

FRAMEWORKS SCOTLAND³

EXCELLENCE IN HEALTHCARE CONSTRUCTION

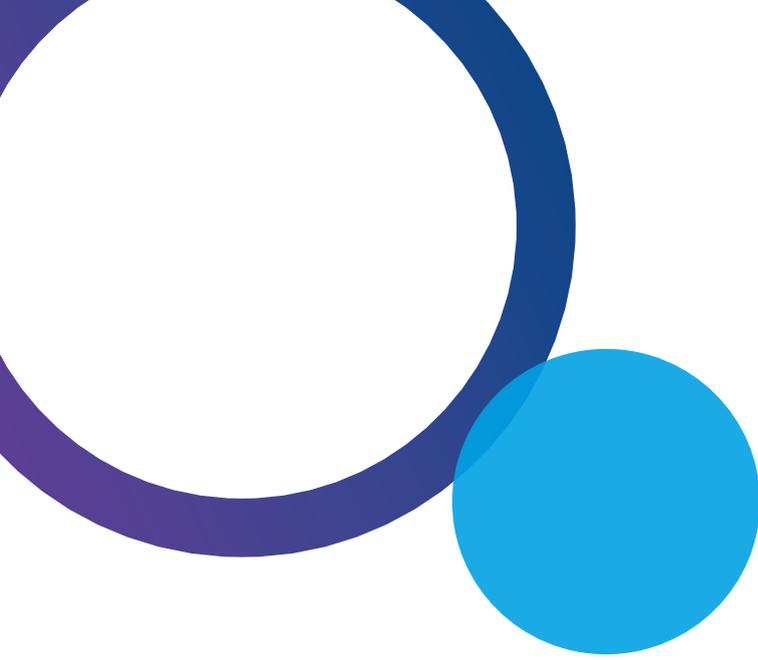
Frameworks Scotland 3 builds on the success of both Frameworks Scotland and Frameworks Scotland 2 which to date has seen **112 construction NHS facilities** of varying size and complexity completed with a combined value of circa circa **£755m delivered** and **circa £810m under construction or in development**, together with over **203 consultancy call offs**. The three largest projects procured to date being the Mathew Hay Building (£111m) in Grampian, Phase One of the Golden Jubilee Expansion Programme (Eye Centre) (£55m) and the Baird and ANCHOR - Aberdeen and North Centre for Haematology, Oncology and Radiotherapy - (£164m) in Grampian.

The Golden Jubilee (Phase 1 - Eye Centre) forms part of the ongoing National Treatment Centre (NTC) Programme which also includes Phase 2 – Surgical Centre, new treatment centres in Inverness, Perth, Livingston, Fife and Ayr; all of which are being delivered through Frameworks Scotland 2 and 3. Both the NHS Fife NTC together with the NTC in Highland form the second tranche of NTCs to open after the Golden Jubilee Phase 1 - Eye Centre, with the remaining NTCs coming on stream in a rolling ongoing programme.

Frameworks Scotland 3 launched in November 2020, continues to deliver major capital funded projects with a focus around the acute sector. This covers the full extent of projects including new build healthcare facilities, refurbishment, extension, programmes of backlog maintenance and demolition in respect of health, social care and other associated facilities.



-  **2008** Frameworks Scotland commenced **FRAMEWORKS SCOTLAND**
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-  **2009:** First Framework Scotland project call off
-  **2009:** First Frameworks Scotland project complete
-  **2010:** NHS Western Isles Western Isles Dental Centre complete
-  **2011:** NHS Highland Migdale Hospital complete
-  **2012:** NHS Dumfries and Galloway Midpark Hospital complete
-  **2013:** Frameworks Scotland 2 commenced **FRAMEWORKS SCOTLAND²**
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-  **2013:** Cost Advisor, CDM Advisor, Healthcare Planner, Lead Advisor, Project Manager, Supervisor Consultancy Frameworks (2013) commenced
-  **2013:** First Framework Scotland 2 project call off



The launch of Frameworks Scotland 3 saw Balfour Beatty, GRAHAM, Kier and RMF Health joined as Principal Supply Chain Partners (PSCPs) by McLaughlin and Harvey and BAM as reserve PSCP. The introduction of the reserve PSCP gives resilience where two (2) or more PSCPs de-select themselves from a call-off process.

Frameworks Scotland 3 continues to be the preferred procurement method for acute sector projects amongst NHSScotland Boards and special Health Boards across Scotland and continues to deliver improved healthcare facilities for patients, NHSScotland and healthcare providers with projects including programmes of work for NHS Ayrshire and Arran, NHS Grampian, NHS Highland and NHS Lanarkshire and the new Ayrshire Hospice in development.

Frameworks Scotland 3 is structured to provide a “one stop shop” for project delivery using a develop and construct contract arrangement with each PSCP bringing their own extensive supply chain of designers, specialist consultants and sub-contractors. Contracts can be entered into at the earliest stages of design through to Full Business Case (FBC) stage. The contract is entered into on a staged basis, with stages aligned to the Scottish Capital Investment Manual (SCIM) Business Case stages.

Frameworks Scotland 3 provides NHS clients or permitted organisations with the ability to readily appoint pre-evaluated PSCPs alongside a pre-agreed commercial arrangement. It enables the team to immediately focus on taking the project forward rather than being involved in a protracted advertisement, selection and appointment process.



2013: NHS Greater Glasgow and Clyde
Vale Centre For Health And Care complete



2014: NHS Greater Glasgow and Clyde
Possilpark Health and Care Centre complete



2015: First Frameworks Scotland 2 project complete



2015: NHS Lanarkshire
The Lanarkshire Beatson complete



2016: NHS Fife
Stratheden Mental Health Unit complete



2017: NHS Grampian
Lady Helen Parking Centre complete



2017: CDM Advisor Consultancy Framework Launched



2018: Consultancy Frameworks (2018) commenced



2019: Supervisor Consultancy Framework commenced



2020: NHS Louisa Jordan Opens



2020: Frameworks Scotland 3 commenced

In addition to the PSCP framework, Consultant Frameworks are established for:

- CDM / Construction Health and Safety Advisor
- Cost Advisor
- Healthcare Planner (Lot 1)
- Healthcare Planner (Lot 2)
- Lead Advisor
- Project Manager
- Supervisor (including Clerk of Works)

Using the standard Frameworks Scotland 3 / Consultant mini – competition procedure, NHS clients or permitted organisations can appoint any one of the PSCP / consultants within as little a timeframe of five weeks from the initial issue of the High Level Information Pack (HLIP).

Frameworks Scotland 3 offers the rapid mobilisation of projects with extensive supply chains who have excellent NHS experience. It provides joint incentives, long-term collaborative relationships and performance and affords NHS clients or permitted organisations more certainty of Time, Cost and Quality than other traditional procurement routes.

In addition to work relating to projects to be delivered under the Frameworks Scotland 3 framework, consultants are available for a range of construction and estates related services delivered in respect of health, social care and other facilities.

Procurement of new CDM / Construction Health and Safety Advisor, Cost Advisor Lead Advisor and Project Manager frameworks are currently underway, with these new consultancy frameworks programmed to be in place in 2023.



2020: NHS National Waiting Times Centre Golden Jubilee Phase 1 - Eye Centre complete

2021: First Frameworks Scotland 3 call off

2021: Healthcare Planner Framework (Lot 1 and Lot 2) commenced

2022: National Treatment Centre - Fife due to complete

2022: National Treatment Centre - Highland due to complete





Healthcare Planner Consultancy Framework

Healthcare Planners can support NHS clients or permitted organisations / other users to develop strategies and projects, helping focus on opportunities to improve the patient experience. There are two separate framework lots available: focusing on strategic / system wide planning and on individual projects respectively. Early engagement in service redesign can maximise benefits to NHS clients or permitted organisations and service users.

Lot 1: Strategic / Whole System Healthcare Planning

Lot 1 provides services on an Estate Wide; Territorial NHSScotland Board Wide; Regional and National basis. Client bodies can also work together for strategic purposes. Lot 1 healthcare planners can also support organisational development and change management to encourage innovation and creativity. The Strategic / Whole System approach is typically prior to developing or commencing individual projects.

- Whole system strategic planning, optimising improvement to the patient experience
- National, Regional Clinical Strategy development, service and capacity planning
- Global perspective of emerging healthcare trends, service planning, equipment innovation, informing the planning of new models of care
- New, sustainable models of care; scenario planning including crises strategies
- Clinical modelling at National, Regional, NHSScotland Board, Integration Joint Board (IJB) level, Whole Hospital and Directorate levels, statistical analysis and best practice benchmarking
- Service delivery mapping nationally to assist the identification of service gaps at all levels of healthcare provision and support services
- Analysis of population and demographic issues, with focus on deprivation, disease incidence and forward projections. Demographic and Service trend analysis
- Development and evaluation of service options
- Activity modelling; capacity and financial modelling; demand / capacity scenarios
- Health planning, service design, including evidence based best practice.



Lot 2: Project / Activity Healthcare Planning

Lot 2 supports the initiation of individual projects and programmes of work from Strategic Assessment and early project initiation onwards. As there can be requirements for healthcare planning prior to specific projects being initiated, call off is not necessarily linked to the call off of other parties. As a project develops, the healthcare planner can also perform a role within the broader team.

- Business Case support and development of brief
- Clinical specifications, care models for whole hospital facilities, clinical departments, clinical and support services and facilities management (FM); Schedules of Accommodation
- Estate analysis including review of data; functional Suitability and Space Utilisation
- Adjacency, relationship and flow diagrams supporting service option appraisal
- Facilitate planned clinical process workshops; fit for purpose affordable output specifications
- Support clinical ownership of care models and clinical stakeholder engagement
- Support Healthcare Associated Infection – System for Controlling Risk in the Built Environment (HAI Scribe); Infection control advice for design and specification
- Detailed clinical brief documents, output specifications (and Clinical Design Statements)
- Room adjacency layouts; Room Data Sheets, equipment scheduling
- Room layouts – including standard rooms development; challenge room size, functionality and circulation requirements to improve flexibility
- Commissioning – services and facilities
- Post Occupancy Evaluation



Framework Management

Health Facilities Scotland (HFS), part of NHS Scotland Assure, is the Framework Manager responsible for the management of Frameworks Scotland 3 and associated consultancy frameworks, in association with NHSScotland Boards and the Scottish Government Health and Social Care Directorate.

HFS provides the following support:

- impartial project advice from dedicated Capital Projects Advisors
- guidance and support to Boards in the appointment of Delivery Teams from the frameworks and throughout the life of the project
- overall management of the Frameworks Scotland 2 & 3 PSCP frameworks and the six Consultant frameworks
- facilitate delivery of consistent approach and best practice across Capital Projects
- technical advice on scheme contracts, NEC3 / NEC4 and all aspects of the frameworks and project delivery generally
- performance management of the PSCPs and consultants
- guidance tools



Role of the HFS Capital Projects Advisor

The Capital Projects Advisor provides a source of guidance to the NHS client or permitted organisations throughout the process. As a member of the Capital Projects Team they assist the client in establishing the most appropriate application of both consultant and PSCP input.

As overall Frameworks Manager, HFS should be consulted at the earliest stages of project planning to ensure that Capital Projects Advisors can assist in the development of a robust strategy which is informed by the views of both the NHS client or permitted organisation and the Capital Projects Team. The Capital Projects Advisors will also be able to feedback at relevant PSCP and consultants' performance reviews.

Each project will be allocated a dedicated Capital Projects Advisor.





Range of services under Frameworks Scotland 3

Frameworks Scotland 3 is not just a construction solution. A key benefit is the diverse range of management and construction services it offers.

Frameworks Scotland 3 covers the whole of Scotland and is based on a single point delivery PSCP model, offering a 'one-stop-shop' for the delivery of design, development and construction on projects via an integrated supply chain. PSCPs have already developed long-term working relationships with their supply chains and will continue these relationships over the period of the Framework Agreement.

The principal focus of the work under Frameworks Scotland 3 is around the acute sector and includes both refurbishment and new build work together with programmes of backlog maintenance, statutory compliance, business continuity-related works and risk reduction work.

A PSCP may be engaged to undertake a variety of duties including service strategies, estate strategies, business planning, developing the brief, design development and construction works. In addition to the construction phase of a project, a PSCP can be appointed at various stages in the capital project planning process from the Initial Agreement stage, Outline Business Case (OBC) stage or at the Full Business Case (FBC) stage.

The framework is structured to achieve the following key benefits: earlier and faster delivery of projects; certainty of time, cost and quality; value for money; client satisfaction and well-designed buildings procured within a positive partnering environment.



The National Treatment Centres Programme 2022

Originally named the National Elective Centre Programme when it was launched in October 2015, the programme was renamed in May 2021 to become the National Treatment Centres (NTC) Programme.

Both Frameworks Scotland 2 and Frameworks Scotland 3, together with NHSScotland consultant frameworks are being used in supporting all aspects of the delivery of the NTC Programme. Principal Supply Chain Partners (PSCPs) are appointed to the Golden Jubilee Expansion Programme, NTC Highland, NTC Fife, NTC Tayside and NTC Ayrshire and Arran, NTC Grampian and NHS Lothians NTC and Eye Centre.

Initially planned as five regional centres composed of either new or extended facilities based within NHS Grampian, NHS Highland, NHS Lothian, NHS Tayside and with a two-phase expansion at the NHS Golden Jubilee National Hospital in Clydebank, the programme has developed to include proposed centres in NHS Fife, NHS Ayrshire and Arran, NHS Forth Valley*, NHS Lanarkshire and the NHS Lothian Eye Centre replacement.

The NTC Programme will provide the required additional elective capacity necessary to meet the anticipated increased demand due to demographic and waiting times pressures which have been further exacerbated by the COVID-19 pandemic.

The first of the new facilities was opened at NHS Golden Jubilee (Phase 1 - Eye Centre) in November 2020. The Centres in NHS Fife, NHS Highland, NHS Forth Valley* and Golden Jubilees (Phase 2 – Surgical Centre) are under construction and will be complete in 2023 whilst the remaining centres are at various stages of development.

The new facilities will offer state-of-the-art care to patients requiring elective surgery by offering improved services and facilities and help to reduce patient waiting times and support the recovery, enhancement and sustainability of planned patient care. By focussing on a healthy culture; a healthy engaged workforce and healthy conditions / environment.

The Capital Projects Team are supporting the NTC Programme Projects, together with Scottish Government, to support dialogue between NHSScotland Boards and encourage collaboration, sharing of information and learning experiences and to replicate where appropriate best practice design elements and processes including repeatable layouts and rooms.

The NTCs will be designed and built to the most current construction standards and regulations with the overall NTC Programme envisaged boosting local economies by creating jobs and providing additional learning opportunities together with a range of other local community benefits.

*Build not being delivered via through Frameworks Scotland



Project: Ayrshire Hospice Capital Build
Client: The Ayrshire Hospice
PSCP: McLaughlin & Harvey
Value: £13m

The existing Ayrshire Hospice premises at 35 & 37 Racecourse Road, Ayr include a number of listed building elements and sits within a conservation area. The entire site therefore requires a sympathetic design solution which includes new build elements, refurbishment and extensive landscaping works.

The works include partial demolition and construction of significant new extensions forming a new build In-Patient Unit (IPU) and a modern Hub building providing connectivity through the 'heart of the Hospice'. Built to the highest quality and with sustainability to the forefront, this project will facilitate a 21st century site infrastructure and support the delivery of exceptional specialist palliative care services.

The site has been vacated thereby enabling the demolition and new construction works to progress without any adverse impact on any Hospice patients, carers or staff.



The design intent is to provide a seamless connection between the interior and exterior. Each patient bedroom opens out onto a private, covered patio and then onto the pathways which meander through a therapeutic garden environment. The IPU extension bends towards the south-east in order to maximise the number of rooms on the south elevation, and which also allows for a larger, private patient garden space to the north-east.

The Hub, located at the main entrance, functions as the central point of the hospice hosting public, user friendly functional areas. These include; the entrance lobby and reception, a small Hospice shop, a cafe with public access, digital learning suite and a large flexible area that can be adapted into a boardroom or a celebration space. This latter space can accommodate up to 50 people.

The main works phase is scheduled to begin in early 2023 with a re-opening of the facility currently scheduled for Summer 2024.

**Project: Western General Hospital
Programme of Works**
Client: NHS Lothian
PSCP: RMF Health
Value: £48 million approx.



RMF Health – a joint venture between Robertson Construction and FES – has completed an extensive programme of works at the Western General Hospital in Edinburgh.

This wide-ranging, collaborative project has been delivered in partnership with NHS Lothian clinical stakeholders, Edinburgh & Lothians Health Foundation and Frameworks Scotland 3. The new facilities follow health design best practice and will meet the needs of patients and staff for the next 10 years and beyond.

Haematology

Refurbishments to haematology services have created a modern, integrated facility that co-locates inpatient and outpatient workstreams, previously separated between buildings. There are now 19 single-bed en-suite rooms and 30 outpatient chairs.

Renal

Completing a new build renal unit has replaced a smaller 30-year-old facility, now providing 12 dialysis stations offering treatment for up to 72 patients per week.

Oncology

A new build linear accelerator (LINAC) facility along with a series of oncology refurbishments, retain capacity for cancer treatment at the Western General until a new purpose-built Edinburgh Cancer Centre is delivered.

Infrastructure

A new district heating network and energy centre, along with upgrades to electrical distribution systems have paved the way for these projects. A second phase of energy infrastructure improvements will be completed in 2023.

Highest safety and quality standards

The works have been delivered safely within live environments, usually with busy wards below or adjacent. RMF Health handed over facilities with minimal disruption to NHS Lothian services after rigorous logistics and planning, and a dedicated focus on cleanliness and the health and safety of patients and staff.

Delivering added value for the NHS

22 members of the team did a virtual 'Kiltwalk' in 2022, walking 27.4 miles each, and raising £15,000 for the NHS Foundation.

“Through our official charity, Edinburgh and Lothians Health Foundation, supporters like RMF Health help us to do more, creating first class facilities that help transform the way that care is delivered. We look forward to continuing these important partnerships to build the future of healthcare at the Western General together.”

– **Chris Stirling, Site Director, Western General Hospital**





Project: Various: Ninewells Hospital
Client: NHS Tayside
PSCP: Balfour Beatty
Value: £33 million approx.

Balfour Beatty are working with NHS Tayside to deliver improvements to Ninewells Hospital facilities, enhancing the quality of health care available for the communities of Tayside and Fife.

Through Frameworks Scotland 2, Balfour Beatty were awarded the contract to deliver a number of capital projects at the existing Ninewells Hospital site – the Neonatal Intensive Care Unit, the Children’s Theatre project and the Electrical Infrastructure project upgrade.

Working in a live hospital environment requires meticulous planning to ensure hospitals can continue to provide high levels of patient care at all times. To help mitigate risks of disruption, Balfour Beatty used BIM 360 Field throughout the construction process increasing collaboration, improving safety, and streamlining the design and operations processes.

The new Children’s Theatre Suite is an innovative facility designed to put the needs of the children first, allowing them to be treated in a vibrant, welcoming and child-friendly environment. Balfour Beatty’s scope of works included:

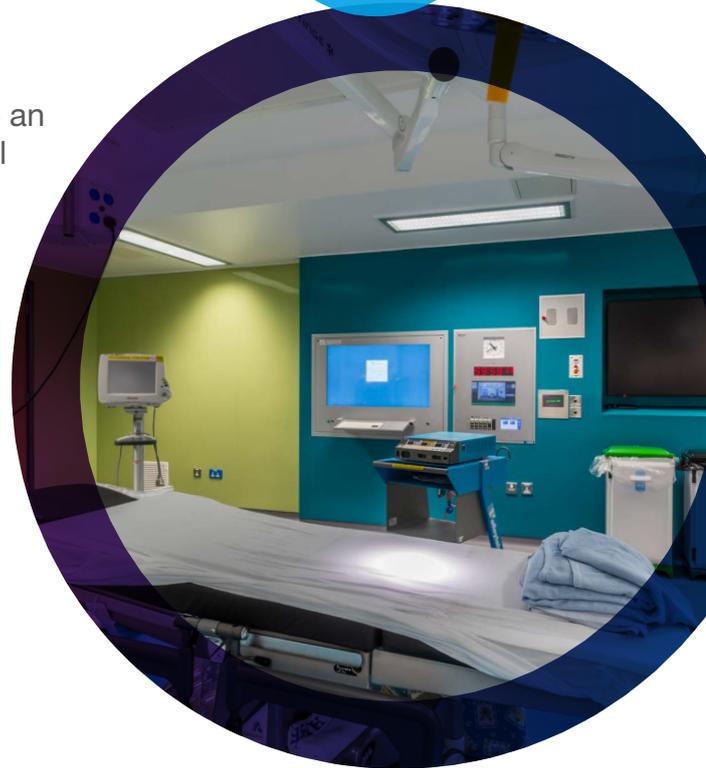
- Demolition of an existing single storey seminar room structure
- The construction of a new four storey steel, composite floor and clad plant room
- Extensive stripping of the former laboratory areas to level 4 area of the Polyclinic section
- Re-design of below ground drainage, new metal stud partitions, door sets including screens and ironmongery, suspended and fixed ceilings, bedhead units and decoration.
- All the mechanical, electrical and plumbing services



As part of the £5.4m refurbishment of the Neonatal Intensive Care Unit, Balfour Beatty reconfigured the layout of the ward to enhance the delivery of the specialist services and improving the new-born and children's care facilities by maximising space. Our scope of works involved:

- The strip out and part demolition of the existing new-born baby care unit located on Level 6 of Polyclinic section
- Installation of over 12,000 metres of cabling and the mechanical, electrical and plumbing services
- Replace a section of the existing circa 50-year-old roof.
- Removal of existing suspended wire lath ceilings, fixtures, fittings, floor coverings, and door sets and screens
- Specialised and domestic mechanical, electrical and plumbing services

The Electrical Infrastructure project upgrade requires a phased approach to enhance the electrical resilience to an aging hospital. Over multiple phases, Balfour Beatty will upgrade the existing electrical infrastructure to meet current demands and future proof the Ninewells estate. Phase 1 of the anticipated 11 has been completed with phase 2 currently underway. Completion of phase 1 ensured that the electrical demand for the other capital projects was provided at the necessary key stages.



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