







Trust Board Report

Meeting Date:	28 th July 2014
Title:	New Urgent & Emergency Care Centre OGC Gateway Review 3 – Investment Decision
Executive Summary:	In May 2014 a second Department of Health Gateway Review was undertaken on the New Urgent & Emergency Care Centre Project which rated the project Green/Amber. 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)	Urgent & Emergency Care Centre Project Group. Capital Review Group 9 th July 2014. Trust Management Committee 25 th July 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 Urgent & Emergency Care Centre project, the Trust commissioned a second formal Gateway Review of the project prior to FBC formal approval by the NHS TDA. The Health Gateway Review process provides NHS Trusts with an independent peer</p>
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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 continuing to meet its targets.

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	Not completed by RWT due to project stage when entered the gateway process
2.	Delivery Strategy	Completed December 2013
3.	Investment Decision	Completed May 2014 and subject of this report
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.

Gateway Review 2 was undertaken in December 2013 and resulted in a DCA of Amber. A report outlining the recommendations and resultant actions was presented to the Trust Board in February 2014.

Gateway Review 3 took place from 12th to 14th May 2014. This involved an independent review of the project by a team of three reviewers which included two days of interviews with key stakeholders. The resultant Report rated the project Green/Amber and made seven recommendations which are included in Attachment 1. RWT progress against these recommendations is also detailed in Attachment 1.

Delivery Confidence Assessment (DCA): Green/Amber

Summary of Recommendations

Ref. No.	Recommendation	Timing	Trust Response and Progress at 2nd July 2014
1.	The SRO should ensure that the Benefits Realisation Plan is developed to show the monetary value that can be attributed to each benefit so that the full return on investment can be demonstrated.	Do By Sept 2014	An initial review has been undertaken and a Benefits Realisation Workshop scheduled.
2.	The CFO should request from the TDA confirmation in writing of PDC funding with associated transfer dates and profiling.	Do Now	Funding confirmed. Profiling to be finalised and agreed with TDA by 31 st July 2014.
3.	The SRO should seek a plan of timescales and activities surrounding the WCCG Tender project.	Do Now	Copy of WCCG implementation plan received
4.	The SRO should commission a refresh of the Communications Plan.	Do Now	Preliminary discussions held and meeting arranged with external consultant W/C 30/6/14.
5.	The SRO should commission a review and the documentation of the Risk & Issue Management Strategy for the project.	Do By Sept 2014	Recommendations made regarding the issues log have been actioned. Risk Logs to be merged using the P21+ template.
6.	The Project Director should develop a detailed Transition Plan, covering all the required activity to bring the building into operation	Do by Dec 2014	An outline Transition Programme was developed for FBC which is now being reviewed by the workstreams to provide more detail. This will be an evolving programme and plan over the remaining life of the project.
7.	The SRO should commission a review of the roles, responsibility and accountabilities of the Project staff and ensure that this is documented and that there is clear ownership and leadership of the Project Team.	Do now	Review of roles was undertaken both post-OBC and post-FBC. These are detailed in the Project Initiation Document (PID). SRO will further clarify roles and responsibilities through the Urgent and Emergency Care Centre Project Group.