The Queen Elizabeth Hospital King's Lynn
NHS Foundation Trust

Meeting:	Board of Directors (in Public)		
Meeting Date:	2 August 2022	**Agenda item:**	13
Report Title:	New Hospital Programme, RAAC and Estate Strategy Programme update		
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Implications

Link to key strategic objectives *[highlight which KSO(s) this recommendation aims to support]*

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 as described within risk 392	
	Y/N	If Yes state impact/ implications and mitigation
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 & safety compliant estate, to deliver clinical and non-clinical services from.
Financial		

Assurance route

Previously considered by:	This subject is a standing agenda item at the bi-monthly meetings of the Board of Directors and Finance & Activity Committee.

Executive summary

Action required: *[highlight **one in bold**]*	Approval	**Information**	Discussion	Assurance	Review

Purpose of the report:	To provide an update to the Board of Directors on the following Estates-related programmes, including RAAC and the new hospital. This paper includes an: • Operational update with regard to RAAC, including the roof and wall surveys and the temporary propping and steel and timber support props in place • Update on the remaining projects from year 1 (2021/22) of the RAAC Programme

	• Update on the business case to secure the full quantum of national funding for RAAC Years 2-4 to make the present QEH 'safe and compliant' • Update on the New Hospital Programme
Summary of key issues:	The hospital is consistently running close to 100% bed occupancy which has affected the completion of the tap and test surveying in recent months. However, the remaining surveying was completed by the end of July 2022 on Denver and Gayton Wards. As the Trust awaits approval of the RAAC Years 2-4 business case, 25% of the Year 2 (2022/23) funding has been secured and drawn down to commence Year 2 of the programme. If the business case is approved it will see the installation of failsafes in six wards per year, commencing this year, and in our operating theatres. The £90m Business Case was approved at a previous Trust Board meeting and QEH is working with NHSE to secure the full quantum of £130m that is required to make the current QEH safe and compliant. As the Trust awaits the national announcement on the eight further new hospital schemes, it continues to press its compelling case, with a Secretary of State for Health and Social Care visit in July 2022 - the latest in a number of high-profile visitors to the hospital. The Trust is 'ready to go' pending an announcement in the months to come, and now the Strategic Outline Case has been completed and work is underway on the multi-storey car park business case which is a key enabling scheme for the new hospital. This will see a number of public engagement events in September 2022 as part of the planning application process, providing an opportunity to update our patients and local community in more detail on the work to modernise the current hospital, summarise the long-term Estate Strategy (site 'masterplan') and the Trust's preferred new hospital scheme.
Recommendation:	The Board is asked to: • **NOTE** the latest operational position with regard to the surveys, the temporary propping and steel and timber support props • **NOTE** the update on the remaining 2021/22 RAAC Year 1 projects • **NOTE** the update on RAAC Years 2-4 • **NOTE** the New Hospital Programme update
Acronyms	RAAC – Reinforced Aerated Autoclaved Concrete NHSE – NHS England NICU – Neonatal Intensive Care Unit HMB – Hospital Management Board
Appendices	Appendix 1 – Modernising our Hospital Road Map

1. Current position of surveying and temporary measures

The tap and test survey for the roof planks and the wall planks has now been completed.

There are currently 52 acrow props in situ and 1,528 steel and timber support props (or failsafes) in 56 areas of the hospital (both clinical and non-clinical).

2. RAAC Year 1 (2022/23) programme update

The Trust continues to make good progress with the delivery of the remainder of the programme which are vital elements in modernising QEH for patients, their families and our staff.

WEST DEREHAM WARD - Opened as a frailty ward on 20 June 2022.

BRANCASTER WARD - Our new maternity ward opened on 11 July 2022.

ENDOSCOPY UNIT - Work continues on the unit, with most of the external cladding now in place. Completion has been delayed due to widespread supply chain issues throughout the construction sector. The delay is disappointing but outside of our control and will not impact the rolling programme to install props and failsafes in the hospital. The Endoscopy Unit is due to open to patients in September 2022.

3. RAAC Years 2-4 business case for emergency capital funding

The business case was approved by the QEH Board in April 2022 and submitted to the Regional NHS England (NHSE) RAAC team, who have approved the business case and sent it to the National RAAC NHSE team for approval. Early indication is that we will find out if the business case has been successful by the end of July 2022. 25% of the Year 2 funding allocation has been made available and drawn down to enable this year's RAAC programme to continue. The Trust Board approved a £90m business case, though the Trust is working with NHSE to secure the full £130m to make QEH safe and compliant, with a letter of support from NHSE regional team issued to the national NHSE team.

4. RAAC Years 2–4 programme

Years 2-4 of RAAC (£30m) will see a rolling programme of failsafes installed across the first floor of the hospital (six wards a year including our operating theatres) as we continue to address the challenges with RAAC and maximise the safety of the current hospital.

WINDSOR WARD - Now that Windsor Ward is vacated (occupants moved to West Dereham) demolition works have commenced to expose the ceiling so that failsafes can be installed

CASTLEACRE WARD - The work will commence on Castleacre Ward (occupants moved to Brancaster Ward) now the temporary NICU has moved back into the newly-refurbished NICU suite (18 July 2022).

Once the failsafes have been installed – Castleacre and Windsor Wards will become the two main decant wards as our rolling programme of failsafing progresses.

INSPIRE CENTRE – one of the buildings on our site which is affected by RAAC is the Inspire Centre. We plan to demolish the facility later this year as part of our Year 2 RAAC programme. Installing failsafes would not prolong the life of the building and demolition will enable us to make the most effective use of the space for our patients, visitors and staff in the longer-term. The site houses our Unison Office, Vaccination Centre and on-site nursery and affected teams and services will be re-provided on the QEH site. The Project Manager is liaising with these key stakeholders.

5. Governance and oversight of strategic estates projects and delivery

In order to ensure that all projects are aligned across the Trust, a core operational group led by the Deputy CEO meets weekly to discuss the crucial milestones within the week and actions required to meet the milestones.

A monthly Strategic Estates Group, chaired by the Deputy CEO, with Estates, Divisional and Operational representatives, alongside Procurement, Digital and Communications representatives, is also in place to ensure that all strategic projects are mapped and aligned to the 'masterplan' for the new hospital scheme, and any independencies are known.

The progress reports are fed into the Estates Delivery & RAAC Forum, and then through to the Use of Resources Executive Group and Hospital Management Board.

A new roadmap has been developed to keep everyone informed of the significant developments taking place at QEH. The roadmap shows 'at a glance' all our key projects for the coming months on one page and will be updated and shared regularly with patients, our local community and staff. See the roadmap at Appendix 1.

6. New Hospital Programme update

We were delighted to welcome the new Secretary of State for Health and Social Care the Rt Hon Steve Barclay to QEH on Friday 15 July 2022 within a week-and-a-half of his appointment.

As the MP for North East Cambridgeshire, his constituency is one of several that covers the communities we serve across Norfolk, Cambridgeshire and Lincolnshire. As well as officially opening our brand new £3m West Norfolk Eye Centre and visiting our brand new purpose-designed maternity ward and Maternity Bereavement Suite he also saw examples of steel and timber support props that we have in place throughout the hospital. He spoke with patients and staff and heard first-hand the experience of being cared for and working in a RAAC hospital. We shared with the Secretary of State our preferred new hospital scheme and our progress, including a summary of our Strategic Outline Case, which has now been completed and unanimously supported by stakeholders and partners across Norfolk and Waveney, Lincolnshire and Cambridgeshire, and the next steps with the development of a multi-storey car park which is a key enabling scheme for the new hospital.

Over the last few weeks, the national BBC, the Sunday Times, The Mirror, the Jeremy Vine Show on BBC Radio 2, ITV News and local media outlets have all covered the RAAC challenges the hospital is facing. This is helping to raise the profile further of the dire situation our hospital buildings are in, and why we urgently need a new hospital, as well as reassuring our local community of the actions we are taking in the short-term to maximise the safety of our current hospital.

On 7 and 8 September 2022 at Knights Hill Hotel, QEH is holding two meetings - one during the day and one in the evening – which are open to members of the public to come and hear from us about the work we're doing to bring a new hospital to King's Lynn and West Norfolk and to ask us questions. We will also be discussing our plans for a new car park to support the development of a new hospital. Places can be booked via the Trust's homepage. An update session is being held for staff on 5 September 2022.

We continue to wait to find out if out if we have made the longlist for the Government's eight further new hospital schemes and we remain very much in the running for a new hospital and are 'ready to go' as we await this national announcement.

7. Recommendations

The Board is asked to:

- **NOTE** the latest operational position with regard to the surveys, the temporary propping and steel and timber support props
- **NOTE** the update on the remaining 2021/22 RAAC Year 1 projects
- **NOTE** the update on RAAC Years 2-4
- **NOTE** the New Hospital Programme update