

ANNEX C 360 Assurance Report

Urgent and Emergency Care Centre Project – 3rd Project Governance Assurance Report Response to recommendations

Background:

360 Assurance were appointed by the CCG to provide Project Assurance support for the Emergency Centre Project in the final quarter of 2013/14. In addition to attending Project Board (now the 'Emergency Centre Assurance Group') meetings, this support involves the periodic issuing of reports summarising more detailed reviews of governance arrangements for the Project.

360 Assurance have concluded their 3rd Project governance assurance report and have made 10 recommendations. This report forms a response to the recommendations.

Recommendation 1:

Consideration needs to be given to the adoption of the 'Managing Successful Programmes' (MSP) method of management of the Emergency Centre's construction and service delivery. This would mean establishing project management roles within the Task & Finish Groups as appropriate, providing support to the overall Project Manager.

Response:

A programme is defined as a temporary, flexible organisation created to coordinate, direct and oversee the implementation of a set of related projects and activities in order to deliver outcomes and benefits related to the organisations strategic objectives. Therefore the EC programme comprises of a set of project groups which together will deliver 1 emergency centre, with an integrated team of professionals to deliver 24/7 urgent and emergency care in line with Rotherham's strategic objectives.

Programmes require the commitment and active involvement of more than one organisation to achieve the desired outcomes and deliver/enable one or more benefits to be realised. In the case of this programme, this includes, TRFT, Care UK and RCCG. MSP recognises cross – organisational programmes which is where two or more organisations come together to work on a programme. One example of cross organisational working might be where one organisation is providing the majority of the funding and purchasing capital assets such as a new building and the other providing the staffing, infrastructure and systems for a new service facility. Both organisations require a return on their respective investments and so need to collaborate effectively to make the partnership deliver the required outcome. Each organisation needs a clearly defined role.

For cross-organisational programme, MSP suggests a sponsoring group is an effective way to manage the collaborating between organisations to ensure each organisation understands progress made against their investments. As such it is proposed that a sponsoring group is developed in line with revised structures to support the projects delivery.

MSP also suggests a particular management style may be required to lead specific programmes. In the case of the EC, where the initiative is challenging and

requires the need to change working practices, attitudes and behaviours, it is suggested that this is lead at a senior level in order to take the relevant stakeholders on quite a challenging journey. This has been reflected in the programme being led by director level across all three stakeholders.

To support the above, it is suggested that a Project Dossier is developed in line with MSP principles, which contains a summary description of all the projects that together, through their combined outputs, deliver the vision and intended outcomes of the programme. The projects dossier should include the following:

- A description of the project, including its outputs and timescales
- Its dependencies with other projects
- The contribution it will make to benefits realisation
- Risk-related information, the acceptable risk threshold for each particular project, as well as the contribution of each project to the overall risk profile of the programme
- A programme structure which supports a number of stakeholders with investment in the programme

This will form the basis of the Project Briefs that will be developed by the programme to give each project a thorough and rapid start. One of the objectives of designing the Projects Dossier is to place clear and direct accountability on the projects.

It is also suggested that as part of the organisational development work, leadership and accountability at each level of the project is discussed and a plan forward agreed.

Action to date:

Completed.

Recommendation 2:

Consideration should be given to whether the membership of the TRFT Emergency Centre Transformation Board should be increased to include all roles required by PRINCE2 for a Project Board. At the very least, responsibilities for making key decisions within the structure need to be clearly defined. Note that depending on the outcome of this consideration, it may be appropriate for the Project Assurance role to be delivered routinely through the Transformation Board with occasional presentations to the Assurance Group in future.

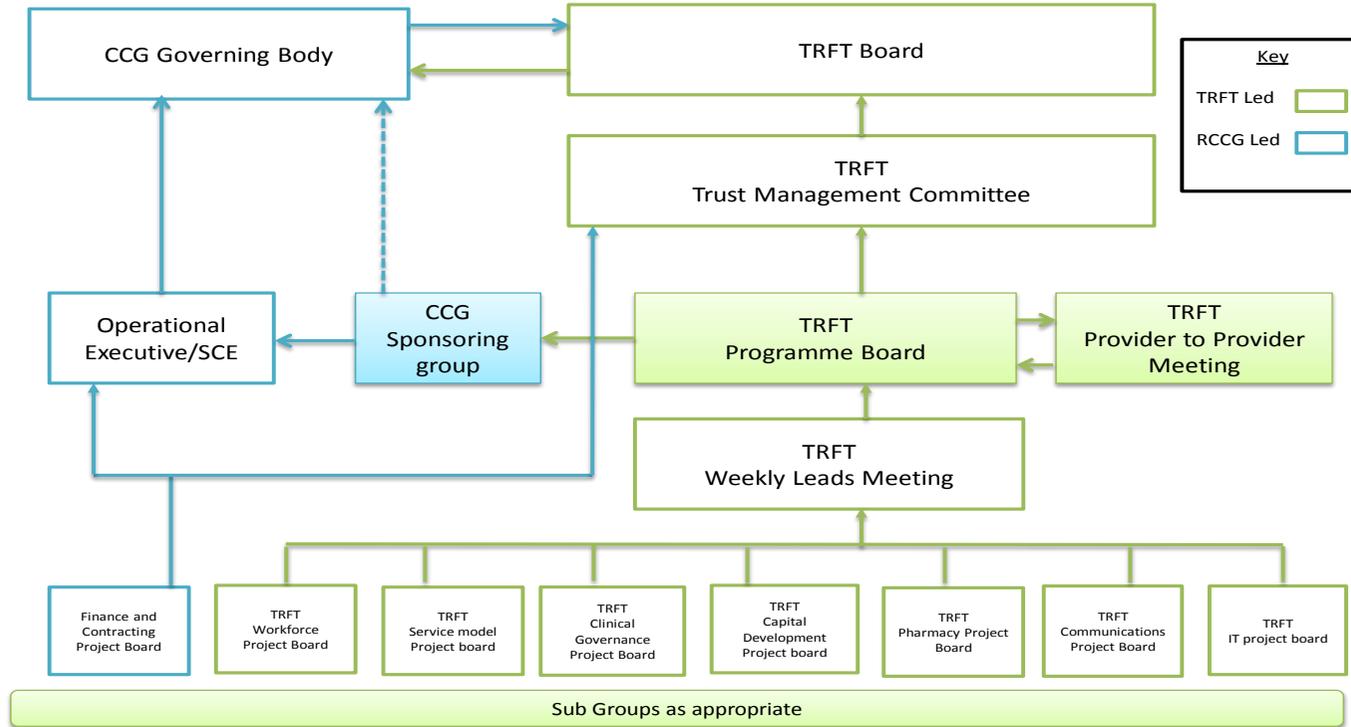
Response:

Based on recommendation number 1, a decision has been taken to revise the emergency centre programme in line with MSP, but recognising the necessary programme governance arranges within organisations. It is therefore proposed that programme assurance is part of the sponsoring group, ensuring that the group continue to work within the parameters of the project dossier.

Action to date:

Completed.

Governance Structure for the Emergency Centre Programme



The role of the sponsoring group

- Establishing organisational context for the programme and ensure the trust deliver the project in line with commissioning expectations
- Resolving strategic and directional issues between project boards that need input and agreement of senior stakeholders to ensure the progress of the emergency centre if unable to resolve in programme board
- Leading by example and promoting partnership working and transformational change
- Endorsing and championing the emergency centre vision, providing continued commitment and endorsement in support of the programme

objectives

- Advising and supporting the senior responsible officer
- Confirming successful delivery and sign-off at the closure of the programme

The role of the programme board

- Defining the acceptable risk profile and risk thresholds for the programme and constituent projects
- Ensuring the programme delivers within its agreed parameters – E.G, brief, cost, timeframe ,in partnership with stakeholders
- Resolving strategic and directional issues which need the input and agreement of senior stakeholders to ensure the progress of the programme escalating to sponsoring group if unable to resolve
- Championing the programme and leading by example
- Providing assurance for operational stability and effectiveness through the programmes delivery

The role of the provider to provider meeting

- Resolving strategic and directional issues which need the input and agreement of senior stakeholders of both providers to ensure the progress of the programme
- Championing the programme and leading by example conveying a united leadership team
- Providing assurance for operational stability and effectiveness through the programmes delivery
- Developing and promoting partnership working

The role of the finance and contracting meeting

- Developing finance and contracting arrangements for the emergency centre.
- Delivering within agreed timescales.
- Controlling risks, issues and changes that may arise during their specific delivery area within the project.
- Resolving problems and conflicts that arise, escalating any issues /risk

The role of weekly leads meeting

- Operational management of the programme, being aware of approaching key milestones and ensuring delivery against them
- Identifying areas of risk and escalating to the programme board if cannot be resolved
- Keeping track of project spend against plan
- Championing the programme and leading by example conveying a united leadership team
- Providing assurance for operational stability and effectiveness through the programmes delivery
- Developing and promoting partnership working

- Facilitating the appointment of individuals to project teams as appropriate

The role of the project board meetings

- Developing and managing an action plan in line with the deliverables of the task.
- Delivering all elements of the plan within agreed timescales.
- Organising and directing the task and finish group team to deliver the plan.
- Reporting on progress to the Project Manager
- Ensuring stakeholders are available and have appropriate input.
- Controlling risks, issues and changes that may arise during their specific delivery area within the project.
- Resolving problems and conflicts that arise, escalating any issues /risk

Recommendation 3:

Terms of Reference for all groups need to be produced/updated and shared across the structure. It is important that each group understands what its responsibilities are in relation to the other groups. Closely connected to this is the need to formally establish responsibilities of the key organisations involved in the project/programme, particularly now that it has moved to a more operational phase, being based predominantly at the TRFT site.

Response:

Agreed, understanding roles and responsibilities across the structure is essential to robust programme governance

Action to date:

Completed.

Recommendation 4:

The Assurance Group’s Terms of Reference need amending from their current state of referring to the Group as the Project Board and membership of the Group needs to be reviewed and formally agreed.

Response:

See responses to recommendations 1 &2, revised terms of reference for each of the executive groups outlined within the proposed governance structure will need be produced and signed off. For this recommendation this particularly refers to the Sponsoring Group and Programme Board. It is suggested that a Sponsoring Group is formulated for the purposes of the Emergency Centre Programme in light of this recommendation.

Action taken to date:

Completed.

Recommendation 5:

Arrangements need to be agreed on how effective delivery of the governance arrangements are to be monitored, covering issues such as quoracy of meetings and identification & clearance of actions.

Response: The proposed programme structure outlined in response 1 and 2 proposed the necessary reporting mechanisms required for ensuring operational management of the project. Each project board will be expected to report weekly on delivery against their project plan and escalate any

issues/risks accordingly, this would include raising concerns regarding any poor attendance or delivery against plans.
<p>Action Taken to date: Completed</p>
<p>Recommendation 6: Attendance at Task & Finish Group meetings by their membership needs to improve in order to significantly improve achievement of quoracy and more generally ensure that the right people are 'round the table' to make decisions. Membership of all Groups should be reviewed to ensure that the appropriate officers are being required to attend.</p>
<p>Response: Leadership and accountability has been raised in the organisational development report, as such, a strategy will be developed to address attendance. It also seems appropriate to revisit the membership of the groups, to ensure that the right people are participating.</p>
<p>Action taken to date: Completed.</p>
<p>Recommendation 7: Recommendation 1 suggested reflection on whether construction and subsequent operation of the Emergency Centre should be considered to be a Programme of projects rather than as a single project. If this is decided it will naturally have an impact on the level of documentation in areas such as Project Risk Registers & Project Plans. If the proposal to adopt Programme Management is rejected, actions will still be necessary at T&F Group level to improve the management of risk and monitoring delivery of key tasks on a timely basis.</p>
<p>Response: Completed</p>
<p>Recommendation 8: A standard approach should be adopted to the recording of T&F Group meetings which, whilst being pragmatic, nevertheless ensures that actions identified in meetings are being monitored for their implementation and clearance.</p>
<p>Response: Each task and finish group will run as a project board. A standard PID template has been completed for each task and finish group. Each group are asked to ensure they have:</p> <ul style="list-style-type: none"> • An action plan in place- outlining key milestones • An assurance log – so approvals/agreements made are easily identifiable • A risk register • A standard TOR has been developed for consistency • Minutes of meetings are required – however, providing an accurate record in made, how notes are kept can be decided by the individual group. <p>The action plans will be monitored in the weekly leads meetings to ensure progress is being made on key actions and also via the programme board.</p>

Action taken to date: Completed
Recommendation 9: A decision needs to be taken in respect of whether Assurance Logs are to be required and if so, how their completion will be monitored.
Response: In line with MSP, each task and finish group will run as an independent project group. In light of this individual assurance logs will be required
Action taken to date: Completed
Recommendation 10: Terms of Reference for all Task & Finish Groups need to be reviewed and updated.
Response: As per response 8
Action taken to date: Completed