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news, views and information from ProCure21+

# plusnews

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## ProCure21+ helps Trust achieve £1m energy savings

£21.6m Complex Rehabilitation Unit delivered five weeks early with 7-figure underspend



**above** External view of the Sid Watkins Building  
**right** Internal courtyard designed by rehabilitation therapists



**Liverpool's Walton Centre is the UK's NHS Trust dedicated to neuroscience, admitting patients from all over the country to its Fazackerley site.** Capacity demands prompted the Trust to consolidate its services in a single building with a £21m ProCure21+ scheme designed to expand and upgrade facilities, "delivering a first-class patient and visitor experience closer to than of a five-star hotel than a hospital," says the Trust's development manager Paula Bamber.

Known as the Sid Watkins Building after the Liverpool neurosurgeon who pioneered safety improvements in Formula 1 racing, the building includes a range of facilities, including the Complex Rehabilitation Unit which incorporates 30 beds, a large gym and therapy rooms. The three-storey building also houses the Trust's Pain Management Programme; a range of corporate departments and training facilities; and relatives' accommodation.

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**'Model' teenage cancer unit** jointly funded by local community, Trust and Teenage Cancer Trust • **Standardisation** programme rolls out **mental health rooms and components** and moves into Emergency Department • Countess of Chester scheme handed over **on time** with ProCure21+ despite **change of clinical requirements** during construction phase • **Carbon reduction of 14.5%** results in **£1.2m saving** on new Lister Hospital ward • FAQs: why **prompt payment** is an important part of ProCure21+



**Above** Carbon reductions at Lister Hospital **page 9**



**above** Internal atrium space at the Sid Watkins Building reception

**right** Office accommodation for Trust admin staff

## video



**Paula Bamber**, Trust development manager, discusses the use of ProCure21+ at The Walton Centre NHS Foundation Trust

**Watch the video on the ProCure21+ website**

**ProCure21+ Principal Supply Chain Partner (PSCP) Interserve Construction** was instrumental in achieving several key targets for the Sid Watkins building, using its innovative 'Fabric First' approach to design. Project manager Kabir Salihi explains the approach: "The Trust originally specified an energy performance rating of BREEAM Excellent.

### Running costs analysis

"Using the principles of Fabric First, we conducted a detailed and accurate analysis of running costs for the life of the building, giving the Trust better information to make informed decisions on the balance between affordability criteria, the benefits of 'spend to save' and both the short-term and long-term saving in energy costs."

Fabric First uses Passivhaus design principles in order to make a building as energy-efficient as possible, thereby reducing energy consumption and decreasing energy costs throughout an operational phase. The PSCP's analysis generated a range of seven design iterations for the new building, from the minimum Part L of building regulations up to a full Passivhaus-standard building.

### No maintenance costs

Clinicians, patients and key stakeholders were invited to respond to the design, and listening workshops and drop-in sessions were held to develop the solution. After the consultation process, the

Trust opted for a hybrid design to achieve BREEAM Very Good status, using materials and methods that optimised thermal efficiency and reduced thermal bridging. The 'spend to save' approach was incorporated, generating an additional capital cost of £200,000 of which £100,000 was an immediate payback through reduced engineering services. By Year 5 the building is projected to be cost-neutral in terms of energy costs, and the building fabric will incur no maintenance costs over its entire 25-year life.

When work began at the site, the off-site manufacturing processes "improved delivery schedule certainty," says Salihi. One example of this was the pre-casting of lifts and stairwells, together with a structural framing system and modularised services delivered by Interserve's engineering services division.

### £1m energy savings

In the end, the building was handed over five weeks ahead of schedule, and the energy savings generated by the use of optimised materials are projected to generate £1m in energy savings over its 25-year lifespan.

BIM and 3D modelling principles were also used in the Sid Watkins Building, resulting in an early improvement to the scheme's structural specification, as Paula Bamber explains: "Our original plan was for a two-storey building, but using BIM and 3D modelling, the PSCP demonstrated to us that we could build a three-storey design for very little extra cost. As a result, the building has some areas of 'fallow' space." One of these areas has been leased to Mersey Care NHS

Trust, which now operates a specialist inpatient brain injuries rehabilitation unit (BIRU) in the building, “again giving the Trust some extra revenue going forward, but also making life easier for patients because previously they’d have had to do a 20-minute drive across the city,” says Bamber. “It also benefits patients because it enables teams from the two units to work more closely together and provide more seamless rehabilitation services.” Other fallow space, strategically located in the building, will allow the Trust to expand its services with more outpatient clinics, wards, diagnostic equipment and operating theatres as need arises.

#### High specification

A high specification of internal finishes and fixtures – reception flooring, door finishes, bespoke joinery and signage – combine to achieve a quality, non-clinical appearance throughout. Artwork was commissioned not only to enhance patient and visitor experience, but also to play a therapeutic role: large-scale photographs show scenes in nature, with a series of birds performing tasks that patients aim to achieve in their rehabilitation, “such as feeding, standing on one leg, turning the head to one side,” explains Paula Bamber.

The choice of ProCure21+ as a procurement route has enhanced and supported the scheme throughout, Bamber says: “Cost certainty with the Guaranteed Maximum Price was a major factor – as a Trust, affordability was a big strategic priority and the GMP gave us that.” But for Bamber as project manager, the main benefit was

the partnership working enabled by the non-adversarial ProCure21+ framework. On a complicated project like this, you hit snags and things don’t go according to plan. What was fantastic about ProCure21+ was that we were able to get around a table with the PSCP and sort things out quickly and without any fuss about whose responsibility it was. For instance, we had conflicting opinions around fire safety systems, but we were able to get building control, our technical people and fire engineers from the PSCP and the Trust around a table and we sorted it out together and made a good decision that everyone had ownership of. There was never any ‘it’s your problem, not ours’. It says it all that we brought it in five weeks early and over £1m underspent on the budget – we’re very proud of what we’ve achieved.” +

**Scheme** The Walton Centre: Sid Watkins Building (Complex Rehabilitation Unit)

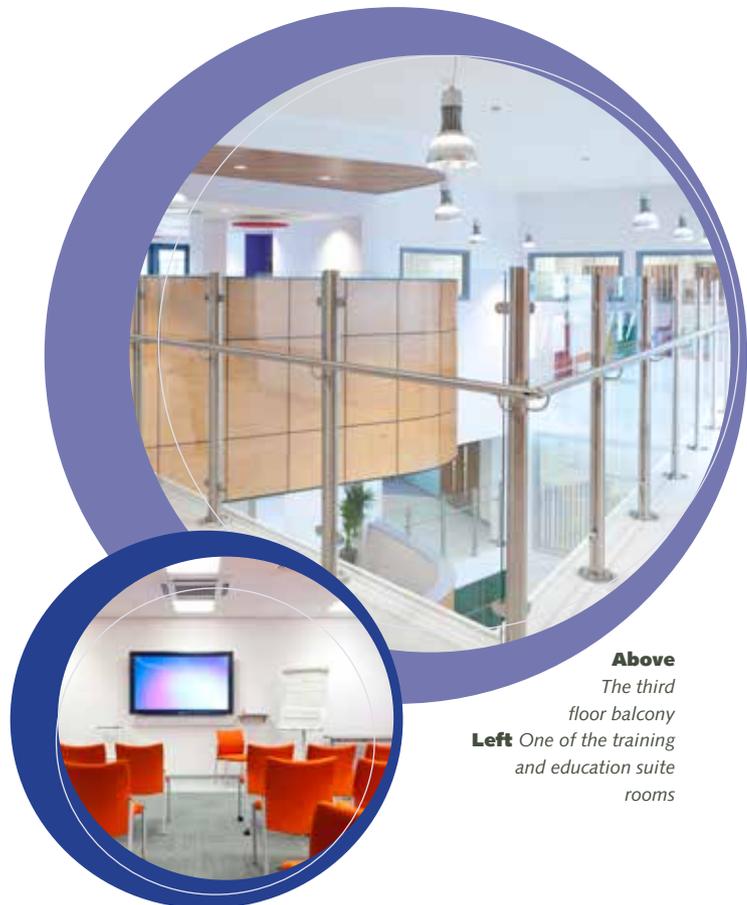
**Trust** The Walton Centre NHS Foundation Trust

**GMP** £21.6m

**PSCP** Interserve

**Date of completion**  
November 2014

**Facilities include**  
Complex Rehabilitation Unit, including inpatient and relatives’ accommodation and rehabilitation services; pain management clinics; outpatient clinics; training and education suite



#### Above

The third floor balcony

**Left** One of the training and education suite rooms

## Teenage cancer unit is 'model' scheme with ProCure21+



"This amazing ward... is something very special for young people with cancer"

### Louise Hooker

Lead Nurse, Teenage Cancer Trust at UHS NHS Foundation Trust

A new 10-bed specialist cancer facility at University Hospital Southampton NHS Foundation Trust is providing state-of-the-art treatment to more than 100 young people diagnosed with cancer each year across the counties of Hampshire, Dorset, the Channel Islands, South Wiltshire, the Isle of Wight and Sussex.

The scheme, jointly funded by the NHS Trust, the local community and the Teenage Cancer Trust, was delivered by PSCP Kier Construction. The aim was to create a more 'homely' environment to support young people from 16-24 years through diagnosis and treatment, while incorporating the necessary privacy and dignity features, infection control and health and safety measures.

The new unit includes a number of 'home from home' features, including six inpatient en-suite bedrooms with sofa-beds for family or friends to stay overnight, as well as four day-care

beds. A large social room enables patients to play pool, listen to music, play games consoles or watch films on the latest Smart TVs, and a kitchen enables meals to be cooked at all times of day and night, as well as a lounge in which family members can take a break.

Stakeholder experience was crucial in the development of the project, and in particular that of an enthusiastic team of 16-24-year-old patients who worked with the PSCP to design the best unit possible, putting their thoughts and experience at the heart of the project. Features include an electronic fireplace in each bedroom – these can display various scenes such as a roaring fire, and also a waterfall and a fish tank, as the patient prefers. Corridor artwork includes collages of things loved by the patient group, including the local summer Bestival and pictures of Southampton's 'Saints' football club.

"We can see how the new facilities are benefiting our patients and their families," said lead nurse Louise Hooker. "By helping us to build this amazing ward, our supporters have done something very special for young people with cancer and I hope they feel as proud of the unit as we all do." The Teenage Cancer Trust called the scheme "a model scheme" and said the organisation will take principles and processes forward to future builds. +

# Standardisation news: an update

Standardisation programme continues pioneering with mental health bedroom rollout, emergency department room designs and growing user adoption

**The ProCure21+ Standardisation programme is continuing its pioneering work to deliver improved services and reduced costs with the Repeatable Rooms and Standardised Components initiative.** After the successful rollout of designs for the community, primary and acute sectors, a rollout event is to be held later this month to launch the equivalent repeatable rooms and standardised components for the mental health sector.

Repeatable rooms comprise a bedroom design for functional mental health conditions, and similarly for organic mental health. Standardised components are wide-ranging, and cover hard and soft flooring, doors and doorsets, sanitary ware and lighting, individually offering savings between 18% and 40% on normal market pricing.

The rollout event for the mental health sector will be held in London on 25 March at the Radisson Blu Portman Hotel, and will be preceded by a Meet the Supplier event the day before (24 March), providing an opportunity for NHS procurement managers and staff to meet the suppliers of standardised components to discuss requirements in proposed

schemes. "We have more than a dozen standard components now that, if everyone used them for every capital project, would save over £30m," says programme director David Kershaw, "but equally we know there are many Trusts not using them – often because they don't know the supplier and haven't had the opportunity to discuss requirements. The Meet the Supplier day will be precisely that opportunity."

## **Forward to the ED**

Work on the Standardisation programme is moving forward to the Emergency Department, where a literature review has been conducted and an experience-base assembled. As a result, fixed-acuity and acuity-adaptable rooms and chair-centric spaces are currently being developed in conjunction with experts, ready for a rigorous testing process. An expert workshop is planned for May, bringing together a range of experts in ED design and construction to



### **above**

*Functional mental health repeatable room bedroom design*

**top** *En-suite facilities for the functional bedroom*

**overleaf** *Real-life testing of mental health room designs*

review the findings and agree an outline of proposed arrangements that respond to the findings, following which designs will be subjected to functional testing.

The Standardisation team is looking for exemplar rooms to increase the experience base, as David Kershaw explains: "The literature review revealed to us that

there isn't a wealth of evidence on good practice in emergency department design. So we're inviting the NHS and others to send us their examples of good practice in terms of room design and components, to help fill in the missing areas with an the experience base." Volunteer Trusts are being sought to take part in a structured interview and observational study to supplement the evidence review.

#### First wave of users

The first wave of adoption for repeatable rooms and standardised components across the NHS is currently in progress, with one scheme due to complete in February. Maple 2 Ward at Scarborough Hospital incorporates a diamond-layout multi-bed bay repeatable room design in its surgical ward being built as a second-storey extension to an existing 28-bed ward block. The optimised footprint of the repeatable

design will create more space, and improve patient flow and service efficiency.

At Scarborough, capital and infrastructure programme director James Hayward is enthusiastic about the repeatable room design: "It represents best practice in design. We were looking not only for cost-efficiency, which the multi-bed bay design will give us, but also for efficiency in operation and improvements in patient safety. One of the benefits of a repeated room layout is that staff become familiar with the layouts and equipment within a room, and that helps them to provide good quality care for patients."

Elsewhere in the NHS, several Trusts have adopted the repeatable room designs into current capital projects: two Trusts at Stage 4 (construction) of their schemes, four Trusts at Stage 3 (planning and design), and four Trusts actively discussing repeatable room designs at the pre-planning stage. +



## ProCure21 and ProCure21+ projects completed: December 2014 - February 2015

Trust	Project title	PSCP	Completion date	GMP £m
University Hospital Southampton NHS Foundation Trust	Ward E2 refurbishment	Kier Regional Ltd	19 December 2014	1.07
North Middlesex University Hospital NHS Trust	Retained Estate	Kier Regional Ltd	19 December 2014	22.81
The Walton Centre NHS Foundation Trust	Project Arizona 2 New Build	Interserve Construction Ltd	19 December 2014	22.4
University Hospitals of Bristol NHS Foundation Trust	BRI Redevelopment	Laing O'Rourke	19 December 2014	64.36
Hertfordshire Partnership NHS Foundation Trust	Leading by Design	Medicinq	16-Jan-15	1.0

# New extension is a “building to be proud of”

Countess of Chester adds state-of-the-art endoscopy decontamination, bariatric services and 21-bed ICU

**A major ProCure21+ scheme at the Countess of Chester Hospital has extended the building, improved the hospital's key clinical services and delivered a dramatic transformation in working conditions, practice and service – despite undergoing a major change in requirements during the construction period.**

The £9.6m scheme, led by ProCure21+ Principal Supply Chain Partner (PSCP) Integrated Health Projects (IHP), comprised an extension to the rear of the hospital, adding a 21-bed intensive care unit (ICU) on the first floor, and a new endoscopy and endoscopy equipment reprocessing unit on the ground floor, incorporating a purpose-built decontamination suite and giving the Trust a faster and more efficient service offering. The new extension offers families of patients admitted to the ICU the ability to stay overnight.

drivers behind the scheme: “We needed to upgrade our facilities to meet privacy and dignity requirements, and we’d outgrown our buildings; some dated from the 1980s. We needed a more flexible ICU, in which rooms and staff were all capable of responding to very different levels of incoming patient need. Transformation at the Trust included working more flexibly in integrated teams. In addition, as a Trust we are seeing an increasing number of referrals for non-invasive procedures, and our endoscopy suite needed to expand, to be ready for the future.”

After work commenced on-site, Trust strategy changed in the light of external factors, and incoming Board members challenged the rationale for the project. “Originally the plan was to add more inpatient capacity, but the new Board felt that the move towards public health and community care indicated that the focus should be elsewhere,” explains Eccles. “The decision was taken to replace the original wards with the new endoscopy suite.”

## **Saving the project**

Taking this decision during the construction phase could have entailed a major disruption for the scheme, with impacts on delivery time and cost, but the ProCure21+ partnership working ethos “literally saved the project” says IHP contracts manager Vincent Boodea.

Kevin Eccles, the Trust's head of development programme, describes the



**above** Building exterior at Countess of Chester

**right** External circulation space



**top** reception area for the new bariatric outpatients' facilities  
**below** state-of-the-art endoscopy decontamination facilities

"All works on the ground floor had to stop immediately, and we looked at the construction details to see what elements we could progress while the ground floor was redesigned to house the endoscopy suite." IHP created a ground perimeter beam to cast the ground-floor concrete base at a later date; in order to keep the programme on time the company procured and fitted some of the clinical equipment that would, under a traditional procurement route, have been the Trust's responsibility. There was a rise in the Guaranteed Maximum Price that was agreed by all parties, but the programme with altered facilities was still delivered to the original timescale.

"None of that would have been possible without ProCure21+," says Eccles, and Boodeea agrees: "A traditional way of working would have led to a major claim against the Trust, and a lot of time and money wasted in delivering what they no longer needed. With ProCure21+, we were able to get around a table and thrash out the details, respond quickly, and deliver them the facility they wanted, within the original timescale."

#### **Defect-free golden rules**

The PSCP implemented its 'defect-free golden rules' initiative during the project.

The main principles included 'toolbox inductions' for subcontractors working on site, testing of main subcontractor materials, detailed inspection and test plans, and specific inspection sheets. "It's really about communicating expectations and requirements throughout the supply chain," says Vincent Boodeea: "making sure all the subcontractors know what's required, what they're allowed to hand off and what they aren't, and talking to

manufacturers to ensure the engineers know what they need to do to install M&E, so they get it right first time."

As well as allowing significant variations in requirement to happen late in the day, ProCure21+ allowed the Trust to obtain what Kevin Eccles calls "best value" in the new building. "We have an excellent facility that serves our purpose extremely well – IHP and ProCure21+ have been exemplary." Trust assistant planning and finance director Steve Bridge thanked the PSCP for their work: "It really is a first-class facility and a building to be proud of." +



**Lister Hospital in Stevenage, part of East and North Herts NHS Trust, has taken a crucial step towards Foundation Trust status** with the handover of a new ward block, delivered a month ahead of schedule by ProCure21+ Principal Supply Chain Partner Integrated Health Projects (IHP), the joint venture between Vinci Construction and Sir Robert McAlpine.

the Trust at pre-construction and construction stages. One result of the early collaboration was a saving of £1.2m on the scheme budget, achieved through innovation. This included the replacement of copper panels with copper-coloured substitutes (saving £25,000), and a change in external render (saving £150,000). Inset external wall panels saved £165,000 on secondary steelwork

## ProCure21+ saves £1.2m with 14.5% carbon reduction on new ward block at Lister Hospital



The new 4,548m<sup>2</sup> ward block, representing a Guaranteed Maximum Price of £13m, sits adjacent to the Trust's new Emergency Department, providing treatment to patients with acute and life-threatening conditions in a single building. Facilities include an acute admissions unit and shared accommodation, a coronary care unit, a high dependency unit and medical beds.

The PSCP worked closely with

requirements, while a redesign of the building's canopy saved a further £50,000 and carefully-engineered pile loading efficiencies reduced pile size and resulted in savings of £85,000.

"Use of the ProCure21+ framework was very important in allowing us to undertake several

rounds of value management in a spirit of co-operation," says IHP's senior projects manager Andy Broumpton. Trust associate director of clinical reconfiguration Barbara Jenkins said the working relationship with the PSCP under ProCure21+ had been "superb": "The partnership and transparency of ProCure21+ has been fundamental in enabling our timetable to stay on track and help deliver the strategic plan on time."

The new block is certified to BREEAM Excellent level, and is projected to provide a carbon reduction of 14.5% in operation. IHP's policy of sourcing local labour meant that 80% (by value) of the supply chain was sourced from within a 50-mile radius of the site. +



# FAQs

## DH senior policy & performance manager Cliff Jones answers your ProCure21+ questions

### Why is prompt payment an important part of ProCure21+?

Prompt payment is an important principle of Government procurement policy, being a major factor in supporting financially stable supply chains on public sector construction contracts.

The ProCure21+ National Framework Agreement supports this principle and requires that Principal Supply Chain Partners and all involved in their supply chain are paid promptly:

#### “3.15 Payment Practices by PSCPs and all involved in their Supply Chains

PSCPs are to ensure that they comply with or exceed the recommendations of the “OGC Guide to best ‘Fair Payment’ practices” (see Appendix 14) when engaging their supply chains and that all involved in their supply chains comply with or exceed these recommendations.”

### How is this provided for under the NEC3 Option C Contract Templates?

ProCure21+ utilises the NEC3 Option C: Target Contract with Activity Schedule. ProCure21+ has developed the NEC3 conditions of contract into standard contract templates that include provision for:

1. Payment periods in accordance with the OGC Guide to Best Fair Payment Practices;

2. Interest on late payment at the statutory minimum rate of interest for the late payment of commercial debts, i.e. 8% over base rate;
3. **Z2 Identified and Defined Terms – clause 11.2 Amendments and additions**  
“11.2(25) – At end of first bullet after ‘records’ add: ‘including amounts for invoices that the Contractor is liable to pay but has not paid within 21 days from having been included in the Project Manager’s assessment’ providing that such deduction is reinstated on proof of payment; there is no interest amount due for the period of deduction.”

The above amendment clause assists in providing PSCP cash flow for payment of subcontractors and suppliers once they have issued invoices not the date when payment to them becomes due as defined on the invoice itself.

“11.2(29) – Delete “the Project Manager forecasts will have been paid by the Contractor before the next assessment date” and replace with “the Contractor has paid an amounts for which invoices have been received and recorded together with amounts for assessments relating to subcontractors that the Contractor is liable to pay but has not paid prior to the assessment date’.”

The above amendment clause ensures that the PSCP has cashflow for the purposes of payment and does not have to rely on overdraft facilities to pay such amounts.

4. Processes and procedures are included in the Commercial Section of the ProCure21 and ProCure21+ NEC Option C Works Information that require PSCPs to maintain and provide access to all records and also to provide at each assessment a comprehensive list “showing those creditors with payments outstanding at the time of the application”. In addition to being available to use for the assessment certification for payment of the contractor, this information also provides a review of the contractor’s payment performance across the framework.

### How is this monitored?

Under the ProCure21+ PSCP Performance Management Plan (P21+ NFA PMP) ProCure21+ includes provision for the ProCure21+ National Framework Agreement Performance Management Plan (P21+ NFA PMP) to monitor and manage the performance of the PSCPs over the period of the framework. In addition to other ProCure21+ National Framework Agreement or ProCure21+ project-related issues, review of payment performance falls into this category. +