

Background

The following report reflects work that was undertaken in 2011 to find an alternative solution to Medway A Block.

The review of options and consideration of the estate options was largely based on dialogue between KMPT, the Medway Foundation Trust and Medway LIFTco, with some input from the PCT.

KMPT has no suitable accommodation in the area so the main options were:

- Sites based on the Medway Maritime site - existing A Block, the Disablement Services Centre site and a further alternative option at the rear of the hospital site.
- the PCT's identification of potential sites at Darland House, St Barts and Canterbury Street, and
- Medway LIFTco's identification of sites at Darnley Road and Woodlands Road.

A desk top review of the key features of sites allowed KMPT to rule out the Woodlands site on the grounds of its proximity to schools and the extreme unlikelihood of planning consent, in conjunction with the likely order of cost.

All the other options were reviewed by the Trust's Head of Estates and, in the case of A Block, with additional technical input from Pick Everard. The exercise therefore represents the most thorough estates review to date of the options available for addressing the short-comings of the A Block site.

Context

KMPT considered seven possible sites and worked on two possible ground-floor bed configurations:

- a) 2 x 18 bed units
- b) 3 x 18 bed units

This approach reflects the potential for Older People's Mental Health units and Young Adult units to be co-located. The sites under consideration were:

1. A.Block at Medway Maritime Hospital, Gillingham
2. Darland House Nursing Home, Darland Avenue, Gillingham.
3. St Barts Hospital, New Road, Chatham.
4. Canterbury Street site, Gillingham
5. Darnley Road site, Strood

6. Disablement Services Centre at Medway Maritime Hospital, Gillingham
7. Transport/SSD site at Medway Maritime Hospital, Gillingham

Initial site feasibility

This section considers the main advantages and disadvantages of each option in terms of the built environment and costs, and concludes with an appraisal as to whether the option is worthy of further consideration, or has been discounted at this stage.

Where relevant, the option to provide a new build for each site was considered against the design footprint for the new St Martin's Younger Adults Inpatient unit at Canterbury. This is a single storey building footprint of approximately 2500 square metres set in a site of approximately 7750 square metres (1.91 acres or 0.78 Hectares). This enabled a comparable consideration to be made in each case for whether a new build option was suitable and practical.

Sites investigated

1. A Block, Medway Maritime Hospital

Description

A Block is embedded on the eastern end of the Medway Maritime Hospital site. It is a 2-storey building and comprises a steel frame and brick built construction under a sloping roof. Floors are solid screed/concrete beam and ceilings generally comprise traditional suspended grid ceilings with a service void above. Windows are metal frame double glazed. Access to the building is via the pathways and access roads within the hospital site. The building can be approached from either the main entrance at the east end of the site or via the main hospital street access through the central hospital main entrance. Car parking for staff, users and visitors is limited to the available 'pay and display' facilities on the site.

The occupancy of each floor is as follows:

Ground floor: Administration, Inpatient ward (Emerald), Acute Consultant Psychiatrists, Service Manager, Health and Safety Manager, Pharmacist and Technician, Tribunal room, hot desk/interview room, Housekeeping team, KMPT Chaplaincy, Psychology Consultant, Day Therapy service (Christina Rossetti).

First Floor: Two inpatient wards (Ruby and Sapphire), 136 suite.

NOTE 1: The current inpatient provision is predominantly through 4 and 6 bed dormitories with some single bed provision.

NOTE 2: A proportion of the ground floor area adjoining the mental health area entrance is currently used by the PCT (Chaucer Children's Therapy). Any future

review of mental health services in A Block would be dependent on this area being made available to KMPT.

The area utilised by KMPT is leased from Medway Foundation Trust (MFT) on a 60 year lease which commenced in 1995. Services provided by MFT under the current SLA include Estates Maintenance, Hotel Services and Portering/security.

Main advantages

The main advantages of remaining on the A Block site and reconfiguring the existing available building layout are:

- Provision of an environment more fit for purpose
- Location on an acute hospital site provides immediate access to accident and emergency facilities
- Provision of ground floor ward access to inner courtyards
- Better control of security and access to the units
- Ensure enhanced privacy and dignity for the service users meets the requirement for single room and ensuite accommodation
- Potential for more individualised care through better staff to patient ratios
- Provision of 136 suite on the ground floor – improved access and arrangements for Police
- Rationalisation of inpatient support services such as Crisis Resolution Home Treatment and 136 suite adjacent to the mental health wards

Main disadvantages.

The main disadvantages of remaining on the A Block site and reconfiguring the existing available building layout are:

- High level of investment needed to convert/ reconfigure and upgrade the existing facility to ensure it meets current criteria and is fit for purpose
- Inherent lack of parking availability adjacent to the building
- On-going issues with 136 suite arrivals
- Inherent constructional issues with providing ensuite arrangements (cost impact)
- Juxtaposition of MFT neurology and older people's services administration onto inner courtyards at ground floor level.
- Requirement for Chaucer Children's Day Therapy to relocate
- Requirement to relocate League of Friends shop and store
- On-going issue with hospital street dividing the mental health ward areas

Costs

An initial space assessment was carried out in order to define the existing available area for KMPT use. A further feasibility study was undertaken for the reconfiguration of the available space to provide two or three 18 bed ward areas and supporting facilities.

The initial feasibility study indicated that it is possible to fit two 15 to 16 bed mental health wards into the available space on the ground floor.

The outline cost for this reconfiguration was estimated in 2011 to be £5.5M including vat risk contingency of 10%, group 1 & 2 equipment, professional and developmental fees @15%, construction and engineering costs.

Conclusion

In 2011 it was felt that this option was worthy of further consideration and development of a more detailed feasibility study. This further feasibility study, which cost £10,000, was undertaken by KMPT. The study focussed on examining how A Block could be converted into three 'fit for purpose' wards. The cost was estimated at £7.2m and, the scale of capital investment was the major obstacle along with the constraints implicit in the layout of A Block in the lack of easy secure access to outdoor space.

2. Darland House Nursing Home, Darland Avenue, Gillingham

Description

The building is located on Darland Avenue, Gillingham in a predominantly residential area. The boundaries to the north, east and south lead onto sports fields and an associated access road. The building is located in a plot of approximately 6,000 square metres (1.48 acres or 0.6 Hectares) and the existing building comprises approximately 1,100 square metres as a base building footprint. (Overall gross internal areas is 2,235 square metres over two floors)

The building itself is - a two storey brick built construction with solid floors under a tiled pitched roof. The building was constructed in 1995. The current use is for continuing care services for older people provided by Medway Community Care. The building is configured to deliver this service via four ten bed units two units on each floor. Each bedroom has an ensuite toilet area and bathing facilities are delivered via assisted bathroom areas centrally located in each ten bed wing. An assessment of the space in each ensuite area indicated that there was potential for the addition of a shower tray. Each ten bed wing comprises ten single bedrooms, activity/day space and dining/sitting room areas.

The building has a central kitchen, laundry facilities, reception area and is covered by a standby generator. The floors are served by a single lift.

Car parking is limited to 21 on site spaces. There was some scope to provide approximately ten additional spaces with the surrender of some green space to the front of the building. The site is approximately 1.7 miles from the Medway Maritime Hospital.

Main advantages

- Located on good public transport routes and close to A2.
- Relatively modern build
- Self-contained site and services.

Main disadvantages

In terms of site redevelopment:

- Site size was an issue as there is insufficient site space for a new build of 2,500 square metres at ground level.
- Site shape was an issue as the site tapers towards the southern end and restricts development into the far end of the site

In terms of extending the existing building:

- Lack of space on the existing ground floor of the building to provide two or three 18 bed units.
- Existing room layout and building configuration/ orientation did not lend itself to the provision of distinct 18 bed units.
- Requirement to upgrade en suite areas
- Requirement to retain some in patient areas on the first floor
- Significant works were required to low suspended ceiling areas and general upgrade to mental health standard environment.

In general terms:

- Local residential opposition towards any planning application to redevelop the site for either an extension or new build for mental health was likely.

Costs

An extension of the building was not seen as an option for reasons highlighted above and in the following conclusion.

If it were possible to fit a suitably sized building on the site the cost of rebuilding the service on the site was likely to be similar to the cost for the Younger Adults Mental Health development at St Martins Hospital, Canterbury which was approximately £10 million.

Conclusion

Initial investigations into the building layout and the potential for additional bedded space indicated that it would be difficult to create two dedicated 18 bed units on the ground floor due to site boundary constraints, the building configuration and the lack of space to provide the necessary consulting and adequate day spaces for a mental health unit. The building fits tightly into the site and any extension to the layout would

result in unacceptable restrictions on external areas and extensions very close to boundaries which might not be acceptable to the planning authorities.

Other issues with the existing building related to the need to carry out extensive ceiling upgrade and anti - ligature works if the existing building was retained. Also a wholesale review of the site and building security arrangements would need to be undertaken. The ceilings were relatively low and it would be likely that all suspended ceilings would require replacing with a solid type. In addition a wholesale replacement of lighting was necessary as existing fittings did not comply with mental health environment requirements.

The ultimate solution of a new build was not deemed suitable as the site size was insufficient.

As a result of the above, the Darland Avenue option was deemed not worthy of further consideration.

3. St Bartholomew's Hospital, New Road, Chatham

Description

St Barts is a multiple building site comprising single to 4/5 storey brick built, slate and flat roof buildings of varying ages from 1880 to 1980. The site is steeply inclined on the Medway Basin escarpment to the River Medway and as such is terraced in nature. Approximately 25% of the site is derelict. The site area is approximated at 10,000 square metres (2.47 acres or 1.0 hectare) and the building base footprint is approximated 3,000 square metres. Total site GIA for all floors is approximately 8500 square metres.

The site shape and topography is complex with terraced car park areas and main vehicular access is from the rear of the site from the main high street. Part of the site is Grade 2 listed (Path lab/mortuary). The site boundaries are largely residential. Part of the site borders on a cemetery, a public area onto the high street which is owned by the PCT but subject to local authority conservation constraints, and British Rail property. The main line train service passes close to the west boundary of the site (tunnel). The site is approximately 2.1 miles from the Medway Maritime Hospital.

Main advantages

- Centrally located in Medway
- Close to all public transport routes

Main disadvantages

In terms of use of the existing buildings:

- Existing buildings are unsuitable for mental health reconfiguration
- Backlog maintenance costs approximated at in excess of £3million

In terms of the redevelopment of the site:

- Site topography, shape and boundaries preclude any consideration for redevelopment for a mental health unit as preference is for a level site with good access.
- Part listed building status precludes demolition considerations to clear site
- Prohibitive cost of demolition.
- Additional cost to provide split level buildings
- Located in a residential area – opposition to any redevelopment is likely

Costs

Any consideration for a redevelopment of the site would attract a cost well in excess of the St Martin's model costs of £10million. The cost of the demolition of the existing buildings (if this is possible and permitted) would be in the region of over £2 million.

Conclusion

The uplift to the construction costs would be significant due to access issues, adjacency to residential areas, boundary reinstatements to some areas and retention of the listed part of the site.

These issues would preclude this option from any further consideration.

4. Canterbury Street site, Gillingham

Description

This was open site of approximately 1,600 square metres (0.4 acres or 0.16 hectares) located near to the Jezreels junction of the A231 and the A2 in Gillingham. The site was split level (approximately 1.0m) and borders on to residential areas and adjacent derelict industrial buildings. Access to the site was via a shared road which also served nearby commercial units. The site was approximately 0.7 miles from the Medway Maritime Hospital.

The site is currently used by Medway PCT for a temporary GP and day service.

Main advantages

- Excellent public transport access.
- Located centrally in Medway.
- Relatively close to the Medway Hospital A&E facility

Main disadvantages

- Site is not large enough for the provision of a single storey Mental Health unit similar to the St Martins Model
- Local opposition is likely due to nearby residential area.

Costs

The site was valued at £1.2million in 2007.

Conclusion

This site was not deemed a suitable option for consideration due its size.

5. Darnley Road Site, Rochester Strood

Description

This site comprises a redundant day centre and hostel. It is currently owned by Medway Council and has been declared surplus to their requirements. It has a site area of 10,172 square metres (approximately 2.5 acres or 1.0 hectare). The Council had already tried to dispose of this site, to no avail, and was working on a planning brief to make the site more attractive to potential purchasers.

The buildings on the site were thought to be circa 1970 - 80's construction, and are a mix of single storey and three storey, brick built under a mix of flat and tiled, pitched roofs. An opinion was expressed by a council representative that some of the existing buildings may have the potential for retention and redevelopment. The buildings footprint on the site was approximately 1,800 square metres.

The site itself was sloping and therefore terraced and split level. The site was elongated in nature and lent itself to the provision of two distinct areas of building with linkages between. It was embedded in a residential area and the majority of the boundaries backed onto rear gardens, and also onto a Clinic. The site was approximately 4.8 miles from the Medway Maritime Hospital and the quickest route was through the Medway town centre areas.

Main advantages

- Located in the Medway area.
- Good public transport routes (buses).
- Low cost of purchase (estimated at £0.5 million).

Main disadvantages

- Local opposition is likely due to nearby residential area.
- Sloping nature of site – little opportunity for buildings on same level and need for consideration of two storey buildings.
- Proximity to rear gardens on boundaries will inhibit the opportunities for external patient garden areas outside of the building.

Costs

Although an opinion was expressed that some of the existing buildings could be reused it was felt that this would lead to unnecessary compromises against the requirements of Health Building Note (HBN) 35.

The services required need to be modern and the reuse of the Day Opportunities Centre and/or the Greatfield Lodge hostel buildings were not desirable due to difficulties in complying with HBN 35 in terms of proximity to boundaries, building layout and content, relationships between buildings and staff coverage.

The only realistic option was for wholesale redevelopment of the site. Using the St Martin's redevelopment cost template, the costs would be in the region of £10 million plus an additional premium to deal with the fact that the site topography precludes the provision of a single building on one level. Added to this was the requirement for additional costs to level the site. Further development and feasibility work would be required in order to assess the overall impact of the site shape, size and location on the overall costs of a scheme at Darnley Road.

Conclusion

This option was not seen as viable due to the above costs, the locality issues regarding the proximity to back gardens (potential planning risk due to objections), and also the distance from the Medway Hospital A&E..

6. Disablement Services Centre, Medway Maritime Hospital.

Description

This site comprises a two storey building located in approximately 3,400 square metres (0.847 acres or 0.343 hectares) of land which is embedded in the south east corner of the Medway Maritime Hospital. It is currently owned by the Medway Foundation Trust and leased to KMPT on a 60 year lease which commenced in 1995. The building mainly houses services for wheelchair assessment and for the manufacture and provision of prosthetic limbs.

The site is located adjacent to the boundary of the hospital site outside of which is a residential area. The site has a dedicated car park area of approximately 20 spaces which is reserved for service users and is relatively level. The building was constructed circa 1969 and the footprint is approximately 1,400 square metres. The overall GIA is 1,789 square metres.

The building is not suitable for any redevelopment and as such the only option would be in terms of a demolition and redevelopment of the site.

The site size is in itself the main issue with this option. The site is not large enough to support the redevelopment for a new mental health unit of the size and layout of the St Martin's. The option to push administration and other non-clinical functions on to first floor accommodation was limited, and would have implications for the effective operation of the building and, above all, will have planning implications.

Main advantages

- Location on an acute hospital site provides immediate access to accident and emergency facilities
- Good public transport routes (buses).
- Good access from local road network

Main disadvantages

- The site is not adequate for the provision of a new unit.
- Opposition to a planning application would be an issue due to nearby residential area.
- KMPT would need to purchase this site. (Likely cost is approximately £480k*)
- Lack of space would displace the car parking provision onto the MFT site causing additional stress on the car parking infrastructure on the site.
- Lack of space would inhibit the provision of adequate external patient areas.

Conclusion

This option was not deemed to be viable due to the size of the site against the St Martin's template and the cost of purchasing the site from MFT plus the cost of building demolition to clear the site.

(* Land purchase cost based on District Valuer's Report 2010 - Residential Building Land Market (year to January 2010). South East, Medway Towns area - rated at £1,4M/Ha)

7. Transport and Sterile Services Department site, Medway Maritime Hospital

Description

This site comprises a mix of single and two storey buildings located in approximately 4,500 square metres (1.1 acres or 0.45 hectares) of land which is embedded in the North West corner of the Medway Maritime Hospital. The site and buildings are currently owned by The Medway Foundation Trust and house transport and sterile services departments.

The site is located adjacent to the boundary of the hospital site close to a main access point from Marlborough Road. The north boundary is alongside York Road which is a residential area. The overall footprint of the existing buildings is approximately 1250 square metres. The buildings were not suitable for any redevelopment and as such the only option would be in terms of a demolition and redevelopment of the site.

The site size was the main issue with this option. The site was not large enough to support the redevelopment for a new mental health unit of the size and layout of the St Martin's re-provision. The option to push administration and other non-clinical

functions on to first floor accommodation is limited; it will have implications for the effective operation of the building and, above all, will have planning implications.

Main advantages

- Location on an acute hospital site provides immediate access to accident and emergency facilities
- Good public transport routes (buses).
- Good access from local road network

Main disadvantages

- The site is not adequate for the provision of a new unit.
- Opposition to a planning application could be an issue due to nearby residential area.
- KMPT would need to purchase this site. (Likely cost is approximately £630k*)
- Lack of space would displace the car parking provision onto the MFT site causing additional stress on the car parking infrastructure on the site.
- Lack of space would inhibit the provision of adequate external patient areas.

(* Land purchase cost based on District Valuer's Report 2010 - Residential Building Land Market (year to January 2010). South East, Medway Towns area - rated at £1,4M/Ha)

Conclusion

This option is not deemed to be viable due to the size of the site against the ST Martins template and the cost of purchasing the site from MFT.

8. Summary of initial findings in 2011

Four of the seven estate sites were ruled out on insufficient space/restricted orientation to accommodate a minimum of 2 ground-floor wards of 18 beds. These were Darland House, Canterbury Street, the Disablement Services Centre, and the Transport and Sterile Services Department site.

It was felt that Darnley Road and St Barts had potential to meet the capacity requirement but would be very poor value for money for the reasons described above. There would also have been significant costs associated with fully establishing the capital cost.

The preferred option was to explore the redesign of A Block which, at the time of the sites appraisal report provided the best value for money option, as well as meeting the specification. However, a further feasibility study concluded that the cost to achieve a fit for purpose facility would cost approximately £7.2 million. This capital investment together with the existing physical constraints A Block presents, e.g. lack of secure access to outdoor space, means that redeveloping this facility is not a viable option.