

ABERDEEN CITY REGION DEAL:

Powering Tomorrow's World

Progress Report	Aberdeen City Region Deal – Programme Approach
Lead Officer	City Region Deal Programme Manager
Report Author	John-Paul Cleary
Date of Report	22 April 2014
Governance	Joint Committee

1:	Purpose of the Report
i.	To update the members of the Joint Committee on the programme management approach being adopted to manage and implement the City Region Deal

2:	Recommendations for Action
i.	It is recommended that the Joint Committee approves the programme management approach being proposed in this report.

3:	Summary of Key Information
i.	The City Region Deal is a large-scale, long-term, complex programme of work involving the UK Government, the Scottish Government, local councils and other regional partners, delivered through a number of themes and constituent projects. A programme approach will provide robust, dedicated, tailored governance and management to support successful delivery, maximise visibility and ensure accountability while ensuring the required mandatory protocols and best practice are observed.
ii.	The programme will be led by a dedicated senior programme manager from Aberdeen City Council's Programme Management Office (PMO). This approach will support the governance and delivery of the City Region Deal and its strategic and investment priorities. It will also manage and coordinate any external interdependencies with other programmes, and internally between projects within the programme's themes and maximising the positive potential benefits of these

3: Summary of Key Information

- interrelations.
- iii. The approach will also ensure consistency of quality for each element of the Programme in terms of project management, progress reporting, benefits identification monitoring, financial control and resourcing.
 - iv. The Scottish Enterprise Five Stage Business Model will be incorporated this with the existing PMO methodology (and corresponding tools in the PMO Toolkit where appropriate) to provide a standardised approach across all elements of the Aberdeen City Region Deal. The programme management approach will involve the implementation of following key elements:
 - v. Programme Board: see *separate report to the Committee*.
 - vi. Planning & Resourcing: The programme will ensure appropriate implementation plans are in place for all themes and projects and at a programme level, correlated to financial expenditure forecasts and staff resourcing requirements, and against which progress towards delivery can be measured. The existing PMO supports a network of support services across common areas such as legal, finance, estates, ICT and procurement and resource planning is a key part of the approach - both for peer review and for project delivery. For the City Region Deal Programme, it will help ensure resource is identified in advance so it can be made available in line with implementation plans and expectations.
 - vii. Reporting: All mandatory reporting to both Governments at a theme or project level will be centrally defined, and a schedule maintained of the requirements, cycles, responsibility, quality control and authorisation of these submissions. Progress towards delivery across the entire programme will be monitored and reported utilising a pyramid structure of reporting with appropriate level of detail at each governance level through project status and programme dashboard reporting against standard parameters and status indicators. The existing PMO tools and templates in the PMO 'toolkit' will be used as a basis for these reports, all of which are used in delivery of major capital projects in the two Councils.
 - viii. Outcomes & Benefits: Both the long-term impact of the City Region Deal and its short to medium-term key performance indicators need to be identified and measured in order to gauge success and potentially alter implementation strategies during the lifetime of the programme. Measurable indicators at programme, theme and project level will be appropriate. These will be identified and agreed, and mechanisms for measurement, analysis and reporting will be implemented. A report on the overall evaluation framework will be provided to a future meeting of the Joint Committee.

3:	Summary of Key Information
ix.	<u>Assurance</u> : A standardised approach to how projects are managed and delivered will be adopted. This will help ensure consistency and robust project management principles are applied throughout the programme. Government requirements in this area regarding any Scottish Enterprise project standards and/or other Government or Treasury expectations will also be incorporated into the programme approach where required.
x.	<u>Communications</u> : The appropriate communications planning at programme, theme and project level will be coordinated for both internal and external communications activities. A programme level communications plan will be put in place with the communications activity of the City Region Deal appropriately resourced drawing on the expertise within each of the City Region Deal partner communications teams.

4:	Finance and Risk
i.	The funding mechanisms of the City Region Deal will be centrally managed and monitored, with oversight provided by the Programme Board as part of its normal activities. A complete picture of the programme's finances will be maintained, with clear understanding and definition of the funding process such as how funding is released, what process and authorisation is required, how funding is transferred to budgets, spend profiling, expenditure recording and financial reporting requirements to both Governments and to the Aberdeen City Region Deal Joint Committee.
ii.	Future risks and current issues, will be managed at a programme and project level with a view to mitigation or resolution. As part of the programme approach, risks and issues at a theme or project level may be escalated to programme level where this is necessary for resolution. A report on the risk matrix for the Programme will be provided to the Joint Committee at its next meeting.