

Building the Leeds Way

Public Board

Thursday, 28 September 2023

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 wider Pathology Transformation Programme. 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 have continued its engagement with the New Hospitals Programme (NHP). The BtLW Programme Team are working to identify opportunities to deliver early works. There continues to be good communication and effective engagement. 	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 have continued its engagement with the New Hospitals Programme (NHP). This engagement continues to focus upon alignment of the Trust’s plans and its programme with those being developed by the NHP and in particular with reference to the ambitions of the Hospital 2.0 Model. Whilst on-going, engagement to date has been positive and has indicated that the Trust’s plans are robust and have addressed many of the government and NHP aspirations and plans. It is expected that this work could continue through to Spring 2024.

- 3.1.2 The BtLW Programme Team are progressing with the identification and completion of feasibility studies to progress the early development of key works in connection with the delivery of the Project. The planning for these works will be subject to further definition and approvals over the next 12 months.
- 3.1.3 In early September, the BtLW Programme Team along with the Trust's Innovation Pop-Up Team held an online engagement event for technology and digital businesses. The event was used as a platform to provide organisations with an overview of the Trust's challenges and future plans, with a particular focus on our ambition for clinical and digital innovation for our Hospitals of the Future Project and the vision for our Innovation Village. It was used as a platform to start a process of wider engagement in supporting the Trust to develop its digital hospital plans. Over 320 people attended the event, representing a mix of large international corporate organisations and small/medium-sized enterprises who between them are involved in the development and delivery of innovation, technology and digital solutions including clinical & operational data/equipment, SMART buildings and network infrastructure.
- 3.1.4 In early September, the BtLW Programme Team presented at the Sustainable Healthcare Design 2023 International Symposium and also, with further reference to sustainability, at the Academic Health Sciences Network. The BtLW Programme Team are also scheduled to present at the Leeds Digital Festival later in September.

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. The CfLM building works were certified complete on 20 July 2023 and the AHL building works were certified complete on 10 July 2023. Work now 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 practices 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 is further delayed beyond 2029/30, 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. The impact of inflation and other market factors continues 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 May 2023. The next review is planned for November 2023.

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.

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. Throughout the Summer period, the BtLW Programme Team have been actively delivering its “Summer of Engaging” with key staff groups and has also involved engagement with other key stakeholders including charities and local community groups.

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
13 September 2023