

Project	Reconfiguration of working arrangements with our Arm's Length External Organisations (ALEOs)	Date	06/07/23
Author	David Leslie	Version	0.1
Purpose of document	To consolidate and summarise the purpose of the project, what it is trying to achieve and its governance arrangements.		

1. Project Purpose

The above project, agreed as part of the transformation programme within TOM 1.2, stated that the project would be “a phased approach looking at key strands, starting with a fresh review of all SLAs, ALEO Business Plans and usage of estate, to inform an option appraisal on potential alternative delivery models. The project will also look to deliver clear social outcomes through enhanced collaboration of early intervention programmes”.

This Project Definition Document (PDD) outlines the approach to deliver the next stage of the project, which is to carry out an option appraisal and complete an Outline Business Case identifying the preferred delivery model for each of the ALEOs:

- Sport Aberdeen
- Bon Accord Care
- Aberdeen Performing Arts
- Aberdeen Heat and Power

Aberdeen Sports Village is a joint venture between Aberdeen City Council and the University of Aberdeen. Therefore, it has a different legal form from the council's ALEO's. Given the Joint venture is within the council's Group structure and there are concerns about its financial sustainability, partners in the joint venture have agreed to participate in this project. Both parties to the Joint venture, recognise that any variation to the current joint agreement would require the agreement of both parties to the joint venture.

2. Project Goals

- The Council's working arrangements with our ALEOs is managed and delivered to support the achievement of Local Outcome Improvement Plan (LOIP) outcomes and improved performance levels, as agreed within revised Service Level Agreements (SLAs).
- The Council's ALEOs work in collaboration with each other, the Council, and partners (both third sector and private), with an operating model that is able to easily flex to shifting demands without compromising other areas of the business. The model includes a clear framework for what work is delivered in house and what work is commissioned through partners.
- The Council's ALEOs have clear budget accountability and ownership, with increased efficiencies and income generation, and reduced reliance on subsidy from the Council.
- The Council's joint venture, Aberdeen Sport Village, contributes to and benefits from any revisions made to the Council's group arrangements.

3. Project Roles and Responsibilities

Role	Responsibility	Person(s)
Executive Steering Group (Project Board)	<ul style="list-style-type: none"> ▪ Approves the PDD. ▪ Agrees options to be taken forward as part of the options appraisal. ▪ Responsibility for overseeing the options appraisal and delivery of an Outline Business Case (OBC). ▪ Provides strategic direction to the Working Group. ▪ Allocates resources and approves any changes to the objectives, governance, and deliverables. ▪ Champions the project and embed effective and meaningful partnership working. ▪ Lead on engagement with Sport Scotland. 	CEO, Managing Directors of ALEOs/ASV and representative from the UoA
Senior Responsible Owner	<ul style="list-style-type: none"> ▪ Ultimate accountability for successful implementation of the project, following the required approval by ACC for changes affecting its ALEO's and following the required approval of all parties to the Aberdeen Sports Village Joint Venture. ▪ Member of the Executive Steering Group (Project Board). ▪ Provides progress updates, and any required escalations, to the Executive Steering Group (Project Board). ▪ Chairs the Working Group. ▪ Directs the Working Group and has responsibility for achieving project deliverables. 	Interim Director Children and Families
Project Manager	<ul style="list-style-type: none"> ▪ Implements agreed project governance arrangements, including ownership of the project team's site. ▪ Develops and owns the project plan and progress reporting arrangements. ▪ Leads and supports the Working Group in any aspect of the delivery of project tasks. ▪ Leads the delivery of the options appraisal, in conjunction with the Working Group. ▪ Leads on the development of the Outline Business Case. ▪ Responsibility for day-to-day management of the project. ▪ Facilitates the Executive Steering Group (Project Board). ▪ Supports the Senior Responsible Owner with the progress reporting to the Executive Steering Group (Project Board). 	Service Manager PMO
Working Group	<ul style="list-style-type: none"> ▪ Collate all data requirements for the completion of the options appraisal. ▪ Carry out analysis of all data requirements. ▪ Participate in workshops as part of the options appraisal. ▪ Deliver the options appraisal outlining a preferred option for each ALEO. ▪ Support the Project Manager with the development of the Outline Business Case. 	ALEO/JV representatives ACC Finance ACC People and Organisation ACC Legal

4. Programme Governance Arrangements

- Key deliverables and actions will be documented, updated, and monitored in the Project Plan.
- Project Manager, in conjunction with the Working Group, are responsible for ensuring the plan is on track and updates provided as necessary.
- The Working Group will meet as and when required with separate groups being established as necessary depending on the requirements to best meet the needs of delivering the options appraisal.
- Meetings of the Working Group, and/or separate groups, will be facilitated by the Project Manager.
- Executive Steering Group (Project Board) will meet on 7 July 2023, 14 August 2023, and 18 September 2023.
- The Project Manager will own the governance documents.
- All project documentation will be held in the dedicated Microsoft teams' site, and project collaboration should be through the team site.

5. Project Deliverables

Key Deliverable	Date
▪ Agree Project Definition Document	07/07/23
▪ Agree Executive Steering Group (Project Board) and Working Group members	07/07/23
▪ Agree options for taking forward as part of the options appraisal	07/07/23
▪ Agree data requirements	07/07/23
▪ Define options appraisal criteria	14/07/23
▪ Schedule all required workshops	14/07/23
▪ Receive all data and complete initial analysis	21/07/23
▪ Complete options appraisal workshops	07/08/23
▪ Complete options appraisal documentation with preferred option(s)	07/08/23
▪ Project Board consideration of options appraisal and preferred option(s)	14/08/23
▪ Draft Outline Business Case and Delivery Plan	09/09/23
▪ Project Board consideration of Outline Business Case and Delivery Plan	18/09/23
▪ ASV consideration of Outline Business Case and Delivery Plan	19/09/23
▪ Engagement with Sport Scotland	20/09/23
▪ Finalise Outline Business Case and Delivery Plan	20/09/23
▪ Submit Outline Business Case and Delivery Plan for Council pre agenda	20/09/23
▪ Finalise Outline Business Case and Delivery Plan	28/09/23
▪ Submit Outline Business Case and Delivery Plan for final report deadline	29/09/23
▪ Council meeting	11/10/23

6. Document Revision History

Version	Revision description and reason	By	Date