

Board Meeting: 19 November 2020

Subject: Hospital Expansion Programme
Phase One and Phase Two Update

Recommendation: Board members are asked to:

Discuss and Note	✓
Discuss and Approve	
Note for Information only	

1. Background

This paper provides an overview of progress to date with regards Phase 1 of the hospital expansion programme.

The format of the paper was agreed by the Programme Board.

2. Proposals

The paper:

- provides a programme update
- provides a commercial summary;
- provides an update on the design status;
- provides an update on works on site
- provides an update on community benefits;
- provides a summary of the key risks and mitigation;
- provides a summary of the programme budget;
- provides a summary of issues affecting the programme;
- provides an update on communication and stakeholder engagement;
- sets out key tasks going forward

3. Recommendation

The Board is asked to note the overall progress to date made with the Hospital Expansion Programme and the opening of Phase One.

The Board is also asked to approve the design and materials for Phase Two.

June Rogers
Executive Director of Operations
17 November 2020

(John M Scott, Programme Director)

Overview	Status	Green
<p>Key milestones within this reporting period include:</p> <ul style="list-style-type: none"> • HFS Assurance Review Report issued on 6th October 2020 • Handover achieved on 27th October 2020 		

Progress Summary	Status	Green
<p>Programme Update Handover was achieved on 27th October 2020. Commissioning is underway with the target to open the Outpatient Department on 19th November 2020 and the Theatres on 23rd November 2020.</p> <p>Community Benefits Community Benefit targets were presented to the Programme Board Meeting in February 2020.</p> <p>Statutory Approval Status Stage 1 Building Warrant has been approved by WDC. Stage 2 Building Warrant has been approved by WDC. Stage 3 Building Warrant has been approved by WDC. An occupation certificate has been issued by WDC.</p> <p>Key Risks and Mitigation A risk register review was undertaken at Senior User Group and some open risks have been transferred to the division risk register.</p> <p>Recruitment In line with the recovery plan there is a requirement to accelerate the recruitment to the Eye Centre posts over and above those posts recruited to as part of the workforce plan required in year one of opening. This means an increase from 3.4 theatres to 6 theatres by March 2021, as per the Organisations recovery plan. This expansion will be incremental as and when recruitment is successful.</p> <p>Commissioning Commissioning of the Eye Centre is well underway. The first Outpatient Clinic is planned for the 19th November 2020 and theatres will start on the 23rd November 2020. Some changes have been required to be made to both the patient pathway and the physical environment to support physical distancing for patients and staff. All 6 theatres and clinical</p>		

rooms have been equipped and will be ready to support NHS GJ Recovery Plan

Assurance Review

The final report has been issued by HFS on 6th October 2020. The Expansion Team in conjunction with the Advisor Team have developed an action plan to accompany this report and monitor actions through to completion.

Programme Budget

Status

Green

Phase 1 was on track to provide a balanced position against the Capital Resource Limit (CRL). The cost control group continue to review progress noting the effect on the phasing of work. The detail behind this is being developed currently and we have linked with finance colleagues at Scottish Government to highlight the issues we have, which are consistent to many other capital projects across NHS Scotland.

Issues Affecting the Programme

Status

Green

None.

Communications and Stakeholder Engagement

Status

Green

Discussions are ongoing with SG regarding a formal opening.

Key Tasks for between now and next reporting period

Key tasks for the forthcoming period include:

- Opening of OPD - 19th November 2020
- Opening of Theatres - 23rd November 2020
- Recruitment of staff required to support Recovery Plan
- Finalisation of formal opening

John M Scott, Programme Director
Susan McLaughlin, Clinical Programme
Manager
17th November 2020

Overview	Status	Amber
<p>Key milestones within this reporting period include:</p> <ul style="list-style-type: none"> • Works continue on site • HFS Assurance Review is ongoing 		

Progress Summary	Status	Amber
<p>Works on site Kier commenced a “soft start” on site w/c 6th July 2020 which included electrical works and site clearance. This allowed major excavation to commence w/c 20th July 2020 and the piling to be undertaken thereafter. This is now complete and ground works and drainage are underway.</p> <p>Design The external design of the Surgical Centre has been updated to reflect elements of the Eye Centre. This relates to material selection and lighting features. The revised proposal was signed off by the Senior User Group on 2nd November 2020.</p> <p>Clinical Work stream group update Work stream meetings commenced in mid-September 2020 to plan the initial requirements for the refurbishment of CSPD, Pharmacy, Orthopaedic Outpatients, Theatres, and PACU. Stakeholders included GJ staff and expansion team, IBI, AECOM and Keir. A further 2 rounds of meetings are planned to sign off the rooms required and the proposed adjacencies, the next stage is a more detailed exercise to start the planning of the individual room layouts</p> <p>Work has commenced to provide additional preoperative recovery beds to support the utilisation of theatres 3 and 4. This work will create temporary spaces ahead of the larger refurbishment, completion is due by mid-November 2020.</p> <p>Key Risks and Mitigation A full review of the risk register will be undertaken during November 2020. A review of the PSCP risk register was held on 4th November 2020.</p> <p>Assurance Review The review is now in Week 9 and is currently scheduled to complete in December 2020. All technical workshops have been completed.</p>		

Programme Budget	Status	Green
<p>The cost control group continue to review progress noting the effect on the phasing of work. The detail behind this is being developed currently and we have linked with finance</p>		

colleagues at Scottish Government to highlight the issues we have, which are consistent to many other capital projects across NHS Scotland.		
Issues Affecting the Programme	Status	Amber
<p>The impact of the Covid-19 situation on the enabling works on site which are progressing where possible.</p> <p>The discovery of unknown historical foundations and other materials within the construction site impeding piling points has been noted as causing a delay to overall programme and if no further instances are discovered should be recoverable.</p>		
Communications and Stakeholder Engagement	Status	Green
<p>Continuing engagement of stakeholders with refurbishment design.</p> <p>Share the design of the Surgical Centre external envelope.</p> <p>Continued mail drops to local residents updating them on the works and any possible disruption as well as quarterly newsletters directly from Kier.</p>		
Key Tasks for between now and next reporting period		
<p>Key tasks for the forthcoming period include:</p> <ul style="list-style-type: none"> • Continuing with the ongoing Theatre Recovery work • Continuing the 1.200 design process for the planned refurbishment areas • Completion of the Assurance Review 		

John M Scott, Programme Director
Susan McLaughlin, Clinical Programme
Manager
17th November 2020