

**From:** [Redacted: Section 38(1)(b)]  
**Sent:** 11 March 2009 11:14  
**To:** Cabinet Secretary for Health and Wellbeing  
**Cc:** Minister for Public Health and Sport; DG Health; [Redacted: Section 38(1)(b)]; Communications Health and Wellbeing; [Redacted: Section 38(1)(b)]  
**Subject:** BRIEFING: MS STURGEON TO CARRY OUT THE TOPPING OUT CEREMONY AT THE SOUTHERN GENERAL HOSPITAL NEONATAL UNIT – MONDAY 16 MARCH

[Redacted: Section 38(1)(b)]

Further to your request below please find attached an itinerary for the event tomorrow together with the NHS GG&C press release.



SGHC Launch.docx



SGH News  
Release.docx

[Redacted: Section 38(1)(b)]  
Deputy Director (Capital Planning and Asset Management)  
Scottish Government Health Directorates  
Tel 0131 244 2082  
Mob [Redacted: Section 38(1)(b)]

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**From:** [Redacted: Section 38(1)(b)] **On Behalf Of** Cabinet Secretary for Health and Wellbeing  
**Sent:** 05 November 2009 09:42  
**To:** [Redacted: Section 38(1)(b)]  
**Cc:** [Redacted: Section 38(1)(b)]; Communications Health and Wellbeing; Winslow A (Annalena) [Redacted: Section 38(1)(b)]

Hi [Redacted: Section 38(1)(b)]

As discussed, the email below and your original submission should be enough information to brief the Cabinet Secretary prior to her visit to the Southern General on Friday. I would be grateful if you could provide some logistical briefing for the engagement by **15:00 today please**.

Also, could you advise of when the original submission was sent?

Thanks

[Redacted: Section 38(1)(b)]

Diary Secretary / Deputy First Minister and Cabinet Secretary for Health and Wellbeing

Tel: 0131-244-2135

Email: [cabinetsecretaryforhealthandwellbeing@scotland.gsi.gov.uk](mailto:cabinetsecretaryforhealthandwellbeing@scotland.gsi.gov.uk)

<http://intranet/InExec/AboutUs/MinisterialPrivateOffices/HealthandWellbeing/Cabsechealth>

05/11/09

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**From:** [Redacted: Section 38(1)(b)]

**Sent:** 05 November 2009 09:37

**To:** DG Health

**Cc:** [Redacted: Section 38(1)(b)]; Cabinet Secretary for Health and Wellbeing; Communications Health and Wellbeing; [Redacted: Section 38(1)(b)]

**Subject:** RE: IMMEDIATE: FMQs - Southern General

[Redacted: Section 38(1)(b)]

Brief note as requested on issues raised

[Redacted: Section 30(b)(ii)]

### **Scottish Government Role**

With regard to our role, SGHD are represented on the Executive Project Board for the New South Glasgow Hospitals Project by the SGHD Deputy Director, Capital Planning and Asset Management [Redacted: Section 38(1)(b)]. Briefings have been submitted to the Cabinet Secretaries for Health and Finance once the outcome of the evaluation was known at the end of October and further details provided in advance of the meeting in Glasgow on 3rd November.

A Full Business Case for the Laboratories Project is currently being considered by SGHD. A Full Business Case will be submitted for consideration prior to the commencement of the main construction contract.

### **Use of Local Contractors**

In general terms Brookfield operates as lead contractor engaging and contracting with sub-contractors to deliver projects. They source where possible local sub-contractors to meet local delivery demands. On the New South Glasgow Hospital's Project the supply chain for the main construction has yet to be finalised. For the first stage of the project they have compiled a supply chain that can support them move quickly and mobilise to commence construction of the Stage 1 Works – Laboratory Building in 1<sup>st</sup> Quarter 2010. An example of this approach is that they have Dunne Group as part of their team. The Dunne Group is a leading Civil Engineering Contractor, with its Headquarters in Bathgate, specialising in reinforced concrete substructure and superstructure work.

In addition Brookfield have undertaken from within the anticipated workforce of 2500 to have 10% of positions filled by "new entrants". These are people entering the labour market from education or long term unemployment. The Company have committed to establishing a training centre on or adjacent to the site. In addition the company are already engaging with

South West Glasgow Generation Agency to build links with Small and Medium Sized Enterprises (SME's) and Social Enterprises.

**Other relevant Points -** [Redacted: Section 30(b)(ii)]

[Redacted: Section 30(b)(ii)]

Brookfield are currently building the £350M Peterborough Hospitals – Acute Hospital, Women & Children's Hospital and Mental Health Unit constructed within the grounds of an existing live hospital, with certain new facilities “wrapped” around existing buildings. Project due for completion 2011. There are 5 construction phases. The first 4 are completed and handed over on time and on budget. The main construction phase is currently 3 months ahead of schedule and on budget.

As part of the Bid process the NSGH Team visited Peterborough Hospital and met Trust Directors. References on performance of Brookfield are as follows.

- NHS Project Director, Miss A. Broekhuzian – “members of team worked in partnership which maximised quality of design and resulted in exceptional building finishes”
- OGC Gateway Review team -“in their experience they had never reviewed a project which had the strength of relationships seen in this project”

Relevant International Healthcare experience is:-

- \$1.8bn AUD Fiona Stanley Hospital, Pert, Western Australia – 643 bed hospital providing range of acute and surgical services. Due for completion 2014. Procurement model with Maximum Price and shared savings regime is similar to that being implemented on NSGH.

**Brookfield Europe Overview**

Brookfield Europe is a wholly owned subsidiary of Brookfield Asset management (BAM), which has its Headquarters in Toronto. BAM is an owner and operator of property assets and holds approximately US\$80billion of assets under management and has over 10,000 employees.

Brookfield Europe was formed following the acquisition by BAM of Multiplex, the Australian international construction company.

Brookfield are not a volume builder, but instead identify specific projects suited to their skill base and expertise. The New South Glasgow Hospitals (NSGH) project attracted them, as it was seen by the as a world class construction project and fitted the profile of the projects that they wish to work on.

Relevant UK Healthcare experience on scale and complexity similar to NSGH i.e. working within operating live hospital site at Peterborough.

The Project Construction Team proposed by Brookfield has significant healthcare experience; they have been involved in the delivery of healthcare projects of value in excess of £2bn. The Project Director, Ross Ballingall, has managed delivery of Peterborough Hospital, and previously managed Norfolk & Norwich Hospital (£220M) and other lesser value healthcare projects.

Brookfield operates as lead contractor engaging and contracting with sub-contractors to deliver projects. They source where possible local sub-contractors to meet local delivery demands. On NSGH they have compiled a supply chain that can support them move quickly and mobilise to commence construction of the Stage 1 Works – Laboratory Building in 1<sup>st</sup> Quarter 2010. An example of this approach is that they have Dunne Group as part of their team. The Dunne Group is a leading Civil Engineering Contractor, with it's Headquarters in Bathgate, specialising in reinforced concrete substructure and superstructure work.

The Design Team selected by Brookfield to support them deliver the project has a significant healthcare track record. Their Architect, Nightingale Associates, is one of Europe's leading healthcare Architects; experience includes Peterborough Hospital, New Coventry Hospitals, and West Middlesex University Hospitals.

I trust this is helpful

[Redacted: Section 38(1)(b)]

Deputy Director (Capital Planning and Asset Management)

Scottish Government Health Directorates

Tel 0131 244 2082

Mob [Redacted: Section 38(1)(b)]

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**From:** DG Health  
**Sent:** 05 November 2009 08:17  
**To:** [Redacted: Section 38(1)(b)]  
**Cc:** [Redacted: Section 38(1)(b)]  
**Subject:** IMMEDIATE: FMQs - Southern General  
**Importance:** High

[Redacted: Section 38(1)(b)]

Please see the email below. Can you get we a short note covering the points in [Redacted: Section 38(1)(b)] email before 9.30am please.

[Redacted: Section 38(1)(b)]

DG Health Co-ordination Unit

The Scottish Government

Room 1E.08

St Andrews House

Edinburgh EH1 3DG

Tel: [Redacted: Section 38(1)(b)]

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**From:** [Redacted: Section 38(1)(b)]  
**Sent:** 05 November 2009 07:29  
**To:** DG Health  
**Cc:** First Minister; [Redacted: Section 38(1)(b)]  
**Subject:** FMQs - Southern General

Can the FM get a short brief on [Redacted: Section 30(b)(ii)]?

**We will need something by 9.30am.**

Many thanks

[Redacted: Section 38(1)(b)]

**From:** [Redacted: Section 38(1)(b)]  
**Sent:** 11 May 2009 09:06  
**To:** Cabinet Secretary for Health and Wellbeing  
**Cc:** Minister for Public Health and Sport; DG Health; [Redacted: Section 38(1)(b)]; Communications Health and Wellbeing  
**Subject:** car parking arrangements - NHS Greater Glasgow and Clyde - briefing on meeting with staff partnership held on 21 April 2009

Since my email of 8 May, NHS Greater Glasgow and Clyde have provided further briefing on the use of number plate recognition technology as follows.

Number recognition technology was an inherent element of NHS GG and C proposals in their revised car parking policy submitted in December. The technology has been in use for several months. It underpins continuing reduction in contract costs and is essential to protect patient and visitor spaces, which the Board's census data indicates are under great pressure. The Board are in the process of developing the use of the technology further and have agreed with staff side that this development will include a focus on the compliance of permits holders with their conditions of use. This will build staff confidence in the permit scheme which staff side believe is essential to address concerns from those who do not have permits.

Kind regards

[Redacted: Section 38(1)(b)]

Property Policy Officer

Health Finance Directorate| Capital Planning and Asset Management Division  
Basement Rear

## St Andrew's House

[Redacted: Section 38(1)(b)]

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**From:** [Redacted: Section 38(1)(b)]  
**Sent:** 08 May 2009 13:45  
**To:** Cabinet Secretary for Health and Wellbeing  
**Cc:** Minister for Public Health and Sport; DG Health; [Redacted: Section 38(1)(b)]; Communications Health and Wellbeing  
**Subject:** car parking arrangements - NHS Greater Glasgow and Clyde - briefing on meeting with staff partnership held on 21 April 2009

Please find attached an update on the ongoing discussions between NHS Greater Glasgow and Clyde and their staff partnership in relation car parking issues. I have also attached the draft of the minute for information.



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arkingNotes.4Mar09

### **Purchase of additional land for car parking:**

One site had been identified, however, it is in the process of being sold. Negotiations have opened with another adjacent landowner.

### **Additional parking within Southern General Hospital:**

A potential site had been identified adjacent to the car for staff without parking permits, however, that site will be used in the redevelopment of the Southern General. Examination of the overall site development plans confirmed the lack of space in which to create additional car parking.

### **Park and Ride facility at Braehead:**

Prices have now been confirmed, however, the staff side expressed concern that they could be a discentive to uptake of the facility. It was agreed that a staff survey would be undertaken to establish demand for the facility before the contract is finalised.

### **Car Park Census:**

The result of the car park census (copy attached) was discussed and apart from the Southern General Hospital and Western Infirmary the conclusions agreed. It was agreed that the recommendations for the Western Infirmary should be looked at again and the census of the Southern General Hospital would be redone over the next two weeks before a final decision on changes to improve the usage of car parks.



Item  
02\_ParkandRide...

The meeting discussed if a return to a free for all for car parking would be preferable and concluded that would not be the case but that it was essential that the permit system was credible.

The use of number recognition technology was also discussed and it was agreed with the staff partnership that it should be clearly identified for monitoring car park activity in all car parks. Cabinet Secretary's concerns have been passed on to colleagues in the NHS Board who have advised that they have worked with the staff side through their issues about the technology to the point that the staff partnership is demanding it is used for permit car parks.

**Impact of redevelopment of Southern General site:**

It was noted that there would be a difficult 14 month period during redevelopment when car parking would be most affected. The meeting agreed the need to keep staff, patients and visitors informed and to promote the use of alternatives during that period. It was also noted that recruitment material now provides information on car parking arrangements.

**Review of staff permit system:**

The initial results of the survey were tabled and it was agreed:

- narrative information as well as the numeric data was required;
- staff side would share information from their consultation;
- need to consider paper exercise through staff areas [not sure what this means]; letting staff complete the survey on paper not on line
- use green transport road show to explain approaches such as structured car sharing and to canvass opinion further;
- communications would consider development, with green transport lead, of transport notice boards tailored to each site providing information about public transport etc.

A single process for community staff to access permits for visiting hospital sites had been identified and that this needs to be widely publicised.

The next meeting between NHS Greater Glasgow and Clyde and their staff partnership is scheduled for Monday, 15th June.

I hope that this is helpful.

Kind regards

Property Policy Officer

Health Finance Directorate| Capital Planning and Asset Management Division

Basement Rear

St Andrew's House

[Redacted: Section 38(1)(b)]