

ID	Action		Owner	Date Raised
PB4	[REDACTED]	[REDACTED]	[REDACTED]	27 June 2023
PB5	Advice required on what [REDACTED] means in practice.	In progress, [REDACTED] to update	[REDACTED]	26 June 2023
PB6	Cost report to be prepared for each Project Board Meeting reporting on progress on expenditure	In progress	[REDACTED]	26 June 2023
PB8	Seek advice on whether we would notify parliament prior to [REDACTED]	In Progress	[REDACTED]	25 August 2023
PB9	consider other announcements to parliament regarding [REDACTED] when deciding best manner to update.	In Progress	[REDACTED]	25 August 2023
PB10	Revisit risk register to include Gregors comments.	In Progress	[REDACTED]	25 August 2023
PB11	consider how wider [REDACTED] will need to be managed	In Progress	[REDACTED]	25 August 2023
PB12	[REDACTED]	In Progress	[REDACTED]	25 August 2023

Completed

PB7	Escalation route for cost escalation to be documented	Complete	[REDACTED]	26 June 2023
PB8	Revise milestone for project	complete – updated milestones provided in Project Dashboard		26 June 2023
PB1	Provide feedback to [REDACTED] on milestones outlined in the plan.	Complete	All	26 June 2023
PB2	Provide advice on [REDACTED] milestones	Complete	[REDACTED]	26 June 2023
PB3	Test the assumptions on the timeline	Complete - Milestones reviewed with [REDACTED] and [REDACTED] on 18 July	[REDACTED]	26 June 2023

ID	Action	Owner	Date Raised
DG14	Meeting with [REDACTED] to be arranged after [REDACTED] circulated.	[REDACTED]	14 August 2023
DG16	Updates on cost / programme for [REDACTED] to be provided on an ongoing basis.	[REDACTED]	14 August 2023
DG17	[REDACTED] to be invited to standing invite for Director of Economic Development meeting.	[REDACTED]	14 August 2023
DG20	[REDACTED] to confirm relevant contact details after call	[REDACTED]	11 September 2023
DG21	[REDACTED] to confirm notice details for [REDACTED]	[REDACTED]	11 September 2023
Completed			
DG1	Invite specialist advisor to meetings	[REDACTED]	19 June 2023
DG2	Provide comments on risk register	All	19 June 2023
DG3	Move next Delivery Group meeting to Tuesday 18th.	[REDACTED]	10 July 2023
DG5	Comment on milestones / risks as circulated by [REDACTED]	All	10 July 2023
DG4	Notify [REDACTED] of Intention to use a [REDACTED]	[REDACTED]	10 July 2023
DG6	Arrange meeting with advisors for morning of 19 July to discuss milestones	[REDACTED]	20 July 2023
DG7	Inform SG of requirement for [REDACTED]	[REDACTED]	20 July 2023
DG8	Discuss procurement of [REDACTED]	[REDACTED]	20 July 2023
DG10	Share updated legal advice in relation to [REDACTED]	[REDACTED]	31 August 2023
DG11	Update Colin on milestones	[REDACTED]	07 August 2023
DG12	Baseline milestone dates	[REDACTED]	07 August 2023
DG13	Cost projections for workstream	[REDACTED]	07 August 2023
DG9	Confirm best point of contact in [REDACTED] absence.	CC	24 July 2023

DG18 Phone[REDACTED]  
DG19 provide SG with a response to our draft statement of works, which requires to be signed off once agreed.  
DG15 Fee estimate to be supplied by [REDACTED]

CC 04 September 2023  
[REDACTED] 04 September 2023  
[REDACTED] 14 August 2023  
[REDACTED]

<b>Action</b>	<b>Owner</b>	<b>Update</b>	<b>Raised</b>	<b>Status</b>
Develop Project Execution Plan as central repository for Project Information	[REDACTED]	due Wed 14 June	31 May 2023	In progress
Statement of works agreed with [REDACTED]	[REDACTED]	To be signed	15 June 2023	In progress
Draft and get sign off on Statement of Work 1.1 with [REDACTED]	[REDACTED]	Draft with [REDACTED]	22 August 2023	In progress
[REDACTED]	[REDACTED]	Document being reviewed by [REDACTED]	04 August 2023	In progress
Maintain Stakeholder List	[REDACTED]	With colleagues to populate with anything missed	10 August 2023	In progress
Updating ERDM File Structure	[REDACTED]		04 August 2023	In progress
Contingency planning/workstream descriptions	[REDACTED]		31 May 2023	Upcoming
Financial Management spreadsheet updating				
[REDACTED]	[REDACTED]	Forms completed and to be discussed and signed by Colin	07 August 2023	In progress
Project Board	[REDACTED]	Scheduled for 29 September 2023	29 September 2023	To commence
Risk Register	[REDACTED]	To establish the wider commercial risks [REDACTED]	19 September 2023	In progress
Gantt chart refresh	[REDACTED]	To put on MS Project	31/09/23	To commence
Fols	[REDACTED]			In progress
Finance invoice approval process/agreed financial limits for staff grading	[REDACTED]	Email sent to [REDACTED] (finance) on 5 September 2023		
Pick up point on [REDACTED]	[REDACTED]		13 June 2023	Completed

Prepare update for DG/Director	[REDACTED]		01-Jun-23	In progress
Try find a meeting with Gregor/Colin/Team	[REDACTED]	looking at early w/c 05 June now	31 May 2023	Completed
[REDACTED]	[REDACTED]		30 May 2023	Completed
Workstream leads to agree allocation of responsibilities in Responsibility Management Matrix	All	[REDACTED] to come back with final comments	25 May 2023	Completed
Secure legal advice on [REDACTED]	[REDACTED]		31 May 2023	Completed
Project Board Invitation to be sent to group	[REDACTED]		08 June 2023	completed
Arrange a meeting between Kate and Jenny Stewart re advice on [REDACTED]	[REDACTED]		31 May 2023	In progress
Create an annual leave tracker and send round	[REDACTED]		08 June 2023	In progress
Send dashboard round for comments	[REDACTED]		08 June 2023	In progress
[REDACTED] Contracts Signed	[REDACTED]		13 June 2023	Urgent
legal scope finalisation	[REDACTED]		01-Jun-23	Urgent
Submission to be sent to ministers on [REDACTED]	[REDACTED]		08 June 2023	In progress
Secure an updated project timeline from [REDACTED]	[REDACTED]		30 May 2023	Completed
Risk register finalised, with risk tolerance levels agreed by SRO / Sponsor and SWOT analysis completed	[REDACTED]	Live document created and being regularly reviewed	31 May 2023	Completed
Investigate how to establish a[REDACTED]	[REDACTED]	[REDACTED]	04 August 2023	Completed

Advice provided from [REDACTED]	[REDACTED]		31 May 2023	Completed
Complete and get approval on Risk Potential Assessment paperwork	[REDACTED]	[REDACTED] has agreed with my review of [REDACTED], so [REDACTED] to send [REDACTED] to [REDACTED] to review	17 August 2023	Completed
Regular Project Board Meetings and pre-meets- in diary	[REDACTED]		08 June 2023	Completed
Complete register of interests for [REDACTED]	[REDACTED]	[REDACTED] chased returns 08 June	31 May 2023	Completed

# Project Sakura

## **PROJECT EXECUTION PLAN**



## **Contents**

### **Preface**

- 1. Project Context**
- 2. Project Scope**
- 3. Timeline**
- 4. [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]**
- 5. Consultant Selection**
- 6. [REDACTED]  
[REDACTED]**
- 7. Risk Management**
- 8. [REDACTED]**
- 9. [REDACTED]**
- 10. [REDACTED]**
- 11. [REDACTED]**

1. **PROJECT CONTEXT**

1. [REDACTED]

2. Since then, Scottish Ministers have set the following objectives

[REDACTED]

[REDACTED]

[REDACTED]

3. Scottish Government's intention is to [REDACTED] and in a way that secures the strategic objectives. No timescale has been set for [REDACTED].

4. Before Project Sakura was initiated, Scottish Government officials have been [REDACTED] Since then, the Scottish Government has [REDACTED]

5. [REDACTED] Project Sakura was initiated and a project team was stood up. Chapter 4 sets out the project organisation arrangements. Project Sakura has been stood

up to [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

## 2. PROJECT SCOPE

1. The key objectives set out by Scottish Ministers for [REDACTED] are as follows:  
[REDACTED]  
[REDACTED]  
[REDACTED]
2. [REDACTED] which are all being assessed via Project Sakura. They all comprise options.  
[REDACTED]  
[REDACTED]  
[REDACTED]

The scope of each of the workstreams is outlined below.

[REDACTED]

[REDACTED] part of the Scottish Government's decisions [REDACTED] This is herein referred to as Project Sakura.

There will be a process of identification and consideration of the strategic options available to Scottish Ministers [REDACTED] This will include assessment of each option against the identified strategic objectives for [REDACTED] This will also include a [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

## **Methodology**

[REDACTED]

[REDACTED]

### **3. TIMELINE**

All information on the Project Sakura timeline is contained in the project management dashboard. A link to the dashboard on ERDM (document zA2232184) is attached below:



Project Sakura -  
Project Board - Dashb

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

[REDACTED]

[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]

<u>[REDACTED]</u>	<u>[REDACTED]</u>	<u>[REDACTED]</u>
<u>[REDACTED]</u>	<u>[REDACTED]</u>	<u>[REDACTED]</u>
<u>[REDACTED]</u>	<u>[REDACTED]</u>	<u>[REDACTED]</u>
<u>[REDACTED]</u>	<u>[REDACTED]</u>	<u>[REDACTED]</u>
<u>[REDACTED]</u>	<u>[REDACTED]</u>	<u>[REDACTED]</u>

#### **4. CONSULTANT SELECTION**

##### **Commercial Advisor – [REDACTED]**

We proposed to appoint [REDACTED] to provide strategic commercial advice in relation to [REDACTED]

The rationale for appointing [REDACTED] It will provide for an integrated project approach across [REDACTED]

##### **Public Law - Legal Advice – [REDACTED]**

[REDACTED] working on a diverse range of projects. They work with, and provide advice to the [REDACTED] Should we need independent legal advice on Sakura [REDACTED] can be instructed.

##### **Specialist Legal Advice – [REDACTED]**

Legal advice and support in relation to Project Sakura, [REDACTED] This will include working with the Scottish Government's external commercial advisors, [REDACTED]

**[REDACTED]**

[REDACTED] have been asked to provide us with advice/direction on the [REDACTED]

**[REDACTED]**  
**[REDACTED]**

**[REDACTED]**  
**[REDACTED]**

**[REDACTED]**  
**[REDACTED]**



[REDACTED]

[REDACTED]

[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
	[REDACTED]		

[REDACTED]

## **5. RISK MANAGEMENT**

The project adopts an active risk management process. Risk workshops are scheduled every four weeks with the core project team, workstream leads representing legal, subsidy control, finance, and [REDACTED]. The biggest risks are reviewed and recorded on the project dashboard which is circulated and reviewed at the weekly Delivery Group meeting attended by the Project Team, Workstream leads, [REDACTED] and [REDACTED]. The risk register is provided to the Project Board on a monthly basis with discussion and input covering all red rated risks with the opportunity to discuss any other risks. The Board provides direction on risks to be taken forward by the project team, The risk register is managed by the Project Manager and is in line with SG corporate risk guidance.

Sakura risks are not reported on other organisational risk registers at present [REDACTED] Other relevant risk registers have been reviewed to ensure that key risks [REDACTED] have relevant risks recorded. Risk registers reviewed with reference to future focused risks on Project Sakura are DG Economy, Directorate for Economic Development, Strategic Commercial Assets Division [REDACTED]

## **Financial Management**

Estimates of the cost and delivery timescales of each workstream/output and the constituent elements of the work will be provided by the Advisor and agreed by the project team in advance of starting work on that activity. The cost will be monitored throughout the activity by the Advisor and weekly updates on cost estimates will be provided. Proposals for varying the scope or timing of work shall be provided to and must be agreed by the project team and authorised through the Portfolio Accountable Officer.

As this contract is for support as and when it is required, it will be difficult to predict with any certainty the volume of support required. However, the Advisor will be required to have the capacity to resource anything from large scale instructions of advice to one-off advice by phone or by e-mail as and when required.

[REDACTED]

[REDACTED]	
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

[REDACTED]	
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	
[REDACTED]	

[REDACTED]	
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

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[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

[REDACTED]	
[REDACTED]	[REDACTED]

[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

[REDACTED]

**Project Summary** RAG Status [REDACTED]

Drive progress on the [REDACTED] in relation to Project Sakura in relation to [REDACTED] Project Sakura comprises [REDACTED]  
 [REDACTED]  
 The Project will aim to identify [REDACTED] The Project will assess [REDACTED] It will also assess the options against the following SMART objectives: 1- [REDACTED]  
 The Project will be undertaken [REDACTED] and will require the input from [REDACTED] A Project Delivery Group has been established and a Project Board will be established to oversee the project and provide direction

Activity ID	Key Activities for Phase 1	Deadline Due	Status	Lead	Comments / Issues / Dependencies
A1	Advice note on what [REDACTED] processes / steps	[REDACTED]	Complete	[REDACTED]	[REDACTED]
A2	Comms messages agreed to brief stakeholders and messaging disseminated and media comms plan addressing scenarios drafted. Comms plan updated with considerations on any announcements to parliament from wider work on [REDACTED]	[REDACTED]	Complete	[REDACTED] Comms team	Sub-action from Project Board - advise on how long we are likely to [REDACTED]
A3	Procure a third advisor, in addition to the [REDACTED]	[REDACTED]	Slippage	[REDACTED]	[REDACTED] advised that to ensure true impartiality in this process, this would be the best approach to take. [REDACTED]
A4	[REDACTED]	[REDACTED]	Complete	[REDACTED]	[REDACTED]
A5	[REDACTED]	[REDACTED]	Ongoing	[REDACTED]	[REDACTED]
A6	Work commences on in-house business case	[REDACTED]	Ongoing	[REDACTED]	Business case scoped with paper to be issued to the Board on approach - work ongoing in the meantime.
A8	Further meeting to discuss [REDACTED]	[REDACTED]	Complete	[REDACTED]	Preparatory work to enable [REDACTED]
A9	Provide advice to Accountable officer as to whether parliament would require to be notified in advance of any announcement [REDACTED]	[REDACTED]	Complete	[REDACTED]	[REDACTED]
A10	[REDACTED]	[REDACTED]	Complete	[REDACTED]	[REDACTED]
A11	Meeting with [REDACTED] and core team to agree inputs / format [REDACTED]	[REDACTED]	Ongoing	[REDACTED]	Preparatory meeting on [REDACTED]
A12	Ministerial submission to update ministers on [REDACTED]	[REDACTED]	Ongoing	[REDACTED]	[REDACTED]
A13	[REDACTED] received by SG	[REDACTED]	Ongoing	[REDACTED]	[REDACTED]
A14	[REDACTED]	[REDACTED]	Ongoing	[REDACTED]	[REDACTED]
A15	[REDACTED] to be drafted and agreed	[REDACTED]	Ongoing	[REDACTED]	[REDACTED]
A16	[REDACTED]	[REDACTED]	Postponed	[REDACTED]	[REDACTED]

Milestones					Issues	
Milestone ID	Lead	Deadline Due	Status (Complete / Ongoing / Slippage)	Comments	Status (RAG)	
1 [REDACTED]	[REDACTED]	[REDACTED]	Ongoing	[REDACTED]	[REDACTED]	
2 [REDACTED]	[REDACTED]	[REDACTED]	Ongoing	[REDACTED]	[REDACTED]	
3 [REDACTED]	[REDACTED]	[REDACTED]	Slippage	[REDACTED]	[REDACTED]	
4 [REDACTED]	[REDACTED]	[REDACTED]	Ongoing	[REDACTED]	[REDACTED]	
5 [REDACTED]	[REDACTED]	[REDACTED]	Slippage	[REDACTED]	[REDACTED]	
6 [REDACTED]	[REDACTED]	[REDACTED]	Complete	[REDACTED]	[REDACTED]	
7 [REDACTED]	[REDACTED]	[REDACTED]	Slippage	[REDACTED]	[REDACTED]	
9 [REDACTED]	[REDACTED]	[REDACTED]	Ongoing	[REDACTED]	[REDACTED]	
10 [REDACTED]	[REDACTED]	[REDACTED]	Paused	[REDACTED]	[REDACTED]	

[REDACTED]

[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	Paused
10a	[REDACTED]	[REDACTED]	[REDACTED]	Paused
11a	[REDACTED]	[REDACTED]	[REDACTED]	Paused
12a	[REDACTED]	[REDACTED]	[REDACTED]	Paused
13a	[REDACTED]	[REDACTED]	[REDACTED]	Paused
14a	[REDACTED]	[REDACTED]	[REDACTED]	Paused
15a	[REDACTED]	[REDACTED]	[REDACTED]	Paused
16a	[REDACTED]	[REDACTED]	[REDACTED]	Paused

[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	Paused
10b	[REDACTED]	[REDACTED]	[REDACTED]	Paused
11b	[REDACTED]	[REDACTED]	[REDACTED]	Paused
12b	[REDACTED]	[REDACTED]	[REDACTED]	Paused
13b	[REDACTED]	[REDACTED]	[REDACTED]	Paused
14b	[REDACTED]	[REDACTED]	[REDACTED]	Paused
15b	[REDACTED]	[REDACTED]	[REDACTED]	Paused
16b	[REDACTED]	[REDACTED]	[REDACTED]	Paused

[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

Project delivery on track? (Yes/No)

Yes