

## Trust Board

Thursday, 26 May 2022

### Building the Leeds Way (BtLW) Programme

### Programme Summary Progress Report

### Agenda Item 13.1

<b>Presented for:</b>	<b>Information</b>
<b>Presented by:</b>	Simon Worthington (Director of Finance and BtLW Programme SRO)
<b>Author:</b>	Mike Bacon (Programme Director)
<b>Previous Committees:</b>	Building Development Committee/ Innovation District Committee

<b>Trust Goals</b>	
The best for patient safety, quality and experience	✓
The best place to work	✓
A centre for excellence for research, education and innovation	✓
Seamless integrated care across organisational boundaries	✓
Financial sustainability	✓

<b>Risk Appetite Framework</b>				
<b>Level 1 Risk</b>	(✓)	<b>Level 2 Risks</b>	<b>(Risk Appetite Scale)</b>	<b>Risk</b>
Workforce Risk	✓	Workforce Supply Risk - We will deliver safe and effective patient care through having adequate systems and processes in place to ensure the Trust has access to appropriate levels of workforce supply.	Cautious	↔ (same)
Operational Risk	✓	Change Risk - We will deliver change aligned to the Trust's strategy on time and to budget with benefits achieved and no significant adverse impacts.	Cautious	↔ (same)
Clinical Risk	✓	Capacity Planning Risk - We will ensure that capacity is planned to meet the demand for elective and non-elective (acute) admissions to our hospitals, managing this risk to provide safe treatment and care to our patients.	Minimal	↔ (same)

	✓	Patient Experience Risk - We will comply with or exceed minimum patient experience targets.	Minimal	Choose an item.
Financial Risk	✓	Financial Reporting Risk - We will deliver sound financial management and reporting for the Trust with no material misstatements or variances to forecast.	Cautious	↔ (same)
	✓	Supply Chain Risk - We will manage suppliers in a manner that protects the Trust's interests and service to our patients.	Cautious	↔ (same)
External Risk	✓	Strategic Planning Risk - We will deliver Our Vision "to be the best for specialist and integrated care" though the delivery of a set of Strategic Goals and operating in line with Our Values.	Minimal	↔ (same)

<b>Key points</b>	
<ol style="list-style-type: none"> <li>1. <b>Members of the Trust Board are requested to note this BtLW Programme Progress Report.</b></li> <li>2. This report highlights that, overall, there continues to be good progress made to deliver projects within the Trust's Building the Leeds Way (BtLW) Programme. However, there continues to be an increasing forecast delay to the delivery of the Hospitals of the Future Project and ultimately, therefore, an impact upon the completion of the wider Building the Leeds Way (BtLW) Programme.</li> <li>3. The Trust is continuing to make good progress to finalise its refreshed Outline Business Case (OBC) for the Hospitals of the Future Project for submission in the Summer (2022). This is in direct response to the Department of Health's request for a single business case that included all of the additional scope requirements raised by the New Hospitals Programme Team.</li> <li>4. Good progress is being made to deliver the Pathology suite of Projects and works remain on plan to complete the new Pathology Lab in July 2023 alongside the associated projects.</li> <li>5. Work continues with the delivery of the LGI Development Site Project and there is a very strong Trust presence being made at the UK Real Estates Conference to be held in Leeds in May 2022.</li> </ol>	<b>For information</b>

## 1.0 Summary

- 1.1 This Building the Leeds Way (“BtLW”) Programme Report presents an up-date to the Trust Board regarding delivery of the Trust’s investment plans and specifically progress to deliver the programme plan.

## 2.0 Background

- 2.1 The Trust’s BtLW Investment Programme defines a robust set of plans that will support the implementation of service transformation and enhance its ability to deliver safe, high quality services and ultimately long-term financial sustainability. The Programme comprises three strategic investment Projects including:

- the Trust’s **Hospitals of the Future Project** which reflects ambitious plans to invest in new healthcare facilities at the Leeds General Infirmary (“LGI”) site through a vision of building a new state-of-the art hospital that will expand the Trust’s world-class adult healthcare services and providing a fantastic new home for the Leeds Children’s Hospital, whilst also delivering a new Education and Training facility commensurate with a major teaching hospital and a new Multi-Storey Car Park to improve accessibility;
- a new centralised **Pathology Facility** to be constructed at the St James’s University Hospital (“SJUH”) site that will centralise specialist services and be established as one of the new hubs for the West Yorkshire & Harrogate (“WY&H”) Pathology network; and
- the **LGI Development Site Project (LDS)** will regenerate 5ha of land at the Leeds General Infirmary site focussed upon creating a world-class hub for innovation in sectors including health research, medical technologies and digital health.

- 2.2 In accordance with the programme governance arrangements, the BtLW Programme Board has oversight management responsibility for all Projects within the Programme, however, Trust Board Committee assurance responsibilities are as follows:

- Building Development Committee - Hospitals of the Future Project & Pathology Project
- Innovation District Committee – LGI Development Site Project

## 3.0 Summary of Project Progress

### 3.1 *Hospitals of the Future Project*

- 3.1.1 Members of the Trust Board are requested to note that there continues to be an increasing forecast delay to the delivery of the Hospitals of the Future Project and ultimately, therefore, having an impact upon the completion of the wider Building the Leeds Way (BtLW) Programme. The delays relate to the confirmation of reduced funding being allocated by the New Hospitals Programme (NHP) Team for the 22/23 financial year, the NHP Contractor Framework not forecast to be in place and accessible until May 2023, as well as on-going delays to clarification being provided by the NHP Team in connection with technical scope/standards, programmatic approaches and budgets.

- 3.1.2 Good progress continues to be made to deliver and complete the LGI enabling works which will essentially deliver the site ready for construction of the new healthcare facilities. Completion of the enabling works will support any future accelerated delivery of the new healthcare facilities. All buildings are now fully demolished on the North and South sites save for the removal of asbestos within the ground floor slab of the Old Boiler House located on the North Site. The full programme of enabling works is expected to be complete by the end of June 2022. The enabling works project will deliver a fully cleared site well in advance of any planned dates linked to the commencement of construction.

3.1.3 The Trust is continuing with the process to refine the design solution in response to the NHP Team and Department of Health & Social Care (DHSC) request to refresh the Outline Business Case (OBC). The OBC is targeting to be finalised in the Summer 2022.

3.1.4 Regular engagement has continued in support of the process to finalise the design solution including significant clinical, non-clinical and wider stakeholder engagement including engagement with patients.

### 3.2 *Pathology Projects*

3.2.1 Good progress is being made to deliver the Pathology suite of Projects. The enabling works at the SJUH site remain on plan to be complete by June 2022. Works to complete the new Pathology Laboratory, being constructed at the St James University Hospital (SJUH) site remain on plan with a forecast completion date being Summer 2023 and the new lab to be open in the Autumn (2023). Works to deliver the Acute Hospital Lab (to be established at the LGI site) remain on plan to commence in Summer/Autumn 2022 and be complete in 2023 aligned to the programme of works for the new SJUH Lab.

### 3.3 *LGI Development Site Project*

3.3.1 Progress continues with the development of the LGI Development Site Project and there is a very strong Trust presence being made at the UK Real Estates Conference to be held in Leeds in May 2022. Plans are being refined and developed in connection with the planned release of the Old Medical School noting the potential delays associated with the delivery of the Hospitals of the Future Project and the potential impact this has on the delivery of the LGI Development Site Project.

## 4.0 **Key Delivery Risks & Issues**

4.1 The BtLW Programme Team are continuing to work with NHSE/I and the NHP Team with reference to the development and confirmation of standard delivery processes and the specific technical requirements and budgets for the new healthcare facilities. The BtLW Programme Team are continuing to retain under review its baseline delivery programme noting that this will need to be revised and re-aligned with the NHSE/I Programme once future delivery processes, technical requirements and funding is confirmed by the NHP Team. The impact of potential project delivery delays in connection with reduced funding for 22/23 f/y are being assessed and plans revised.

4.2 The BtLW Programme Team are continuing to manage key risks associated with the on-going delivery of the Enabling Works Projects.

4.3 The BtLW Programme Team are continuing to manage risks associated with the future delivery of the LGI Development Site Project as part of the OBC planning and delivery process.

4.4 The Project/Programme Risk Registers and delivery controls continue to be reviewed by the established Project Boards on a monthly basis and a Programme Risk Report continues to be presented to the BtLW Programme Board and Building Development Committee on a monthly basis.

4.5 The Corporate Risk Register entries for the three core projects within the Programme have been reviewed and up-dated during the reporting period and were presented for review by the Corporate Risk Management Committee at its meeting held on 5 May 2022.

**5.0 Financial Implications**

5.1 The key financial implications of this report relate to the risks and issues associated with the on-going management and delivery of the capital investment described in the BtLW Programme Plan.

**6.0 Equality Analysis**

6.1 Equality assessments are being considered within each project relevant to their business case planning and delivery stage.

**7.0 Recommendations**

7.1 Members of the Trust Board are requested to note this BtLW Programme Progress Report.