

Programme and Project Management Centre of Expertise
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INDEPENDENT ASSURANCE

PROGRAMME: Barra & Vatersay Community Campus (BVCC)

Healthcheck Review

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Report Status:	Final v1.0
Date/s of Review	07/10/2020 to 09/10/2020
Senior Responsible Owner (SRO):	
Draft report issued to SRO	09/10/2020
Final report issued to SRO and copied to PPM-CoE:	22/10/2020
Delivery Confidence Assessment (DCA):	AMBER
Accountable Officer:	
Scottish Government's (SG) Portfolio Accountable Officer:	DG Health and Social Care: Elinor Mitchell DG Education, Justice and Communities: Paul Johnston

This report is an evidence-based snapshot of the project's status at the time of the review. It reflects the views of the independent review team, based on information evaluated over the review period, and is delivered to the SRO immediately at the conclusion of the review.

Healthcheck Review Conclusion

<u>Delivery Confidence Assessment:</u>	AMBER
<p>The Review Team finds that the Barra and Vatersay project is presented with an energetic vision and an ambitious concept. It is clear that there is a need for investment in both the Health and Education provision, which are no longer fit for purpose. The development of the Campus, rather than separate projects, presents an opportunity to generate outcomes for the community that are greater than the sum of the parts.</p> <p>The project is in the Concept phase, but it incorporates an already-well-developed fore-runner project to replace the hospital, and it is well-advanced in initial design and benefitting from strong contributions from hub North Scotland and Scottish Futures Trust.</p> <p>Leadership appears strong and there is community-wide positive support for progress.</p> <p>At this juncture, the Review Team is of the view that successful delivery is entirely feasible and that the positive trajectory needs to be maintained. To achieve this, there are a number of current issues that need to be addressed, including:</p> <ul style="list-style-type: none"> • Attention to project financial provision; • Creation of a standard-format business case; • Stakeholder representation; and • Reinforcement of the need for Scottish Government to act in a joined-up manner. <p>If addressed in a timely manner, the project is in good shape for the next phase and ought to be set on a path toward success.</p>	

The Delivery Confidence Assessment RAG status should use the definitions below.

RAG	<u>Criteria Description</u>
Green	Successful delivery of the project to time, cost and quality appears highly likely and there are no major outstanding issues that at this stage appear to threaten delivery.
Amber/Green	Successful delivery appears probable. However, constant attention will be needed to ensure risks do not materialise into major issues threatening delivery.
Amber	Successful delivery appears feasible but significant issues already exist requiring management attention. These appear resolvable at this stage and, if addressed promptly, should not present a cost/schedule overrun.
Amber/Red	Successful delivery of the project is in doubt with major risks or issues apparent in a number of key areas. Urgent action is needed to ensure these are addressed, and establish whether resolution is feasible.
Red	Successful delivery of the project appears to be unachievable. There are major issues which, at this stage, do not appear to be manageable or resolvable. The project may need re-base lining and/or overall viability re-assessed.

Summary of Report Recommendations

A summary of the report recommendations are as follows :

Ref. No.	Report section	Recommendation	Status	Aligned with SG PPM Principle	Aligned with profession
1.	1.	Secure specialist economist input to analyse the cost/benefit analysis, financial profiling and VAT treatment.	E.	Business case	Project Delivery
2.	1.	Construct a business case document using the five-case model for the entire Community Campus Project and use it not only for seeking SG approvals, but as the core governance tool going forward.	E.	Business case	Project Delivery
3.	4.	Develop a stakeholder map from which to evolve the communications and engagement plan.	R.	Stakeholder engagement	Communications
4.	4.	Establish a Campus stakeholder forum as an advisory body to the project board.	E.	Stakeholder engagement	Communications
5.	6.	Reinforce, in all communications with SG, how the Value Proposition for the whole is greater than the sum of the parts, thus supporting joined-up thinking in SG Directorates.	C.	Approach	Finance

Each recommendation has been given Critical, Essential or Recommended status.

The definition of each status is as follows:

Critical (Do Now) – To increase the likelihood of a successful outcome it is of the greatest importance that the project should take action immediately.

Essential (Do By) – To increase the likelihood of a successful outcome the project should take action in the near future.

Recommended – The Project should benefit from the uptake of this recommendation.

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Each recommendation has been aligned with one of the SG's PPM Principles and the SG Head of Profession.

Annex A lists the principles.

ACTION PLAN - You must within three weeks of the final report provide your intended actions for addressing each recommendation. You should then share it with the relevant SG's Accountable Officer and copy it to the SG's Programme and Project Management Centre of Expertise (PPM-CoE). Thereafter, you are responsible for implementing the actions in response to the recommendations. If the review has identified serious deficiencies or difficulties (including probable failure to meet the planned budget) within the programme the Accountable Officer should inform the relevant Minister/s.

Purpose of the Healthcheck Review

A Healthcheck Review can be used at any point in the programme/project's lifecycle and there is no limit to the number that can be carried out. A Healthcheck confirms the stage at which the programme or project is at and whether it looks to be in good shape to proceed to the next Gateway Review point.

Acknowledgement

The Review Team would like to thank the SRO, the BVCC Programme Team and all interviewees for their support and openness, which contributed to the Review Team's understanding of the project and the outcome of this review. **Annex B** lists the people who were interviewed during the review.

Background

Aims of the project/programme:

The concept summary document (10 June 2020) states that:

1. The objectives for the Community Campus support the achievement of both medium-term and long-term objectives Barra and Vatersay that will enable the island's ambition of to be realised. Taking a **long-term** perspective, the objective that will be the measure of success over the years ahead will be population growth and retention. This will indicate community resilience, well-being and standard of living.

The stepping stones on the path to this long-term aspiration will be a range of **medium-term** objectives:

- Residents enjoying quality of life, living independently for as long as possible in their own home or suitable care facility
- Public services continuing to evolve on an integrated basis, designed around the needs of citizens
- Citizens taking on more responsibility for their own health, well-being and educational

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- improvement
- Increased affordable and accessible housing on the island
- Increased job opportunities and citizens who are tooled up to meet the demands of the job market
- Enabling economic regeneration and sustainability of the economy
- Promoting heritage, culture and performing arts and contributing to growth and sustainability of the Gaelic language
- Developing Barra and Vatersay as a positive tourist destination

The Community Campus is a pivotal initiative that will enable these medium- and long-term objectives to be realised. It is an early stage 'domino' that will enable future objectives to be met. The **project objectives** for the Community Campus, therefore, comprise:

- Increasing educational attainment on the island
- Improving health, patient safety and well-being
- Increasing public service responsiveness to citizen needs
- Enabling organisation cultures that encourage integrated working and citizen-focused services
- Enabling services to reach parts of the citizenry who may have missed out previously
- Reducing duplication and overlap of services through integrated working
- Developing services proactively that cross organisation boundaries
- Maximising skill mix among the workforce
- Increasing job satisfaction that improves service outcomes
- Enabling a positive visitor experience year-round
- Reducing operational costs to free resources for further investment
- Using the project construction phase to develop skills and job opportunities for islanders

Current position regarding previous assurance reviews:

A Gateway 2 Review was conducted on the fore-runner St. Brendan's Hospital project in May 2014.

This healthcheck recognises the expanded scope of the project and provides an update on progress.

Review Team findings and recommendations

1. Project Governance & Business Case

History & Vision

The concept summary document (10 June 2020) sets out the history of the project and the vision for its outcomes. The document presents an energetic and ambitious intent, set against the backdrop of Island life and its importance as part of Scottish heritage and culture.

The Review Team observes that the Project Leadership has a clear and articulate grasp of the vision and is embracing opportunistic thinking. This aims to drive the project in a way that satisfies not only the needs of the project *per se*, but also generates spin-off benefits for the community and is centred on creating flexibility and an enduring legacy.

By focusing on a reduced estate, with greater flexibility and utility, the viability of that estate becomes potentially greater. In addition, the project is anchored in Scottish Government (SG) placed based investment policy and aligns with the Infrastructure Commission.

Many interviewees hold the view that the project is strongly led, with firm strategic vision, well supported and now displaying momentum.

Affordability

Documentation thus far indicates an anticipated cost for the project approx. £53m. Understandably, there is some nervousness amongst interviewees about projected costs, having experienced cost growth in the predecessor St. Brendan's Hospital project. It would appear, however, that this project has a robust basis for costing having engaged early with hub North Scotland to establish experience-based cost estimates and location-factor cost influencers.

It is anticipated that co-location should derive a level of Capex saving compared with delivering separate projects for the various elements of the campus. Opex costs through life ought to also be reduced as a result of shared services and an energy efficient approach to design. The Review Team notes that the health contribution to the project will be Capex whilst the education contribution will be Opex which will be forthcoming as the outcomes come on stream. This poses the funding conundrum for the build project and will need to be explained in the Economic and Financial Cases. The Review Team notes some uncertainty about not only affordability but also financial profiling and VAT treatment.

Recommendation 1: Secure specialist economist input to analyse the cost/benefit analysis, financial profiling and VAT treatment. (Essential – Do By Business Case submission)

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The Review Team was told, as an example, that the costs for the Health scope are already rising, so all scope control and cost management will need ongoing management.

At this juncture, the Review Team understands that the campus project will have multiple funding sources including SG (Health), SG (Education - Learning Estate Investment Programme (LEIP)), Comhairle nan Eilean Siar (CnES), Hebridean Housing Partnership (HHP). At this juncture, there is a funding shortfall of approx. £7m and some uncertainty about the level of contribution from each partner. In particular the cost per unit for the extra-care provision is said to be high and in need of revision.

It is unclear whether the SG Islands Community fund, or the SG Green Recovery fund, can be used to contribute to some or all of the shortfall.

Whilst not evidenced in written confirmation, several interviewees express high confidence that the funding gap will be closed in order to make the proposal affordable. Conversely, there is a range of understanding over the size of the affordability gap. Clearly, this position and the means by which the gap will be closed need to be ratified as a fundamental element of establishing delivery confidence.

Business Case Status

The Review Team understands that the predecessor project had two iterations of Outline Business Case (OBC) in 2014 and 2016. That OBC remains largely static and needs to be subsumed into the overarching Business Case for the campus project.

Many interviewees recognise that the campus is paradoxically only at the concept stage notwithstanding the advanced planning work already underway. This now needs to be evolved into an OBC in a form that can be considered by investment decision makers.

Interviewees have varied understandings about the status of the 'business case': some refer to the previous project OBC; some refer to the 'concept'; some understand the narrative and support; but there appears currently not to be a consolidated 'Business Case' document for the campus project. In order that the project can be subject to standard SG authorities, demonstrate sound options appraisal and maintain appropriate governance control during execution, it will be necessary for the project to pull together a formal OBC based on the five-case model.

The Review Team notes that the five-case structure is already used for SG updates and that the Concept Document covers much of the Strategic Case. Additionally, the Commercial Case is already well underway through already-established supply-chain relationships and frameworks. Much of the information for the OBC probably

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already exists, distributed across multiple documents. It ought to be a straightforward, but essential, activity.

Recommendation 2: Construct a business case document using the five-case model for the entire Community Campus Project and use it not only for seeking SG approvals, but as the core governance tool going forward. (Essential – Do By mid-November 2020)

Project Board

The Project Board comprises representatives from CnES, NHS Eileanan Siar (NHSES), Western Isles Health & Social Care Partnership, Scottish Ambulance Service, Police Scotland, Hebridean Housing Partnership, University of the Highlands and Islands. It is led by two SROs (CnES & NHSES).

Interviewees expressed a majority opinion that the Project Board works well and is a significant improvement over the governance of the predecessor project.

Other Governance

With a broad range of stakeholders contributing to the running of the project this introduces a degree of complexity into the governance. The Review Team is of the view that this is normal.

Many interviewees observed that the individual structures and decision-making mechanisms within the stakeholder organisations has caused some complexity along the way, with some perspectives viewing it as 'bureaucracy'. It is, however, only correct that each party assures their commitment to the project and commits within the bounds of their ability: there is no point embarking on any project only to have stakeholders withdraw when underway.

Noting the process being used by Health and Education (Scottish Capital Investment Manual - known as SCIM-pragmatic), some interviewees highlighted the potential for this mechanism to be used on other integrated place-based investments. The Review Team was told that there has been public commitment given to the project from both Ministerial Portfolios (Health and Education): this is encouraging.

2. Integration of service delivery & project management

Integrated Services

It is encouraging to note that the project has taken an outcomes-based approach to design to drive the requirements. This introduces a perspective that views the Campus as a multi-use facility, not a 'school' that is only a school. Etc. The Review Team heard much about the vision for using space as flexibly as possible to optimise

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utilisation rates and drive out value from the investment, particularly in community benefit.

That said, there are factors that have created discussion: e.g. Option 1D (the preferred option) has a road running through the middle of the campus between the sports facility and the remainder of the campus, the replacement of a residential care home with ten single-occupancy extra-care units, classrooms of smaller size than currently and not all teachers will necessarily have their own rooms. The location of the helipad is a prominent topic discussion.

The project is a priority for both Health and Education and there is a strong view that the Campus serves as a community focal point, not just a school, or just a hospital etc. At the local level, through the Community Business Plan, there is a good joined up story showing the mutual benefits of collaboration and a place-based approach.

The scale and complexity of project is unprecedented in terms of the level of integration – across Scotland – and the challenges posed by the Barra location introduce further opportunities to create the ‘pathfinder’ exemplar upon which other future projects can draw lessons.

It is clear that there is broad support on Barra for the integration of services and the pursuit of the Campus solution, though there is some view that the “hospital is a hospital” irrespective. Even within that view, however, there are some elements of the hospital where shared facilities bring benefit. There is some evidence that some interviewees still carry baggage from fore-runner projects: it is now time to let go and embrace the future rather than chase the past.

Project Management Approach

The project is being taken forward on a two-stage basis with the involvement of hub North Scotland and Scottish Futures Trust (SFT). The early focus on due diligence and feasibility work is de-risking timeline and cost estimates; and a contingency of 7.5% is being included to cater for residual optimism bias. The contingency will require ongoing management and monitoring and there is potential to retire risk progressively and release some of the contingency.

The Review Team heard that the Project is benefitting from strong input from SFT, not only for their strategic input but also for their project support.

HUB North Scotland attend the Project Board and provide strategic as well as technical oversight and expertise.

The approach involves early contractor involvement with a tier 1 supplier in the design stage so risks can be identified and realistic costs can be arrived at which will lead to a fixed cost for the construction agreed upon by both the project and the contractor. Early conversations with tier 2 suppliers are taking place including with a

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Barra based supplier. The design is still at an early stage, but the Review Team commend the approach being taken.

It will be important that there is flexibility and future-proofing built into the design so the campus is not only for today but has the ability to meet future needs.

Project Planning

Whilst the overall project is still at concept stage and need to secure business case approval to move forward, there is already accelerated activity as discussed in developing costings and designs. This puts the project in a strong position to maintain momentum when business case approval is achieved.

Whilst there is some concern that a 'big bang' approach poses risk, there is also the opposing view that the campus needs to be designed holistically so that a masterplan for its delivery can be developed with confidence. Potentially, however, the construction could be completed in manageable chunks e.g. as already planned, the sports centre is to be completed first to limit the absence of the facility for community use whilst the remainder of construction is underway.

As the project schedule is further developed, several factors will need to feature, including the urgency with which the current hospital needs to be replaced. It is no longer fit for purpose and is suffering from Legionella outbreak, highlighting the need for progress especially in a Covid-19 context. The counterfactual of not replacing the facility leads to significant on-going costs of maintaining a not fit for purpose building.

The education component of the campus includes the bringing together of Castlebay (primary and secondary) and Eoligarry Primary schools into a new learning centre in the campus, which together with early years and further education is designed to provide an environment where skills and talent management can be achieved for the sustainment of viable employment in the community. It is pleasing to note that cultural aspects of school identity are already being recognised with the implications for education branding on the Island.

The schools decant plan involves Castlebay primary moving to Eoligarry for a period of approx. 2 years. The decant plans for the secondary element appear to less uniformly understood, with different stakeholders having different understandings of the plan. This ought to be addressed to get everyone 'on the same page'. The practicalities of teaching and learning (e.g. logistics for teachers and pupils) appear not yet to be well developed and this will naturally have to form part of the planning in the next phase.

3. Lessons being learned and to be shared

Covid-19

The advent of Covid-19 has impacted all aspects of life, globally. It has forced immediate response to conducting all manner of services differently, which has

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accelerated learning in ‘the art of the possible’. Interviewees cited examples of how provision of education, health and social care had been influenced. That rapid learning has served to inform the requirements for the project, highlight risk areas and underline the merit of flexibility.

Previous Projects

Whilst this project is a ‘first’ in many respects, aspects of previous projects in Scotland (and beyond) have provided opportunities to inform the planning assumptions and increase foresight for the Barra and Vatersay Community Campus. Experience and input from hub North Scotland and SFT is proving particularly valuable, especially in regard to ‘hard to reach’ locations and supply chain factors.

These lessons are providing the basis for stronger project governance, milestone planning and options appraisal for offsite manufacturing potential.

Good Practice

The Review Team notes that hub North Scotland is maintaining a lessons log. This is good practice and could be expanded as a project management discipline across the totality of the project. Additionally, advice and guidance is available from the Scottish Government Programme and Project Management Centre of Expertise.

The Project updates both Health and Education Directorates within Scottish Government on a bi-monthly basis. This provides Scottish Government investment decision makers with a greater understanding of the project and its progress than they would get by simply reading a business case. This is good practice.

4. Stakeholder expectations and engagement

Key Players

There is a diverse group of bodies represented in the project governance and delivery teams, whilst there is strong voice of support for the campus, there is also some uncertainty being expressed about some key stakeholders’ continued involvement. It is not clear how the third sector will be involved and the Review Team heard that GPs and HHP commitment could be wavering (this is unconfirmed).

The Review team observed folklore surrounding distrust of public sector commitment amongst the various partners. The establishment of the Covid Community Planning and Economic Recovery Group is acting as a forum that is engendering stronger relationships.

With the project being simultaneously in concept and design, it is to be expected that some stakeholders have had sight of plans and others have not. Some initial drawings with rooms, toilets, café, dining room space etc. are being seen by some people, but not others. This leads to a range of expectations which, as the project

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shapes up, there should be a drive to ensure commonality of understanding and realism of expectation.

The Community

There appears to be strong community recognition of the need for the new school and the opportunities this should bring to the Island, the benefits of the hub to the community are also clearly understood but there is less clarity and understanding of the changes to the Health facilities, in particular the move from residential care to extra care housing. The Review Team was told that over 90% of the community would prefer to continue with a residential care home arrangement rather than the planned move to extra-care unit provision.

The change to a different model of care is also prompting discussion about the implications for care-worker staffing challenges and capacity management noting the potential changes to demographic spread in the coming years.

It is clear that the project will impact, in some way, all ~1200 residents of Barra & Vatersay and there is a need to ensure that misunderstandings do not perpetuate. For example, there is a perception that the campus is one big building, not a campus. Often perception is more powerful than truth and whilst project information is said to be available, there appears to be a need for 'spoon-feeding' and perhaps stakeholder communications needs to be approached as 'engagement' rather than 'broadcast'.

The establishment of 'community conversations' are helping the community to understand the project and to overcome some of the distrust issues. Additionally, the engagement of hub North Scotland and the architects provides the basis upon which to share concepts with the community – so long as it is understood that they are concepts, not final decisions.

Overwhelmingly, there is recognition that there is a need for modern health and education provision and that the current facilities are no longer fit for purpose. The available funding is seen as a unique opportunity that the community does not want to pass up.

Whilst there is a minority view that the project is being 'done to', not 'done with' the community, the project schedule being shaped to deliver the sports facilities first demonstrates that the project is listening and responding to community need. It does, however, introduce the unintended consequence of concern about school children crossing the road to reach the sports facilities. This highlights the difficulty in complex projects like this: you cannot please all of the people all of the time.

Communications

Many stakeholders commented positively about the increase in communications in recent months. Notwithstanding the concerns discussed earlier in this report, communications and stakeholder engagement is seen to be on a positive trajectory.

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Given that different stakeholder groups will have differing perspectives, it would be useful to further develop the stakeholder communications and engagement plan, perhaps by developing a stakeholder map and then establishing stakeholder fora as appropriate.

Recommendation 3: Develop a stakeholder map from which to evolve the communications and engagement plan. (Recommended)

Furthermore, projects such as this often benefit from the establishment of a formal 'stakeholder forum' as an adjunct to the project board. This acts as an advisory body, not a decision-making function, but it does act to ensure that decision-making is undertaken in the best-informed manner and that the project delivers against not only the brief of the investment-decision makers but also the needs of the user-base such that optimum social value and benefits can be derived.

Recommendation 4: Establish a Campus stakeholder forum as an advisory body to the project board. (Essential – Do By detailed design stage)

5. Need for SG Directorates to be joined up in their thinking/approach

Avoiding Silos

Due to the level of integration within the project there is more than one part of the Scottish Government involved in the approval and funding of the project; this causes challenges to the established Governance process and practice within these areas. The Review Team was told about ongoing work to break down these silos.

The Review Team commends the work done by the Health Directorate, Education Directorate and SFT to find a pragmatic way to streamline Governance processes, fund the project and learn lessons to support the development of a model to support place-based investments.

In projects such as this there is always the potential for one Directorate to be strongly supportive, only for another to undermine the collective value by failing to operate in a joined-up fashion. The Review Team understands that the projects already enjoy strong support in SG Health and the Education is well-engaged. The differences in approvals processes appear to be being addressed in a pragmatic fashion and there is currently every expectation that the project will be supported by both directorates, subject to the business case 'stacking up',

Outcomes / Policy Alignment

The approach taken by the project to be outcomes-based places it strongly to demonstrate alignment with SG policy and this approach is also forming the basis for ensuring that general principles (such as energy efficiency) permeate the entire project, implemented as appropriate for each element of the build.

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The project is said to enjoy support from the Deputy First Minister, and well aligned with policies and support across both SG Health and Education Directorates, this puts the project in a favourable position. There is, however, a pressing need to keep reinforcing the need for joined up thinking: this is, after all, a joined-up project where the 'size of the prize' depends on all parties acting together and with continuous support.

Recommendation 5: Reinforce, in all communications with SG, how the Value Proposition for the whole is greater than the sum of the parts, thus supporting joined-up thinking in SG Directorates. (Critical – Do Now, and ongoing)

6. Social Value and community benefit

The Barra and Vatersay Community Campus Project is the biggest project undertaken on the Island. Therefore, it is imperative that the Project fully realises the social value and community benefits identified by the Project. They are adopting the Social Value Portal approach on the construction elements that looks at themes, outcomes and measures.

This major construction project provides an opportunity for local employment and training for the period of the construction. If a pipeline of planned future work on the Island could be established, it could lead to longer term sustainable jobs being created and help keep and attract skilled labour on the Island. Already encouraging is the early dialogue with an indigenous contractor about the school decant and part of the Campus construction.

There will be wider benefits through improved learning opportunities, from early years to adult education and training opportunities along with social interaction brought about by a 21st Century campus setting. The Campus has the potential to be a catalyst for other opportunities including private sector investment. The work undertaken on the Community Business Plan is shining a light onto these potential opportunities.

The Project has the potential to realise many benefits, but it should be remembered the Project is formally to replace health and education buildings which are no longer fit for purpose; therefore, the Project should deliver against fundamental needs and not over-embellished wants.

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Next Independent Assurance Review

The next Assurance Review is expected 6-8 weeks before the next business case submission.

Distribution of the Gateway Review Report

The contents of this report are confidential to the SRO and their representative/s. It is for the SRO to consider when and to whom they wish to make the report (or part thereof) available, and whether they would wish to be consulted before recipients of the report share its contents (or part thereof) with others.

The Review Team Members will not retain copies of the report nor discuss its content or conclusions with others.

A copy of the report is lodged with the PPM-CoE so that it can identify and share the generic lessons from Independent Assurance Reviews. The PPM-CoE will copy a summary of the report recommendations to the SG's Accountable Officer, and where appropriate, to the Organisation's Accountable Officer where the review has been conducted on behalf of one of the SG's Agencies, NDPBs or Health Sector organisations.

The PPM-CoE will provide a copy of the report to Review Team Members involved in any subsequent review as part of the preparatory documentation needed for Planning Meetings.

Any other request for copies of the Gateway Report will be directed to the SRO.

ANNEX A

Scottish Government - Programme and Project Management Principles

1. Approach

- Our approach to managing programmes and projects is proportionate, effective and consistent with recognised good practice.

2. Business Case

- We secure a mandate for our work; identify, record and evaluate our objectives and options for meeting them; and ensure that we secure and maintain management commitment to our selected approach.

3. Roles and Responsibilities

- We assign clear roles and responsibilities to appropriately skilled and experienced people and ensure their levels of delegated authority are clearly defined.

4. Benefits

- We record the benefits we seek, draw up a plan to deliver them and evaluate our success.

5. Risk

- We identify, understand, record and manage risks that could affect the delivery of benefits.

6. Planning

- We develop a plan showing when our objectives will be met and the steps towards achieving them, including appropriate assurance and review activities, and re-plan as necessary.

7. Resource Management

- We identify the financial and other resources, inside and outside the organisation, required to meet our objectives.

8. Stakeholder Management

- We identify those affected by our work and engage them throughout the process from planning to delivery.

9. Transition

- We ensure that the transition to business as usual maximises benefits and that operational delivery is efficient and effective.

10. Lessons

- We record lessons from our programmes and projects and share them with others so they may learn from our experience.

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ANNEX B

Review Team:

Review Team Leader:	
Review Team Member:	
Review Team Member:	

List of Interviewees:

The following stakeholders were interviewed during the review:

	Scottish Government Health Directorate
	Scottish Government Education Directorate
	Hub North Scotland Ltd
	SRO/CnES Director of Education
	Member for Barra, Vatersay, Eriskay & South Uist
	Member for Barra, Vatersay, Eriskay & South Uist
	Member for Barra, Vatersay, Eriskay & South Uist
	Member for Barra, Vatersay, Eriskay & South Uist
	NHSWI Director of Finance/IJB Chief Finance Officer
	Hebridean Housing Partnership Chief Executive
	SRO/NHSWI Chief Executive
	Scottish Futures Trust
	CnES Director for Investment Delivery
	CnES Head of Community Care
	Scottish Futures Trust
	Castlebay Parents Council
	CnES Senior Education Officer
	NHSWI Project Director
	Castlebay & Eoligarry Head Teacher
	Northbay Community Council