

NHS Shetland

Meeting:	Shetland NHS Board
Meeting date:	15 February 2022
Agenda reference:	Board Paper 21/22/61
Title:	Capital Programme Progress Report
Responsible Executive/Non-Executive:	Michael Dickson – Chief Executive
Report Author:	Lawson Bisset – Head of Estates, Facilities & Medical Physics

1 Purpose

The paper provides the Board with;

2021/22 Capital Programme Progress update

The paper provides an update on elements of the Capital programme and Assets compliance, monitoring, sustainability and reporting.

This is presented to the Board for:

- Awareness
- Discussion

This report relates to:

- Annual Operating Plan

This aligns to the following NHSScotland quality ambition(s):

- Safe
- Effective
- Person Centred

2 Report summary

2.1 Situation

The Board is asked to;

Note the report attached to this paper titled, 'Capital Programme Progress Report 2021/22. Which provides progress updates on elements of the Capital programme and Assets compliance, monitoring, sustainability and reporting.

2.2 Background

NHS Shetland Head of Estates provides regular progress updates to the Board.
No significant issues.

2.3 Assessment

Progress report for awareness.

2.3.1 Quality/ Patient Care

Specific projects within the Capital Programme support improved patient safety and quality of service.

2.3.2 Workforce

Specific projects within the Capital Programme support improved staff safety and quality of service.

2.3.3 Financial

Within existing identified resources / budget.

2.3.4 Risk Assessment/Management

Capital Projects are continuing to manage risk within the environment and resources impacted by Covid-19.

2.3.5 Equality and Diversity, including health inequalities

An impact assessment has not been completed because this is not considered required for this report.

2.3.6 Other impacts

2.3.7 Communication, involvement, engagement and consultation

The Board has carried out its duties to involve and engage both internal and external stakeholders where appropriate:

State how this has been carried out and note any meetings that have taken place.

- Capital Management Group – 3 June 2021
- Scottish Government as part of ongoing returns
- NHS Orkney Board
- Budget Holders
- Capital & Revenue Monitoring Group
- Control of Infection Group

2.3.8 Route to the Meeting

This has been previously considered by the following groups as part of its development. The groups have either supported the content, or their feedback has informed the development of the content presented in this report.

- Capital Management Group – 3 June 2021
- Discussion with Budget holders

2.4 Recommendation

- **Awareness** – For Members' information only.

3 List of appendices

The following appendices are included with this report:

- Appendix No 1 - Capital Programme Progress Report 2021/22

Shetland NHS Board

CAPITAL PROGRAMME PROGRESS REPORT 2021/22

1.0 Purpose

To provide the:

- **2021/22 Capital Programme Progress update**

2.0 Background

2.1 The Capital Management Group (CMG) agreed a Capital programme for 2021/22 at its meeting on the 3rd December 2020.

This follows a robust risk based prioritisation exercise based on presentations by the Project stake holders and a scoring matrix.

2.2 The Board approved 10 Year Capital Programme assumes an annual Capital allocation of £997k (excluding inflation). Early discussions with the Scottish Government indicates that Capital resources in future years will be limited.

3.0 2021/22 Projects Progress Report

Progress against the main projects during 21/22 is summarised below. These reflect the impact of Covid-19 and Brexit

3.1.1 **Ambulatory Care**

Scottish Government have approved the outline business case.

- Year 3 – 21/22 - £515k – Tender and Construction.
- Year 4 – 22/23 - £1164k – Construction.
- Year 5 – 23/24 - £28k – Retention.

Following a Tender exercise the Contract has been awarded and works have commenced on site with anticipated completion in October 2022.

The Programme of Works is extensively phased to mitigate any disruption to the existing service delivery.

3.1.2 Archived records scanning

Project to electronically scan archive records. Project Team has been established.

Following a Tendering exercise the Contract has been awarded and a detailed programme has been developed with the successful contractor with an anticipated completion in March 2022.

3.1.3 Ward 1 Bathroom Remedial Scoping

Feasibility study to improve facilities within Ward 1.
Abeyance till 22/23.

3.1.4 Bressay Consulting room

Conversion within old Bressay School to provide Consulting room.

Planning permission approved

Revised building warrant approved.

Contractor has been appointed and has commenced work on site.

Current target for works completion March 2022.

3.1.5 Physio Standing Frame

Completed.

3.1.6 GBH Forensic Freezer

Completed.

3.1.7 Capital Projects (non-specific) (unallocated)

Ongoing as required.

3.1.8 Primary Care – Server Refresh

Centralise secure printing facility. Ongoing procurement.

3.1.9 Secure Doors

Upgrade server network access.
Abeyance till 22/23.

3.1.10 Physiological Measurement Echo Cardio replacement

Procurement ongoing. Due for delivery March 2022.

3.1.11 IT Rolling Replacement

Allocated.

3.1.12 Revenue Transfer - Backlog Maintenance (RT)

Ongoing throughout 21/22.

3.1.13 Rolling Programme – Car Parks/Workplace Transport Regs

Works prioritised within 21/22 budget.

3.1.14 Rolling Programme – HAI Works (GBH)

Works prioritised within the 21/22 budget in conjunction with Infection Control.

3.1.15 Rolling Programme – Fire Safety

Works prioritised within the 21/22 budget in conjunction with Fire Committee.

3.1.16 Rolling Programme – Water Safety

Works prioritised within the 21/22 budget in conjunction with Water Group and the Authorising Engineer.

3.1.17 Rolling Programme – Electrical Systems

Works to be prioritised within the 21/22 budget in conjunction with Electrical Group and the Authorising Engineer.

3.1.18 Rolling Programme – Roofing Programme

Works prioritised within the 21/22 budget in conjunction with the established Water Ingress Group.

3.1.19 Rolling Programme – Ventilation

Ventilation Group established. Works prioritised for 21/22 in conjunction with group and the Appointed Authorising Engineer.

3.1.20 Rolling Programme – DDA Compliance

Works to be prioritised within the 21/22 budget.

3.1.21 Rolling Programme – Non Doctor Islands (NDI) Properties

Carryout a feasibility study to consider options in respect of Non Doctor

Islands' property portfolio.

Project Team established.

3.1.22 Rolling Programme – HAI Works (Health Centres)

Works prioritised within the 21/22 budget in conjunction with Infection Control.

3.1.23 Rolling Programme - Nurse Call Systems upgrade– GBH

Upgrade of existing system.

Project Team established and systems prioritised.

Contract awarded and due on site February 2022.

3.1.24 A&E – Consulting Space

Reconfiguration of A&E department.

Abeyance till 22/23.

3.1.25 Ward 3 Anti-Ligature

Anti-ligature works required within Ward 3.

Project Team to be established - project in abeyance, subject to Covid-19.

3.1.26 Roof Remedials – Montfield

Roof repairs to Montfield. Works scheduled during summer 2021.

Completed.

3.1.27 Walls HC Water Services

Improvement works to Walls Health Centre. On programme.

3.1.28 Laundry Infrastructure

Internal improvement works.

Abeyance till 22/23.

3.1.29 Lab Autoclave

Completed.

3.1.30 Contingency – Estates Backlog Maintenance

Ongoing as required.

3.1.31 Estates Backlog Maintenance Rolling Programme

Allocated.

3.1.32 CT Scanner Replacement

NHS Shetland have been awarded budget allocation to replace the existing CT scanner in the GBH which requires replacement.

This is programmed to be completed by May 2021.

The project is phased accordingly;

- Phase 1 provide temporary CT Scanner unit (GBH car park)
- Phase 2 remove existing CT Scanner
- Phase 3 carry out enabling works
- Phase 4 install new CT Scanner (including training and commissioning)
- Phase 5 remove temporary CT Scanner

Completed.

3.1.33 Foetal Monitor

Completed.

3.1.34 Gas Flow Analyser

Completed.

3.1.35 Medical Equipment Rolling Programme

Allocated.

4.0 2021/22 Covid Projects

From the onset of the pandemic in early March 2020 to date, the Estates Department of NHS Shetland, along with support from local contractors, design engineers, consultants and relevant stakeholders, have been supporting the Board's response to Covid-19 and more latterly the Recovery & Remobilisation Plans to enable services to safely recommence.

4.1 The following are the Covid Capital Projects for which allocation has been given by Scottish Government.

4.1 C19 Vaccination Capital Costs

Works to convert Gilbert Bain Hospital, Scalloway Health Centre, Independent Living Centre and Gilbertson Park Games Hall and including minor works to relevant Health Centres and other properties.

4.2 GBH Bulk PPE Storage

Additional storage for vaccination related PPE storage.

4.3 Office Accommodation

Office Covid-19 related works.

4.4 Oxygen Resilience

Oxygen manifold upgrade.

4.5 Covid-19 Decommissioning

Decommissioning costs for Scalloway Health Centre and Independent Living Centre.

4.6 Ward Beds including Bariatric

Additional Beds.

4.7 Cephid machine

Under review.

4.8 "Computer on Wheels"

Under review.

4.9 Laptops/Tablets

Under review.

4.10 Cytosponge Technology

Under review.

4.11 Rectoscope

Under review.

5 Additional Capital Allocation 21/22 – Scottish Government

5.1 NHS Shetland have secured additional Capital Funding for financial year 21/22 from the Scottish Government.

5.2 The list below notes the Capital Projects which NHS Shetland have secured funding for.

5.3 Mobile Theatre Project (Vanguard)(Revenue)
On site, service delivery commenced.

5.4 Ambulatory Care (allocated) includes additional allocation of £26,000

5.5 Gilbert Bain Hospital Strategic Assessment (21/22) Revenue

5.6 Temporary Staffing Accommodation

5.7 Hot food trolley

5.8 50kg tumble driers

5.9 Vision Type 2 multi chamber washer disinfectant

5.10 Fire Backlog Paper Scanning

5.11 Endoscope Washer Disinfector (Covid Allocation)

5.12 Colposcopy Beam Splitter

5.13 ENT Stack Replacement

5.14 Hysteroscope

5.15 Laboratory DCA

5.16 Laboratory Plasma Freezer

5.17 Laboratory Qpulse

5.18 Maternity Delivery Room Bed

5.19 Revenue transfer - Backlog Maintenance (RT)

5.20 Physiological Measurement Echo Cardio replacement

5.21 Lerwick Health Centre – LED Lighting installation

5.22 Rural Health Centres (excluding Brae) – Energy efficient storage radiators upgrade

5.23 Gilbert Bain Hospital – Fit missing and defective pipework lagging

5.24 Gilbert Bain Hospital – Review of the BMS to identify potential improvements

5.25 Brae Health Centre – Feasibility study into options other than kerosene - electric or biomass

5.26 Gilbert Bain Hospital – Feasibility study feasibility into reducing the steam usage within the laundry

5.27 Lighting replacement LHC

5.28 Lighting replacement Brae HC

- 5.29 Fire Alarm replacement Harley Street Old Scalloway HC
- 5.30 5 Year fixed electrical testing all sites
- 5.31 Painting HAI
- 5.32 Flooring LHC HAI
- 5.33 Fire action plan
- 5.34 Skerries flooring and painting
- 5.35 Whalsay Windows
- 5.36 Aid call upgrade
- 5.37 Hillswick DB replacements
- 5.38 Additional Emergency lighting GBH
- 5.39 Boiler valve replacement to hospital
- 5.40 Greenspace - GBH Sitootery
- 5.41 Greenspace - Lerwick Health Centre -
- 5.42 Greenspace - Scalloway Health Centre
- 5.43 Greenspace - Hillswick Health Centre
- 5.44 Greenspace - Levenwick Health Centre
- 5.45 Greenspace - Brae Health Centre
- 5.46 Greenspace - Yell Health Centre
- 5.47 Greenspace - Unst Health Centre
- 5.48 Greenspace - Fetlar Clinic
- 5.49 Greenspace - Fair Isle Clinic
- 5.50 Greenspace - Foula Clinic
- 5.51 Greenspace - Skerries Clinic
- 5.52 Greenspace - Bixter Health Centre
- 5.53 Scalloway Health Centre Sound proof windows
- 5.54 Charging Points Electrical Infrastructure - Unst Health Centre
- 5.55 Charging Points Electrical Infrastructure - Yell Health Centre
- 5.56 Charging Points Electrical Infrastructure - Whalsay Health Centre
- 5.57 Charging Points Electrical Infrastructure - Lerwick Health Centre
- 5.58 Charging Points Electrical Infrastructure - Montfield Hospital
- 5.59 Charging Points Electrical Infrastructure - Brae Health Centre
- 5.60 Charging Points Electrical Infrastructure - Bixter Health Centre
- 5.61 Charging Points Electrical Infrastructure - Levenwick H. Centre
- 5.62 Charging Points Electrical Infrastructure - Scalloway Hub
- 5.63 Charging Points Electrical Infrastructure - Hillswick Health Centre
- 5.64 Bladder Scanner
- 5.65 Stress test/treadmill system
- 5.66 Visual Field Analyser replacement
- 5.67 Ultrasound Machines replacement (2no)
- 5.68 Physiological Measurement Echo Cardio replacement
- 5.69 Emulsifier
- 5.70 Outpatients - Ophthalmology conversion

- 5.71 Replacement Estates Forklift
- 5.72 Covid Accommodation
- 5.73 Hot Food Trolleys Replacements
- 5.74 Staff Vending Machine
- 5.75 Domestics Trolleys
- 5.76 Covid Office Accommodation
- 5.77 MRI - Relocation of estates to provide a site for MRI
- 5.78 MRI - Enabling Infrastructure
- 5.79 Hospital Core Switch Upgrade
- 5.80 Distribution Switch Upgrade
- 5.81 Health Centre Firewalls
- 5.82 Remote Access Solution
- 5.83 Multi Tone Transmitter Replacement
- 5.84 VM Host Network Upgrade
- 5.85 VM Host Memory Upgrade
- 5.86 Web Security Gateway Upgrade
- 5.87 Server Room Firewall Partition
- 5.88 Wireless Link upgrade
- 5.89 Backup Server Storage
- 5.90 Local Exchange Unbundling
- 5.91 PBX Room upgrade
- 5.92 Core Firewall upgrade
- 5.93 Additional core Storage
- 5.94 Teleophthalmology
- 5.95 Mobile Colposcope
- 5.96 Icare Tonometer
- 5.97 Dental Air Con
- 5.98 Lab Air Con
- 5.99 Incinerator Cage
- 5.100 Lab Platelet Incubator System
- 5.101 Doppler

5.1.1 All the above projects require to be completed by the end of the financial year 21/22 and it is anticipated that this will be achieved. It should be noted that the delivery of these additional projects adds significant additional pressures to the associated stakeholders.

6 State of Assets and Facilities Report (SAFR)

6.1 The Annual State of NHS Scotland Assets and Facilities report is due to be issued but due to Covid-19 no date has been set by the

Scottish Government (SG).

6.2 The Regional Asset Management Plan (RAMP) is utilized by Scottish Government for the preparation of the SAFR.

7 Regional Asset Management Plan (RAMP)

The North RAMP for 2021 is being developed in conjunction with; NHS Orkney, NHS Highland, NHS Western Isles, NHS Grampian, NHS Tayside and NHS Shetland and will be presented to the Board in due course for consideration and approval.

This will be the 4th edition of the RAMP within which considers the investment needs of the North Region across the investment areas of equipment, Information and Communications Technology (ICT), property and vehicles.

NHS Shetland Property and Asset Management Strategy (PAMS) will be contained within the RAMP.

NHS Shetland Scottish Government data returns 2021, Property, Medical Equipment, Fleet Asset and Smarter Offices will be contained within the NHS Shetland PAMS.

8 Energy Audit

8.1 Energy and CO² reduction targets have been issued by Scottish Government (2021 NHS Scotland Sustainability Policy and 2021 revised NHS Scotland Sustainability Strategy).

These targets (2018 baseline) will require to be considered by NHS Shetland however early indications are that these are very challenging and are likely to require considerable capital and revenue resources which may not represent value for money.

These targets are a consideration within the NHS Shetland Net Zero Route Map.

8.2 An Energy Group has been established and an Energy Policy is being developed in conjunction with the North Energy Group (NHS

Shetland, NHS Orkney, NHS Western Isles, NHS Highland, NHS Grampian and NHS Tayside).

- 8.3 HFS in conjunction with NHS Shetland Net Zero Route Map carried out an Audit to identify any potential energy saving schemes. These are where viable, being carried out during 2021/22 within the additional allocation from Scottish Government.

9 Property Disposals

- 9.1 92 St Olaf Street disposal ongoing.

10 Property Update

- 10.1 A 2019/20 review and update of the Property Conditions Survey of our Estate has been carried out in conjunction with external consultants (ThomsonGray) and Health Facility Scotland.

- 10.1.1 This updated survey information has been risk assessed and the updated information has been imported into the national EAMS (Estates Asset Management System).

EAMS enables discussions in respect of the ongoing Service Strategy development in terms of the Estate and Risk Prioritised Backlog Maintenance.

- 10.1.2 The updated EAMS information is reported to the Board within the RAMP 6.0.

Backlog Maintenance Summary;

Low Risk - £1m
Moderate Risk - £1.2m
Significant Risk - £2m
High Risk - £0

- 10.1.3 Additional office accommodation (non-clinical) is being investigated to provide additional staff accommodation to reflect the pressure on clinical staff accommodation and other Covid

related staffing issues.

10.1.4 NHS Shetland Estates have developed an Estates Disinvestment Strategy which is due for consideration by the NHS Shetland Capital Management Group.

11 Gilbert Bain Hospital - Strategic Assessment

11.1 Further to the Board approved report, at its meeting on 15th October 2019, a Project Board and Project Team has been established and a programme developed with a target submission for the Strategic Assessment, to the Capital Investment Group by January 2022.

Integral to the Strategic Assessment is the updated Clinical Strategy and Property and Asset Strategy (PAMS) previously approved the Board.

Scottish Government have provided a budget allocation to assist NHS Shetland with completion of the Strategic Assessment and associated Clinical Strategy.

Scottish Government have provided a budget allocation to assist with phase 2 of the (SCIM) Business Case process (Investment Appraisal) subject to the successful approval of the Strategic Assessment by the Scottish Government Capital Investment Group(CIG) (February/March 2022).

11.2 The NHS Shetland Strategic Assessment has been submitted to the CIG for consideration an approval.

12 Statutory Compliance Audit and Risk Tool (SCART)

SCART (Statutory Compliance Audit and Risk Tool) is the web based risk assessment tool developed by Health Facilities Scotland (HFS) to allow NHS Boards to record and measure their level of compliance and ongoing development against a range of aspects of legal and best practice guidance measures.

The tool itself is based around 39 Estates and Facilities topics (for each property) each of these topics have question sets, which upon answering SCART indicates the risk associated with each answer to that question. Risks identified are amalgamated into action plans to help Boards monitor and manage their position. The action plans also identify costs in relation to those actions identified and allows Boards to prioritise expenditure where necessary to improve compliance.

The use of SCART can help with recording and provide evidence relating to Health Boards' current position with regard to statutory compliance, illustrating the severity of the risk associated with non-compliance, producing action plans to help manage or mitigate non-compliance risks and produce information which can be used to alert the NHS Board to statutory compliance risks and in turn enable them to prioritise tasks or pieces of work depending on the outstanding risk.

An Action Plan is being developed to reduce the compliance risks identified within SCART; the Action Plan will identify budget and resources that will be required to improve our compliance where practically possible.

It is intended that future Board reports on SCART will be presented as set out in the North of Scotland pro forma.

A North SCART Group has been established and supported by HFS in order to share knowledge, experience and policy and procedures. This group is making good progress within the North and supports the limited resources of NHS Shetland. The North SCART group has held a number of workshops to collaborate responses for the question sets.

Covid-19 continues to impact on the NHS Shetland staff resources and the North Group staffing resources available to progress the SCART Tool.

13 Financial Report

13.1 To date there is a satisfactory expenditure to report against the 2021/22 Capital Programme expenditure.

14 Environmental and Sustainability

An Environmental and Sustainability Group has been established. This group liaises with relevant colleagues in Shetland Islands Council and the North Regional Group.

NHS Scotland are developing a NHS Scotland Sustainability Strategy to reflect the Scottish Government targets.

The NHS Scotland Sustainable Strategy is currently out for consultation and the consultation period is due to be completed by April 2022.

NHS Shetland will develop an Action Plan which reflects the finalised strategy which will also reflect the outcomes of the NHS Shetland Net Zero Route Map

A NHS Scotland Sustainability website has been established, www.sustainabilityaction.scot.nhs.uk.

The group addresses the following deliverables.

14.1 NHS Scotland Environmental Management System (EMS)

- 14.1.1 EMS is an NHS Scotland online tool that includes a list of environmental legislation applicable to NHS Shetland. Each item of legislation is to be assessed using a simple Red / Amber / Green basis.
- 14.1.2 HFS have completed the procurement of a new Environmental Management System which has been piloted and training is being rolled out to all Boards.
- 14.1.3 It is anticipated that this mandatory Tool will require extensive resources from within the Estates Department and this has been considered on completion of the training.
- 14.1.4 Heads of Estates have been advised of the anticipated resource implication in respect of the use of this mandatory Tool and as such NHS Shetland Head of Estates has bid for additional revenue budget allocation.

14.2 Mandatory Public Bodies' Duties Climate Change Report

Scottish Government has developed a Climate Change Reporting

Template.

- 14.2.1 An annual submission is mandatory, to be returned for all public bodies.
- 14.2.2 NHS Shetland submitted their 2021 return during November 2021.
- 14.2.3 The Public Bodies Climate Change Report for NHS Shetland for 2021 demonstrates a significant reduction in emissions which is generally due to the reduction of travel off island.
- 14.2.4 NHS Shetland is awaiting feedback from SG 2021 return.

14.3 Sustainable Development Action Plan (SDAP)

- 14.3.1 SDAP sets out NHS Shetland's contribution to the Scottish Government's sustainable development aims and objectives, and how these are being integrated into the delivery of core business. In addition, it is consistent with the North Regional Asset Management Plan (RAMP) 2020 to 2030.
- 14.3.2 SDAP is targeted to be reviewed during 2021/22. This review will reflect the NHS Scotland Sustainability Strategy (Draft) and NHS Scotland Sustainability Policy which are due to be completed by March 2022.
- 14.3.3 Green Champion – NHS Shetland Chairman, Gary Robinson has agreed to be the Board representative.
- 14.3.4 NHS Scotland National Sustainability and Environmental Group are scheduled to convene bi-annual meetings of all NHS Scotland Green Champions.
- 14.3.5 NHS Shetland Sustainability Manager has been appointed the Chair of the NHS Scotland National Sustainability and Environmental Group and has been actively engaged in the development of the draft NHS Scotland Sustainability Strategy.

14.4 Climate Change Risk Assessment (CCRA) and Adaptation Plan

- 14.4.1 A Climate Change Risk Assessment Tool has been released by HFS, this enables all Boards to identify their significant risks

in a number of criteria and to develop a resulting Climate Change Adaptation Plan.

14.4.2 An NHS Shetland assessment team was established and has completed the Initial Assessment Risk Assessment and is currently developing a Climate Change Adaptation Plan. This is required to be completed by April 2022 as requested by Scottish Government.

14.4.3 This will be presented to the Board in due course.

14.5 eSight

14.5.1 Monthly data submissions for Energy and Water.

14.5.2 These are quarterly analysed by Health Facility Scotland and Estates and any significant issues discussed for action.

14.5.3 Water meters have been installed at the Gilbert Bain Hospital and will enable consumption rates to be analysed.

14.5.4 Data from e-Sight has assisted in the production of the NHS Shetland Net Zero Plan and the Public Bodies' Duties Climate Change Report.

14.6 National Sustainability Assessment Tool (NSAT)

14.6.1 HFS issued a new tool (NSAT) which is evidence based and is required to be updated on an annual basis.

14.6.2 NHS Shetland completed the Tool in 2021, which has been reviewed by HFS and a summary report circulated to Chief Executives for feedback.

14.6.3 Work has commenced on the 2022 Annual return which is due to be submitted no later than April 2022. This requires input from a variety of stakeholders.

14.6.4 An Action Plan requires to be developed based on this year's return and this will be considered within the staffing resources available. NHS Shetland Head of Estates has applied to Scottish Government for additional revenue funding.

14.7 Biodiversity Action Plans

- 14.7.1 NHS Shetland have previously submitted a plan (in conjunction with Health Improvement) in line with the Scottish Government deadline. This requires to be reviewed and updated during 21/22.
- 14.7.2 The plan should address site based improvements to enhance wildlife and Greenspace planning and management, to increase active use of the outdoor estate for patients, visitors, staff and community. A revised template has been issued by Health Facility Scotland.
- 14.7.3 Biodiversity Plan submission (January) has been impacted by Covid-19 and staffing resources. A revised target for submission is March 2022.

14.8 Energy Performance Certificates

- 14.8.1 This is now required for all NHS sites with a gross internal floor area of 250m² or above. Previously 1000m² or above. Head of Estates is liaising with SIC to enable a joint update of the relevant properties.
- 14.8.2 Completion is being impacted by Covid-19 and the current target is for completion during 21/22.

14.9 Carbon Management Plan

- 14.9.1 The NHS Shetland current plan was prepared in 2012 and required to be updated to reflect the anticipated Strategies from Scottish Government.
- 14.9.2 The preparation of an updated Carbon Management Plan is ongoing and is anticipated to be finalised by May 2022 for consideration by the Board.
- 14.9.3 The Carbon Management Plan will require to be updated to reflect the NHS Scotland Sustainability Policy 2021 and the NHS Scotland Sustainable Strategy (Draft) the NHS Shetland Net Zero Plan and the National Sustainability Assessment Tool (NSAT).

14.10 NHS Shetland Net Zero Emissions Route Map

- 14.10.1 The NHS Shetland Net Zero Route Map was the subject of a presentation to the Board at its meeting on 25 June 2021 for consideration and approval.
- 14.10.2 The NHS Shetland Environmental and Sustainability Group will develop a Net Zero Action Plan to develop and monitor progress.
- 14.10.3 NHS Shetland intend to form a multi stakeholder Net Zero Action Group to progress the Net Zero Action Plan.
- 14.10.4 NHS Shetland Estates have progressed environmental Net Zero improvements during 2021/22 using additional funding from SG – (LED lighting and heating upgrades).
- 14.10.5 NHS Shetland are in collaboration with SIC to develop joint approaches to achieving Net Zero Targets.

14.11 Active Travel

- 14.11.1 NHS Shetland and Shetland Island Council have collaborated to obtain external funding from SG to appoint an external Active Travel coordinator who is now in post.

15 Community Empowerment (Scotland) Act 2015

- 15.1 In summary this enables requests from certain community bodies to NHS Shetland for the use of land and buildings which are owned or leased by the Board.
- 15.2 Communication points and information in respect of the above is available on the Intranet/Internet. With no formal expressions of interest to NHS Shetland received to date.
- 15.3 An initial informal expression of interest has been received to explore the development of community gardens within NHS Shetland vacant/unused land. Discussions are ongoing and will be reported to the Board in due course.

16 Heritable Asset Registration Programme

- 16.1 This is a policy requirement of Scottish Ministers for the land register of Scotland to be completed by 2024, including registering all Public land by end 2019. This timescale has been impacted by Covid-19.
- 16.2 All of Scotland's land will be registered for the first time which will provide a clear understanding of who owns our land. An efficient, effective and indemnified land registration system is recognised by the World Bank as one of the most important factors in achieving economic development and business growth.
- 16.3 In relation to NHS owned property, this will be effected by Health Boards working in conjunction with the NHS Central Legal Office (CLO) in order to complete a voluntary registration of those titles transferring from the existing General Register of Sasines onto the Land Register.
- 16.4 Estates are liaising with CLO to progress this onerous task.
- 16.5 NHS Shetland and the CLO's progress to date is impacted by Covid-19.

17 Waste

- 17.1 A Waste Monitoring Tool (RIO) has been developed by HFS for use by all Boards and the Waste Manager is currently populating the Tool with our sites relevant Waste journey's both for non clinical and clinical waste.

This Tool enables Boards to reduce Waste in compliance with the current SG targets which will be challenging for NHS Shetland due to location and the economies of scale.

Targets outlined below;

- 50% reduction
- Maximum waste to landfill by 2025 to be 5%
- Food waste reduced by 33% by 2025 (2013 baseline)
- Recycled waste at 70% by 2025
- Deposit Return Scheme

NHS Shetland already actively recycles cans, glass, paper, cardboard, plastic and white goods, in conjunction with Shetland Island Council.

- 17.2 NHS Shetland has continued to dispose of low risk waste using the SIC incinerator with high risk waste continuing to be transported off island by boat and is now being included into NHS Grampian waste stream. During the recent maintenance period for the incinerator (10 weeks) all low risk waste had to be transported off island and included into NHS Grampian waste stream.
- 17.3 The new Waste contract requires that Waste Audits are required and the Waste Management Officer continues to carry these out with priority to the High risk areas. Carrying out these Audits is challenging within the constraints of Covid-19. However good progress has been made and Action Plans are in place to improve any noncompliance issues.
- 17.4 Zero Waste Scotland are due to engage with NHS Shetland to develop a Food Waste Action Plan.

18 Security

- 18.1 A Security Group has been established in conjunction with SIC to consider the relevant issues and develop risk assessments and action plans.
- 18.2 NHS Scotland Lockdown Guidance has been issued during 2019/20 which will be considered in conjunction with the Violence and Aggression Policy, Management of Actual or Potential Aggression (MAPA) and the Security Policy.
- 18.3 An initial Security Audit in respect of Lockdown has been completed for the Gilbert Bain Hospital and the outcomes are being developed in order to develop a Lockdown Guidance to be considered and approved.
- 18.4 MAPA training has been identified as a key resource. NHS Shetland staff have been trained to deliver the MAPA training

which is anticipated to be rolled out on a risk prioritised basis to NHS Shetland staff. This has been impacted by Covid-19.

19 Soft Facilities Management

The following are highlights of current work streams.

19.1 A North Regional Catering Strategy has been completed and a Local Catering Strategy is being developed to reflect both the North Region and NHS Scotland Catering Strategy, which is currently under review.

The above are being impacted by Covid-19.

19.2 Reviewing and updating the Accommodation Policy to reflect legislative changes. The provision of Accommodation remains challenging for NHS Shetland.

19.3 Menu Harmonisation for NHS Scotland (with Regional variation).

An initial suite of menus is now available.

19.4 Consideration of the Zero Waste NHS Scotland Waste Report recommendations and develop a Food Waste Action Plan.

19.5 Collaboration opportunities with SIC in food procurement and domestic services.

19.6 Trading Account – Carry out a review to reflect the impact of Covid-19 and catering recovery.

19.7 Healthy Living plus Award – in recognition of performance over the last 10 years NHS Shetland were awarded a Long Term Achieving Award.

19.8 Project Search - provide work place experience for young people with learning disabilities.

In abeyance due to Covid-19.

19.9 National Catering Information System – implementation ongoing.

19.10 Audit Tool for Food and Hospitals – NHS Shetland have been audited and an Action Plan completed.

19.11 Bottle Deposit Scheme – This is being developed in conjunction with SG, Zero Waste Scotland and local stakeholders.

This has been in abeyance due to Covid-19 however Scottish Government have awarded a lead organisation to role this out throughout Scotland.

The current target is for the scheme to be in place by August 2023.

19.12 National Cleaning Compliance – NHS Shetland continues to remain as one of the top performing Boards within NHS Scotland. This reflects the work of Facilities staff in respect of the additional challenges impacted by Covid-19.

19.13 Covid-19 continues to impact on the development of the above work streams.

20 MRI Scanner

The project is progressing with multiple work streams being undertaken concurrently. The clinical and housing / building specifications have now been agreed and detailed evaluation criteria have been developed with support from NSS and NHS Grampian colleagues. The formal competitive tendering process will commence in February 2022 with a projected on site completion and service delivery date of summer 2023.

21 Recommendations

The Board is asked to;

- i. Note the 2021/22 Capital Programme updates.

LAWSON BISSET
Head of Estates, Facilities and Medical Physics
7 February 2022