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| Board Meeting: | 29 July 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

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

**June Rogers**

**Director of Operations**

**16 July 2021**

Prepared by

(John M Scott, Programme Director)

**Phase 1 – Eye Centre**

**Progress Report June 2021**

| **Overview**  | **Status** | **Green** |
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| Key milestones within this reporting period include:* 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 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**A key priority has been around training new staff in regards to ensuring that they are getting time to consolidate their learning. This can be challenging especially in theatre given the increased numbers of staff and the challenges of physically distancing. The majority of staff do not have previous ophthalmology/theatre experience or are newly qualified. Additional education support has been introduced to support the level and quality of training required. We are also mindful of the impact that this may have on our existing staff who are the preceptors and mentors for both new staff and are also continuing to support pre-registration staff.**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.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 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. |
| **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. Full project was within target cost.  |
| **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 June 2021**

| **Overview**  | **Status** | **Green** |
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| Key milestones within this reporting period include:* Works continue on site to programme.
* Stage 4 contract signed.
* Endoscopy change and additional Capital investment approved by SG.
* Recruitment underway for Programme Team posts.
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| **Progress Summary** | **Status** | **Green** |
| **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.Summary of current Position:* Level 1 superstructure pre-cast complete
* Level 2 superstructure pre-cast complete
* Level 1 Façade panel installation complete
* Level 3 superstructure progressing
* Brickwork underbuilding works ongoing.

Works progressed in last 4 weeks* Brickwork Under build
* Level 2 Superstructure
* Concrete floor slab prep
* Pre-cast cladding panels

**Stage 4 contract (construction stage)**The Stage 4 contract has now been signed by the PSCP & NHS Golden Jubilee.**Assurance Review**A weekly meeting with has been established to review and progress the items.A lessons learned review was held with NSS Assure held on 16 June 2021. A formal report detailing lessons will be issued by NSS Assure.**Clinical Work stream group update**Clinical work stream groups continue to meet to design and plan the requirements for the refurbishment and have moved forward with the 1.50 room layouts. OPD 1.50’s are at the final stage of clinical sign off.Updated plans to reflect the additional Endoscopy Training rooms and the relocation of Endoscopy Decontamination will be discussed and signed off by the CSPD delivery group on the 30th June 2021.Regular meetings are now scheduled with NHS GJ (Expansion Team, Infection Control, Microbiology and Estates), Aecom and Keir to develop a more detailed breakthrough programme, a similar approach will be used for the WTO programme.**Workforce and Recruitment** A robust review of the FBC workforce plan has been completed for theatre nursing following the recruitment of staff over the last year; however, this will be further reviewed in line with changes within service delivery and plans to accelerate activity on opening. Recruitment to anaesthetic posts has been encouraging however recruitment to perioperative posts remain challenging.**Programme Team**Following approval, recruitment is underway for 2 Project Managers to support the programme and in particular the WTO’s.Recruitment is also underway for the (replacement) Clinical Project Lead post with interviews scheduled for July 2021.**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 project team on the PSCP register and via PSCP reports to the Senior User Group. A full review with risk owners and linking to PSCP will be supported on a quarterly basis with a separate risk register paper generated for Senior User Group and Programme Board. 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. No issues to report within current spend. |
| **Issues Affecting the Programme** | **Status** | **Amber** |
| The impact of the Covid-19 situation on works on site which are progressing where possible. Engagement continues with West Dunbartonshire Council relating to the timescale for approval of the staged building warrants. 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. This has been raised with HFS to understand the approach being taken nationally. |
| **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.Alan Morrison, Chair of the Capital Investment Group visited the site on 23 June 2021. |
| **Key Tasks for between now and next reporting period**  |
| Key tasks for the forthcoming period include:* 1:50 design process for Ortho OPD has now been completed and awaiting final comments from users.
* Dates for 1.50 PACU and Admin/Perfusion refurbishment have been organised
* Sign off of the 1.50 updated Endoscopy layout including procedure rooms and decontamination.
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**June Rogers**

**Director of Operations**

**16 July 2021**

Prepared by

John M Scott, Programme Director