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| Board Meeting: | 18 March 2021 |  |
| Subject: | Hospital Expansion Programme |
| Recommendation: | Board Members are asked to:  |  |  | | --- | --- | | Discuss and Note | ✔ | | Discuss and Approve |  | | Note for Information only |  | | |
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## Background

This paper provides an overview of progress to date with regards Phase One and Two of the Hospital Expansion Programme. The format of the paper was agreed by the Programme Board as the standard monthly reporting template.

## Proposals

The paper provides a:

* Programme update;
* Commercial summary;
* Update on the design status;
* Update on wayfinding, interiors and lighting;
* Update on the statuary approval status;
* Update on works on site
* Update on the progress of the work stream groups;
* Update on community benefits;
* Summary of the key risks and mitigation;
* Summary of the programme budget;
* Summary of issues affecting the programme;
* Update on communication and stakeholder engagement;

and sets out key tasks going forward

## Recommendation

The Board is asked to acknowledge the overall progress to date of the Hospital Expansion Programme.

**June Rogers**

**Director of Operations**

**09 March 2021**

Prepared by

(John M Scott, Programme Director)

**Phase 1 – Eye Centre**

**Progress Report February 2021**

| **Overview** | **Status** | **Green** |
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| Key milestones within this reporting period include:   * The Eye Centre opened on 19th November 2020. * The formal (virtual) opening was held on 11th December 2020. | | |

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| **Progress Summary** | **Status** | **Green** |
| **Programme Update**  The Eye Centre Outpatient Department opened on 19th November 2020 and the Theatres opened on 23rd November 2020.  **Statutory Approval Status**  All statutory approvals have been received from West Dunbartonshire Council.  **Key Risks and Mitigation**  Open project risks have been transferred to the divisional risk register.  **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, this expansion will be incremental as and when recruitment is successful.    **Commissioning**  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 rooms have been equipped and will be ready to support NHS GJ Recovery Plan.  Following handover, the Expansion Team and Project Managers continue to review the defect list and progress with the PSCP. As the building has become operational additional defects continue to be raised and added to the list. A weekly meeting is in place with the Expansion Team, PSCP & Project Managers to monitor progress of these items to completion.  **Assurance Review**  The final report was issued by HFS on 6th October 2020. The Expansion Team in conjunction with the Advisor Team then developed an action plan to monitor actions through to completion. Progress has been made to close out the majority of the items identified. Additional evidence has been requested from the PSCP to substantiate initial responses to a number of outstanding queries. The remaining items relate to derogations which have now been scheduled, wording agreed by the Expansion Team, Advisor Team & PSCP and issued to the relevant Authorised Engineers and Authorised Persons for comment to close out.  **NDAP**  The final (supported) report was issued by HFS in December 2020. This included the recommendation to undertake a Post Occupancy Evaluation (POE) process to provide patient feedback on their experience of using the building. A post project evaluation is required after 12 months of operation under Scottish Capital Investment Manual guidance and this can be aligned with the POE for HFS. | | |
| **Programme Budget** | **Status** | **Green** |
| The Cost Advisor continues to work with the PSCP to agree the final account. | | |
| **Issues Affecting the Programme** | **Status** | **Green** |
| None. | | |
| **Communications and Stakeholder Engagement** | **Status** | **Green** |
| The formal (virtual) opening was held on 11th December 2020 | | |
| **Key Tasks for between now and next reporting period** | | |
| Key tasks for the forthcoming period include:   * Continued engagement with PSCP on defects and remedial action * Finalisation of the outstanding Action Plan items | | |

**Phase 2 – Surgical Centre**

**Progress Report February 2021**

| **Overview** | **Status** | **Amber** |
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| Key milestones within this reporting period include:   * Works continue on site. * HFS Assurance Review is ongoing. | | |

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| **Progress Summary** | **Status** | **Amber** |
| **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 below ground drainage are ongoing.  **Assurance Review**  HFS issued the draft report in January 2021 for factual accuracy checking by the Expansion Team, Advisor Team & PSCP. The final report is expected to be issued mid-February 2021.  The Expansion Team have prepared a draft action plan based on the items highlighted through the various review workshops to progress actions in parallel with completion of the review report. Engagement continues with Scottish Government in relation to the timescale for issue of the final report to the Capital Investment Group.  **Clinical Work stream group update**  Work stream meetings continue to meet to design and plan the requirements for the refurbishment of   * Level 1 area being vacated by CSPD and affected by the breakthroughs * Orthopaedic Outpatients * Pharmacy * Theatres and PACU   Stakeholders involved in this process include NHS GJ Clinical and Non-Clinical staff, expansion team, IBI, AECOM and Keir.  Discussions with the PSCP regarding the plans for the breakthroughs from Phase 2 to the existing hospital are at an early stage; the Expansion Team are working with the contractors and clinical teams to ensure that any possible disruption is minimised during the planned programme of works Once further details are available discussions are planned with departments affected by the planned work. This will include sharing a plan detailing key milestones in relation to refurbishment and breakthroughs.  **Workforce and Recruitment**  The Hospital Expansion Team continue to work closely with the divisions to align the original FBC workforce requirements with the resources required and being recruited to support the Recovery Plan.  **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. | | |
| **Programme Budget** | **Status** | **Green** |
| 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** | **Amber** |
| The impact of the Covid-19 situation on works on site which are progressing where possible.  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. The impact of this delay will be reviewed upon completion of the foundation works.  The delay to the completion of the Assurance Review has in turn delayed the contract signing and this has impacted on Kier’s procurement programme in relation to the appointment of sub-contractors.  A meeting was held in December 2020 with West Dunbartonshire Council relating to the timescale for approval of the staged building warrants. The Head of Planning & Building Control agreed to review Building Control resources to prioritise this project. | | |
| **Communications and Stakeholder Engagement** | **Status** | **Green** |
| Continuing engagement of stakeholders with refurbishment design.  Continued mail drops to local residents updating them on the works and any possible disruption as well as quarterly newsletters directly from Kier.  A meeting was held with West Dunbartonshire Council to discuss the developer contribution made by NHS GJ as part of the Planning Application and a Programme Board is to be established to assess local transport routes and connectivity. | | |
| **Key Tasks for between now and next reporting period** | | |
| Key tasks for the forthcoming period include:   * Continuing the 1.200 design process for the planned refurbishment areas. * Development of plan detailing key milestones in relation to refurbishment and breakthrough works. * Issue of the Assurance Review Report. * Signing of the contract. | | |

**June Rogers**

**Director of Operations**

**09 March 2021**

Prepared by

John M Scott, Programme Director