

APPENDIX 18 – SCORING AND ANALYSIS OF THIS BUSINESS CASE

A Gateway Assessment Tool (GAT) assessment of this Business Case follows.



AUTHORISATION AND GENERAL PROJECT INFORMATION

Project Details

Portfolio	Corporate Services
Department / Agency Name	West Coast DHB
Project Name	Grey Base Hospital Facilities Renewal
Associated Programme	
Estimated total project cost (\$m)	\$87M

Brief Project Description

Construction of new acute services block and some new office and ward accommodation, seismic upgrade of other buildings, demolish those which cannot be upgraded (after construction of replacements).

Authorisation to lodge this Gateway Assessment Tool

Note: Agencies are required to acknowledge that the person submitting the completed Gateway Assessment Tool (GAT) has the authority to do so on behalf of the Agency. Please complete the information below to identify the person authorising lodgement.

Authorising Officer's Details

First Name	Wayne
Surname	Champion
Job Title	GM Corporate Services
Telephone number	03 7682574
Mobile number	027 4359347
E-mail address	waynec@westcoastdhb.org.nz

Acknowledgement

I acknowledge that I am authorised to submit this GAT in respect of the project identified above and that the information provided in the GAT accurately reflects the agency's position.

Project Contact Details

Senior Responsible Owner (SRO)

First Name	Wayne
Surname	Champion
Job Title	GM Corporate Services
Address	PO Box 387
Town / City	Greymouth
Postcode	7805
Telephone number	03 7682574
Mobile number	027 4359347
E-mail address	waynec@westcoastdhb.org.nz

Project Manager

First Name	Wayne
Surname	Champion
Job Title	GM Corporate Services
Address	PO Box 387
Town / City	Greymouth
Postcode	7805
Telephone number	03 7682574
Mobile number	027 4359347
E-mail address	waynec@westcoastdhb.org.nz

Contact Officer

Note: Not required if both Project Manager and SRO details are provided. If you are completing this form on behalf of the Project Manager, please complete these details (for example, if a Project Manager has not yet been assigned to this particular project).

First Name	
Surname	
Job Title	
Address	
Town/State	
Postcode	
Telephone number	
Mobile number	
E-mail address	



GATEWAY ASSESSMENT TOOL

No	Question	Answer
1. PROJECT'S STRATEGIC CONTEXT		
Risk associated with the external impact of the project.		
1.1 Project's External Impact		
1	Is the project important to the successful delivery of a major legislative requirement or a major policy initiative committed to by the Government?	<input checked="" type="radio"/> Very Important <input type="radio"/> Important <input type="radio"/> Not important
More Info	<i>Supporting information</i> This project involves a significant upgrade of Grey Base Hospital in Greymouth, especially those services that would be required in the event of a major disaster and those services involved in delivering elective surgical procedures to the West Coast population	
2	Would project failure have significant implications for delivery of key public services, national security or the internal operation of an agency?	<input type="radio"/> Major implications <input checked="" type="radio"/> Significant implications <input type="radio"/> No significant implications
More Info	<i>Supporting information</i> Failure would result in an interruption to the provision of Health Services on the West Coast	
3	Will members of the public be directly affected by this project?	<input type="radio"/> Major impact <input checked="" type="radio"/> Significant impact <input type="radio"/> No significant impact
More Info	<i>Supporting information</i> There will be some inconvenience to the public (when accessing health services) during the construction phase of the project.	
4	Will the private sector be directly affected by this project?	<input type="radio"/> Major impact <input type="radio"/> Significant impact <input checked="" type="radio"/> No significant impact
More Info	<i>Supporting information</i> There are no private providers of hospital based surgical services on the West Coast.	
5	Will the State Sector be directly affected by this project?	<input type="radio"/> Significant impact <input checked="" type="radio"/> No significant impact
More Info	<i>Supporting information</i> This proposal involves replacing existing infrastructure that is aged and deteriorating. There is a risk that other state sector organisations might be affected (have to provide support in the case of an infrastructure failure on the West Coast) if this proposal does not proceed.	

1.2 External Impacts on Project

6	Have the key stakeholders been identified and engaged with the project?	<input type="radio"/> Key stakeholders not identified or opposition from some key stakeholders expected <input checked="" type="radio"/> No opposition from key stakeholders expected but support not yet secured <input type="radio"/> Key stakeholder support secured
More Info	<i>Supporting information</i> Some stakeholders have expressed concerns about this project, however these concerns can be characterised as being an uninformed concern that health services are being downgraded. This is not the case.	
7	Is legislative change a pre-requisite for this project?	<input type="radio"/> Yes, requires legislation <input checked="" type="radio"/> No
More Info	<i>Supporting information</i>	

Indicative Risk Rating for Section 1

High

2. PROJECT'S SCOPE AND COMPLEXITY

Risk associated with the scope and complexity of the project including the agency/State Sector impact.

2.1 Project's Impact on State Sector and Agency

8	What impact will the project have on the agency's business processes?	<input type="checkbox"/> Transfer of staff/outsourcing <input checked="" type="checkbox"/> Significant logistical staff & equipment move <input type="checkbox"/> Significant organisational restructuring <input type="checkbox"/> Significant re-training <input type="checkbox"/> New business processes <input type="checkbox"/> Not significant
More Info	<i>Supporting information</i>	
9	Number of State Sector staff affected?	<input type="radio"/> More than 10,000 <input type="radio"/> 1,000 to 10,000 <input checked="" type="radio"/> Less than 1,000
More Info	<i>Supporting information</i>	
10	Which business areas/units will be directly affected by this project?	<input type="radio"/> Multiple agencies <input type="radio"/> Multiple business streams within agency <input checked="" type="radio"/> Single business stream within agency
More Info	<i>Supporting information</i>	

2.2 Project Scope and Complexity

11	What is the total cost of the project?	<input type="radio"/> Greater than \$150 million <input checked="" type="radio"/> \$51 million to \$150 million <input type="radio"/> \$15 million to \$50 million <input type="radio"/> Less than \$15 million
More Info	<i>Supporting information</i> See quantity surveyore estimates in the Business Case document.	
12	What is the degree of innovation inherent in this project?	<input type="radio"/> Unproven approach <input type="radio"/> New technology, stable application <input type="radio"/> Stable technology, new application <input checked="" type="radio"/> Stable, proven technology
More Info	<i>Supporting information</i>	
13	What is the total project workforce including internal & external suppliers?	<input type="radio"/> More than 100 people <input checked="" type="radio"/> 50 to 100 people <input type="radio"/> Up to 50 people
More Info	<i>Supporting information</i>	
14	What skills and experience are critical to the successful delivery of the project?	<input type="radio"/> Unique specialist skills and significant (>10 years) experience <input checked="" type="radio"/> High level specialist skills and moderate (>5 years) experience <input type="radio"/> Moderate specialist skills and some (<5 years) experience
More Info	<i>Supporting information</i>	
15	What is the timeframe for delivery of the project?	<input type="radio"/> Extended timeframe <input type="radio"/> Compressed timeframe <input checked="" type="radio"/> Standard
More Info	<i>Supporting information</i>	

2.3 Information Technology Element

16	What is the scope of the information technology content in this project?	<input type="checkbox"/> Packaged software with significant customisation <input type="checkbox"/> Custom-built application <input type="checkbox"/> Packaged software <input checked="" type="checkbox"/> Deliver infrastructure <input type="checkbox"/> Not applicable
More Info	<i>Supporting information</i> Maintain current IT equipment and infrastructure, however the new building will include a new server room (the building) and LAN cables	

17	To what extent will the project need to integrate with other systems?	<input type="radio"/> Extensive links to other systems <input checked="" type="radio"/> Some links to other systems <input type="radio"/> Data migration <input type="radio"/> Not applicable or standalone - no integration
More Info	<i>Supporting information</i> Existing links need to be maintained	

2.4 Procurement Element (other than Information Technology and Infrastructure)

18	What is the scope of the procurement?	<input checked="" type="checkbox"/> Significant customised elements <input type="checkbox"/> Delivery of complex products/services <input checked="" type="checkbox"/> Not applicable or deliver straightforward standard items
More Info	<i>Supporting information</i> It's a construction project, using standard construction techniques.	

2.5 Infrastructure Element

19	Are there any constraints that will affect the site development?	<input checked="" type="checkbox"/> Location <input checked="" type="checkbox"/> Environmental issues <input checked="" type="checkbox"/> Site access and conditions <input type="checkbox"/> Lack of site knowledge <input type="checkbox"/> Unserviced <input type="checkbox"/> Land rights <input type="checkbox"/> Not applicable
More Info	<i>Supporting information</i>	

20	What are the features of the facility that impact on its complexity?	<input type="radio"/> Facilities with planning or heritage sensitivities <input type="radio"/> New or existing facility non-standard construction <input checked="" type="radio"/> New or existing facility standard construction <input type="radio"/> Not applicable
More Info	<i>Supporting information</i> Construction alongside existing facilities which will be providing health services during the construction project.	
21	What is the nature of the infrastructure?	<input type="radio"/> Extension <input type="radio"/> Refurbishment <input checked="" type="radio"/> New construction <input type="radio"/> Not applicable
More Info	<i>Supporting information</i>	

Indicative Risk Rating for Section 2

Not High

3. PROJECT DELIVERY CAPABILITY AND APPROACH		
Risk associated with the supplier and agency's project delivery capability and approach.		
3.1 Supplier and Agency Experience		
22	How mature is the market in delivering or meeting the needs of this project?	<input type="radio"/> No track record <input type="radio"/> Mixed or limited track record <input checked="" type="radio"/> Not applicable or successful track record
More Info	<i>Supporting information</i> This projects scale would attract construction companies from Christchurch, Nelson and futher afield as well as larger West Coast operators. All have good track records.	
23	What is the agency's experience of successful delivery of comparable projects in the last five years?	<input type="radio"/> No track record <input checked="" type="radio"/> Mixed or limited track record <input type="radio"/> Successful track record
More Info	<i>Supporting information</i> West Coast DHB has a history of successful project delivery on smaller construction projects (up to \$4M) but hasn't undertaken a project this large ones in the recent past. (ie limited track record). We are planning to engage experienced project directors with a significant track record once the project is approved.	
3.2 Agency's Project Management Framework and Approach		
24	To what extent is the project clearly linked to the agency's key strategic priorities?	<input type="radio"/> Not linked <input type="radio"/> Important <input checked="" type="radio"/> Essential
More Info	<i>Supporting information</i>	

25	Will the project be delivered using a proven project management methodology that the agency is experienced in using?	<input type="radio"/> No <input checked="" type="radio"/> Yes
More Info	<i>Supporting information</i>	
26	How complex are the proposed supply arrangements?	<input type="radio"/> Multiple suppliers without prime contractor <input checked="" type="radio"/> Multiple suppliers with prime contractor <input type="radio"/> Single supplier internal or external
More Info	<i>Supporting information</i> Standard construction methodology	

Indicative Risk Rating for Section 3

Not High

INDICATIVE RISK RATING FOR PROJECT

High

Based on your responses the project may also be Mission Critical