| **Overview** | **Status** | **Amber** |
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| Key milestones within this reporting period include:   * Formal West of Scotland (WoS) Regional Engagement ahead of Outline Business Case (OBC) submission to Scottish Government Capital Investment Group (CIG). * Continued development of the service model and workforce plan. | | |

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| **Progress Summary** | **Status** | **Green** |
| **Programme Update**  The project remains on programme.  The 1:50 workshops are complete; the final plans have been issued to the Clinical Task Group to obtain final sign off. The programmed date for sign off in April 2018 was not achieved. The Principal Supply Chain Partner (PSCP) has been instructed to progress on design and market testing activities on the basis it has, to mitigate any impact on the targeted Full Business Case (FBC) submission date.  The Construction duration identified in the programme is subject to ongoing development and discussion. Advanced works scope is currently being reviewed by the PSCP, which may enable an earlier project completion date to be achieved.  **Commercial Summary**  Stage 3 market testing activities have commenced in accordance with the dates identified in the Contract Programme, and in line with target dates to achieve the Stage 3 submission on 29 October 2018.  All PSCP activity schedules have been agreed. In the absence of the Stage 3 Contract, pending OBC approval, the PSCP has received a Compensation Event confirming their Stage 3 appointment up to July 2018, at which point, subject to OBC approval, the Stage 3 Contract can be finalised.  **Design Status**  1:50 Clinical Task Group workshops are now complete and the design has been issued for final sign off.  Stage 3 technical design continues to progress, in accordance with programme. Queries are being dealt with through a formal RFI process and at the fortnightly design team meetings.  A separate work stream has been set up with the Golden Jubilee Foundation (GJF) Estates Team, meeting on a monthly basis to review the emerging technical design, proposed construction and access methodologies and the testing and commissioning programme for the Phase 1 works.  The Architect has developed proposed elevations for the new facility, detailing options for the external façade of the building. The options underwent a parallel costing exercise to ensure they are affordable.  The merits for a potential early works package is being considered by the Project Team. The scope identified includes site excavation, service diversions, and early appointment of the Piling Contractor. A costing exercise is underway to identify the commercial commitment that would be required to facilitate this in advance of FBC approval being obtained. Commencing works in advance of the construction contract being finalised will enable an earlier completion date for the whole of the works to be achieved.  **Statutory approval status**  A Pre-Application Planning submission was sent in to West Dunbartonshire Council Planning Department on 24 April 2018. It is anticipated that feedback will be received in the next couple of weeks. It is hoped that this will generate written confirmation from the Planners that there is no requirement to raise the height of the building (due to potential flood risk), as has been verbally intimated by the Planner previously.  To mitigate the risk of delay to the FBC submission, due to the late approval of the Full Planning Application, it has been agreed that the submission date will be moved forward to May 2018. This will allow 21 weeks for approval, prior to the submission of the Stage 3 Report on 29 October 2018.  A Stage A Building Warrant is planned for submission on 27 November 2018.  **All Work Stream Groups – Governance Update**  Six-weekly progress reports for each work stream group have been developed and were shared at the May 2018 Steering Group. Written reports will now be provided for every Steering Group.  Terms of Reference for each work stream group/ sub group have been reviewed and shared with the Steering Group in May 2018.  Risk registers now established for each work stream group in line with the risk management plan for the project they will be shared and reviewed at every Steering Group meeting – (see risk section of this report).  **Ophthalmology Clinical Work Stream Group (incorporating updates from the Admin pathway / process sub group and the Hospital Expansion Nursing Workforce Group)**  The group continues to meet weekly. Work has begun to develop an overarching unit operational policy. Further unit procedures will be developed by the group as the work of the group continues e.g. a procedure for the safe transfer of patients in the event of an emergency.  A summary of the Equality Impact Assessment (EQIA) report was presented to the group during May; the group found the presentation given by Rob White to be very informative and useful ahead of the detailed design phase. Rob has now joined the work stream group in his role as an equality lead for the Board.  1:50 design process workshops with the PSCP have concluded, a more detailed review by the work stream group is being undertaken prior to formal sign off. The Royal College of Ophthalmologists have published new guidance on theatre procedures and theatre equipping and facilities – a short paper is being developed to understand the potential implications and opportunities for GJF, ahead of 1:50 sign off. The development of more detailed / developed digital fly through of key rooms / areas within the unit will support the 1:50 sign off process as part of the stage 3 design process.  Recruitment to the Lead Consultant Microbiologist role has been difficult, this has now been escalated to the master programme risk register and wider networks are being used to see if the resource can be recruited through an alternative route.  The Administrative Processes / Pathways Sub Group are currently working to explore self check in facilities to ensure the proposed GJF self check in is fully accessible – visits to other hospitals planned to understand lessons learned, links to equalities group to ensure the specification within the tender process supports GJF self check in to be the most accessible possible within NHS Scotland. This is being supported by Liz Rogers, Volunteer Manager, Rob White equalities lead, Peter Hastie Business Services Manager and Sally Smith Head of ehealth.  The Hospital Expansion Nursing Workforce Group is in the process of developing a Gantt chart to identify predefined milestones in nurse training and recruitment. This will aid planning and scheduling of key tasks for the more detailed workforce recruitment and training plan.  **Phase 1 Clinical and Non Clinical Support Services Work stream Group**  The group has now been established and meets weekly. The group’s main focus has been to understand and describe in detail the timing, volumes, frequencies and processes for deliveries and uplifts to the unit, including the processes of packing/ unpacking and transportation (e.g. linen, waste, pharmacy, supplies, catering etc).  **Equipment Work Stream Group**  As part of the OBC development, the equipment list for the building has been provided and was checked for accuracy in terms of content and costed to provide indicative values to inform the OBC. Where equipment has been identified as being required, but not included within the master equipping list, budgetary provision was made.  Transfer of Equipment - detailed work is scheduled to commence when the OBC is approved. A target of 20% transfer rate has been included with the OBC to reflect the fact that the ophthalmology expansion comprises not only a re-provision of existing accommodation but additional accommodation that will require to be fully equipped as new.  **Business Case Development and Stakeholder / Regional Engagement**  The OBC document is now complete. At the time of writing this report, regional feedback has been received from four out of five Boards. The OBC was submitted to Scottish Government on 31 May for the CIG meeting on 28 June.  An FBC action plan is under development and business case development and assurance meetings will recommence once the OBC is approved.  **Community Benefits**  Work continues with Kier and West College Scotland (WCS) on additional community benefits. The agreed targets for Phase 1 and the associated tracker were issued to the Steering Group and Programme Board during February 2018.  Discussions are currently underway over the practicality of WCS students constructing a mock up room to allow the Programme Team to view the actual size, scale etc of the chosen room(s).  **Key Risks and Mitigation**  In line with the risk management plan for the programme, a risk register has been established for each work stream group /sub group, using the same format as the master programme risk register. The registers are reviewed weekly and shared every six weeks at the Steering Group. The various work stream groups have identified five high risks, one of which has been escalated to the master programme risk register (inability to recruit to part time medical ICD resource may impact HAI high scribe, final design and 1:50 sign off ); the remainder are being managed and mitigated by the work stream group.  Work is continuing on risk appetite with the Head of Clinical Governance. | | |
| **Programme Budget** | **Status** | **Green** |
| A project budget has been allocated for the internal Programme Team within 2018/19 and separate funds have been identified for Advisors and the PSCP.  Formal Cost Control Meetings continue to be held on a monthly basis. | | |
| **Issues Affecting the Programme** | **Status** | **Red** |
| Following unsuccessful discussions by a number of parties with other NHS Boards, Scottish Government’s HAI Medical Adviser, and Health Protection Scotland, the Acting Medical Director is following possible solutions with contacts within the Scottish Government and NHS Highland. | | |
| **Communications and Stakeholder Engagement** | **Status** | **Green** |
| **West Dunbartonshire Council and West College Scotland**  Following the ‘joint working’ workshop held on 12 March 2018 with West Dunbartonshire Council and West College Scotland, meetings have now taken place on the Transport and Connectivity; District Heating System; and Employability work streams. | | |
| **Key Tasks for June 2018** | | |
| Key tasks for the forthcoming period include:   * Submission of the Full Planning Application * Sign off of the Technical Design (1:50’s) * Finalisation of paper confirming microscope choice for discussion at 10 July Steering Group and Programme Board thereafter. * Finalisation of paper confirming theatre window option for discussion at 10 July Steering Group and Programme Board thereafter. * Completion of paper summarising Royal College of Ophthalmologists’ new guidance and recommendations. * Patient Survey completion of report highlighting feedback key themes and action plan for improvement for discussion at 10 July Steering Group and programme Board thereafter. * Confirmation of decision with regards NHS Lothian repatriation of activity. * FBC action plan including timeline to be finalised for discussion at 10 July Steering Group and Programme Board thereafter. * Recruitment to the part time roles of Lead Consultant Orthopaedic Surgeon, Lead Consultant Anaesthetist and Workforce Planning and Development Lead. | | |

**John M Scott, Programme Director**

**Claire MacArthur, Programme Manager**

**30 May 2018**