The Queen Elizabeth Hospital King's Lynn
NHS Foundation Trust

Meeting:	Board of Directors (In Public)		
Meeting Date:	5 October 2021	**Agenda item:**	12
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 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 of a three year 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) Phase two of the 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 a three year 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 the next phase 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 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 NHS England and Improvement and reviewed by the Trust's specialised engineers, who are also the national advisors on the RAAC plank issue.

A temporary failsafe system was installed within Gayton Ward at the beginning of September 2021 meaning the total number of props now in place is 211 temporary steel or wood supports in 46 areas of the hospital. This includes the main gymnasium which has now re-opened after the failsafe system has been fitted.

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

The 'tap and test' survey remains at 95% complete with surveys having recently started within main theatres that will complete the roof survey.

Survey work has now started on the walls and this forms another part of the Trust's continued work to maximise the safety of the hospital.

2. £20.6m Business Case for Emergency Capital Funding

The Trust is progressing with the 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 and supplier engagement that will enable main theatre decant space;
- Decant wards – detailed design and survey works on the identified wards to be utilised for main ward decanting; and
- Churchill ward – detailed design and survey works on the identified areas to be refurbished for the service moves identified to allow for the creation of the decant wards.

The Trust has a programme management structure in place and has recently strengthened the programme resource with the appointment of a senior operational manager into a strategic estates director role (see below). The Trust has also invited NHS England and Improvement regional colleagues to the operational delivery meetings in addition to the fortnightly progress update meetings with regional NHS England and Improvement Estates and Finance colleagues.

The main operational activities in September 2021 have revolved around the endoscopy unit and the technical design and detailed room sign-off for the outpatient facilities and failsafe and refurbishment design works for the decant wards.

In terms of the endoscopy workstream, the main contractor has taken occupancy of an area adjacent to the Day Surgery car park for ease of access to the site, manage receipts of goods and provide site office and welfare units for their workforce. This commenced on 17 September 2021 with further work having commenced on 24 September 2021 with the closure of the Day Surgery carpark as the location of the modular endoscopy unit.

All displaced parking is being re-provided and all relevant permit holders have been contacted in addition to Trust-wide communications.

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

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 by the 9 September 2021 national deadline 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.

While a single-phase new build would cost less and deliver much greater benefits, the Trust understands the restraints of national capital budgets – and so it has also submitted one for a multi-phase development. A multi-phase development provides a scalable option that still delivers some benefits and would be a vast improvement on the Trust's current estate. QEH has done this to give the Trust the very best chance of securing the national funding it so badly needs.

These submissions followed extensive engagement and input from clinical and operational teams at QEH, and external stakeholders and system partners from across the Norfolk and Waveney, Lincolnshire and Cambridgeshire Integrated Care Systems. The Trust's submissions were unanimously supported.

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

The Trust has commenced the second phase in the development of its Strategic Outline Case (SOC) for a new hospital.

This will include reviewing and assessing a range of options – both on and off site – for a new hospital, ahead of proposing a preferred option. A range of internal and external stakeholders are involved in these discussions and workshops.

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.

To ensure there is the appropriate level of support and oversight in place for all key strategic estates projects, Sarah Jones, currently Deputy Chief Operating Officer, has been seconded to a new role as Director of Strategic Estates Projects for a period of six-months, reporting directly into the Deputy CEO. Sarah commences in her new role on 4 October 2021.

(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 now 13,000 plus strong UK Government and Parliament e-petition which is gathering momentum. The Trust hopes to reach 100,000 signatures demonstrating the strength of feeling about the need for a new hospital for King's Lynn and West Norfolk and trigger a debate in Parliament. We are grateful to our patients, partners and local community for their continued support.