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| Board Meeting: | 27 May 2021 |  |
| Subject: | Hospital Expansion Programme |
| Recommendation:  | Board Members are asked to:

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| 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**

**20 May 2021**

Prepared by

(John M Scott, Programme Director)

**Phase 1 – Eye Centre**

**Progress Report April 2021**

| **Overview**  | **Status** | **Green** |
| --- | --- | --- |
| Key milestones within this reporting period include:* The Eye Centre opened on 19th November 2020.
* The formal (virtual) opening was held on 11 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 23 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. Since opening an additional 28.23 nursing posts have been filled however, recruitment to the final 9.09 wte nursing staff required is forecast to be more challenging than the previous recruitment rounds. Additional education resource has been introduced to support the training and education of new staff. All additional Senior Optometrists posts have been filled and staff will take up post from April 2021 onwards.Consultant ophthalmologist recruitment is a national / UK wide challenge. Interviews have recently taken place in addition we continue to be able to attract joint (part time) appointments with other NHS Boards. **Commissioning**The staff are continually monitoring both the patient pathway and the physical environment to support physical distancing for patients and staff and making improvements to allow activity to continue and increase.The Expansion Team and Project Managers continue to review the defect list with the Kier Aftercare Team to prioritise and monitor any defects noted.**Assurance Review / NDAP**Discussions are underway with NSS Assure & HFS to agree the engagement process on the action plan post occupation. This will likely be combined with the Post Project Evaluation in line with Scottish Capital Investment Manual guidelines and the Post Occupancy Evaluation requested through the NDAP process.This is normally undertaken 12 months’ post occupation. |
| **Programme Budget** | **Status** | **Green** |
| The Cost Advisor and the PSCP agreed the final account during March 2021 and this was reported to the Cost Control Group on 29 March 2021.  |
| **Issues Affecting the Programme** | **Status** | **Green** |
| None. |
| **Communications and Stakeholder Engagement**  | **Status** | **Green** |
| None. |
| **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.
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**Phase 2 – Surgical Centre**

**Progress Report April 2021**

| **Overview**  | **Status** | **Amber** |
| --- | --- | --- |
| Key milestones within this reporting period include:* Works continue on site.
* Assurance Review report issued.
* Formal approval of the FBC received.
* Stage 4 contract issued.
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| **Progress Summary** | **Status** | **Amber** |
| **Works on site**Ground works and below ground drainage are now complete. Work has commenced on the building super structure i.e. structural frame and floors. These works are progressing to programme.**Assurance Review**The assurance review for Phase 2 was undertaken from August 2020 to February 2021 and the report was formally issued by NHS NSS on 3 March 2021.The Expansion Team have prepared a narrative describing the process to be followed to address the report and the action plan to respond to each item raised. The narrative and action plan (covering priority 1 and 2 items) were submitted to CIG on 5 March 2021.A weekly meeting with has been established to review and progress the items.The Expansion Team have raised the issue of ongoing engagement as the action plan items are closed out through Gordon Stewart, Capital Projects Advisor for the Elective Centre Programme at Scottish Government.Formal approval of the FBC was received from Scottish Government on 16 March 2021.The Stage 4 contract was issued to the PSCP for review and signing.**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

The clinical and non-clinical groups have signed off the 1-200 layout which demonstrates the rooms required and their adjacencies within the department. The PSCP have now instructed detailed mechanical engineering surveys to determine the service requirements for each of the area as per the layout; this information will give a clearer indication of cost and time required to complete each area.To ensure that the appropriate preparation and contingency is in place ahead of opening further planning groups will be established.CSPD Planning Group- to ensure a smooth transition for the transfer of CSPD services between the existing department to new facilities taking into account the need to verify all equipment and double running of services.Soft Landings Group- to ensure that there is a clear process to ensure the operational readiness of the Surgical Centre for all end users from construction to opening. **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. Recruitment is under way for trainee and trained Non-Medical Endoscopists; a key role that is required to support additional services ahead of opening and who will work closely with the newly recruited colorectal surgeons.**Key Risks and Mitigation**A full review of the risk register was undertaken during November 2020. A review of the PSCP risk register was held on 4 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 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. Engagement continues 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:* Moving towards the 1:50 design process for the planned refurbishment areas.
* Establish Soft Landing and CSPD Planning groups
* Signing of the Stage 4 contract.
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**June Rogers**

**Director of Operations**

**20 May 2021**

Prepared by

John M Scott, Programme Director