IMPLEMENTATION PLAN TO ADDRESS CAPITAL PROGRAMME REVIEW FINDINGS APRIL 2017					
Ref	Theme	Finding	Action Required	Who	By Date
S1	Strategic	A Property Asset Management Policy and Framework was agreed in Sept 16 but the Council does not have an up to date Strategy which sets out how it will ensure that property & land assets are optimised to ensure maximisation of key business objectives.	FP & R have requested a report in June 17 on the Property Asset Management Strategy The Strategy should inform the Council's suite of Asset Management Plans	John Quinn	June 17
S2	Strategic	There is a need to clarify arrangements for Corporate Landlord model and One Public Estate	The development of the Property Asset Management Strategy (see above) should address this issue	John Quinn	June 17
S3	Strategic	It is unclear who has responsibility for the Capital Programme - CMT have agreed that subject to the allocation of appropriate resources, the Director for Communities, Housing and Infrastructure (Interim) be responsible for the Capital Programme until the restructure is undertaken.	Structural review to set out who is responsible for the Capital Programme	CMT	August 17
S4	Strategic	There is no formal process to develop pipeline projects and add projects into the 5 year Capital Programme	The "Capital Plan Process" guidance note should be reviewed, updated and revised	Bernadette Marjoram/PMO	July 17
S5	Strategic	It is not understood how the priorities of all rolling programmes are determined	The priorities for each rolling programme need to be identified	John Quinn Mark Reilly	Aug 17

S6	Strategic	There is no structured Benefits Plan	Establish a Benefits Realisation Framework	Bernadette Marjoram	Oct 17
S7	Strategic	Fleet – there is lack of challenge regarding bringing additional assets into the programme	There is a corporate review of Fleet with services as part of the Transformation Programme scheduled. Outline Business Case considered Full Business Case considered	Richard Ellis/Mark Reilly	22 June 17 Sept 17
S8	Strategic	Education – the service may benefit from a dedicated Programme Manager	Consider recruitment of Programme Manager	Gayle Gorman	May 17
S9	Strategic	Capital funding has been awarded to ALEOs. There is a risk that the Council's interests are not been adequately protected.	A review of all external capital grant allocations should be undertaken to confirm that the Council is satisfied that these projects are being managed effectively and consistent with Council regulations/policy.	PMO (Audit undertaking governance review)	Sept 17
S10	Strategic	Need to coordinate the Energy projects	The energy projects will be co-ordinated via the Energy Board	PMO	July 17
S11	Strategic	The Council has a number of Strategies and Plans contributing towards the achievement of Corporate priorities	These should be reviewed and rationalized/streamlined where appropriate Proposals for the review to CMT	Performance, Risk & Improvement Board Mark Reily - Sponsor	Aug 17
G1	Governance	The health check identified that a number of capital projects did not have adequate documentation in place.	A follow-up review should be undertaken which ensures that all capital projects have filled the identified gaps in project documentation	PMO	Aug 17
G2	Governance	The CCMP Board should refocus as an outward looking Board focusing	The Terms of Reference for the CCMP should be reviewed and revised	PMO/Marc Cole	June 17

		on partnership and relationship management and reputational management.	accordingly.		
G3	Governance	Although all of the Project Managers produce monthly highlight reports (PSR's) the quality of the reporting varies across the programme.	The PMO should work with individual Project Managers to improve the quality of reporting and gain greater consistency across the programme	PMO/ Project Managers	July 17
G4	Governance	Star Chamber sessions have been undertaken on high and medium priority projects. There is a risk that low priority projects have 'hidden' issues that need to be addressed.	Star Chamber sessions should be undertaken on all remaining projects to confirm their status and provide assurance. Meetings have been scheduled.	Bernadette Marjoram	July 17
G5	Governance	Programme Boards to be established	All members to be notified of their roles so that these can be agreed and validated	PMO	June/July 17
G6	Governance	Programme Boards to be established	Programme Managers to be appointed	PMO	June/July 17
G7	Governance	Programme Boards to be established	Meetings to be scheduled	PMO	June/July 17
G8	Governance	Programme Boards to be established	Terms of Reference to be drafted	PMO	June/July 17
G9	Governance	Programme Boards to be established	A programme plan is to be drafted which includes project milestones, resource requirements, and interdependencies,	PMO	Sept 17
G10	Governance	Programme Boards to be established	Establish and maintain risk register for each programme	PMO	June/July 17

G11	Governance	Programme Boards to be established	Establish and maintain benefits realisation plan for each programme	PMO	Dec 17
G12	Governance	Programme Boards to be established	Establish and maintain a programme dashboard	PMO	June/July 17
G13	Governance	The Project Management Toolkit will need to be updated to incorporate revised governance arrangements	Update Project Management Toolkit	PMO	July/Aug 17
G14	Governance	The Project Management Training will need to be updated to incorporate revised governance arrangements	Update Project Management Training	PMO	Aug 17
G15	Governance	The PMO is supporting other functions both internal and external to the Council there is a concern whether the PMO has the capacity to deliver all that is being asked of them	Review the scope and capacity of the PMO	Bernadette Marjoram	May 17
G16	Governance	Audit made a series of recommendations which have been taken into account throughout this review. A further audit should be undertaken to give assurance that recommendations have been implemented where required	Schedule audit for quarter 4 which will enable the revised governance arrangements to be implemented	Audit	March 18
G17	Governance	There is concern over whether some services have project management capability	All Capital Project Managers be required to attend PMO training. Identify and implement additional training requirements for project managers. Supplement with additional	PMO/Programme Managers/Project Sponsors/Project Managers	July 17 On-going

			expertise if required. (Training to be extended for Programme Managers and Project Sponsors)		
G18	Governance	There is inconsistency on how Project Managers are requesting changes to the project	The change control process needs to: I. Be re-communicated to Project Managers II. Propose a scheme of tolerances to be established as part of the change control process i.e. what value requires Project Manager approval or Board approval	PMO/ Programme Boards	June 17 June 17
G19	Governance	A lack of clarity on roles and responsibilities appears across the programme. Some projects were unaware of who their project sponsor was - this was usually as a result of changes in personnel	Information setting out roles and responsibilities to be circulated	PMO	June 17
G20	Governance	Some projects do not have a risk register in the correct format	PMO to re-communicate risk register format to those projects this applies to and Project Managers to action	PMO/ Project Managers	June 17
G21	Governance	Not all projects have a Communications Plan in place	PMO to re-communicate Communications Plan format to those projects where this currently does not exist. Project Managers to action and this needs to be included as part of the project plan.	PMO/Project Managers	June 17
G22	Governance	Some risk registers are not been reviewed and updated on a regular	PMO to re-communicate the requirement to review risk registers on	PMO/Project Managers	June 17 on-going

		basis	a regular basis. Project Managers to action (e.g. review at monthly project board meeting)		
G23	Governance	Most issue registers are not completed and updated on a regular basis	PMO to re-communicate requirements. Project Managers to ensure that they complete and update issue registers on a regular basis (e.g. review at monthly project meeting)	PMO/Project Managers	June 17 On-going
G24	Governance	Escalation routes are not being used to resolve project issues	PMO to re-communicate the process for escalation. Project Managers and Project Sponsors to ensure escalation routes are used when appropriate	PMO/Project Sponsors/Project Managers	June 17
G25	Governance	A lack of project plans for the duration of the project e.g. using contractor's plan as project plan	PMO to re-communicate requirements. Project Managers to ensure that they have a full project plan in place which included a decision tree for approval stages	PMO/Project Managers	June 17
G26	Governance	Interdependencies are not fully articulated or understood	Interdependency workshops to be delivered to identify project and programme interdependencies. An interdependency log should be established at both project and programme level - Note 1st workshop with CH & I Service Heads held May 17	PMO/Programme Managers	Sept 17
G27	Governance	Lessons learnt are not being routinely identified. There is also an outstanding committee instruction on getting lessons learnt available	PMO to recommunicate how the lessons learnt register should be used throughout the project lifetime.	PMO	June 17

		for use.	A lessons learnt workshop should be undertaken at the end of each project and if appropriate at key stages throughout the project.	PMO/Project Managers	As appropriate
			Lessons learnt as projects progress should be captured on a central database, creating a capital learning hub.	PMO	Aug 17
			Peer learning sessions should be held to share best practice and pitfalls to avoid	PMO	Sept 17 & on-going
G28	Governance	There is concern over the capacity of Programme and Project Managers who appear to be responsible for multiple projects	A resource plan for the programme is being prepared to: I. identify % of time Project Managers are spending managing projects II. identify % of time Programme Managers, Project Sponsors and Board members are spending managing Capital Programme	PMO	June 17 Sept 17
G29	Governance	Rolling programmes are not all reporting back on performance	Rolling programmes will be required to provide performance data to the relevant Programme Boards	PMO/Programme Managers/Project Managers	June/July 17
G30	Governance	The Gateway Process is not always observed	PMO to re-communicate Gateway Process. Project Managers need to ensure that	PMO/ Project Managers	June/July 17

			they are seeking approval of the Programme Board at the required stages.		
G31	Governance	Current Gateways are not always closely tracking the delivery of capital projects and ensuring that approvals are given at appropriate stages.	Additional Gateway Stages may be requested by the Strategic Asset and Capital Board when the project is initially approved.	PMO/Strategic Asset and Capital Board	May 17 On-going
G32	Governance	There is an inconsistent way of how Projects report to Members	Agree how and what information should be communicated to Members (also reviewing reporting to F & PR)	Monthly Member Reference Group proposed	Aug 17
G33	Governance	Business cases are not being reviewed throughout the project lifetime	PMO to re-communicate requirements. Business cases should be reviewed at key points within the programme to ensure that there is still a business justification for the project	PMO/Project Managers	May 17 On-going
G34	Governance	There are inconsistencies in how the Contract Administrator and Project Manager work together and who is responsible for what	The roles of contract administrator and Project Manager need to be clarified	PMO/ Stephen Booth	June 17
G35	Governance	Options appraisals are not always fully understood or completed	PMO to communicate that options appraisals need to be completed as part of the Outline Business Case. Advice is available from PMO and Finance. (This is part of the Toolkit Review)	PMO/Finance/Project Managers	Aug 17 On-going
G36	Governance	A number of projects end with claims against the Council. Consideration should be given on whether the Council should opt for	It is recommended that a review should be taken on what type of contract the Council has preference for	Procurement	Oct 17

		a contract which has more price certainty.			
G37	Governance	The Aberdeen Treasure Hub project does not have a Capital Project Manager	Capital Project Manager for the project to be put in place	Euan Couperwhite	May 17
G38	Governance	Many projects have experienced delays due to problems with diversion/connection of utilities	PMO to review problems experienced due to utilities. Once evidence collated a series of high level meetings to be organised with utility companies.	PMO	May 17
G39	Governance	The Art Gallery Refurbishment project does not have a Capital Project Manager	Capital Project Manager for the project to be put in place	Euan Couperwhite	May 17
G40	Governance	A process for Project Closure needs to be established.	PMO to: I. re-communicate the procedure for project closure which includes the stages a project is practically complete/occupied, financial completion and benefits realised. II. Review the process to ensure it addresses how post project evaluations and post occupancy evaluations, if required, are undertaken.	PMO	June 17 Aug 17
F1	Finance	There is a lack of understanding of what budget contingency is and the process for accessing this funding	Clarification is required on what contingency is and how it can be used. In addition a decision should be taken on whether contingency should be held centrally or at programme level rather than within individual project budgets	PMO/Finance	June/July 17

F2	Finance	There is evidence that not all projects are fully funded	All projects which are not fully funded need to be identified so that the risk around this projects can be determined and further funding identified where appropriate	PMO/Finance	June/July 17
F3	Finance	Revenue projects are not scrutinised in the same way as Capital	Consider agreeing governance arrangements for revenue projects	CMT	June 17
F4	Finance	Revenue consequences of capital expenditure are not being adequately captured	Whole-life costings to be included as part of the business planning process and if project is agreed then revenue requirement needs to be included in the budget planning process	PMO/Project Managers/ Project Sponsors	May 17 On-going
F5	Finance	Project Managers are not always managing the project budget. The Contract Administrator is sometimes taking on this responsibility	Project Managers must manage their budgets and forecast expenditure on a monthly basis. They must agree any instructions issued by the Contract Administrator which affect the budget.	PMO/Project Managers	May 17 on-going
F6	Finance	Many projects have external funding for which the Council is accountable for. This presents a risk to the Council if not adequately managed.	It is recommended that a review of all external funding is undertaken to ensure that the appropriate governance arrangements can be put in place.	PMO/Finance	August 17

NB: The Action Plan relates to all capital projects including the HRA