The Queen Elizabeth Hospital King's Lynn
NHS Foundation Trust

Meeting:	Governors' Council (In Public)		
Meeting Date:	16 December 2021	**Agenda item:**	9
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, Finance and Activity Committee and Investment and Capital Planning Executive Group.

Executive summary

Action required:	Approval	**Information**	Discussion	Assurance	Review

Purpose of the report:	To provide an update to the Governors' Council on the following Estates-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 the failsafe system that will mitigate the risk associated with the structural integrity of the roof and thereby further improve safety.

	• Update on other strategic estates projects underway in 2021/22. • 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 Governors' Council is asked to note the paper.
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.

The delay in progress of the roof survey due to operational pressures has been resolved and the roof survey remains on track for completion by the end of March 2022.

The total number of props and temporary steel and wood supports now in place at QEH is 214 within 56 areas of the hospital (clinical and non-clinical).

2. **£20.6m business case for emergency capital funding**

The Trust continues to progress 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. Planning permission for the unit and removal of the trees was granted on 6 December 2021, with the unit to open Spring 2022 – with exact date to be confirmed (due to some slippage as a result of awaiting planning permission)
- Decant wards – detailed design and survey works on the identified wards to be utilised for main ward decanting
- Churchill Ward (now renamed the Emerson Unit – the Trust's new outpatient unit) – 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 unit is on track to open on 4 January 2022

The Trust's application for £2million against the recently announced Targeted Investment Fund (TIF) to support the endoscopy unit was successful. This will be in addition to the £20.6m emergency capital funding.

The programme continues to be supported by exi and the Trust's 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.

Regular fortnightly meetings continue to take place with regional NHS England and Improvement Estates and Finance Colleagues to update on the progress of year 1 schemes and to discuss planning for years 2, 3 and beyond.

Discussions have taken place with the regional RAAC expert advisors to explore alternative solutions should the allocated cost envelope for year 2 and beyond not meet the Trust's stated requirements.

The Senior Leadership Team and Finance and Activity Committee 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.

3. Strategic Estates Update

Other major capital investments underway in 2021/22 include:

(a) NICU Refurbishment

Work commenced on site on 16 August 2021 according to plan. This is a major refurbishment of the area, addressing the failsafe for the roof, the ventilation upgrade, and a reconfiguration of the rooms. The fire walls within the area and fire compartmentation have caused a concern, and a plan is being formulated to address this.

As work has commenced with this project, an unexpected issue with asbestos in the walls has been identified, causing an extension to the programme to enable the removal. This has pushed the completion date to 8 June 2022. The programme will be closely monitored and if there is any way of accelerating the programme it will be actioned.

(b) Butterfly Suite

Draper & Nichols have been appointed as the contractors and work commenced on site on 13 September 2021.

This work includes the modification of rooms as an enabler to release the space within Delivery Suite to provide the Butterfly Suite (3 rooms).

A change to the Butterfly Suite plan has been made, following a request by the clinical team to have a bed in the room with the birthing pool – this has meant that the design needed to be changed.

The fire walls within the area and fire compartmentation have caused a concern, and a plan is being formulated to address this.

The completion date is under review but is now likely to be Spring 2022. Plans to bring forward the completion date are being considered between the team and the Associate Director of Estates & Facilities.

(c) MRI replacement

The replacement of both MRI machine has been approved and funding identified. Lead times will be confirmed once an order has been placed, but installation is expected to take place in 2022/23.

(d) Diagnostic & Treatment Centre

The Outline Business Case for the DAC was submitted to NHSEI in September 2021. Feedback is expected by 21 December 2021, with a view to submitting the Full Business Case by May 2022.

As the Estates strategy for the New Hospital Programme SOC progressed, it became apparent that a new location would be required for the DAC. Working together with the New Hospital Programme team, a new preferred site has been agreed, on the Fermoy Car Park.

(e) Eye Unit

A proposal for a dedicated eye unit on the Fermoy site has been approved by the Trust Board and confirmation of the Trust's successful £3m Targeted Investment Fund (TIF) bid was received on 16 November 2021.

The unit is expected to be operational by April 2022.

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 NHS regionally and QEH is now awaiting the longlist announcement following a national review and assessment exercise, which is expected early in the new year, with a final decision on the eight further new hospitals by Spring 2022.

(b) Strategic Outline Case (SOC) for a new hospital

In the meantime, the Trust progresses the development of its Strategic Outline Case (SOC) for a new hospital, with further positive engagement with regional colleagues from NHS England/Improvement in-month to update on the latest position.

A second workshop was held on 11 November 2021 to discuss the preferred option for taking forward following a shortlist process. A range of internal and external stakeholders, including Heads of Service and Divisional Leadership Teams, Governors, Non-Executive Directors and Healthwatch Norfolk have been involved in each of these discussions and workshops regarding the shortlist and preferred option.

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.

The Communications and Engagement Working Group is now established and is overseeing appropriate communications and engagement activity in relation to the work underway in relation to the modernisation of QEH and the new hospital development.

(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 15,000 plus strong UK Government and Parliament e-petition which continues to gather momentum. We are grateful to our patients, partners and local community for their continued support, and to Liz Truss, MP for South West Norfolk and Foreign Secretary and James Wild, North West Norfolk MP, and MPs across Lincolnshire and Cambridgeshire for continuing to fight our case, recognising that a new build hospital is the only sustainable solution for QEH.

The CEO, Deputy Chief Executive, Chief Operating Officer and Director of Strategy briefed the CEO, Leader of the Council and wider members from the Borough Council of King's Lynn and West Norfolk on 29 November 2021 on the latest on the Expressions of Interest process and plans to bring a new hospital to King's Lynn and West Norfolk, with continued positive support from officers and members to modernise our current hospital and lobby for a new build.

The Trust welcomed James Wild, MP for North West Norfolk, back to QEH on 3 December 2021 to share the modernisation work and developments that are underway on-site, to update on the new hospital programme and to thank staff for their continued hard work recognising the challenging circumstances QEH and the wider NHS is operating in presently.