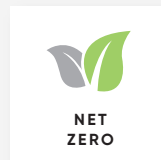




SFT CORPORATE PRIORITIES



NET
ZERO



SUSTAINABLE
PLACE



INCLUSIVE
GROWTH

SFT Outcomes

Demonstrating progress with impact

PRIMARY OUTCOME

SECONDARY OUTCOMES

05



PROGRAMME AND PROJECT DELIVERY IS EFFECTIVE, WITH HIGHLY SKILLED TEAMS DEPLOYED WHERE THEY ARE NEEDED.

Professional project management ensures programme remains on track

The hub Programme is a Scotland-wide partnership, managed by SFT's hub Programme Management Office (PMO), that brings public sector bodies together with a private sector partner, establishing a hub company (hubCo) that collaboratively plans, builds and manages community infrastructure projects, such as schools and health centres.

Encouraging collaborative working is one of the key facets of the hub Programme and the onset of the COVID-19 pandemic in March 2020 provided an opportunity to clearly demonstrate the benefits of even greater collaborative working and for the hub Programme to showcase what best practice partnership working looked like.

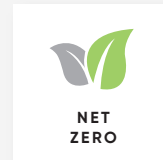
With 46 community infrastructure projects in construction, when Scottish Government announced an industry-wide lock down, it was imperative that both the safety of the hubCo's Tier 1 construction workers and those in the wider supply chain was prioritised and any negative impact on the construction projects was minimised.

In liaison with Scottish construction sector leaders, SFT and the hub PMO led on the development of a series of Scottish Procurement Policy Notes and the drafting and publication of Scotland's Construction Restart Guidance Note. In helping to define Scottish Government's approach to COVID-19, these documents provided clear and concise management guidance to the public sector.

The PMO also developed a set of contractual amendments specific to the hub Programme, which created a fair and equitable position across the public sector on their live and future construction projects. Creating a balanced and fair contract, helped ensure the burden of risk was appropriately allocated, enabling best value to be agreed.



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Furthermore, the PMO implemented an active management strategy to minimise the impact of the emerging situation. This approach ensured that:

- hubCos and their Tier 1 contractors undertook construction activities in accordance with safe operating procedures
- The public bodies were aware of the continually evolving situation on each of their projects
- hubCos worked closely with their Tier 1 contractors and openly discussed the impacts upon the cost and the programme
- Programme delay was actively mitigated, with extended working patterns adopted as appropriate
- All hubCo supply chain members were regularly paid and treated fairly, and
- Clear and transparent communications were established between the hubCos and their respective public sector parties

As a result of the unavoidable site delays, but testament to the collaborative working across the hub Programme, additional costs incurred on projects under construction have now been agreed.

The benefit of collaboration across the hub Programme has been demonstrated beyond doubt.