Ministry of Housing,
Communities &
Local Government

Section	Recommendation	Owner	Progress
Scope	1. The scope should be clearly defined and communicated to all stakeholders to a ensure a common understanding of the programme objectives.	**Programme Board**	**COMPLETE** – Scope signed off by Programme Board in autumn 2017. Restated in updated Technical Handbook published August 2018.
Targets	2. The target should be assessed, without the constraint of the March 2020 deadline, to develop a sustainable public sector land delivery programme well into the next decade, with short, medium and longer term goals.	**Programme board**	**COMPLETE** - departments reassessed pipelines in October 2017 to create a pipeline of land highly probable for disposal by 2020 and identified additional land to create longer term disposal goals
Roles and responsibilities	3. When commissioning the annual SAMPs, the GPU should specifically include the requirement to identify core operational land, non-core surplus land and 'grey' land, and the process by which land is declared surplus.	**GPU**	**COMPLETE** – SAMPs commissioned in February 2018 incorporating this requirement.
	4. To de-risk the pipeline, and give greater confidence to achieve the targets, the programme should develop a set of criteria for individual sites to enter the pipeline to assure its quality. To ensure greater confidence in the ultimate delivery of housing units, the programme should review and strengthen the scoring criteria.	**Programme board**	**COMPLETE** – Criteria for land to enter 2020 pipeline agreed by Programme Board in autumn 2017. Updated technical handbook clarifying scoring criteria published August 2018.
	5. The SRO should reconsider programme governance including the role of the Programme Board to ensure that accountabilities are clear. This should include a more supportive and problem solving role.	**SRO**	**COMPLETE** – Board moved to monthly meetings from September 2017, with a new focus on fixing common strategic delivery issues preventing swift delivery.
Capacity and capability	6. It is recommended that a skills audit is undertaken to define the skills gap and solutions to fill it. This analysis could include a mechanism to deploy skills from one organisation to another to remove a particular blockage.	**GPU**	**UNDERWAY** – OGP (formerly GPU) mapped skills in December 2017. Work to establish a cross-outsourcing hub to make best use of existing expertise is being taken forward as part of the Government's Estate Strategy
	7. It is recommended that the HCA communicates both its role and financial tools available to it and the terms of its internal transfer arrangements more clearly and consistently.	**Homes England**	**COMPLETE** – HE (formerly HCA) presented its offer to departments, to Programme Boards in 2017 and 2018.