overall	Time	Cost	Quality	Benefits	Other
MP1	Assembly Rooms	Nil Return					Assurance Review (close) currently in completion phase.
MP2	Connected Capital	<p>Funding in principle allocated to Wi-Fi in Public Buildings and Public Transport and Vouchers of £5.7m Further remedial work required in developing proposals to secure an additional £4m for Key Sectors Inward Investment.</p> <p>Overall Programme is currently projecting to spend £1.2m of Council funds over the life of the Programme to gain £5.7-£9.m of UBF funding.</p>	March 2015 deadline imposed by UK Government.	Below budget due to delays in Programme.	Going forward the Projects will be assessed on an incremental business case basis to ensure continued validity of each proposal.	Programme aims to deliver significant GVA Benefits for the City	Assurance Review currently in completion phase
MP3	EICC	<p>Certificate of Practical completion issued 7th June. External landscaping almost complete to allow practical completion to be granted within next week. Snagging continues with weekly meetings ongoing with contractor, EICC, Atria Building Manager and clerk of works.</p>		Budget remains within approved figure of £85.59m and preparation of final account is now underway.	Significant progress made in closing out items on the snagging list. Only a small number of snags remain.	Borrowing to be repaid through the proceeds from sale of offices and additional EICC surplus generated by the AFS. 33% of office space has now been let with a further floor under offer.	Assurance Review currently being initiated.



Ref	Appendix 1 May 2013	Overall	Time	Cost	Quality	Benefits	Other
MP5	Green Deal		Developing a report to 12 th Nov, Health, Wellbeing and Housing Committee on the way forward.		Work ongoing to establish a clear scope.		Assurance Review scheduled for November 2012
MP6	imProveit	Changes to the programme's objectives, scope, timescale and structure have been agreed by the Board following a strategic Programme Review, and are reflected in this status report.	The Programme Office is due to close at the end of 13/14 with key projects having been completed. Benefits realisation will then be managed by business as usual.	Costs in line with budget.	Managed Weekly collections is now in benefits realisation phase.	The Programme is targeting £8.9M savings in 13/14. The Programme is currently forecasting a £3.8M shortfall in 13/14 though additional savinfs in relation to fleet management is expected to reduce this pressure.	Assurance Review scheduled for September 2013
MP7	IPFM	The new Corporate Property service became operational on 1 April 2013 with interim 24/7 helpdesk in place. Reduced PMO resource in place for 2013/14. New Programme Manager in place following retirement of previous PM.		Corporate Property structure in place. Delay to CAFM implementation - BT contract finally signed. Still need formal agreements with EBS and the Commercial Excellence programme to realise supply chain and procurement savings. Mismatch between		£83m gross revenue savings achieved in 2012/13 – 98% of target. £1m banked to date towards £4m savings target for 2013/14. Property pipeline to realise the additional corporate £25m PBP target for property	Assurance Review currently in completion phase.

Ref	Appendix 1 May 2013	Overall	Time	Cost	Quality	Benefits	Other
				transferred budgets and costs of service provision still to be resolved.		rationalisation requires to be identified.	
MP8	James Gillespies Campus	Nil return					External Key Stage Review by Gardiner and Theobald has been undertaken. The findings and recommendations of which currently reside with the project SRO.
MP9	L & T Refresh	Project progressing well with completion on all elements of the project expected October 2013 with the exception of the Bandwidth upgrade which is expected to be complete May 2014.	Desktop refresh has been progressing to plan and no slippage in the schedule. Bandwidth upgrades are progressing but there continues to be difficulties with BT Openreach and/or their subcontractors attending sites at the dates and times agreed	Within budget, however lack of contingency in relation to programme led changes.	Very positive feedback from schools in relation to desktop refresh. Quality of Wireless Solution is still inconsistent across the estate..		
MP10	National Housing Trust	145 homes under construction.	Each workstream is on or ahead of schedule	Price fixed through contract		422 Affordable Homes. Early marketing	Assurance Review scheduled for January 2014

Ref	Appendix 1 May 2013	Overall	Time	Cost	Quality	Benefits	Other
		277 homes have been completed to date.				campaigns scheduled to manage demand for the properties.	
MP11	21 st Century Homes	Progressing in line with plan	Progressing on timetable.	On Budget		On target to deliver defined benefits.	Assurance Review completed in June 2013 and reported to CMT on 31 July 2013
MP12	New Boroughmuir High	Nil return					Assurance Review planned prior to planning submission stage.
MP13	New Portobello High School	Nil Return					Agreement on Assurance Review required
MP14	Niddrie Burn restoration	A certificate of completion was issued to the contractor on 2 nd May 2013. Carillon has been carrying out works on defects in this reporting period.	The original programmed finish date for the Project was September 2012. Delays to the project are due to CE's and weather events.	Under Budget however contractor has several outstanding compensation events which require to be closed out.		On target to deliver overall benefits	Assurance Review (close) currently initiating, planned for October 2013
MP18	Edinburgh Tram	The Section C & D completion dates remain forecast earlier than the contractual completion dates. However, this period they have slipped by -19 business days and are forecast in the		On Target	Working to develop a phased handover to minimise disruption		Assurance review to be discussed with SRO prior to operational

Ref	Appendix 1 May 2013	Overall	Time	Cost	Quality	Benefits	Other
		<p>Master Schedule as the 20th February 2014 and the 21st May 2014 respectively. The continued slippage to the Section C and D dates, for the second month in a row, is attributable to the slippage to Off-Street OHLE installation. This is as a result of slower than anticipated progress to the direct fix rails, from Murrayfield through to Roseburn Junction, which remains the critical path as at the 20th July 2013.</p> <p>The details of the outcome of the negotiations with Lothian Buses in relation to the operating agreement were reported to Council on 22 August 2013.</p>					services
MP19	Water of Leith, Flood Prevention Scheme	<p>Mediation between CEC and Contractor over disputed CE costs has concluded and a MoV has been signed agreeing a fixed cost of £23.5m for construction and a completion date of 31 August 2013. Snagging and defects issues currently being closed out.</p>	Phase 1 delayed, however MoV provides for time certainty	Phase 1 Mediation capped the cost overspend.	Insufficient budget to complete all of Phase 2 and no Budget identified for Phase 3.	<p>1532 residential properties to protect</p> <p>78 commercial properties to protect</p> <p>2340 metres of flood wall.</p>	Assurance Review Completed May 2013
MP23	Wester Hailes Healthy Living Centre	Nil return					
MP22	Zero Waste: Edinburgh and	Progresses on all projects are within the tolerances of the overall programme apart from budget.	Project Plan for residual amended to accommodate	Budgetary requirements for	Planning consents remain outstanding	On target to deliver defined benefits of	Assurance Review completed May

Ref	Appendix 1 May 2013	Overall	Time	Cost	Quality	Benefits	Other
	Midlothian		additional officer and member briefings and Council reporting requirements (approved by Project Board 28/5/13).	future years have been established and will be confirmed as part of the business case review to be reported to Council in September.		an affordable food and residual waste treatment contracts, along with a zero waste parc	2013
MP24	Leith Walk Improvements	A programme of works to deliver carriageway, footway and cycle improvements in Leith Walk is being developed. Following a significant period of Stakeholder consultation, Carriageway works have begun on Constitution Street with full mobilisation on Leith Walk expected in the Autumn.	Pre-Procurement phase. Funding decision require imminently otherwise there will be an impact on timescales	Developing two design options in parallel. Basic design is affordable from existing Council funding. Enhanced design would require significant levels of additional external funding.	Developing both design options in parallel	Basic Design largely reinstates Leith Walk to its pre Trams layout. Enhanced Design addresses the outcomes of extensive stakeholder engagement.	Assurance Review currently in completion phase
MP25	Forth Replacement Crossing	CEC will inherit a number of legacy issues from the new Forth Crossing. This will be in the form of roads infrastructure and land. An opportunity exists to develop the relationship with Transport Scotland to ensure that the Council minimises cost exposure and maximises opportunities on this project. Meetings being arranged between senior management in CEC and Transport Scotland to promote joined up working					The project is a new addition to the major projects portfolio

Ref	Appendix 1 May 2013	Overall	Time	Cost	Quality	Benefits	Other
MP26	Community and Accessible Transport Review	<p>A major review across the city incorporating the following workstreams:</p> <ul style="list-style-type: none"> • Older People • People with Disabilities • Additional Support Needs children • Public Transport • Best use of Council Assets and • Shared Services <p>Programme has strong liaison with the Third Sector and is mindful of the Co-operative Council agenda.</p>				<p>Improved services</p> <p>Best use of Council resources</p> <p>Strong mixed-economy of service provision</p>	<p>The project is a new addition to the major projects portfolio</p> <p>Assurance Review planned for November 2013</p>
MP27	H&SC Integration	<p>July's Focus on response to Bill</p>	<p>Programme plan critical path developed which has a number of dependencies on the Scottish Government.</p>	<p>A number of actions have been identified to align budgets, develop an understanding of the respective parties, budget setting, financial resources and reporting.</p>	<p>Mechanisms for the representation of services, users/patients and carers are being developed for agreement.</p>		<p>Assurance Review planned for November 2013</p>

Appendix 2: Assurance review schedule Q3 and Q4 2013/14 – version 1

CPO Portfolio	Project/Programme	Previous Review	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14
Major Projects	Assembly Rooms	July 2013 - CLOSE							
Major Projects	Connected Capital	Aug-13	tbd following July review						
Major Projects	EICC	July 2013 - CLOSE							
Major Projects	Green Deal/ Sustainability				Assurance Review				
Major Projects	imProveit	Aug-13	Assurance Review						
Major Projects	iPFM	Jul-13	tbd following August review						
Major Projects	James Gillespies Campus	Aug-13	tbd following current review and discussion with SRO						
Major Projects	L & T Refresh	NONE	close review tbd in discussion with SRO						
Major Projects	National Housing Trust	NONE					Assurance Review		
Major Projects	21 st Century Homes	Jun-13							Assurance Review
Major Projects	New Boroughmuir High		tbd in discussion with SRO - hybrid led by CPO						
Major Projects	New Portobello High School		tbd in discussion with SRO - hybrid led by CPO						
Major Projects	Niddrie Burn restoration	July 2013 - CLOSE		Assurance Review - CLOSE					
Major Projects	Edinburgh Tram				Assurance Review				
Major Projects	Water of Leith, Flood Prevention Scheme	May-13					Assurance Review		
Major Projects	Wester Hailes Healthy Living Centre	NONE		Assurance Review - CLOSE					
Major Projects	Zero Waste: Edinburgh and Midlothian	May-13				Assurance Review			
Major Projects	Leith Walk Improvements	Jul-13					Assurance Review		
Major Projects	Forth Replacement Crossing	NONE	initiation review dates tbd in discussion with SRO						
Major Projects	Community and Accessible Transport Review	Sep-13			Assurance Review				
Major Projects	Personalisation		tbd in discussion with SRO						
Major Projects	H&SC Integration	Aug-13			Assurance Review				

THIS REVIEW OF PERFORMANCE IS CONFIDENTIAL

Appendix 3: Assurance review emerging themes - August 2013

Themes identified from reviews completed or completing at end July 2013: iPFM, imProveit, C&TS Improvement, Zero Waste, Water of Leith, 21st Century Homes, and Leith Walk Works.

Theme	Description
Overall	In general there has been an acceptance of CPO led Assurance Reviews at all levels of programmes and projects. Feedback has been positive and all interviewees and project team members have participated openly and positively in reviews. Some areas of resistance remain within the organisation with this being based on: <ol style="list-style-type: none"> 1. Perceived skills of CPO staff to conduct reviews - particularly where specialist expertise is/may be required (e.g. construction) and external expert reviewers have traditionally been used in the past 2. Acceptance of CPO remit to conduct reviews and value they will add
Definition of benefits	Project/Programme benefits are often poorly defined if at all. Benefit statements lack measurability, baseline data and often do not demonstrate a clear link to the outputs and outcomes of the project/programme. In other cases benefits are stated but cannot be delivered with the scope of the project outputs as defined - i.e. other outputs (deliverables) from BaU or other projects will drive those benefits. This leads to issues of control, ownership and tracking. The relationship between benefits and the strategic objectives (Council outcomes, pledges, SOA commitments) they drive are often unclear
Scope	Scope definition and control is not always as tight as it should be. Change control processes for adding to scope are not always defined or followed and projects/programmes can drift on with no clear end point or defined future state
Relationships with business as usual functions	Relationship with business as usual functions is not always as clearly defined as it should be. This manifests itself in two ways: <ol style="list-style-type: none"> 1. Overlaps lead to project boards becoming too operational and mixing project and business as usual scope. This leads to a lack of strategic focus and clear decision making to drive projects forward 2. Separate board and business as usual structures without clearly defined hand-off or communication points lead to disjointed or conflicting decisions and a lack of visibility within the organisational management structures of issues arising within projects or which may impact either other projects or business as usual work
Relationship with Finance function	Business case and financial information managed and held within project teams does not always align with the financial view held within the Finance function
Identification &	The appreciation of risk and the control of risk within projects and programmes are not always optimal. The



management of risk	value of risk is not always understood, especially in respect of contractual arrangements.
Project / Programme Boards	Board roles and responsibilities are not always clearly understood or implemented. Some boards devolve too much decision making authority to project managers/project teams whilst others become too operational and effectively merge with project/programme teams. In addition, some board members and chairs do not understand fully their dual role to direct the delivery of the projects/business changes and to sponsor the change to secure the necessary buy-in needed for successful change. In some cases capacity of senior staff is an issue given the number of projects they are involved in.
Supplier Management	Intelligent client role and contractor management requires to be strengthened. Two issues have been observed: 1. devolution of too much control to contractors to run projects/work packages without sufficient oversight and management by Council staff 2. lack of co-ordination of multiple suppliers or complex supplier activities leading to slippages, inefficient scheduling etc