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Bwrdd Iechyd Prifysgol
Abertawe Bro Morgannwg
University Health Board



Meeting Date	3rd December 2018	Agenda Item	2C
Report Title	Review of Estates – Non Service Delivery Unit		
Report Author	Des Keighan – Assistant Director of Operations – Estates		
Report Sponsor	Chris White – Chief Operating Officer		
Presented by	Des Keighan – Assistant Director of Operations – Estates		
Freedom of Information	Open		
Purpose of the Report	This paper reports on the Department’s performance with regard to Health and safety arrangements for the department. This includes compliance for mandatory training and highlights the risks facing the Department in relation to this, along with the actions being taken to mitigate these.		
Key Issues	The Department is working to improve its mandatory training compliance. The Department’s main risks are due to the changes in legislation and practice for Authorised Persons, as well as the challenges posed by an ageing Estate.		
Specific Action Required <i>(please ✓ one only)</i>	Information	Discussion	Assurance
			✓
Recommendations	<p>The Committee is asked to: -</p> <ul style="list-style-type: none"> • note the work to increase workforce flexibility to support staff to complete their statutory and mandatory training • support the work underway to ensure that the appropriate arrangements are implemented to address the shortfall in Authorised Officers. • note that plans are in place to address the majority of the Estates risks through the Infrastructure Capital Programme and the Refit Programme which will see significant investment within the Estate over the next ten years. 		

	<ul style="list-style-type: none">• note that whilst control measures in place for the management of asbestos and the need to undertake a review of asbestos control measures once the clinical service plan of the health board is agreed.• note recent challenges in the operational difficulties with the Lift Maintenance Contract but take assurance that the Department is working with the maintenance company to address all the issues
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ABMU Estates Annual Health & Safety Report

1. INTRODUCTION

The report sets out the Department's compliance with mandatory training. It also highlights issues of concern to the Department, the risks associated with them and the actions being taken to mitigate these risks.

2. BACKGROUND

The Department has an overall compliance with mandatory training of 61%. The table below shows the breakdown over the full range of training.

Diversity Training	91%
Fire Safety Training	57%
Health, Safety & Welfare Training	57%
Infection Prevention Training	63%
Information Governance Training	61%
Moving & Handling Training	28%
Resuscitation Training	56%
Safeguarding Adults Training	60%
Safeguarding Children Training	59%
Violence & Aggression Training	65%
Dementia Awareness Training	83%
Social Services & Wellbeing Training	90%
Violence against Women Training	50%

The Department recognises that these figures need to improve. To support this the Department is considering how it can promote more flexibility within the workforce to support staff with time away from duties to complete training and to assist this staff group with computer literacy computer training.

3. GOVERNANCE AND RISK ISSUES

The Department is facing a number of challenges not only from the Estate but within its internal structures. Recent guidance has stipulated that officers can only hold two appointed persons roles each. The Department is required to have a minimum of two Authorised Persons (AP's) for Low Voltage and High Voltage systems, Ventilation, Decontamination, Medical Gases, Water Management, Lifts and Asbestos, which means that we need a minimum of 8 staff to undertake all these roles. The management structures in the Estates Department only currently have management roles, which are able to take on this responsibility. This is presently a significant risk in discharging our obligations and in order to mitigate this, we are currently considering whether a model to outsource some of these roles would be an efficient and effective way to manage this position.

The Estates function is managing a range of estates risks and these are set out in the table below. The majority of the main acute sites are in excess of 25 years old and as such the majority of engineering systems are beyond their normal working life.

However, the Health Board has submitted a £60 million investment bid via a Strategic Outline Case across the three main acute sites over the next 10 years, to address a number of these issues. The estates department is also in the process of tendering under the Green Growth Initiative, which would see investment in excess of £10 million starting in 2019/20 year specifically targeted at improving the energy performance within the Morriston and Singleton sites, which will also see a number of our existing risks addressed.

The Department has highlighted the operational risk from working in Singleton Hospital because of the asbestos containment measures in place. Due to working restrictions even simple repairs within the service ducts require specialist contractors who are licenced to work in those areas identified as having asbestos contamination. Whilst this presents no risk outside these areas, it does present operational difficulties but the Health Board manages this through its asbestos protocols.

A risk which has emerged is in respect of the renewal of our lift maintenance contract. Failures to maintain the lifts adequately by the previous contracts have resulted in the Health Board investing £200K to address the maintenance issues which have not been dealt with under the previous contract (an issue that is being dealt with through shared services procurement division).

Some of the other risks within the Estates function are as follows:-

Description of Risk	Existing Controls	Consequence	Likelihood	Risk Rating	Treatment Plan	Cost
Roofing, Morriston Hospital	Significant problems with the roofing at Morriston Hospital, with both leaks and internal condensation.	5	4	20	This has been identified within the capital infrastructure and leaks are being addressed as and when they occur.	£750K
Pneumatic Tube System, Princess of Wales Hospital	Existing system is now obsolete	4	4	16	Repairs are being undertaken as and when they occur.	£30K
Compartmentation across the Estate	Fire compartmentation is an ongoing issue across the Estate	5	4	20	Investment of £225K has been made this year, with an annual allocation of £75K made to address ongoing issues	£660K
Record Drawings	A number of the sites records drawings need updating due to	4	4	16	Drawings are being updated as and when schemes	£70K

Description of Risk	Existing Controls	Consequence	Likelihood	Risk Rating	Treatment Plan	Cost
	changes in the Estate				occur. A capital bid has been made to update the drawings for the Morriston and Singleton Hospital sites	
Flooring across the Estate	There is no planned programme for flooring replacement in place across the Estate	4	4	16	Currently flooring repairs are undertaken as and when required. Ward flooring is included within the Infrastructure Refurbishment Programme	

Roofing – Morriston Hospital

There is a problem with the Morriston nucleus roofing. The hospital has experienced a number of leaks, also due to a design flaw we are also experiencing internal condensation which is impacting on clinical services. This has been identified in the Capital Infrastructure Programme, however, we need to be able to decant services to expedite the long term solution. We are currently looking at other ways of addressing the problem.

Pneumatic Tube System - Princess of Wales Hospital

This system is beyond its normal lifecycle. The Pathology Department have identified it as a capital pressure and the Department continue to support the maintenance as far as possible.

Compartmentation across the Estate

Fire compartmentation is an issue across the Estate, as Departments change there is an ongoing requirement to review and maintain compartmentation. The Department have an annual allocation from its own Discretionary Capital of £75K, which this year has been supported by an additional £150K from the Department's Discretionary Capital.

Record Drawings

The site record drawings need to be reviewed to ensure of accuracy. A formal bid to undertake a review of medical gas and electrical systems have been made for capital funding.

Flooring across the Estate

There is no planned programme of flooring replacement and repairs are undertaken as and when they occur. Individual Service Directorates have a funding allocation from which flooring repairs can be addressed, but due to other pressures, these can

often not be actioned. This has been taken into consideration with the Refurbishment Programme within the Infrastructure bids which, for ward areas, include the replacement of flooring.

The Department had an allocation from Discretionary Capital of £1 million this year, of which £75K was targeted at water management issues, £350K was targeted at fire compartmentation and emergency lighting as well as £75K to address asbestos management issues, £200 on lift repairs with the rest of the funding addressing Estates issues.

As a result of the role of Designated Person for the Estate moving to the Chief Operating Officer and the responsibility for Health & Safety being moved to the Director of Nursing, and responsibility for the Capital Programme sitting with the Director of Strategy, there is the need for clarity on reporting lines on issues of Health & Safety within the Estate.

4. FINANCIAL IMPLICATIONS

Workforce redesign is required across the Estates Officers complement of staff to enable the appropriate AP cover to be demonstrated. Simple recruitment would mean at a minimum an additional 4 Band 6 staff, one in Singleton and Princess of Wales Hospitals, and 2 in Morriston Hospital. This would enable the sites to meet the requirements of the Welsh Health Technical Memoranda for a range of engineering services at a cost of £130k; clearly this traditional approach is unaffordable. As mentioned earlier we are considering an alternative option to contract for this work to meet the requirements but possibly through a different model.

For the engineering systems there are plans in place through the infrastructure bids to address the majority of the risks identified. However, this is dependent on the funding being made available from Welsh Government to progress the work. The work associated with the Green Growth Initiative has already been approved in principle by Welsh Government, and funding is available for these projects to progress and it is hoped work will commence during the next financial year.

The removal of all asbestos from Singleton Hospital is anywhere from £3 - £10 million, however, the controlled measures in place mitigate the risk and will remain, but present operational cost pressures due to the impact it has on completing repairs on site.

Another issue this year has been the renewal of the lift maintenance contract for the Health Board which has brought to light a number of problems and which has required significant investment in excess of £200K to address the issues.

5. RECOMMENDATION

The Committee is asked to:

- note the work to increase workforce flexibility to support staff to complete their statutory and mandatory training
- support the work underway to ensure that the appropriate arrangements are implemented to address the shortfall in Authorised Officers.

- note that plans are in place to address the majority of the Estates risks through the Infrastructure Capital Programme and the Refit Programme which will see significant investment within the Estate over the next ten years.
- note that whilst control measures in place for the management of asbestos and the need to undertake a review of asbestos control measures once the clinical service plan of the health board is agreed.
- The recent challenges in the operational difficulties with the Lift Maintenance Contract but take assurance that the Department is working with the maintenance company to address all the issues

Governance and Assurance							
Link to corporate objectives <i>(please ✓)</i>	Promoting and enabling healthier communities		Delivering excellent patient outcomes, experience and access	Demonstrating value and sustainability	Securing a fully engaged skilled workforce	Embedding effective governance and partnerships	
			X				
Link to Health and Care Standards <i>(please ✓)</i>	Staying Healthy	Safe Care	Effective Care	Dignified Care	Timely Care	Individual Care	Staff and Resources
							X
Quality, Safety and Patient Experience							
<p>The Estates Department is responsible for the safe management of engineering systems within the Health Board.</p>							
Financial Implications							
<p>The majority of the Estates' risks relate to the Estate. The Health Board has submitted a £60 million bid to Welsh Government for infrastructure monies over the next 10 years, which will address the majority of the Estates risks. This is supported by the refit programme capital programme which will see approximately £10 million investment in Singleton and Morriston Hospitals specifically targeted at improving our energy performance at the same time, will address a number of the Estates risks.</p> <p>Clearly the long term plans for Singleton Hospital will have an impact on the asbestos management of the site. The Committee is asked to endorse the plan to undertake a review of the site once a decision has been made on the future use of the site.</p>							
Legal Implications (including equality and diversity assessment)							
<p>The Health Board needs to resolve the Authorised Officers position to fulfil its requirements under the Welsh Technical Memorandum.</p>							
Staffing Implications							
<p>Supporting staff to have sufficient times and capability to complete training, particularly on line training.</p> <p>Robust arrangements for Authorised Officer cover.</p>							
Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015 - https://futuregenerations.wales/about-us/future-generations-act/)							
<p>The Refit initiative will see investment which comes with strict criteria on the reduction of our CO2 emissions tendering process has required bidders to respond as to how they will engage with local companies. They have also been required to explain how they will interact with the local community and the training of apprentices which will help us deliver on some of the aspirations of the Well-being of Future Generations (Wales) Act 2015, 5 ways of working.</p>							

Report History	This is the first time this has been presented in this format however, the Department report on Water Management, Fire and Asbestos assurance to the Health and Safety Group.
Appendices	None