

Building the Leeds Way

Public Board

Thursday 25 January 2024

Presented for:	Information
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Previous Committees:	Building Development Committee

Our Annual Commitments for 2023/24 are:	
Effectively develop and deploy new assets (buildings, equipment, IT)	✓
Reduce healthcare associated infections	✓
Improve staff retention	✓
Deliver the financial plan	✓
Reduce average length of stay by 0.5 days per patient	N/A
Achieve the Access Targets for Patients	N/A
Support a culture of research	✓

Risk Appetite Framework				
Level 1 Risk	(✓)	Level 2 Risks	(Risk Appetite Scale)	Impact
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	Moving Towards
	✓	Workforce Deployment Risk - We will deliver safe and effective patient care through the deployment of resources with the right mix of skills and capacity to do what is required.	Cautious	Moving Towards
Operational Risk	✓	Physical Assets Risk - We will optimise patient and workforce experience through the effective management of our buildings and estates.	Cautious	Moving Towards
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	Cautious	Moving Towards

Risk Appetite Framework				
Level 1 Risk	(✓)	Level 2 Risks	(Risk Appetite Scale)	Impact
		hospitals, managing this risk to provide safe treatment and care to our patients.		
	✓	Patient Safety & Outcomes Risk - We will provide high quality services to patients and manage risks that could limit the ability to achieve safe and effective care for our patients.	Minimal	Moving Towards
Financial Risk	✓	Financial Management & WRP - We will deliver sound financial management and reporting for the Trust, aiming to at least break even, with no material variances to forecast.	Cautious	Moving Towards
	✓	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, focussing on the delivery of large-scale capital developments and waste reduction programmes.	Cautious	Moving Towards
	✓	Supply Chain Risk - We will manage suppliers in a manner that protects the Trust's interests and service to our patients.	Cautious	Moving Towards
External Risk	✓	Partnership Working Risk - We will maintain well-established stakeholder partnerships which will mitigate the threats to the achievement of the organisation's strategic goals.	Open	Moving Towards
	✓	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.	Cautious	Moving Towards

Key points	
<ol style="list-style-type: none"> Members of the Trust Board are requested to note this BtLW Programme Summary Progress Report. This report highlights that there continues to be good progress made to deliver the Pathology Projects and the operationalisation of the new Pathology Labs. Following the Secretary of State for Health announcement on 25 May 2023 that made a firm commitment to fully fund and deliver all Cohort 3 Schemes by 2030, of which Leeds is one, the BtLW Programme Team continues its engagement with the New Hospitals Programme (NHP). It is expected that this engagement will conclude at the end of January with a clear direction and route forwards being provided by the NHP. 	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 digital and net zero hospital that will expand the Trust’s world-class adult healthcare services and provide 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 alongside a new Multi-Storey Car Park (“MSCP”) 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 alongside the establishment of a new Acute Hospitals Lab (AHL) at the LGI site; 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

- 2.3 This report presents an update of progress to deliver the Hospitals of the Future Project and the Pathology Project.

3.0 Summary of Project Progress

3.1 *Hospitals of the Future Project*

- 3.1.1 Following the Secretary of State for Health announcement on 25 May 2023 that made a firm commitment to fully fund and deliver all Cohort 3 Schemes by 2030, of which Leeds is one, the BtLW Programme Team has continued its engagement with the New Hospitals Programme (NHP). This engagement continues to focus upon the NHPs review of the Trust’s plans against the emerging Hospital 2.0 (H2.0) Model being developed by the NHP. On-going engagement to date has been positive and has indicated that the Trust’s plans are robust, value for money, and have addressed many of the government and NHP aspirations and plans. It is expected that the NHP review will conclude by the end of January 2024. Whilst the next steps following the conclusion of the NHP review remain to be agreed, to mitigate ongoing delays the Trust continues to request that it be permitted to commence the next stage of design by 31 March 2024 and that it be permitted to commence

a process to procure and appoint a building contractor. Failure to commence progression of the next stage by 31 March 2024 will result in further delays to the Programme.

- 3.1.2 The BtLW Programme Team are continuing with the development of feasibility studies to progress the early delivery of key works to support the delivery of the Project and to mitigate current and further ongoing delays.
- 3.1.3 The BtLW Programme and Innovation Pop-Up Teams have continued their market engagement process with digital and technology suppliers that commenced in July 2023 with a focus on key areas including: Clinical Communications; Virtual Care Solutions; Operational Solutions; SMART Building Solutions; Inpatient Central Monitoring/Patient Observation; Patient Flow Solutions; and Network Provision. This first phase of engagement is expected to conclude ahead of March 2024.

3.2 *Pathology Project*

- 3.2.1 Good progress continues to be made to deliver the Trust's Pathology Transformation Programme and, in particular, the New Pathology Lab (NPL) known now as the Centre for Laboratory Medicine (CfLM) at the St James University Hospital (SJUH) site and the Acute Hospital Lab (AHL) at the Leeds General Infirmary (LGI) site. Work continues to implement the plans to operationalise both labs through several phases in parallel with the installation, commissioning and testing of new equipment as well as the establishment of new business processes and other changes as part of the wider Pathology Transformation Programme including a new Laboratory Information Management System (LIMS). It is expected that both labs will be fully operationalised by November 2024.

4.0 **Key Delivery Risks & Issues**

- 4.1 The BtLW Programme Team are continuing to support the NHP to develop the Hospital 2.0 Model and specifically standard delivery processes and technical standards/requirements. There remains a risk that the Trust's forecast programme and delivery of the new healthcare facilities continues to be delayed beyond 2023/31, material changes are required to the existing design and/or forecast costs significantly increase. Continuing delays to the delivery of the programme will present a significant financial and operating risk.
- 4.2 Inflation and (delay related inflation) continues to be a significant risk and issue for the Programme and specifically the Hospitals of the Future Project. Mitigation and management controls implemented to support the Pathology Projects (CfLM and AHL) have proved reasonably effective and the risk has now significantly reduced as the main works have been certified complete with only minor works still to be completed primarily relating to the installation of new equipment. The impact of inflation, on-going delays and other market factors continue to remain a significant risk for the Hospitals of the Future Project.
- 4.3 The Project 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. The Corporate Risk Register entries for the two core projects within the Programme were reviewed, updated and approved by the Corporate Risk Management Committee at its meeting held in November 2023. The next review is planned for May 2024.

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 and specifically for the Hospitals of the Future Project relating to increases to cost as a result of continued national delays, scheme changes and/or rising inflation.

- 5.2 Funding to support the delivery of the BtLW Programme Plan for 2023/24 remains secured. No confirmation of funding for the 2024/25 financial year has been provided by the NHP.

6.0 Communications & Involvement

- 6.1 The BtLW Programme Team are continuing to identify and maximise opportunities to communicate with key stakeholders, promote the Programme and its benefits and involve staff, patients and other stakeholders in its on-going development and delivery. Work is underway through the established Project Boards to develop communication and engagement plans for both the Pathology and Hospitals of the Future Projects. However, the on-going NHP delays that restrict the Trust in positively moving forwards its development plans for the Hospitals of the Future Project in accordance with the Secretary of State approval in May 2023 will significantly impact the nature and content of the communications and engagement work planned and undertaken.

7.0 Equality Analysis

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

8.0 Publication Under the Freedom of Information Act

- 8.1 This paper has been made available under the Freedom of Information Act 2000.

9.0 Recommendations

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

10.0 Supporting Information

- 10.1 There are no supporting documents included with this report.

Mike Bacon
BtLW Programme Director
18 January 2024