The Queen Elizabeth Hospital King's Lynn
NHS Foundation Trust

Meeting:	Board of Directors (In Public)		
Meeting Date:	1 February 2022	**Agenda item:**	15
Report Title:	New Hospital Programme, RAAC and Estate Strategy programme Update		
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Executive Sponsor:	Laura Skaife-Knight, Deputy Chief Executive		

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 monthly agenda item at the meeting of the Board of Directors, Senior Leadership Team and 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: • RAAC - the latest operational position with regard to the ongoing survey of the roof and the temporary propping and temporary steel work that is in place. • The progress being made following the Board's approval of the £20.6m Business Case to access the emergency capital funding for year one (2021/22) of the failsafe system that will mitigate the risk associated with the structural integrity of the roof and thereby further improve safety.

	• Progress with the Trust's longer-term ambition to bring a new hospital to King's Lynn and West Norfolk, including: (1) Submission of Expressions of Interest in a bid for QEH to be one of the further eight new hospital schemes (2) Strategic Outline Case (SOC) for a new hospital (3) Local community support
Recommendations:	The Board of Directors is asked to: • **NOTE** the latest operational position with regard to the survey, the temporary propping and temporary steel works • **NOTE** The progress being made following the Board's approval of the £20.6m Business Case to access the emergency capital funding for year one of the failsafe system that will mitigate the risk associated with the structural integrity of the roof and thereby further improve safety • **NOTE** the position on the Trust's Expressions of Interest to be one of the further eight new hospital schemes and latest progress with the development of the Strategic Outline Case (SOC) for a new hospital
Acronyms	NHSE&I – NHS England and Improvement RAAC – Reinforced Autoclaved Aerated Concrete SOC – Strategic Outline Case NHSE/I – NHS England/Improvement

1. **Operational Position of the Surveying and Temporary Measures**

The tap and test roof plank survey is 85% complete and the wall plank survey is 100% complete. There has been a further delay in progress of the roof survey due to the use of Day Surgery as a surgical inpatient area as the Trust continues to respond to unprecedented demand on services and COVID-19. Day Surgery had been intended for use as a decant area at weekends to allow survey work to continue. An alternative plan has been agreed and the roof survey is still expected to be completed by the end of March 2022, as planned.

The total number of props and temporary steel and wood supports now in place is 230 within 56 areas of the hospital (clinical and non-clinical).

2. **£20.6m Business Case (2021/22) for Emergency Capital Funding**

The Trust continues to make good progress with the delivery and implementation of the Business Case following the approval at the Board of Directors and subsequent approval by the Department of Health and Social Care.

The project has dedicated resource aligned to the three key areas with works underway across those areas of:

- Modular Endoscopy Unit – detailed design works, supplier engagement and off-site modular construction that will enable main theatre decant space;
- Decant wards – detailed design and survey works and contractor engagement on the identified wards to be utilised for main ward decanting; and
- Churchill Ward (now renamed the Emerson Unit) – to be refurbished for the service moves identified to allow for the creation of the decant wards.

The Endoscopy Unit is due for completion in June 2022, following a delay linked to timescales required for the approval of a planning application for tree removal. The key dates for lifting the modular units into place have been agreed as 7–13 February 2022 and this has been well communicated both internally and externally to patients, visitors, staff and key partners and stakeholders. All necessary plans to manage this work are in place, including traffic management during the lifting process.

The outpatient refurbishment of the Emerson Unit was completed on time and opened as planned on 4 January 2022. This has allowed work to commence on Brancaster and West Dereham Wards to convert these areas into inpatient wards, thereby providing decant space for two wards.

The programme continues to be supported by Exi and the Trust appointed structural engineers, which sit alongside estates and operational colleagues from across the Trust. There is a weekly project group that reports through to the RAAC Programme Board to monitor progress.

Regular fortnightly meetings continue to take place with regional NHS England & Improvement Estates and Finance Colleagues to update on year 1 schemes progress and to discuss planning and funding requirements for the next three years. Discussions on the Trust's capital requirement to ensure a safe and compliant hospital are well advanced.

Discussions have taken place with the national RAAC expert advisors to explore alternative solutions and prioritisation should the allocated cost envelope for years 2-4 not fully meet the Trust's stated quantum and requirements.

The Senior Leadership Team and Finance and Activity Committee continue to receive monthly programme management reports on this project and the progress being made against the

overall programme as well as early visibility of the plans to address RAAC and mitigate the risk over the coming years.

3. Progress made with the Trust's longer-term ambition to bring a new hospital to King's Lynn and West Norfolk

(a) Submission of Expressions of Interest in a bid to be one of the further eight new hospitals to be selected in the next wave of the Health Infrastructure Plan Programme

The Trust submitted two Expressions of Interest to the Department of Health and Social Care on 9 September 2021 in a bid to become one of the eight further new hospital schemes - one for a single-phase full new build and another for a multi-phase development.

The Trust's Expressions of Interest have been reviewed by the regional and national teams, with a longlist announcement expected soon.

(b) Phase two of the Strategic Outline Case (SOC) for a new hospital

The Trust is in the process of concluding the development of its Strategic Outline Case (SOC) for a new hospital.

Key chapters of the document have been drafted, including the strategic and management case, and economic, financial and commercial case, and these are currently under review by the in-house leads.

The New Hospital Programme Board, which includes Executive and Clinical, Non-Executive and Lead Governor representation, continues to meet monthly to ensure appropriate governance and pace of progress, with the next meeting in February 2022. There was not a meeting in January 2022 due to operational pressures and the need to focus on the drafting of the SOC. The SOC is due for completion and approval by April 2022.

The Communications and Engagement Working Group – which includes representatives from clinical and non-clinical teams, staffside, Governors and key external partners, is overseeing communications and engagement activity in relation to the work underway in to modernise QEH and the new hospital development, with regular communications updates issued publicly to keep everyone well-informed.

(c) Local community support

There remains very strong support for QEH's case to bring a new hospital to King's Lynn and West Norfolk, including via the 15,500 strong UK Government and Parliament e-petition which closed in January 2022.

We are grateful to our patients, partners and local community for their continued support. This includes our local MPs in Norfolk, Lincolnshire and Cambridgeshire who continue to fight our case. James Wild MP, Duncan Baker MP and Jerome Mayhew MP had a positive meeting with Sajid Javid, the Secretary of State for Health and Social Care, on 10 January 2022 to discuss the urgent need for a new hospital for King's Lynn ahead of the next phase of the selection phase for the eight further new hospitals.

Executive colleagues from QEH attended a members' briefing at the Borough Council of King's Lynn and West Norfolk on 26 January 2022 to update on the work underway to modernise the current hospital whilst lobbying for a new hospital, which is the only long-term solution for QEH. Meetings with Chief Executives and Council Leaders at Fenland and South Holland District Councils to update on the new hospital programme are scheduled in the months to come.