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| Meeting:**Date:**  | Board Meeting23 September 2021 |  |
| Subject: | Hospital Expansion Programme Update |
| 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

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**

**23 September 2021**

*Prepared by (John M Scott, Interim Director of Facilities & Capital Projects)*

**Phase 1 – Eye Centre**

**Progress Report September 2021**

| **Overview**  | **Status** | **Green** |
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| Key milestones:* 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 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. **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.**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.This is normally undertaken 12 months’ post occupation. |

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| **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.
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**Phase 2 – Surgical Centre**

**Progress Report September 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.
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| **Progress Summary** | **Status** | **Green** |
| **Works on site**The works are progressing to programme.Summary of current Position:* Precast façade complete
* Concrete to floor slabs poured
* Installation of partitions commenced
* Tower cranes removed
* Sealing of lift shafts

**Assurance Review**Meetings with PSCP & Advisor Team continue to review and progress the items. Procurement is underway on a 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 November 2021; 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 October.Work is also progressing with * WTO 1 – Refurbishment of existing hospital accommodation to provide additional Orthopaedic Out Patient space. This work is due to commence towards the end of 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 towards the end of 2021
* WTO 2 & 4 – Refurbishment and creation of additional PACU spaces and refurbishment of Level 1 following transfer of CSPD dept. 1.50 meetings are scheduled to take place in Sept and Oct 21

Work stream meetings continue with the addition of* CSPD Delivery Group
* Soft Landings Core Group

**Workforce and Recruitment** There continues to be a focus on workforce with the Programme Team working closely with the Senior Nursing Team, NES, Recruitment and linking in nationally regarding opening up opportunities and the challenges around recruitment.The workforce plan developed at business case continues to be refined to align with posts recruited to as part of the Recovery Plan.**Programme Team**Following approval, recruitment is underway for a Project Manager to support the programme and in particular the WTO’s.Recruitment for the Clinical Project Lead post is now complete and the successful candidate is due to start mid-October **Key Risks and Mitigation**The Programme Director and Clinical Programme Manager continue to meet monthly with the Head of Risk & Clinical Governance to review the risk register. Regular 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.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 Level 1
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