The Queen Elizabeth Hospital King's Lynn
NHS Foundation Trust

Meeting:	Board of Directors (In Public)		
Meeting Date:	1 June 2021	**Agenda item:**	12
Report Title:	Hospital Infrastructure – New hospital development and the structural integrity of the roof		
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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 with 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.
- 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 NHSE/I – NHS England/Improvement

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

The Trust has created a new Programme Board to develop the Strategic Outline Case.

The Programme Board met on 20 May 2021 with terms of reference being drafted for approval at the next meeting. The Board approved the seven main workstreams and agreed each of the strategic leads that will be reporting into the Programme Board on a regular basis to report progress.

The scheduled completion date for the SOC is November 2021, which is consistent with the timescales that are referenced in the Corporate Strategy milestones for Year 2.

The programme will be led by the Deputy Chief Executive as Executive Lead with external support and expertise being received including for the Estates Annex project management, technical and healthcare input and the writing of the business case.

2. Governance/Reporting

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

3. Business Case to access Emergency Capital Funding

The Trust welcomes the £20.695m emergency capital allocation it has received 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 (NHSE/I) 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-year 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 for approval in July 2021.

4. 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.

In May 2021, the Trust identified a further 3 deflected planks supported by 3 temporary props. This means the total number of props now in place is 198 temporary steel or wood supports in 45 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 'tap and test' survey is now 45% complete – and this is part of the Trust's continued work to ensure the safety of the hospital.