The Queen Elizabeth Hospital King's Lynn
NHS Foundation Trust

Meeting:	Board of Directors (in Public)		
Meeting Date:	5 April 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

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.
- 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 being made with the Business Case to secure national capital funding for RAAC years 2-4 • Progress with the Trust's longer-term ambition to bring a new hospital to King's Lynn and West Norfolk, including: (a) Submission of Expressions of Interest in a bid for QEH to be one of the further eight new hospital schemes (b) Strategic Outline Case (SOC) for a new hospital (c) Stakeholder 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 progress being made with the Business Case to secure national capital funding for RAAC years 2-4 • **NOTE** the position on the Trust's Expressions of Interest to be one of the further eight new hospital schemes, latest progress with the development of the Strategic Outline Case (SOC) for a new hospital and the continued support from the external stakeholders
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 88% 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 Unit as a surgical inpatient area as the Trust continues to respond to unprecedented demand on services and COVID-19. The Day Surgery Unit had been intended for use as a decant area at weekends to allow survey work to continue. This will resume in April 2022 and we now expect the survey to be 100% completed by May 2022.

The total number of props and temporary steel and wood supports now in place is 470 within 56 areas of the hospital (clinical and non-clinical). This includes failsafes installed over the emergency access ramp during February 2022.

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) – refurbished for the service moves identified to allow for the creation of the decant wards.

The Endoscopy Unit remains on track for completion in June 2022, the additional furniture and equipment required for the larger footprint is now being procured.

Work on Brancaster and West Dereham Wards is underway to convert these areas into inpatient wards, thereby providing decant space for two wards.

West Dereham Ward remains on track for completion by the end of May 2022, at which point Windsor Ward will relocate. There has been a slight delay to the completion of Brancaster Ward due to the work required in the changing rooms. The expected completion date is now the end of June 2022. This will not impact on the schedule of failsafe work planned for 2022/23.

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.

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 being made with the Business Case to secure national capital funding for RAAC years 2-4**

Following discussions and engagement with regional NHS England/Improvement regarding the funding required over the next three years to keep the current QEH 'safe and compliant', the Trust has developed a business case to secure maximum national capital funding to install failsafes across the hospital and to further improve safety. The business case will go to our private Board in April 2022 for approval ahead of going onwards to NHS England/Improvement for approval.

4. **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. The SOC is on track for completion and approval by the QEH Board of Directors by June 2022.

(c) Stakeholder support

There remains universal support for QEH's case to bring a new hospital to King's Lynn and West Norfolk from partners and stakeholders across Norfolk and Waveney, Lincolnshire and Cambridgeshire.

Our compelling case for a new hospital was a focus of a Parliamentary debate on 23 March 2022 as James Wild, MP for North West Norfolk, successfully led a motion in Westminster Hall. James was supported by Duncan Baker, MP for North Norfolk and Jerome Mayhew, MP for Broadland – which demonstrated the strength of local feeling and the impact a new hospital would have in Norfolk and more widely. The Trust is enormously grateful for this support as the important Government assessment process for a further 8 hospital schemes continues and nears conclusion, as detailed above.