

Building the Leeds Way (BtLW) Programme

Programme Summary Progress Report

Trust Board

Agenda Item 13.1

30 September 2021

Presented for:	Information
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Previous Committees:	Building Development Committee

Trust Goals	
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	✓

Risk Appetite Framework				
Level 1 Risk	(✓)	Level 2 Risks	(Risk Appetite Scale)	Risk
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.	Averse	↔ (same)

Key points	
<ol style="list-style-type: none"> 1. Members of the Trust Board are requested to note this BtLW Programme Progress Report. 2. This report highlights that good progress continues to be made to deliver the Trust's Building the Leeds Way (BtLW) Programme and the delivery priorities established for 2021. There are minor in-year delays to some milestones. The programme will be retained under review during the next reporting period and the programme up-dated to reflect any approved changes. 3. With reference to the Hospitals of the Future Project, the Trust is continuing to work with NHS England/Improvement (NHS-E/I) and the New Hospitals Programme Team to develop future delivery processes and to refine the onward deliver programme. There is a likelihood that the Trust may need to review and re-align its baseline delivery programme once future processes are confirmed and clarified by NHS-E/I. 	For information

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 provide a fantastic new home for the Leeds Children’s Hospital;
- 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 Redevelopment 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 as well as an Education and Training facility commensurate with a major teaching hospital.

3.0 Progress/Achievements/Matters Arising During Reporting Period

- 3.1 The following progress and key achievements to deliver the BtLW Programme have been recorded since the May 2021 progress report.

3.1.1 *Hospitals of the Future Project:*

- 3.1.1.1 Members of the Trust Board are requested to note that the BtLW Programme Team continue to make good progress to deliver and complete the LGI Enabling Works Project. The forecast completion date for the enabling works project is Q1 2022. Demolition work on the south of the site is nearing full completion with demolition work on the Old Nurses Home site scheduled to re-start in October.

- 3.1.1.2 Clinical engagement has commenced during the reporting period focussing on a range of specialist and specific design related matters. Work to progress the development of the design solution in terms of sustainability and specialist design matters has also progressed.

3.1.2 *Pathology Project:*

- 3.1.2.1 Work is continuing to progress the enabling works to a point of full completion. The final element of the enabling works, relating to the installation of a new services/pneumatic tube duct, is scheduled to commence in late September/early October. The forecast completion date of the enabling works project is Q1 2022.

- 3.1.2.2 The BtLW Programme Team are continuing with the process to complete a full review and sign-off the final plans and design solution for the new Pathology facilities to be constructed at the St James University Hospital. Work is continuing to develop and finalise the Full Business Case (FBC) in parallel with the Programme Teams’ review of the design solution. It is planned that the FBC shall be submitted for NHS-E/I and DHSC approval in November

following the completion of the Trust's internal approvals. The reserved matters planning application is being considered by the Local Planning Authority.

- 3.1.2.3 The BtLW Programme Team have commenced the process to procure and appoint a contractor for the design and build of the new Acute Hospital Lab (AHL) to be retained at the Leeds General Infirmary (LGI) site.

3.1.3 ***LGI Redevelopment Site (LDS) Project:***

- 3.1.3.1 Work has continued with the development of the Outline Business Case and specifically the development and finalisation of a Commercial Strategy specifically relating to the commercial delivery options and the approach to planning by cluster.

4.0 Planned Activities During Next Reporting Period

- 4.1 The key priorities for the next two (months) include:

4.1.2 ***Hospitals of the Future Project:***

- 4.1.2.1 The BtLW Programme Team will continue to progress with the design development of the new healthcare facilities.

4.1.3 ***Pathology Project:***

- 4.1.3.1 The BtLW Programme Team will finalise the design review process for the new Pathology facilities and submit the FBC for approval.

- 4.1.3.2 The BtLW Programme team will seek to complete the tender process and appoint a contractor for the design and build of the new AHL.

4.1.4 ***LGI Redevelopment Site Project:***

- 4.1.4.1 The BtLW Programme Team will continue to progress with the development of the OBC.

5.0 Key Delivery Risks & Issues

- 5.1 The BtLW Programme Team are continuing to work with NHS-E/I with reference to the development of standard delivery processes and requirements for the new healthcare facilities. The BtLW Programme Team are continuing to retain under review its baseline delivery programme with plans to further align this with the NHS-E/I Programme once future delivery processes are confirmed.

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

- 5.3 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.

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

- 5.5 The Corporate Risk Register entries for the three projects has been reviewed and up-dated during the reporting period and will be further reviewed in the next reporting period to ensure risks and controls are fully reviewed to take account of recent movements and changes in

risks across the three projects. The Trust is moving further away from the Boards defined risk appetite, therefore has a reducing tolerance to the defined thresholds.

6.0 Financial Implications

6.1 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.

7.0 Equality Analysis

7.1 Equality assessments will be considered within each of the individual projects relevant to their business case planning stage.

8.0 Recommendations

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