

Building the Leeds Way

Public Board

Thursday 28 March 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	
<p>1. Members of the Trust Board are requested to note this BtLW Programme Summary Progress Report.</p> <p>2. This report highlights that there continues to be good progress made to deliver the Pathology Project and ultimately the planned operationalisation of the new Pathology Lab and Acute Hospital Lab.</p> <p>3. 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). The Trust anticipates that following its assessment of the Hospital 2.0 Model in May 2024 (NHP expected release date), a delivery plan will be confirmed by the NHP for the Trust's plans enabling it to progress to the next stage of the process including detailed design and the appointment of a building contractor. The Trust is continuing to progress with the development of advanced works plans to mitigate on-going delays.</p>	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 The BtLW Programme Team continues its engagement with the New Hospitals Programme (NHP). The outcome of continuing engagement and a recent review undertaken by the NHP of the Trust’s proposals has been reflected through positive feedback to the Trust surrounding the strength and developed state of its plans indicating that they are robust, value for money, and have addressed many of the government and NHP aspirations and plans. The NHP have confirmed that it will be publishing its *Hospital 2.0 Model* in May 2024 following which the Trust will be required to assess the impact of any further realignment that may be required. The Trust anticipates that following its assessment of the Hospital 2.0 Model in May 2024, a delivery plan will be confirmed for the Trust’s plans enabling it to progress to the next stage of the process including detailed design and the appointment of a building contractor. The Trust continues to have one of the most advanced and developed

schemes within the new hospitals programme and remains ready to progress having secured key approvals back in June 2020.

- 3.1.2 The BtLW Programme Team are continuing to progress the development of feasibility studies to advance key works that will support the delivery of the new healthcare facilities and mitigate current and ongoing delays. Plans are being brought forwards for a further phase of demolition, infrastructure and site enabling works to further ready the Trust's site for the commencement of the main contractor works.

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 high risk that the Trust's forecast programme and delivery of the new healthcare facilities continues to be delayed beyond 2030/31, material changes are required to the existing design and/or forecast costs significantly increase as a result of ongoing delays. 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.

- 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 corporate risk entries for the BtLW Programme are currently being reviewed ahead of the next formal review by the Corporate Risk Management Committee scheduled 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, nationally driven scheme changes and/or rising inflation.

- 5.2 NHP funding to support delivery in the 2024/25 financial year has been requested.

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 updated Stakeholder Communication & Engagement Plans for the forthcoming 2024/25 year for both the Pathology and Hospitals of the Future Projects. On-going NHP delays continue to 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. This 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
22 March 2024