The Queen Elizabeth Hospital King's Lynn
NHS Foundation Trust

Meeting:	Board of Directors (In Public)		
Meeting Date:	4 May 2021	**Agenda item:**	14
Report Title:	Hospital Infrastructure – New hospital development and the structural integrity of the roof		
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Executive Sponsor:	Chris Benham, Director of Finance		

Implications

Link to key strategic objectives

KSO1	KSO2	KSO3	KSO4	KSO5	KSO6
Safe and compassionate care	***Modernise hospital and estate***	*Staff engagement*	Partnership working, clinical and financial sustainability	*Healthy lives staff and patients*	*Investing in our staff*

Board assurance framework	KS02 – Modernise hospital and estate	
Significant risk register	Current risk rating of 20 described within risk 392.	
Quality	Y	The Trust must have a fit for purpose estate to deliver quality patient care.
Legal and regulatory	Y	The Trust must have health and safety compliant estate to deliver clinical and non-clinical services from.
Financial	Y	The Trust must have the available capital and revenue resources to modernise the estate.

Assurance route

Previously considered by:	This subject is a standing agenda item on the meeting of the Board of Directors and the Finance and Activity Committee.

Executive summary

Action required:	Approval	**Information**	Discussion	Assurance	Review

Purpose of the report:

To provide an update to the Board of Directors on the following Estate related programmes:

- The current position with regard to the progress being made in relation to the development of the Strategic Outline Case (SOC) for a new hospital;
- The current position with regard to the progress being made in the completion of the 'short-form' business case to access the emergency capital funding for year one of a three year fail-safe system that will mitigate the risk associated with the structural integrity of the roof and thereby improve safety; and
- The operational position with regard to the ongoing survey of the roof and the temporary propping and temporary steel work that is in place.

Recommendations:	The Board of Directors is asked to: • **NOTE** the position on the development of the Strategic Outline Case (SOC); • **NOTE** the position with regard to the completion of the 'short-form' business case. • **NOTE** the current operational position with regard to the survey, the temporary propping and temporary steel works.
Acronyms	RAAC – Reinforced Autoclaved Aerated Concrete SOC – Strategic Outline Case

1. Strategic Outline Case (SOC) for a New Hospital

Background

In Autumn 2020, the Trust submitted a compelling case for a new hospital. Disappointingly, the Trust was not on the list of 40 hospitals included in the £3.7billion building package. However, 'seed funding' to support the development of a Strategic Outline Case (SOC) has been approved to enable the Trust to develop its case for further consideration for future capital investment.

The Government has announced that it will be funding a further 8 new or part-new hospitals to be built by 2030 and it is anticipated that these will be announced later in 2021.

The Trust is developing a Strategic Outline Case (SOC), which involves strengthening further the case submitted in 2020.

The programme will commence in May 2021 and the scheduled completion of the SOC is timetabled for November 2021. This is consistent with the timescales agreed (Quarter 1 of 2021/22) and as referenced in the Corporate Strategy milestones for Year 2.

The programme will be led by the Director of Finance as Executive Lead and will be supported externally by IDP Group who will provide Estates Annex project management, technical and healthcare input and manage the writing of the business case.

Governance / Reporting

A new Programme Board will be created with new Terms of Reference that are currently being drafted. This will be chaired by the Director of Finance and will commence fortnightly from 20 May 2021. The programme will run with seven workstreams each with a strategic lead reporting into the Programme Board on a regular basis.

The Programme Board will report through the Trust's existing governance structures with regular progress updates being made to the Senior Leadership Team, Finance and Activity Committee and the Board of Directors.

2. Business Case to access Emergency Capital Funding

The Trust has been informed that an emergency capital allocation of £20.695m has been made to address year one of a three year fail-safe programme that will mitigate the risk associated with the structural integrity of the roof and therefore improve safety.

The Trust has been working alongside NHS England/Improvement and National and Regional estates and finance colleagues through a series of 'deep dive' meetings to create a robust plan for year one of the three programme.

The plans being developed include creating more operational wards from existing space, a rolling two theatres for decant and reviewing the possibility of a new endoscopy suite.

The capital business case will come to the Trust Board in June 2021.

3. Operational Position of the Surveying and Temporary Measures

The Trust continues to follow the best practice strategy for managing the Reinforced Autoclaved Aerated Concrete (RAAC) within the structure of the roof and walls of the hospital. This approach is endorsed by NHSE&I and reviewed by the Trust's specialised engineers, who are also the National advisors on the RAAC plank issue.

Within the month of April 2021 the Trust has identified a further 14 deflected planks supported by 28 temporary props (the total number of props in place is now 194 temporary steel or wood

supports in 43 areas of the hospital). The Trust has reported all these items through the defined Emergency Preparedness, Resilience and Response (EPRR) route with the Trust's structural engineers advising the Trust on the necessary remedial action following site visits throughout the period.

The Board of Directors should note that the Critical Care Unit (CCU) has now re-opened with 40 planks (removal of 18 props) being fitted with more robust but still temporary steel works.

The 'tap and test' survey is 40% complete – and this is part of the Trust's continued work to ensure the safety of the hospital.