

Independent Assurance

**Programme: Cladding Remediation
Project Assessment Review (PAR)**

May 2024

Template Version:	V3.0 2021
Report Version:	FINAL
Review Dates:	14/06/2023 - 16/06/2023
Senior Responsible Owner (SRO):	Rachel Sunderland
Draft report to SRO:	16/06/2023
Final Report to SRO and PPPA:	26/06/2023
Delivery Confidence Assessment:	Amber
Programme/ Project Director:	[REDACTED]
Accountable Officer:	Sean Neill
Business Case stage reached:	Strategic Outline Case (SOC) or equivalent
Review Dates:	14/06/2023 - 16/06/2023
Review Team Leader:	[REDACTED]
Review Team Members:	[REDACTED]
Previous Review:	Gate 0 June 2022 Amber Red

About this report

This report is an evidence-based snapshot of the programme's/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.

This assurance review was arranged and managed by:

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More information about the Portfolio, Programme and Project Assurance Hub and guidance on the requirements for integrated assurance and approvals is available from:

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1. Gateway Review Conclusion/ Stage Gate Assessment (SGA)

Stage Gate Assessment

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.

The Review Team was pleased to see that real progress has been made and there has been a step change in the level of activity. A PMO is in place and programme artefacts are well developed and being used to manage and control the programme. We were impressed by the way in which the Critical Incident **[REDACTED]** appears to have been handled. Much work still remains to be done and the programme will need to be in existence for some time before a stable 'business as usual' state can be achieved.

Agreement has been reached for a programme headcount of 55 with 30 currently in place. There are plans to make the programme part of a new Directorate with a Director and Deputy Director to be appointed. **[REDACTED]**.

The Review Team understands that the ET is taking a strong and active interest in the programme. This is aiding progress and a continuing and active ET interest will be needed to ensure progress and risk mitigation.

The programme team and all involved are to be congratulated for the way in which the Critical Incident was handled and their desire to learn from the experience in the knowledge that there will be more such incidents as the programme unfolds.

With such a politically sensitive programme which is very much in the public eye, a sharp focus will need to be maintained to avoid scope creep and strong leadership with a clear mission and good delivery plans will be an essential pre-requisite to success.

The Stage Gate Assessment RAG status should use the definitions below.

RAG Criteria Description

- 1) 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.

Recommendation: The programme/project is ready to proceed to the next stage.

- 2) Amber/Green: Successful delivery appears probable. However, constant attention will be needed to ensure risks do not materialise into major issues threatening delivery.

Recommendation: The programme/project is ready to proceed to the next stage.

- 3) 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.

Recommendation: This programme/project can proceed to the next stage with conditions but the programme/project must report back to the PPPA on the satisfaction of each time bound condition within an agreed timeframe.

- 4) 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.

Recommendation: This programme/project should not proceed to the next phase until these major risks or issues are managed to an acceptable level of risk and the viability of the project/programme has been re-confirmed.

- 5) 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-baselining and/or overall viability re-assessed.

Recommendation: This programme/project should not proceed to the next phase until these major issues are managed to an acceptable level of risk and the viability of the project/programme has been re-confirmed.

2. Summary of concerns, evidence and recommendations

Refer to Annex E for a breakdown of the recommendation classifications.

1) Review the pilot scope with a view to reducing the number and redefining the criteria for inclusion.

Scope will grow and risk programme failure

Status: C.

Classification: Risk

Aligned with profession: Project Delivery

2) Maintain strong and active management to prevent scope creep.

Risk of failure and loss of achievable objectives.

Status: C.

Classification: Leadership

Aligned with profession: Risk

3) Set-up a series of workshops to develop and consolidate an approach, procedures and practices for dealing with Critical Incidents.

Potential for incidents to be less well managed.

Status: R.

Classification: Stakeholders

Aligned with profession: Project Delivery

4) Ensure a dedicated and properly resourced communications team is created to ensure effective stakeholder communication is strengthened during the next phases of the programme.

Adverse publicity and reputational risk

Status: E.

Classification: Stakeholders

Aligned with profession: Communications

5) Seek agreement to a running cost budget for the current year sufficient to meet approved staffing levels.

Programme fails to meet milestones and deliverables owing to funding delays.

Status: C.

Classification: Risk

Aligned with profession: Project Delivery

6) Ensure that plans are put in place to create a programme procurement strategy that sets out what will be needed, by when and by what means the various services and materials will be sourced.

Procurements are delayed and/or incorrect products and services are bought.

Status: E.

Classification: Planning

Aligned with profession: Project Delivery

7) Set-up swim lane teams as formal projects, each with its own Project Initiation Document (PID).

Programme not managed as well as it could be.

Status: E

Classification Project Delivery

***Risk denotes risks, issues, concerns and key dependencies**

All recommendations should be categorised as Critical, Essential or Recommended:

- **Critical (Do Now):** To increase the likelihood of a successful outcome it is of the greatest importance that the programme/project should take action immediately.
- **Essential (Do By):** To increase the likelihood of a successful outcome the programme/project should take action in the near future. [Note to review teams – whenever possible Essential risk based recommendations should be linked to programme/project milestones e.g. before contract signature and/or a specified timeframe e.g. within the next three months.]
- **Recommended:** The programme/project should benefit from the uptake of this recommendation. [Note to review teams – if possible Recommended risk based recommendations should be linked to programme/project milestones e.g. before contract signature and/or a specified timeframe e.g. within the next three months.]

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 Scottish Government Portfolio Accountable Officer and copy it to the SG's Portfolio, Programme and Project Assurance Hub (PPPA). 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 appropriate Officer should inform the relevant Minister/s.

3. Blockers to delivery

Ref No: 1

Blocker: Legal powers not sufficient to enable Critical Incident Management with urgency required.

Describe specific nature of blocker: Will require legislation.

Consequence if not resolved: Inability to respond quickly and obtain a satisfactory resolution and create a threat to life.

4. Comments from the SRO

SRO Comments: I am content to accept the findings of the report. The recommendations in the main align with work we are taking forward to progress the Programme. We will develop an action plan to cover all of the recommendations within the timeframe.

5. Review Team findings and recommendations

5.1 Business case [REDACTED]

Work is continuing on a long form agreement with developers for them to pay the costs of remediation of their buildings. This is being modelled on the accord developed by the UK Government for cladding remediation in England. This agreement will not vary much from the UK accord as it is understood that it will be very difficult to get UK wide developers to agree to different standards in different jurisdictions. Scottish Government will look to incorporate the Responsible Actors

provisions of the UK legislation as they develop their own legislative proposals. In England, developers refusing to sign the accord will be deemed legally to be not Responsible Actors and banned from obtaining planning permission in the future. It has already been demonstrated that this declaration can have a significant impact on the developer's share price.

A stock take/census of buildings is underway to scope the number of buildings at risk and the likely amount of work needed, and until this is completed the total cost envelope cannot be defined.

Currently, it is estimated there are circa 1,000 high rise and 5,000 medium rise buildings within the scope of the programme based on data currently available. The stock census of buildings is planned to complete by the autumn of 2023 to refine this further and help to inform the full scope of the problem in terms of building complexity. This work will be undertaken by expert surveyors engaged through a competitive procurement. Defining where the financial liabilities for remediation lie and what contributions should be made by homeowners will be required as input to the OBC and for effective programme planning and implementation. As SBAs progress it is likely other issues with buildings will be identified, many of which will be outside the scope of this programme to address. The Review Team heard that there is pressure from some quarters to change the criteria of buildings to be considered as in scope. Scope creep is something which is a major cause of programme and project failure. It will need to be resisted strongly given the political sensitivity of the cladding remediation programme. In doing this Executive Team (ET) support will be critical. It will be vital to maintain focus on the core objectives of the programme to avoid any scope creep which could ultimately make it unaffordable and even undeliverable.

There is a pilot set of buildings in place which is designed to test out the approach needed for remediation and the likely scope of work on an individual building. These will be surveyed using the Single Building Assessment (SBA). The pilot was set at 26 buildings but it is now 105 buildings. It is not clear why this number has increased. The view was expressed that this amounted to scope creep and was too high a number to be manageable as a pilot at this stage and with the resources available. The Review Team consider that the original target pilot of 26 buildings is a sensible size and that 105 buildings represents more a business as usual operational sizing.

Recommendation 1: Review the pilot buildings scope with a view to reducing the number and redefining the criteria for inclusion.

Recommendation 2: Maintain strong and active management to prevent scope creep.

[REDACTED]

5.2 Governance

There is a Programme Board which appears to be working well and has the appropriate representation. The ET acts as a sponsoring body and has taken a close

interest in the programme. This has contributed to the increase in progress and is to be welcomed. The Review team consider that a continuing close interest by ET will be beneficial to the programme.

The Review Team understands that a new Directorate will be created with a Director and an additional Deputy Director. This will enhance the programme delivery and governance.

There is a stakeholder forum which provides input into the Programme Board and appears to be working well. This is discussed elsewhere in this report.

5.3 Critical Incident Management

The programme had to respond to a critical incident – [REDACTED]. A Critical Incident was established with a Gold, Silver and Bronze command structure. The incident was reported to have worked well with active co-operation of [REDACTED] and other key actors. The situation was managed without the need to decant residents. The incident revealed a gap in the necessary statutory powers to do such things as immediately close streets for access to the building for remediation and decanting residents.

The Review Team understands that a separate workstream is being set-up to manage Critical Incidents to have a separate team to deal with them and thus avoid the need to remove staff from their normal programme activity. It is known that another [REDACTED] building is in need of similar action and there are likely to be more uncovered as the surveys progress. There are lessons to be learnt from the incident and these are being recorded. Other authorities who have responsibility for managing critical incidents run training exercises and have defined processes and command and control structures. The Review Team considers that the programme would benefit from running workshops with key actors to build upon the learning from [REDACTED]. It would be beneficial to run an exercise to rehearse participants in their roles.

Recommendation 3: Set-up a series of workshops to develop and consolidate an approach, procedures and practices for dealing with Critical Incidents

5.4 Communications and Stakeholder Management

Effective communication with all stakeholders will be a vital ingredient to success. To date, from the evidence seen by the Review Team, the need for this is well understood by the programme but the amount of effort able to be applied has been limited. There is a risk this could lead to frustration among the stakeholder community if not properly addressed. Regular communications will help to re-assure homeowners and other stakeholders that the programme is on track to achieve its main aims and solve the problems that have blighted properties.

That said, the Review Team has heard and seen evidence of strong stakeholder buy-in at ET level and at senior levels across government and the wider stakeholder community. This is to be applauded and the need for this to be nurtured and further strengthened cannot be overstated.

A Cladding Stakeholder Group is in place with wide representation and meetings are held approximately monthly which, by and large, appear to be working well. This should continue and will require increasing attention as building assessments ramp-up and lessons need to be taken onboard and shared. This is a good forum for cross checking the impact of new building regulations to ensure that the consequences for this programme are fully considered and properly understood before publication.

To build on the good but necessarily limited work done to date, it will be important to ensure that a dedicated stakeholder communications team is resourced and enabled to deliver against a communications strategy which can take advantage of the panoply of modern tools available, particularly given the need to reach out to homeowners who will want to see a path to resolution of the cladding problems.

Recommendation 4: Ensure a dedicated and properly resourced communications team is created to ensure effective stakeholder communication is strengthened during the next phases of the programme

5.5 Resources

The programme team is in the process of expanding from a single division into a directorate with two divisions. This will increase the level of senior oversight, aid the process of effective decision making and add resilience to the senior team. The Review Team understands that one division will focus on policy, legislation (including the accord) and strategic design while the other will focus on operational delivery, including communications, technical design, remediation projects and incident management. This is a welcome step forward and will ensure the team is better able to deliver the pilot, due to complete in 2023, learn the lessons from it, and handle the many day-to-day issues that arise whilst maintaining a keen focus on the core aims. **[REDACTED]**.

The programme team has until now had to work within resource constraints to deliver plans and outcomes as best it can, which in some instances has required a somewhat heroic effort. This is clearly not sustainable, and the Review Team was pleased to see that staffing levels have recently increased to 30 FTE with approval to expand to 55.

[REDACTED].

Recommendation 5: Seek agreement to a running cost budget for the current year sufficient to meet approved staffing levels.

It will be important to ensure that all roles are filled with suitably skilled and experienced staff to meet the many challenges ahead. Scaling up the team and onboarding new members to become effective as quickly as possible will in itself be challenging and will require significant management attention. Clear role definitions will be important so that each team member understands exactly what is expected of them and what they can expect of each other.

The safer buildings accord, which sets out key principles and processes agreed with developers in Scotland, now needs to be enshrined in a legally binding long-form

contract to be signed with each developer. This will require a dedicated team most likely with specialist negotiation and legal support on the client side to ensure that the final agreements are fair and balanced and able to underpin the delivery of high-quality services at a price that represents value for the public purse and provides the legal framework to deliver the intended outcomes of the programme.

There is also a pressing need for experienced procurement and sourcing skills from people who understand how best to operate in the construction industry and in accordance with public contracts regulations. An important first step for that team will be to create a comprehensive procurement strategy that sets out what will be needed, by when and by what means the various services and materials will be sourced.

Given the scarcity of resources and the constraints imposed by SG grades, alternative options, such as outsourcing should be considered for a complete business function or set of functions.

Recommendation 6: Ensure that plans are put in place to create a programme procurement strategy that sets out what will be needed, by when and by what means the various services and materials will be sourced

A new Dynamic Purchasing System (DPS) has been implemented, as of March 2023, and at the time of the review there were 5 qualified suppliers on the system ready to go. However, capacity in the marketplace remains constrained and the programme will have a key role in helping to grow market capacity to meet the predicted demand for SBAs, initially to support the pilot phase of 105 buildings, and then to support the full national roll out.

Once the scope of the problem is defined, calibrating the throughput of work will be vital to ensure there is a balance of complex / potential high-risk buildings which are more likely to require remediation blended with those which can be green-lighted quickly. This will ensure the goals of prioritising safety and getting the finance / lending market moving again are addressed in the most efficient way given the capacity and skills available to undertake the work.

5.6 Programme and Risk Management

A programme management office (PMO) is in place and appears properly resourced for the task at this stage.

The Review Team has seen that a programme roadmap and draft programme plan are in place and notes that these have been reviewed and endorsed by the Programme Board. The roadmap currently focuses on the period up to 2025 to reflect the current spending review period and tie-in with the business case. It would be beneficial to share the detailed programme plan across the wider team and appropriate stakeholders as soon as possible as this will serve as a good communications tool, to show what they can expect by when, and to engage them in the planning process which will add significant value for all concerned.

At this stage the programme is broken down into seven 'swim lanes', and the Review Team has heard that the PMO meets weekly with team leaders in each swim lane to

review progress and track risks and issues, assigning owners to actions, and setting target dates which can be tracked and monitored. This appears to be working well and risks are escalated effectively through the risk registers at programme, directorate and corporate levels for consideration by the appropriate governance boards.

Each swim lane should now be formalised as a project with a project initiation document (PID). This will lay the foundation for the level of rigorous project management that will need to be applied as the programme moves from policy driven inception into fully fledged delivery involving single building assessments leading into potentially complex and expensive remediation works underpinned by contractual agreements.

Recommendation: Set-up swim lane teams as formal projects, each with its own Project Initiation Document (PID)

6. Areas of good practice

Commending delivery of: Leadership

Describe specific details of successful delivery: The Critical Incident management of the [REDACTED] was handled without incident or adverse publicity.

7. Acknowledgement

Review Team Acknowledgement: The Review Team wishes to thank the SRO and the programme team for their support and in particular [REDACTED] for his work in setting up the review and his support throughout the review period.

8. Next Assurance Review

Next Assurance Review: On completion of the OBC or earlier if appropriate.

9. Distribution of 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 PPPA so it can identify and share the generic lessons from Independent Assurance Reviews. The PPPA will copy a summary of the report recommendations to the Scottish Government Portfolio 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 PPPA 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 Report will be directed to the SRO.

ANNEX A - Terms of Reference for Review

This is a Project Assessment Review (PAR)

A Project Assessment Review (PAR) complements Gateway Review and uses the Gateway workbooks. A PAR is a tailored Independent Assurance Review with a bespoke terms of reference. These were agreed by the SRO.

This review used the Gate 0 (Strategic Assessment) workbook and the review also considered:

- Capacity and capability given the priorities and challenges; and,
- Readiness to move from Strategic Outline Case to Outline Business Case.

ANNEX B - Background

1) Describe the aims of the project/ programme:

The vision of the Cladding Remediation Programme is that when this programme is completed, citizens will live in buildings that are safer from cladding risks

Strategic objectives are:

- Interventions (time-limited or permanent) will be put into place to give owners, tenants, buyers, sellers and the finance sector assurance on fire and building safety.
- [REDACTED]
- [REDACTED]
- [REDACTED]
- Mitigate or remediate all buildings identified as 'high risk' to bring them to 'low risk' fire safety rating and underpin interests of insurers and lenders (Ministerial Working Group directive).
- Explore options for homeowner support in specific forms to address relevant short term issues for homeowners unable to sell their property.
- Develop target operating model that includes the public and private sector developers to ensure these objectives are delivered as part of a comprehensive programme while maximising value for money and reduces net public finance demands e.g. by securing volume pricing, using structures to simplify overheads/access trade skills, raising tax and incidental income from commercial opportunities.

2) Reasons for the project/ programme's existence, by type and description:

The Cladding Remediation Programme supports the following commitment from the policy prospectus ([Supporting documents - Equality, opportunity, community: New leadership - A fresh start - gov.scot \(www.gov.scot\)](#));

- Acted decisively to protect lives by assessing and remediating medium and high rise multi-residential buildings with unsafe cladding and by holding developers to account for their commitments to residents and homeowners.

The Scottish Government, guided by the Policy prospectus has set out how the Scottish Government will tackle poverty, build a fairer, greener and growing economy, and improve public services by 2026.

3) The impact if the project/programme fails to deliver e.g. any risks to or any material impact on citizens:

If the programme fails to deliver, buildings in scope will remain unsafe to fire safety risks identified and communities will not live in communities that are resilient and safe (National Outcome)

It will not meet the aims and recommendations of the final March 2021 report by the ministerial working group on mortgage lending and cladding. [Ministerial Working Group on Mortgage Lending and Cladding: report - March 2021 - gov.scot \(www.gov.scot\)](https://www.gov.scot/Information/Ministerial-Working-Groups/Ministerial-Working-Group-on-Mortgage-Lending-and-Cladding-report-March-2021)

4) Project/programme link to Scottish Government strategies or policies:

The Cladding Remediation Programme supports the following commitment from the policy prospectus ([Supporting documents - Equality, opportunity, community: New leadership - A fresh start - gov.scot \(www.gov.scot\)](https://www.gov.scot/Information/Supporting-Documents/Equality-Opportunity-Community-New-Leadership-A-Fresh-Start));

- Acted decisively to protect lives by assessing and remediating medium and high rise multi-residential buildings with unsafe cladding and by holding developers to account for their commitments to residents and homeowners.

5) Projects/programme interdependencies [if applicable]:

N/A

6) Has the SRO's letter of appointment been approved at the appropriate levels?

Yes (updated March 2023)

7) The procurement / delivery status:

Commercial case set out in Strategic Outline Business Case (SOBC)

8) Funding / Business Case:

Agreed funding in current spending review periods is as follows:

Financial Year	Capital Budget	Resource Budget*	Total
2021/22	[REDACTED]	[REDACTED]	[REDACTED]
2022/23	[REDACTED]	[REDACTED]	[REDACTED]
2023/24	[REDACTED]	[REDACTED]	[REDACTED]
2024/25	[REDACTED]	[REDACTED]	[REDACTED]
2025/26	[REDACTED]	[REDACTED]	[REDACTED]

*Resource budget is currently identified as a pressure to be managed within existing 2023/24 DG Communities budget.

[REDACTED]

9) Integrated Assurance and Approval Plan (IAAP):

To be agreed with SG internal audit.

10) Programme/Project plan:

Does the project / programme have an appropriate plan in place?

Yes – Programme roadmap and initial plan in place and has been reviewed / endorsed by Programme Board.

11) Current position regarding previous PPPA assurance reviews:

Two (2) previous Gateway Review Zero (0) assurance reviews have taken place in October 2021 and June 2022.

All previous fifteen (15) recommendations have been reviewed and action taken.

A summary of recommendations, progress and status from the previous assurance review can be found in Annex C.

12) Current position regarding Non-PPPA assurance reviews:

The programme has had regular reviews / check ins with SG Executive Team (ET). Investment mode committee to review/endorse SOBC in November 2022 and progress update at ET in Delivery mode – March 2023.

A number of progress updates have also been prepared and shared with the SG Permanent Secretary and relevant Cabinet Secretary/Minister to keep them apprised of progress/urgent actions etc.

13) Current position regarding SG PPM Capability Maturity Matrix:

A draft SG PPM Capability Maturity Matrix has been completed – working with SG PPM CoE to review.

ANNEX C – Progress against previous assurance review

- 1) The SRO makes representations to SG executive that a portfolio approach is required.
Status: Complete
Aligned with SG PPM Principle: Leadership
Progress: Stephen Garvin (SRO) discussed with Sean Neil (AO)

- 2) A brief delivery options paper should be created from the emerging MACE report for consideration by the Programme Board to encourage constructive challenge and feedback.
Status: Complete
Aligned with SG PPM Principle: Justification/BC
Progress:
 - Discussed at Programme Board – Draft OBC, based upon delivery options suggested via MACE draft report – PB meeting date 01 November 2022.
 - Deep-dive/challenge meeting with senior SG Officials – August 22
 - Draft Outline Business Case to Executive Team in Investment Mode 15 November 2022

- 3) A short-term plan should be produced that sets out the immediate priorities and tasks up to approval of the Full Business Case (FBC) and lays the groundwork for a long-term programme plan.
Status: Complete
Aligned with SG PPM Principle: Planning
Progress:
 - Programme build plan developed
 - Work commenced – OBC by Summer 2023 and FBC by January 2024

- 4) Work should commence on producing a full programme plan that sets out the key milestones up to programme completion, with dependencies, deliverables and resource requirements at appropriate levels of detail as the timespan moves out.
Status: Ongoing
Aligned with SG PPM Principle: Planning
Progress:
 - Draft programme plan created and under active development
 - Programme, Planning and Performance Manager working to operationalise these plans
 - Workshops held to determine project scope, roles and responsibilities, map programme milestones and inform critical path
 - Programme roadmap developed and reviewed by Programme Board in April 2023

- 5) A fully developed workforce and resource plan will be required detailing who, what, when and where to confirm core team requirements, including specialist commercial and procurement support. Resource planning will also need to factor in external dependencies for qualified surveyors and capacity of partners such as the Scottish Fire and Rescue Service and others to support the programme.

Status: Ongoing

Aligned with SG PPM Principle: Planning

Progress: Successful approval for recruitment and increase in headcount (from 16 to 30.6 FTE posts)

- 6) Treat developing the Accord as a priority and properly plan it and resource it.

Status: Ongoing

Aligned with SG PPM Principle: Transition

Progress:

- Extensive internal and external stakeholders' engagement on the Accord (including with Homes for Scotland)
- Extensive mapping of Accord timeline
- Multiple workshops to inform the body of the Accord agreement
- Extensive legal negotiations and negotiations between developers and SG to determine responsibilities relating to remediation
- Creation of a framework to assess developer finance and profile to determine their role in remediation/stage at which they sign the Accord – Contingent Liability (removed from Accord December 2022)
- Financial support measures will be considered as part of wave 2 and 3 of the Accord
- Conclusion expected w/c 30/05/2023
- Legislative options and sanctions being considered – Bill Team created to actively investigate legislative options
- Active investigation of Scottish version of the Responsible Actors Scheme begun
- Recovery Unit

- 7) Consideration should be given to separating the delivery team and its management from the BAU assurance team as part of full programme mobilisation on approval of the FBC.

Status: Complete

Aligned with SG PPM Principle: Roles and Responsibilities

Progress:

- Organisational structure and alignment of skills has evolved with increasing headcount to 30.6 FTE.
- Cladding will be a new division from 01/04/2023

- 8) Make the SRO role a full time dedicated senior manager with experience of programme delivery.

Status: Complete

Aligned with SG PPM Principle: Leadership

Progress: Rachel Sunderland, new Deputy Director and FTE SRO for Programme started in-post 14 November 2022

- 9) Define outcomes and measures of success for the Programme.
Status: Complete
Aligned with SG PPM Principle: Planning
Progress:
 - Draft programme plan with project milestones is in development
 - Several Cladding Remediation Team programme workshops have been conducted to determine scope, programme milestones and look at outcomes
- 10) The SRO should determine the means required to support the Minister in discussion with the UK Government on the Professional Indemnity Insurance Issues.
Status: Complete
Aligned with SG PPM Principle: Leadership
Progress: Complete
- 11) The Head of Cladding and Remediation Unit undertakes an exercise to baseline the programme and associated projects at the activity – based level required to support PPM and agrees this with the Programme Board.
Status: Complete
Aligned with SG PPM Principle: Planning
Progress: Complete
- 12) The Head of Cladding and Remediation Unit should develop a Project Initiation Document for enabling buying selling and re-mortgaging. The objectives and deliverables should be confirmed to align with and underpin the programme level aims on the safety of people.
Status: Complete
Aligned with SG PPM Principle: Planning
Progress: Strategic outline business case developed (November 2022)
- 13) The Head of Cladding and Remediation Unit should develop and implement a pipeline management process to support the “Green-Lighting” of properties and buildings.
Status: Complete
Aligned with SG PPM Principle: Planning
- 14) The RAID log is developed and populated in a series of workshops with stakeholders.

Status: Complete

Aligned with SG PPM Principle: Planning

Progress: RAID log updated regularly – live document

15) Assumptions are documented and agreed and contingency plans agreed.

Status: Complete

Aligned with SG PPM Principle: Planning

ANNEX D – List of Interviewees

The following stakeholders were interviewed during the review:

Name	Organisation and role
Rachel Sunderland	SRO
[REDACTED]	PMO Manager
[REDACTED]	Head of Communications and Stakeholder Engagement
[REDACTED]	Central Procurement
[REDACTED]	Programme Director
[REDACTED]	High Rise Scotland and [REDACTED] Resident
Sean Neill	Director Local Government and Communities
[REDACTED]	Programme Board member
[REDACTED]	UK Finance
[REDACTED]	Chief Technical Design Officer
[REDACTED]	Cladding Remediation Team

ANNEX E – Scottish Government Project Delivery Principles

1) Alignment

We align our programmes and projects to corporate priorities to ensure we deliver for the people of Scotland.

Recommendations related to alignment to vision, strategy and policy.

2) Leadership

We lead from the start by clearly communicating the vision, agreeing approaches, providing resource, collaborating across teams and setting a delivery culture.

Recommendations related to that are aimed at the clarity of what success looks like; leadership and the necessary culture to ensure success.

3) Justification / BC

We secure a mandate for our work and ensure an ongoing justification is made by the benefits for the cost, or, stop any unjustified work.

Recommendations relate to the purpose, objectives and ongoing justification for the work

4) Sustainability

We understand our impacts on people place and value and ensure whole life value and whole life cost are central to decision making.

Recommendations related to the end-to-end procurement process including: Procurement strategy and planning, Approaches to the market, Contract negotiation and Contract management.

Recommendations related to financial planning, organising, directing and controlling of financial activities.

5) Knowledge & Data

We ensure our projects are learning organisations from day one, we seek and use information & data for the benefit of our work.

Recommendations related to the process of capturing, developing, sharing, and effectively using organisational knowledge. It includes sharing knowledge and experiences or lessons.

6) Flexibility & Capability

Our multidiscipline teams contain flexible and skilled people who focus on required identified capabilities and outcomes, not positions.

Recommendations related to all aspects of the identification, supply, optimisation, prioritisation and maintenance of resources and appropriate skills.

7) Roles and Responsibilities

We assign and delegate roles and responsibilities within our projects flowing from the SRO's appointment letter/delegation/mandate

Recommendations related to the oversight, structure and decision making of a project/ programme. This theme also includes recommendations relating to alignment with pan-government priorities, strategies and controls.

8) Stakeholders

We identify, assess and then manage our stakeholders to leverage maximum chance of success.

Recommendations related to relationships with all parties with an interest in the outcome of the project/programme, whether internal to the agency, internal to government or external.

9) Benefits

We start with the end in mind, formally focussing on the intended outcomes of our investment.

Recommendations related to the identification, ownership, measurement and realisation of benefits and dis-benefits. Benefits can be either financial or non-financial

10) Planning

We consider all aspects of our projects and continuously plan; managing dependencies, agreeing and refining evidence-based assumptions and reporting on progress against milestones throughout.

Recommendations related to all aspects of project, programme and portfolio management, but excludes recommendations on Risk, Issues and Dependency Management

11) Risk

We identify, communicate and act upon the threats or opportunities to and for our outcomes.

Recommendations related to the identification, analysis, impact assessment, response and the on-going review and management of Risks, Issues and Dependencies (i.e. outputs that are required by a project to succeed, but which will be delivered by parties not under the direct control of the project).

12) Transition

We provide focus and resource to understand the end needs from the supplier side and a commitment and capability to learn, manage and own the benefits/outcomes from the customer side.

Recommendations related to the Management of Business Change – all the work required with and in the business and with the customer to make ready for the initiative, in terms of changes to business processes including: business

continuity planning, changes to work processes and resourcing, changes to organisational structures and staffing to support transformational or process changes to business delivery to ensure a smooth transition to BAU

13) Other

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