







Trust Board Report

Meeting Date:	24 th February 2014
Title:	New Emergency Centre OGC Gateway Review
Executive Summary:	In December 2013 a Department of Health Gateway Review was undertaken on the New Emergency Centre Project. This report outlines the results of that Review and the Trust's response to recommendations made by the Gateway Team.
Action Requested:	To note.
Report of:	Head of Estates Development
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Resource Implications:	No additional resources needed outside those already identified to manage the project.
Public or Private: (with reasons if private)	Public Session
References: (eg from/to other committees)	Capital Review Group 12 th February 2014. Trust Management Committee 21 st February 2014.
Appendices/ References/ Background Reading	
NHS Constitution: (How it impacts on any decision-making)	In determining this matter, the Board should have regard to the Core principles contained in the Constitution of: <ul style="list-style-type: none">  Equality of treatment and access to services  High standards of excellence and professionalism  Service user preferences  Cross community working  Best Value  Accountability through local influence and scrutiny

Background Details

1	<p>OGC Department of Health Gateway Reviews were introduced for Healthcare Projects in 2003.</p> <p>As part of the assurance process for the new Emergency Centre project, the Trust recently commissioned a formal Gateway Review of the project. The Health Gateway Review process provides NHS Trusts with an independent peer review of projects with the objective of providing assurance that projects are on course to deliver the desired outcomes. Whilst a Gateway Review was not a mandatory requirement the Trust believed it would be helpful in ensuring that the project was meeting its targets.</p>
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The intention of the Review is to assist in achieving successful delivery. The process involves reviews at five stages within a project as follows:-

1. Business Justification
2. Delivery Strategy
3. Investment Decision
4. Readiness for Service
5. Operations Review and Benefits Realisation

The process can be entered at any stage although the earlier the stage the more time there is to influence or impact the outcome.

The Report to the Senior Responsible Officer (SRO) includes an overall assessment score referred to as a Delivery Confidence Assessment (DCA) and recommendations which are attached. A self-assessment of the Emergency Centre Project was undertaken at SOC stage using the Gateway Risk Potential Assessment. The resultant score was at the high end of medium risk.

The Gateway Review was undertaken in early December and involved a team of four reviewers undertaking a full assessment of the project over a period of three days including consultation with all key stakeholders. The outcome of the Review was a report together with a series of recommendations which are noted below. The Trust either fully agreed or partially agreed with all seven of the recommendations made by the Review team however it was disappointed that the Review team concluded that the project was rated Amber as opposed to the Trust's assessment of Amber/Green. The Trust considered that the rating did not accurately reflect the position of the project particularly given the positive aspects of the project which significantly outweigh the issues that were noted as part of the Review findings. In the Trust's view the project benefited from:

- Significant engagement from both stakeholders and users
- Extremely high level of clinical engagement
- Seen by the whole Trust as the number one priority
- A financially sustainable capital and revenue plan
- A design and construction process which is line with the target programme
- A comprehensive Risk Register with no significant omissions
- Positive engagement with the TDA (which has subsequently approved the OBC)

Notwithstanding the above it has already been noted that the Trust either fully or partially agreed with all the recommendations noted in the Review. The Trust has actioned all the recommendations and a summary of the current position is shown below.

Health Gateway Review: New Emergency Centre Health Gateway ID: DH 776

Rating: Amber

Summary of recommendations

Ref. No.	Recommendation	Timescale	Response and Progress
1.	The Project Director should ensure that the Project Initiation Document is updated to reflect appropriate governance and controls for the next phase.	Feb 2014	Actioned. Revised PID approved by Project Group on 18 th February 2014
2.	The SRO should assign a dedicated MSP/PRINCE2 qualified Project Manager with the skills and experience to proactively manage and report on all aspects of the project.	Dec 2013	The management and reporting structure for the project has been reviewed. Two members of the Estates Development Team are trained in MSP/PRINCE 2 methodologies.
3.	The Project Director should ensure that a stakeholder management and communications plan is developed.	Feb 2014	Actioned. Revised Communications Plan approved by Project Group on 18 th February 2014
4.	The SRO should undertake a review of the risk management strategy and plans, ensuring a unified, controlled and consistent approach to risk throughout the project	Dec 2013	The risk management strategy has been reviewed in accordance with the Trust's overall strategy. The format of the risk registers has been reviewed and a single, comprehensive risk register adopted.

5.	The SRO should ensure that an explanation of the probable uses for the second floor shell and the potential limitations of what could be included in this space are added to the FBC	Feb 2014	Details of Phase 2 proposals included in the FBC and a design feasibility undertaken by Design Team.
6.	The Project Director should produce an integrated assurance and approvals plan.	Dec 2013	Assurance and approvals plan was already in place but this has been articulated more clearly in the PID and with Stakeholders
7.	The Project Director should ensure that a detailed Benefits Realisation Plan is developed with assigned ownership, and included as a critical component of the FBC.	Feb 2014	A draft Benefits Realisation Plan was included within the OBC. This has now been fully developed for the FBC.