

TERRITORY DELIVERY PLAN

JUNE 2016 - MARCH 2021

TERRITORY PROGRAMME BOARD & HUB EAST CENTRAL SCOTLAND LTD.



DELIVERY

COLLABORATION

INNOVATION

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FOREWORD

- The hub initiative was launched in 2010 as **public-private collaborative mechanism for delivering community infrastructure affordably and efficiently** in response to increased pressure on public sector spending.
- A key emphasis as part of this initiative was to facilitate the provision of more joint and integrated services across a range of partners within communities, including local authorities and health boards.
- The Territory Delivery Plan 2016-2021 (TDP) is a new and ambitious five year plan of how the hub East Central Territory will adapt in response to the changing economy and market and deliver further services through continuous improvement. The TDP will be jointly owned by the Territory and hubco.
- The vision for hub East Central is to: **“Deliver high quality, value for money facilities that support the provision of integrated community and primary care services which meet locality needs and, wherever possible, exceed expectations”**
- The Territory through **the TDP provides the strategic framework and a ‘one public sector approach’ to help hubco focus on the right programmes in the right places thus driving value for money and maximising community benefits whilst also responding to the increasing challenges faced by the public sector.**



*Alan Paul
Chair of Territory Programme Board*



*Ann Jacob-Chandler
Territory Programme Director*



*Ian Mullen
HubCo Chairman*



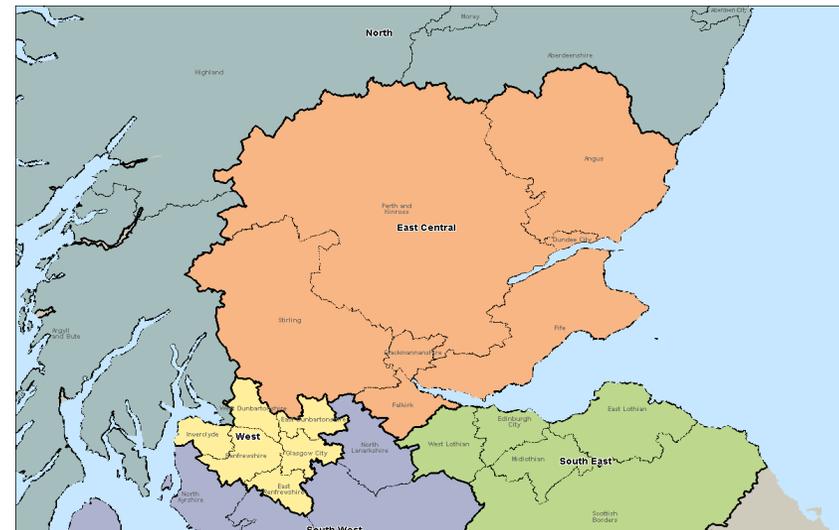
*Gary Bushnell
HubCo CEO*

INTRODUCTION AND OBJECTIVES

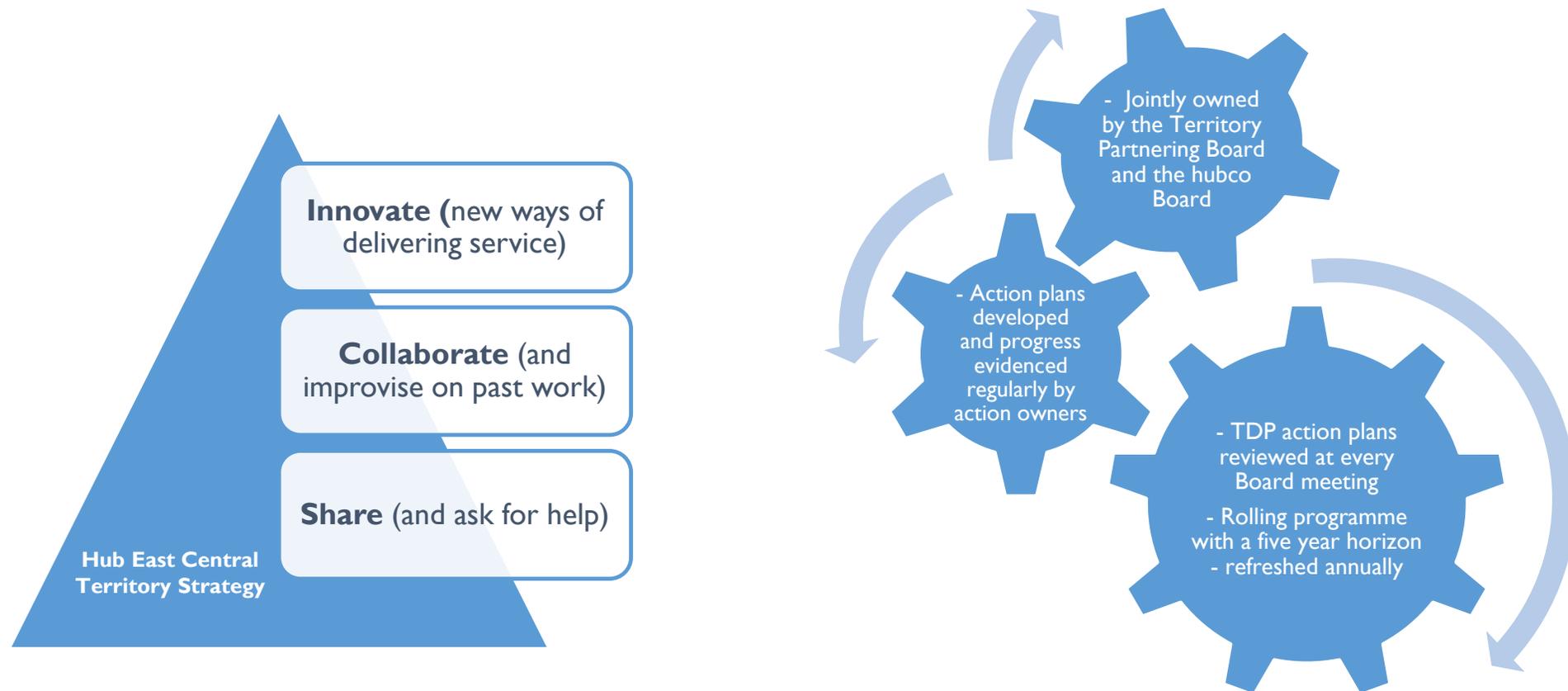
- The East Central hub Territory currently has a population of approximately 1,030,000 inhabitants, of which there is in broad terms a geographic split over three regions which make up the territory: Fife, Forth Valley and Tayside. In terms of land mass, the territory is spread over a substantial geographic area with a varied mixture of both urban and rural environments and there are also areas of significant deprivation
- Over the last four years, **hub East Central has developed a £456m programme of works** ranging from schools, healthcare facilities and corporate facilities. Services provided by the hub East Central have included both delivery and strategic support services.
- This Territory Delivery Plan follows on from the first edition in 2012 and the second in 2014/15.
- Purpose of the document:
 - Articulate 'how' and 'why' and the **Territory can become a strategic platform for collaboration and hubco the development partner of choice**
 - Outline 'how' the Territory and hub work together to deliver better

outcomes

- Outline **focus areas for the next five years and define targets**
- Outline the responsibilities of each party within hub and Territory to enable these outcomes



USE OF THE TERRITORY DELIVERY PLAN



OUR ACHIEVEMENTS



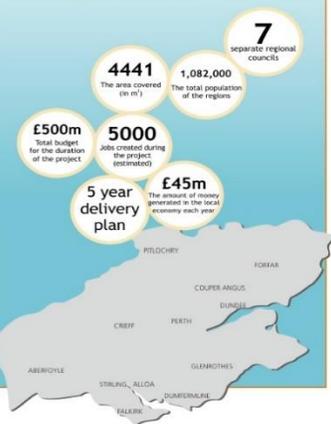
£456m
value of hub
projects across territory

in development
£296m

in construction
£108m

open and
operational
£52m

13 participants



hub
projects

in construction
supporting

7415 employees
3351 local residents

PROPORTION
of contracts awarded to
SMEs

47%

hub
East Central Scotland

**CONSIDERATE
CONSTRUCTORS**

40/50
average score
over 24 projects

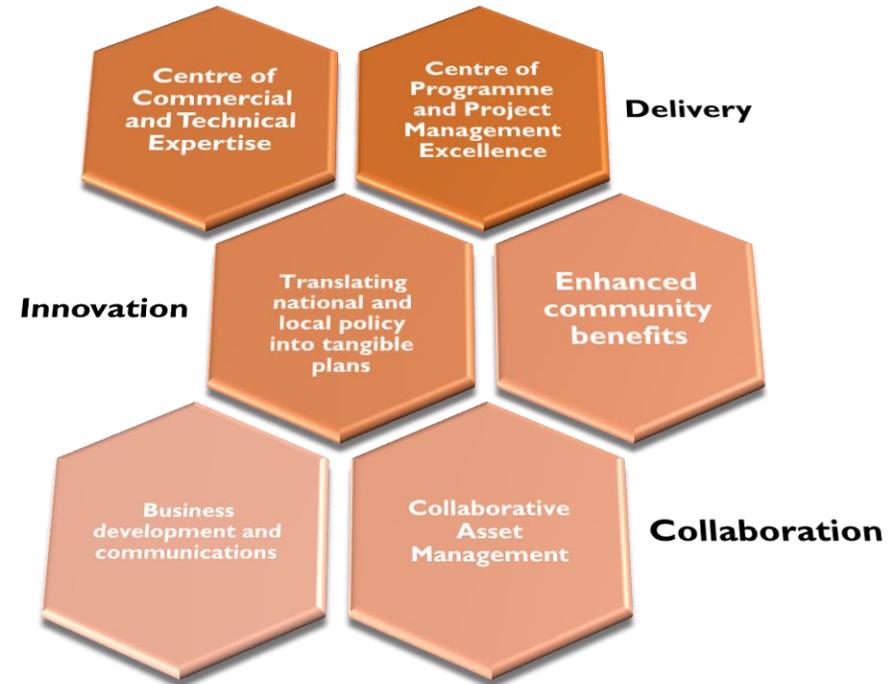
work placements
88
apprentices
109
Sub-contractor
Support Outcomes
199

OUR FUTURE FOCUS

The Territory Delivery Plan (2016-2021) focuses on building on the work we have already delivered and the lessons we have learned over the last four years since the inception of hub East Central.

Our future focus is to ensure we continuously improve and deliver an excellent service such that **hub is the development partner of choice** and the **East Central Territory is an exemplar for collaboration and innovation**.

Our business development strategy hinges on being the delivery partner of choice through **excellent project management, technical and commercial delivery** (Project Development and Delivery Services) as well as providing **a platform for collaboration** (Partnering Services) and **innovation** (Strategic Support Services) across the territory.



CENTRE OF EXCELLENCE FOR PROGRAMME AND PROJECT MANAGEMENT



No	Outcomes	Actions	Owner
1	Demonstrate VfM and innovation	<ul style="list-style-type: none"> - Hubco to develop a clear methodology for driving VfM - Learning and sharing of innovative methods and techniques across hub projects as well as learning from experience of other hubs 	hubco Chief Executive) Amber Blue (RCP Managing Director) Territory Programme Director
2	Project Managers, Clients and Suppliers delivering well managed projects	<ul style="list-style-type: none"> - Training and development of a Project Management and Delivery manual - Regular training and support for all Project Managers and Teams - Matching appropriate resources to projects - All parties trained and confident in the use of systems and processes - Training sessions pencilled in through the course of each calendar year - Conject helpline set-up and super users identified and trained across all parties 	hubco Chief Executive) Amber Blue (RCP Managing Director) Territory Programme Director
3	Improved and simplified systems, processes and protocols	<ul style="list-style-type: none"> - Set up of a Programme Management Office to ensure effective governance and reporting from a 'single verified source of truth ' - Streamline processes and train/support all parties on how to follow them 	hubco Chief Executive) Amber Blue (RCP Managing Director) Territory Programme Director
4	Demonstrate continuous improvement through active leaning and knowledge sharing	<ul style="list-style-type: none"> - Case studies for all projects (with a select set on the hub East Central website) - Lessons learned reviews and/or workshops for all projects at appropriate stages - Lunch & Learn or similar sessions pencilled in diaries (for all parties, including supply chain and participants) 	hubco Chief Executive) Amber Blue (RCP Managing Director) Territory Programme Director

Phase 1 (July 2016):
 - Develop a PMO
 - Develop a Training Plan for all parties

Phase 2 (August 2016):
 - Draft PM Manual and complete at least one training workshop

Phase 3 (October 2016):
 - System for driving VfM and innovation

Phase 4 (December 2016):
 - Case studies for all completed projects and at least two lunch & learn sessions

Phase 5 (March 2017):
 - Review of TDP and targets for 17/18

CENTRE OF EXCELLENCE FOR TECHNICAL AND COMMERCIAL EXPERTISE



No	Outcomes	Actions	Owner
1	Carefully selected and high-performing supply chain	<ul style="list-style-type: none"> - All Tier 1/Tier 2 and advisors trained and familiar with hub processes, systems and standards - Robust supplier selection process on projects – right team for the right job 	hubco (Chief Executive) Territory Programme Director
2	EC hub to become a go-to point for technical and commercial expertise	<ul style="list-style-type: none"> - Hub uses supply chain effectively to support Participants - Hub regularly shares lessons learned and best practice case studies actively across the Territory (not just Amber Blue) 	hubco (Chief Executive) Territory Programme Director
3	Hub and Territory become an exemplar for R&D and new technology	<ul style="list-style-type: none"> - Hub demonstrates use of new ways of working and new technology – where appropriate and beneficial - Hub demonstrates both standardisation and innovation on a consistent basis - Hub to adopt BIM and provide best-practice case studies and training for the supply chain - Hub projects receive acclaim and work developed by hub is shared and used outside the Territory 	hubco (Chief Executive) Territory Programme Director
4	Ensuring we get it right first time and ensure we maintain the assets	<ul style="list-style-type: none"> - Advice from NPR through to operational phase and Affordability met through effective scoping as well as cost and programme benchmarking 	hubco (Chief Executive) and Territory Programme Director
5	Robust approach to managing repeat project risks e.g. Utilities	<ul style="list-style-type: none"> - Hub to develop relationships with key contacts with Utilities such as Scottish Water to manage the risks - Hub to provide audit trails where support is needed to escalate issues 	hubco (Chief Executive) Territory Programme Director



COLLABORATIVE (ONE PUBLIC SECTOR) ASSET MANAGEMENT



No	Outcomes	Actions	Owner
1	A gap analysis report of where each participant is on the asset management journey	- Service reviews across the public sector (what facilities do you need where and when?) – programme for this and gap analysis of what has already been done	TPB Chair, Territory Programme Director and hubco Chief Executive
2	Evidence of progress with asset mapping and a clear resourced programme for completion	<ul style="list-style-type: none"> - Support participants, where required, with mapping and updating asset information on to a shared multifunctional GIS system to support Asset Management Data - Support participants, where required, with condition assessments - Collate information into a single system (as above) and use it to develop collaborative asset management plans (Start with a Tayside/Fife pilot with a view to roll it out to the rest of the Territory) - Explore pre- NPR collaboration opportunities 	TPB Chair, Territory Programme Director and hubco Chief Executive
3	Systems and methods for delivering an integrated asset and programme management system identified	<ul style="list-style-type: none"> - Investigate a pilot that that enables better investment decision making using a combination of asset data (ownership and condition) data, long-term project/programme management information and BIM - Undertake a market testing exercise to assess the above and engage with GPU/Cabinet Office Benchmarking Groups around similar systems used elsewhere 	TPB Chair, Territory Programme Director and hubco Chief Executive

Phase 1 (July 2016):
Support Strategic Service Reviews

Phase 2 (August 2016):
- Support asset ownership and condition data input

Phase 3 (September 2016)
-Support market testing a system that combines asset and programme management

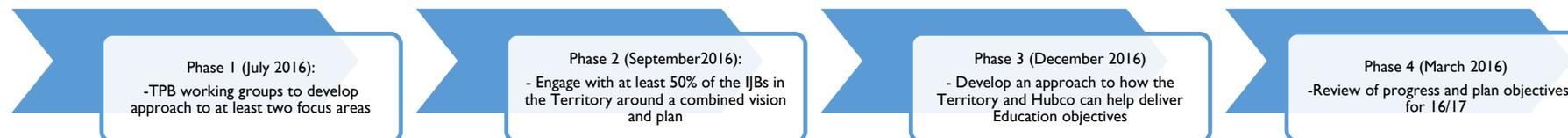
Phase 4 (March 2016)
- Support delivery of a collaborative asset management

Phase 4 (July 2016)
-Roll out lessons and outcomes from Tayside pilot to other areas

TRANSLATING NATIONAL AND LOCAL POLICY INTO TANGIBLE PLANS



No	Outcomes	Actions	Owner
1	<p>Support the delivery of community related policies from government taking in to account Christie Commission, Ritchie report, Latham review etc. including</p> <ul style="list-style-type: none"> - Education and Early Years - Housing - Integrated Health & Social Care - Low carbon and Digital 	<ul style="list-style-type: none"> - Though leadership papers on new policies and their impact on the local industry etc. - Regular briefings via SFT on new policies coming through and their implications 	TPB Chair, Territory Programme Director, Territory Support Director and hubco Chief Executive
2	Hubco, SFT and Participants working together to translate these policies into plans through localised pilots	<ul style="list-style-type: none"> - SFT to support participants with thinking though policy implications for them - Hubco to Providing strategic support through enabling funds to develop business cases for the above, where required - Hubco to support participants in working together to obtain economies of scales as well as sharing learning whilst developing these policy plans 	TPB Chair, Territory Programme Director and hubco Chief Executive



ENHANCED COMMUNITY BENEFITS



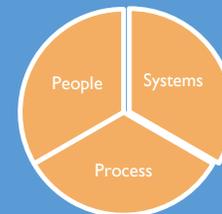
No	Outcomes	Actions	Owner
1	Demonstrate clarity around the needs of each 'area' and the types of community benefits required there	- Assessing local issues and community requirements (in line with Community Benefits Toolkit)	hubco (Chief Executive), Territory Programme Director and TPB Chair
2	Demonstrate a mechanism for joined up longer term apprenticeship programmes e.g.	- Evidence of longer term apprenticeships being achieved through hub e.g. explore extension/replication of the Angus Shared Apprenticeships (ASAP)	hubco (Chief Executive), Territory Programme Director and TPB Chair
3	Raise the profile of supported businesses	- Evidence of benefits for supported businesses achieved through hub	hubco (Chief Executive), Territory Programme Director and TPB Chair
4	Evidence a clear focus on people and community whilst developing projects/programmes	- Evidence of knowledge/experience sharing exercises Sharing case studies and learning across territories	hubco (Chief Executive), Territory Programme Director and TPB Chair

Phase 1 (August 2016):
- Develop hub Community Benefits strategy

Phase 2 (October 2016):
- Develop plan to replicate or support the Angus Shared Apprenticeship Programme

Phase 4 (March 2016)
- Review of progress and plan objectives for 16/17

BUSINESS DEVELOPMENT AND COMMUNICATIONS



No	Outcomes	Actions	Owner
1	A robust business development strategy that is based on a long-term view of the hub pipeline	- Develop and maintain a business development strategy (including organise expert input into developing business development strategy and training as per the Hub Strategic Review 2015 recommendations)	Hubco Chief Executive Territory Programme Director TPB Chair
2	A robust and current communications strategy	- Develop and maintain a communications strategy - Evidence of improved awareness of hub initiatives and successes beyond the Territory boundaries - Awards for excellent project delivery	Hubco Chief Executive Territory Programme Director TPB Chair
3	A clear focus on areas that deliver benefits for all of Scotland – beyond just the hub and Territory – including pilots for Early Years, Collaborative Asset Management etc.	- A suite of pilots that have been clearly tested and used outside of East Central	Hubco Chief Executive Territory Programme Director TPB Chair



OWNERSHIP AND ACCOUNTABILITY

	Outcome	Measure of Success	Owner
I	Clear commitment across all parties towards the success of the hub initiative – and in particular using the Territory as a platform for collaboration.	<ul style="list-style-type: none"> - Clear commitment through appropriate senior level membership at the TPB - Clear commitment through 100% attendance at all TPB meetings – with a focus on ensuring that the TPB acts as a strategic collaboration platform - Specific feedback to hubco on areas for improvement and clarity on what ‘good’ looks like - Structured evidence from hubco of actions to addresses this feedback and evidence of improvement (including lessons learned exercises and knowledge sharing) - Evidence of joining up discussions across other platforms including Community Planning Partnerships and Integrated Joint Boards (IJBs) 	TPB Chair and Board hubco Chief Executive

OWNERSHIP AND ACCOUNTABILITY

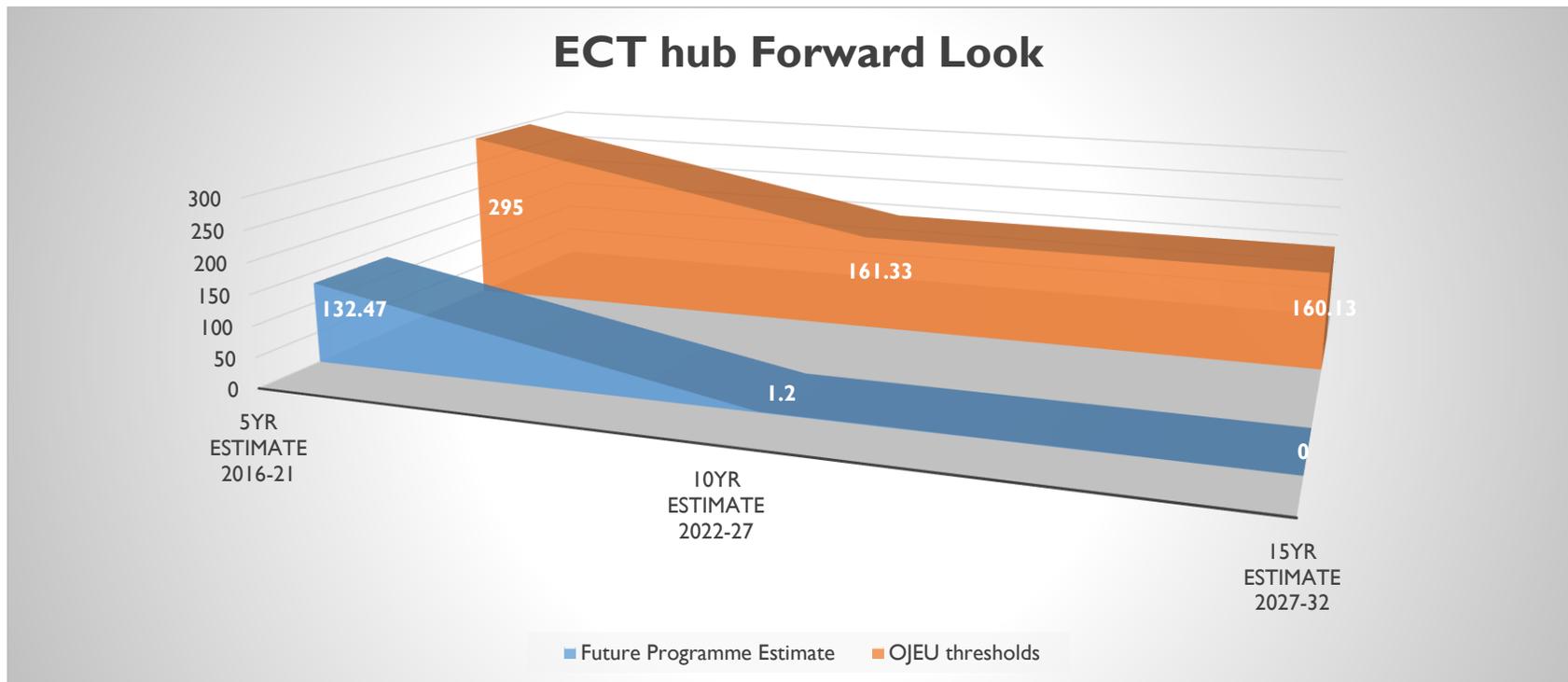
	Outcome	Measure of Success	Owner
2	Identify and agree key collaborative themes to focus on an annual basis for the Territory e.g. Early Years, Housing etc. – to be supported through pilot funding pots and Strategic Support funds.	<ul style="list-style-type: none">- A clear plan and timelines of ‘how’ this will be developed and clear evidence of how this benefits all participants (where relevant)- Establishment of property asset management groups across all the territory (like the Tayside initiative)- Evidence of pre-NPR collaboration	TPB Chair Territory Programme Director
3	Develop means of further enhancing collaboration through the development of a suite of standard designs and specifications that will over time drive lower delivery costs	<ul style="list-style-type: none">- A clear plan and timelines of ‘how’ this will be developed with the support of the supply chain	Hubco Chief Executive Territory Programme Director



APPENDICES

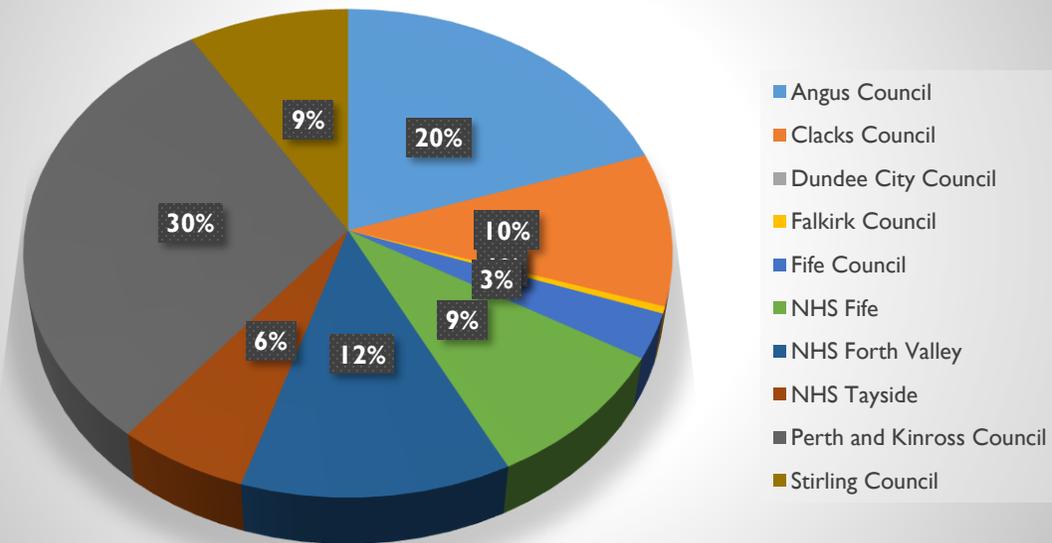


APPENDIX I – FUTURE PIPELINE

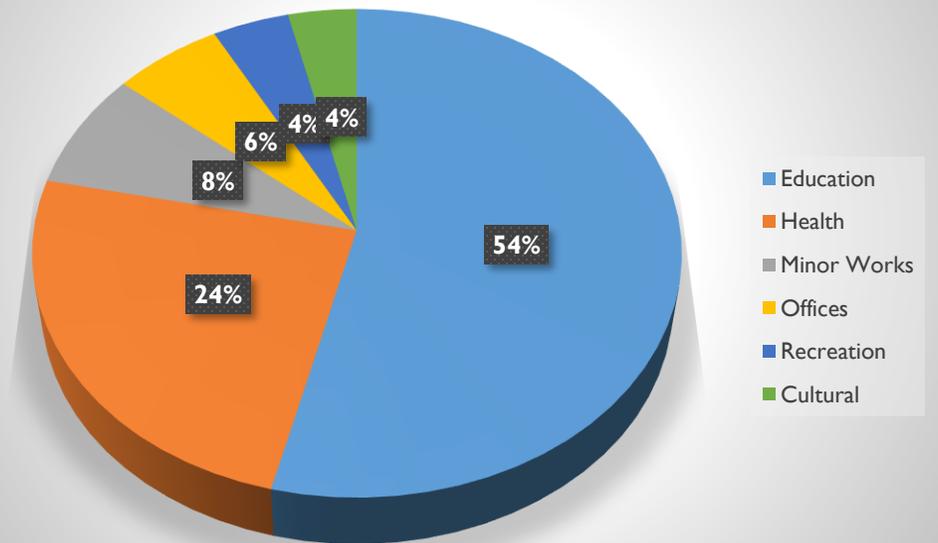


APPENDIX I – FUTURE PIPELINE

ECT hub Forecast Project Value - Capital (£m)² by Participant



ECT hub Forecasts - Forecast Project Value - Capital (£m)² by





APPENDIX 2- ASSET MANAGEMENT ACTION PLAN



APPENDIX 3- EDUCATION ACTION PLAN



APPENDIX 4 – HEALTH & SOCIAL CARE ACTION PLAN