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| Meeting: **Date:** | Board Meeting 27 January 2022 |  |
| Subject: | Hospital Expansion Programme Update |
| 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;
* a commercial summary;
* an update on the design status;
* an update on wayfinding, interiors and lighting;
* an update on the statuary approval status;
* an update on works on site
* an update on the progress of the work stream groups;
* an update on community benefits;
* a summary of the key risks and mitigation;
* a summary of the programme budget;
* a summary of issues affecting the programme;
* an update on communication and stakeholder engagement;

and sets out key tasks going forward

## Recommendation

Board Members are asked to acknowledge the overall progress to date of the Hospital Expansion Programme.

**June Rogers Colin Neil**

**Director of Operations Director of Finance**

**6 January 2022**

*Prepared by (John M Scott, Interim Director of Facilities & Capital Projects and Susan McLaughlin, Clinical Programme Manager)*

**Phase 1 – Eye Centre**

**Progress Report December 2021**

| **Overview** | **Status** | **Green** |
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| Key milestones:   * The Eye Centre opened on 19 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.  **Workforce**  There is an ongoing education plan to support the additional nursing staff recruited to the unit. Training continues to provide staff with the necessary knowledge and skills to works across the Eye Centre progress.  **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. This has enabled a gradual increase in patients being see in clinic.  **Defects**  The Expansion Team and Project Managers continue to review the defect list with the PSCP Aftercare Team to prioritise and monitor any defects noted. Significant progress has been made in reducing the overall number of defects open.  A review was undertaken by HFS on the water flushing situation. HFS have issued a number of comments/queries in relation to the system design which have been issued to the PSCP for response. This issue remains a priority despite the instances of flushing being significantly reduced due to the drop in the external temperature at this time of year.  **Assurance Review / NDAP**  Discussions are ongoing 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. | | |
| **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. | | |
| **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. * Development of solution on excessive water flushing issue. | | |

**Phase 2 – Surgical Centre**

**Progress Report December 2021**

| **Overview** | **Status** | **Green** |
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| Key milestones within this reporting period include:   * Works continue on site to programme. * Recruitment underway for Programme Team posts. * Technical Advisor appointed. | | |

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| **Progress Summary** | **Status** | **Green** |
| **Works on site**  The works are progressing to programme.  Summary of current position is as follows: -  Works progressed in last 4 weeks   * Partitions first fix L1, L2 & L3 * Hot melt roofing * Pod steelwork * Blockwork to L1 * Insulation to Roof     Works to progress in next 4 weeks are as follows: -   * Continuation of 1st fix partitions – all floors * Service drops to partitions L3 & L1 corridors * Secondary steelwork L2 – Pods * Staircase handrail installation - Stair 1 * Roof screen steelwork * Roof works – Parapet capping & hot melt, slabs * Brick & Blockwork   **Assurance Review**  Meetings with PSCP & Advisor Team continue to review and progress the items. Atkins now appointed as Technical Advisor to support this process.  **Gateway Review**  Engagement has commenced with Scottish Government in relation to the scheduling of the next Gateway Review. The previous review was held during October 2019.  **Clinical Work Stream Group update**  The breakthrough programme is due to commence February 2022; initial work will start on Level 1. To date there has been extensive stakeholder engagement including meetings with PSCP, NHS GJ Expansion Team, Estates, Control and Prevention of Infection and Microbiology. HAI SCRIBE meetings are scheduled to commence in January.  Work is also progressing with   * WTO 1 – Refurbishment of existing hospital accommodation to provide additional Orthopaedic Out Patient space. Decant of this area is due to take place December 2021 * WTO 3 – Refurbishment of areas on the periphery of theatre to provide Theatre Administration Space and Perfusion Set up Space. This work is due to commence January 2022 * WTO 2 & 4 – Refurbishment and creation of additional PACU spaces and refurbishment of Level 1 following transfer of CSPD dept. 1.50 meetings have taken place and final sign is expected in November 2021.   Work stream meetings continue including   * CSPD Delivery Group * Soft Landings Core Group * Hospital Expansion Workforce Group * SLWG Level 1 Breakthroughs   **Workforce and Recruitment**  The Clinical Programme Manager continues to work closely with the Senior Nursing Team, Recruitment and the National Treatment Centre Programme Workforce Group. Plans for Phase 2 recruitment are being developed to start the recruitment process in early 2022. Pump prime posts that were identified at FBC stage are being reviewed by the senior nursing team ahead of recruitment starting.  **Programme Team**  The Clinical Project Lead and Programme Administrator have now taken up post and the Project Manager is due to start in post in January 2022.  **Key Risks and Mitigation**  Regular risk updates are received via the Programme Team on the PSCP register and via PSCP reports to the Senior User Group.  A review and update on the risk register was presented to the Programme Board in May 2021.  There is no change to the high risks as noted in the table below. | | |
| **Programme Budget** | **Status** | **Green** |
| The cost control group continue to review progress against cash flow and meet monthly. | | |
| **Issues Affecting the Programme** | **Status** | **Amber** |
| The impact of the Covid-19 situation on works progressing on site.  The PSCP has intimated that the supply of some materials is being impacted due to the national shortage for certain items i.e. cement, steel and timber. Engagement continues with HFS to ensure a consistent position is being taken nationally. | | |
| **Communications and Stakeholder Engagement** | **Status** | **Green** |
| Continuing engagement of stakeholders with refurbishment design.  SLWG for planning of Level 1 breakthroughs.  Continued quarterly newsletters issued to local residents directly from PSCP updating them on the works and any possible disruption. | | |
| **Key Tasks for between now and next reporting period** | | |
| Key tasks for the forthcoming period include:   * HAI SCRIBE’s for Level 1 breakthrough * Commence removal of stairway 11 * 1.50 design process for PACU and Procurement refurb | | |