

Trust Board

Thursday, 31 March, 2022

Building the Leeds Way (BtLW) Programme

Programme Summary Progress Report

Agenda Item 13.1

Presented for:	Information
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Previous Committees:	Building Development Committee/ Innovation District 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, although the programme plans will continue to be retained under review in response to further guidance and clarification awaited from the NHSE/I New Hospitals Programme (NHP) Team in connection with the delivery of the Hospitals of the Future Project. There remains a risk that the Trust may need to review and re-align its baseline delivery programme once future processes are confirmed and clarified by the NHP Team. 3. The Department of Health & Social Care (DHSC) have approved the Full Business Case (FBC) for the new Pathology Lab to be constructed at the St James University Hospital (SJUH) site. Construction commenced on 21 March 2022. 4. Work to progress the Outline Business Case (OBC) for the LGI Development Site Project is continuing. The Trust's Innovation Pop Up, part of the LGI Development Site Project, has been named by NHS England's Chief Scientific Officer as '2021 Excellence in Healthcare Science Research and Innovation' award winner. 	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 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 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 January 2022 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 remains approximately the end of Q1-2022. The enabling works project will deliver a fully cleared site well in advance of any planned dates linked to the commencement of construction with the intention that the enabling works support the current programme assumptions and potentially support any future programme acceleration.

- 3.1.1.2 During the reporting period, the BtLW Programme Team have been working with the design team to progress the development of the development proposals engaging with clinical and non-clinical teams as well as patient groups and wider stakeholders to include Leeds City Council’s Planning Department. The significant programme of engagement has focussed upon a range of design matters including: hospital departmental adjacencies; hospital room adjacencies; hospital patient and staff journeys; site and hospital access arrangements;

landscaping; town planning matters; as well as digital design, interior design and art. The outputs of the design work will further support the BtLW Programme Team to refresh and up-date the Outline Business Case (OBC).

3.1.2 ***Pathology Project:***

3.1.2.1 The Full Business Case (FBC) for the new Pathology Lab to be constructed at the St James University Hospital (SJUH) site was approved by the Department of Health & Social Care (DHSC) on 14 February 2022. The Building Development Committee, in accordance with its delegated authority, as confirmed by the Trust Board on 27 January 2022, approved the signing of the contract. BAM formally commenced site works on 21 March 2022. The construction works are scheduled to be complete in the Summer of 2023 with the new facility planned to become fully operational from Autumn of 2023.

3.1.2.2 The BtLW Programme Team are progressing other elements of the wider Pathology Project to include the design and construction of the new Acute Hospital Lab (AHL) to be retained at the Leeds General Infirmary (LGI) Site for on-site urgent testing work. These works are scheduled to commence later this year and be complete in 2023 with the new AHL becoming fully operational ahead of the new Pathology Lab. The Pathology Site Enabling Works being delivered at the SJUH site are progressing well and forecast to be complete in June 2022.

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

3.1.3.1 Work continues with the development of the OBC expected to be complete in the Summer of 2022.

3.1.3.2 The Trust's Innovation Pop Up, part of the LGI Development Site Project, has been named by NHS England's Chief Scientific Officer as '2021 Excellence in Healthcare Science Research and Innovation' award winner. The 2021 Chief Scientific Officer's Excellence in Healthcare Science Awards celebrate the tremendous contributions and achievements of the healthcare science workforce and the impact they have on patient outcomes, by championing inspiring case studies of quality improvement, innovative partnerships, and pioneering service delivery.

3.1.3.3 The Innovation Pop Up is the first phase in establishing a health innovation district at Leeds General Infirmary as part of the Building the Leeds Way Programme. It continues to grow from strength-to-strength, welcoming members from across the MedTech and health technology sectors. More than 11 companies have now joined our community of innovators, continuing their work here in Leeds.

4.0 **Planned Activities During Next Reporting Period**

4.1 The key priorities during the next reporting period 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 and the refinement of the Outline Business Case (OBC).

4.1.3 ***Pathology Project:***

4.1.3.1 The BtLW Programme Team will continue to progress with on-site works to deliver the new Pathology Lab at the SJUH site and to finalise the design and plans for the new Acute Hospital Lab.

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 NHSE/I (and the New Hospitals Programme (NHP) Team) with reference to the development and confirmation of standard delivery processes and the specific technical requirements 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.

5.2 The BtLW Programme Team are continuing to manage key risks associated with the on-going delivery of the 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 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.

5.5 The Corporate Risk Register entries for the three projects have been reviewed and updated during the reporting period and are scheduled to be presented to the Corporate Risk Committee in May 2022.

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 are being considered within each project 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.