



The Leeds  
Teaching Hospitals  
NHS Trust

# Estate Strategy

2024-2028



# FOREWORD

Welcome to our Estate Strategy, an ambitious plan to build an outstanding healthcare environment for our patients.

At Leeds Teaching Hospitals NHS Trust, we have one of the largest and most complex estate portfolios in the NHS. We have five sites, covering 500,000m<sup>2</sup> of floor space and forty-five hectares of land. Our buildings range from beautiful Victorian listed properties to brand new developments; state-of-the-art facilities to aging estate. Each day thousands of patients, staff and visitors come through our car parks, corridors, and operating theatres; each interaction shaped by the physical environment. Our estate makes an enormous difference to the experience and quality of care for our patients.

Our refreshed strategy demonstrates the continuing scale of our ambition. Our six strategic goals set out how we will achieve a modern, fit for purpose and sustainable estate. By 2035 we will have a smaller estate, which is better utilised and significantly upgraded. It will support and enable modern digital infrastructure and ways of working. It will be fit for purpose for modern and specialised clinical practice. Changes across the estate will help us become one of the greenest trusts in the NHS, with environmental sustainability a key part of everything we do.

The Building the Leeds Way (BtLW) programme remains a major focus for the coming years and is critical to our plans for the estate. The completion of the Centre for Laboratory Medicine at St James's University Hospital, the brand-new children's and adult's hospital at the Leeds General Infirmary (LGI) presents a huge opportunity for the Trust and the city region.

The programme marks the most significant investment in the Trust's estate since the building of the original LGI buildings, based on Sir Gilbert Scott's designs. Building the best facility possible will be important for our patients, staff, and the city centre for years to come.

Hospital buildings are important places. We have life changing moments in them as patients; they shape our working lives as staff; and they are a key part of the fabric of our city and communities. Our vision is for Leeds Teaching Hospitals NHS Trust to provide the highest quality specialist and integrated specialist care, and our estate and its buildings, old and new, play a crucial part in achieving this.

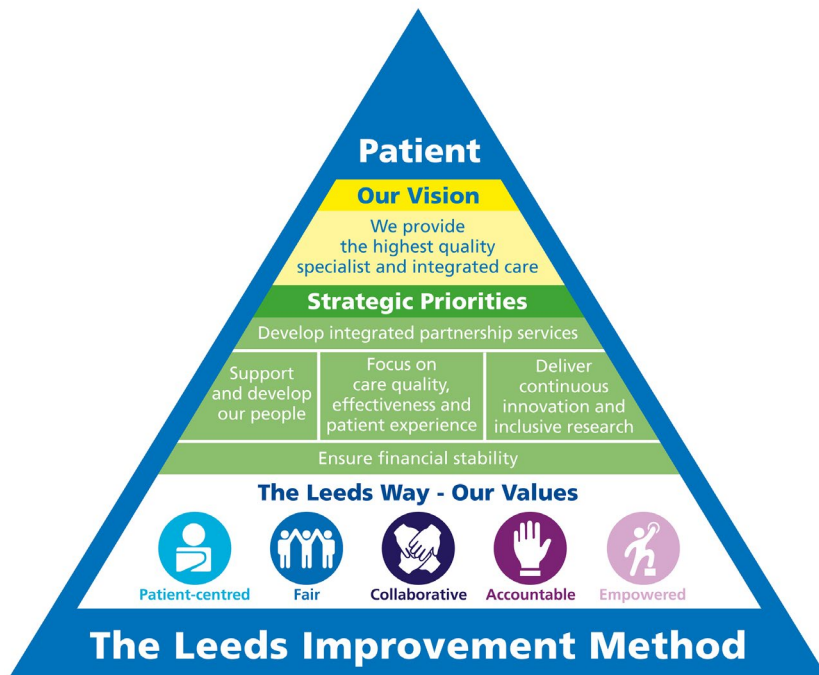


**Craige Richardson**

Director of Estates & Facilities

# OUR STRATEGY

Leeds Teaching Hospitals NHS Trust is an ambitious organisation with a clear vision to provide the highest quality specialist and integrated care. Our vision, values and strategic priorities are summarised in our strategic triangle below, which shows patients at the centre of everything we do.



- One of the **largest teaching hospitals** in the country
- A **regional and national centre for specialist treatment** and the **local hospital for the Leeds community**
- **Seven hospitals** across **five sites** in the city
- Treat around **1.6 million patients** every year
- Spend around **£1.9 billion** each year
- Almost **22,000 staff**
- Established **Centre of Excellence** for Research and Innovation at scale and a top recruiter for clinical trials

Our mission:

to be an internationally renowned academic healthcare institution, working in partnership to deliver the highest quality, safe, effective and innovative care which improves outcomes.

To support delivery of the strategy, we have seven multi-year goals which drive our long term activity and seven annual commitments which are refreshed each year to consolidate our in-year priorities.

## Our multi-year goals are:

- Deliver fit for purpose healthcare.
- Deliver top quartile healthcare performance.
- Deliver a sustainable surplus by becoming the most efficient teaching hospital.
- Have an embedded culture of service improvement and innovation.
- To be a leading academic healthcare institution.
- Have a consistent, high performing and sustainable workforce.
- People receive person-centred care in the most appropriate setting.

Our 7 annual commitments are available on our [website](#).



## The Leeds Way

The Leeds Way is what we stand for and what we want to achieve. It is how we do things around here and what makes Leeds Teaching Hospitals different to other organisations. The Leeds Way is described in our strategic triangle; it encompasses our ambition through our vision and strategic priorities and our culture through our values, as created by our staff. It sets out what our stakeholders can expect from us as a Trust.



Patient-centred



Fair



Collaborative



Accountable



Empowered

# The Leeds Improvement Method

The Leeds Improvement Method (LIM) is our philosophy of continuous improvement that underpins all our organisational strategies. It brings the principles of daily management methods, improvement methodology, respectful behaviours and the removal of waste from processes together.

## Our strategy framework

This strategy is part of a wider suite of strategies that work together to support the Trust to meet its overarching vision. At the centre of this is the Trust's corporate strategy, supported by three core strategies and ten enabling strategies. This strategy framework enables us to ensure our strategies align and are updated appropriately to reflect and support the overall Trust strategy.



# BACKGROUND

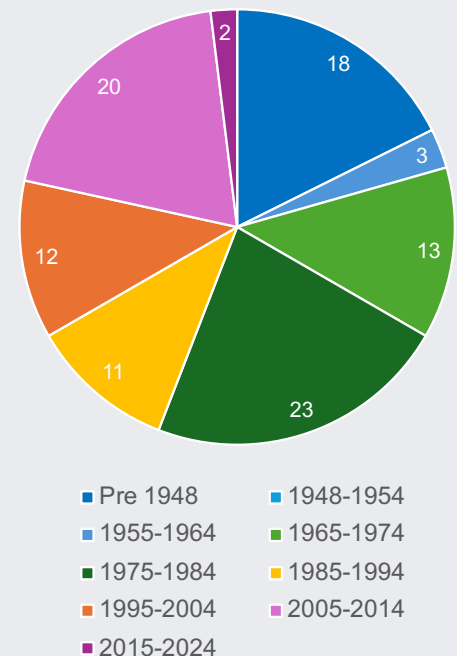
Every year, Leeds Teaching Hospitals provides healthcare and specialist services for people from the city of Leeds, West Yorkshire and beyond. Ours is one of the largest and busiest acute hospital trusts in the United Kingdom, with one of the most diverse and complex estate portfolios in the NHS.

- We occupy and manage five main sites across Leeds, totalling some 500,000 sqm of floor space and nearly 45 hectares of land.
- Our estate includes everything from listed Victorian stock to modern fit-for-purpose buildings.
- We perform well against our peers for estate and facilities running costs.
- We have a significant backlog position of around £200m, with about £110m of this being critical infrastructure risk.
- We perform poorly against NHS space utilisation targets due to our levels of empty and underused space.
- We are committed to playing our part in the NHS drive to net zero carbon by 2040.

Our Hospitals of the Future (HotF) programme gives us an exciting opportunity to transform our Leeds General infirmary site and make significant progress against our challenges.



Age profile (years) of Trust buildings



# STRATEGIC AIMS

Our Estate Strategy supports the Trust's mission to be an internationally renowned academic healthcare institution, working in partnership to deliver the highest quality, safe, effective, and innovative care which improves outcomes.

## THE LEEDS IMPROVEMENT METHOD

In delivering this Estate Strategy we will provide our staff with the skills and capability to deliver meaningful changes in their services, increasing value and reducing waste, in line with the Leeds Improvement Method (see page 5). Our approach to continuous learning and use of data for improvement equips senior leaders to better understand the current challenges in the local system and determine our key priority areas.

### Measuring improvement

We measure our improvements using national indicators and standards to benchmark our Trust practice with peers. We triangulate external and internal data to better understand areas for improvement.

- We will measure improvement using national and local qualitative and quantitative data analysis.
- We will support and train our staff to use data and develop their skills for improvement.

### Sharing learning

Learning from estates incidents and safety events is shared across relevant committees and forums. Key messages are published in quality and safety briefings that are shared by staff at safety huddles, handovers, and team meetings.

Through the West Yorkshire Association of Acute Trusts (WYAAT), learning from incidents is shared with neighbouring NHS trusts to support wider learning and reduce potential harm across the region.

- We will be innovative in our approach to share learning to reach staff to improve safety.
- We will engage with partners through the WYAAT shared learning network to identify emerging themes to improve quality and safety.



# WHAT WE WILL DELIVER - OUR ESTATE STRATEGY

Six key goals run through our strategy:



## Progress to date

Since the last major refresh of the Estate Strategy in 2020 we have made progress against our key goals, but challenges remain. The BtLW programme has already made a significant contribution to our backlog and size reductions and continues to be a key component of our strategy.

### Reduce our backlog liability

**Progress** 15% reduction in 2020/21 following external investment.

**Challenges** 66% increase from 2020 baseline due to ageing estate, market conditions and inflation.

Lack of capital resource (internal and external).

### Become one of the greenest trusts in the UK

**Progress** £23m grant-funded investment in carbon reduction.

37% reduction in carbon footprint from baseline.

**Challenges** Lack of capital resource (internal and external).





## Support future clinical and corporate requirements

**Progress** Centre for Laboratory Medicine, Ophthalmology department and Same Day Emergency Care.

**Challenges** Limited capital availability for developments.



## Reduce the size of the estate

**Progress** Demolition of 20,000m<sup>2</sup> of redundant estate.

**Challenges** Delays to New Hospitals Government's Programme and disposal of the surplus LGI site.

Limited funding for disposal programme.



## Improve space utilisation

**Progress** Space utilisation has improved faster than planned.

Increased capacity for flexible working (hubs).

**Challenges** Cultural buy-in to change programmes.



## Develop a digital estate

**Progress** Client Side Common Data Environment (CDE) established.

SMART Enterprise Asset Management System (SEAMS) road map and gap analysis completed.

**Challenges** Cultural and organisational buy-in for digital changes (Digital Construction, CCDE, SEAMs, SFG20 etc).

Lack of capital resource (internal and external).

# OUR VISION

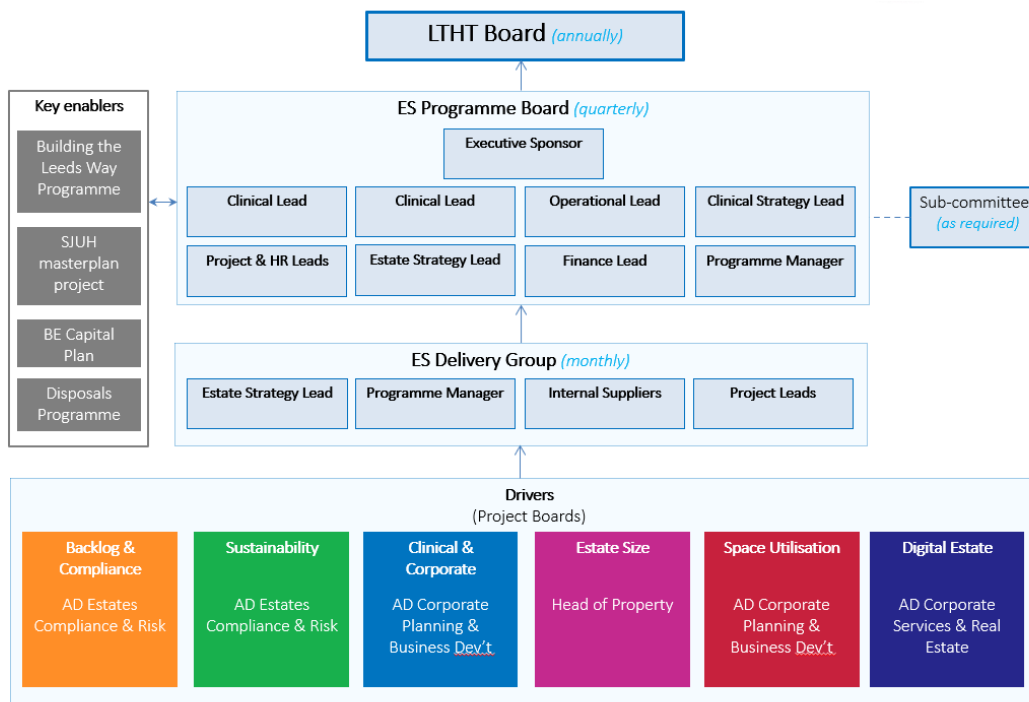
Our vision is to **build an outstanding healthcare environment for our patients and staff.** It is supported by specific objectives for each of our six key goals.

Reduce our backlog maintenance (BLM) liability	Become one of the greenest trusts in the UK	Support future clinical & corporate requirements	Reduce the size of the estate	Improve space utilisation	Develop a digital estate
<p><b>2025</b></p> <p>Focus on statutory compliance and high/significant risks.</p> <p>Apply risk appetite framework.</p> <p>56% of available capital allocated to backlog reduction.</p>	<p><b>2025</b></p> <p>Est. 44,201 tCO<sub>2</sub>e (47.89% reduction from the baseline)</p> <p>Target - 50% reduction in direct emissions by 2025 (previously 44%)</p>	<p>Redevelop the LGI site with a patient-centred approach.</p> <p>Improve estate resilience by continual infrastructure investment.</p> <p>Deliver the estate needed for cutting-edge technologies.</p> <p>Invest in improving staff facilities.</p> <p>Connect with other core and enabling strategies.</p>	<p>Develop a lean estate aligned to clinical and corporate needs.</p> <p>Reduce the overall estate by a further 25,000m<sup>2</sup> and 50,000m<sup>2</sup> (5-10%) by 2035.</p> <p>Aim to vacate energy inefficient estate (EPC 'D' and below) and ageing estate not fit for purpose.</p> <p>Improve space utilisation and vacant space identification to assist with disposal.</p>	<p><b>2025</b></p> <p>Non-clinical space: 38%</p> <p>Unoccupied or under-used space: 5%</p>	<p><b>2025</b></p> <p>Develop a digital strategy for E&amp;F.</p> <p>CCDE estates filing system, projects and property module.</p> <p>SEAMS gap analysis, road map and sandpit.</p> <p>CARPS upgrade, digital CCTV, porters radio recording, mobile handset trial.</p> <p>Electronic attendance management.</p>
<p><b>2030</b></p> <p>No statutory or high-risk backlog.</p> <p>Upper to medium quartile of peer Trusts for BLM &amp; critical infrastructure risk (CIR) BLM.</p>	<p><b>2030-32</b></p> <p>Est. 4,695 tCO<sub>2</sub>e (94.46% reduction from the baseline)</p> <p>Target 80% reduction in direct emissions.</p>	<p>Clear strategic investment strategies for all sites.</p>		<p><b>2030</b></p> <p>Non-clinical space: 35%</p> <p>Unoccupied or under-used space: 2.5%</p> <p>Vacation of older Seacroft buildings.</p>	<p><b>2030</b></p> <p>Define and implement SEAMS system.</p> <p>Operate a SMART HotF building.</p> <p>Digitally literate E&amp;F workforce.</p> <p>Remove all paper-based systems</p>
<p><b>2035</b></p> <p>Medium to lower quartile of peer Trusts for BLM &amp; CIR BLM.</p> <p>Remove 50% of total BLM, including 60% of CIR, through the BtLW Programme.</p>	<p><b>2035-40</b></p> <p>Est. 123 tCO<sub>2</sub>e (99.85% reduction from the baseline)</p> <p>Target - net zero by 2040 for direct emissions.</p>			<p><b>2035</b></p> <p>Non-clinical space: 30%</p> <p>Unoccupied or under-used space: 1.5%</p> <p>Disposal of Old Site &amp; Clarendon Wing.</p>	<p><b>2035</b></p> <p>Embedded SEAMS with an operational digital hospital.</p>

# STRATEGIC DELIVERY

We have ambitious goals to deliver our vision of building an outstanding healthcare environment for our patients and staff.

## Estate Strategy - Programme Governance Structure



## Estate Strategy Programme Board (ESPB)

The ESPB is responsible for:

### Context and strategic direction

- Management of the programme, prioritisation of outputs, necessary variations, and dependencies.
- Ensuring alignment with other major strategic developments.

### Oversight

- Delegated funding approval and budget management.
- Compliance with corporate frameworks to which the strategy exists.
- Assurance that the strategy's outputs are delivered satisfactorily and that all acceptance criteria have been met.

### Leadership and decision making

- Creating the conditions for initiative success, exhibiting professional behaviours, demonstrating Leeds Teaching Hospital's values and aligning with the Leeds Way.

- Championing the initiative ensuring communications and engagement with the stakeholders.
- Ensuring all members understand their responsibilities and fulfil their responsibilities.
- Making decisions to ensure the delivery of the outputs and benefits.
- Ensures the initiative shares lessons learned and adopts best practice.

## Delivery

- Approving scope and deliverables for the initiative, ensuring it remains within the specified constraints.
- Ensuring effective management of resources and activities to successfully deliver the work streams within the agreed tolerances of the initiative.

## Estate Strategy Delivery Working Group (ESDWG)

The Estate Strategy Programme Board is supported by the Estate Strategy Delivery Working Group, which is a subset of the full board and the includes project leads. The ESDWG collectively provides relevant information for the ESPB to be assured in the direction and management of the initiative.

## Estate Strategy projects

Each project is aligned with the Trust's wider governance and assurance frameworks, with specific links identified below:



### Backlog and compliance

#### Associate Directors Estates Compliance and Risk

- Trust risk registers
- Backlog register
- Premises Assurance Model
- Estates & Facilities safety huddle



### Sustainability

#### Associate Directors Estates Compliance and Risk

- Green Plan
- Sustainability Development Management Group
- Energy Strategy



### Clinical and corporate

#### Associate Directors Corporate Planning and Business Development

- Clinical Strategy Estates Group
- General Managers Estate Group
- Operational programme boards
- Operational improvement and transformation



### Estate size

#### Head of Property

- Accommodation Management Group
- Lease reviews



## Space utilisation

### Associate Directors Corporate Planning and Business Development

- Accommodation Management Group
- ICS/Place
- Flexible and Remote Working Group



## Digital estate

### Associate Directors Corporate Services and Real Estate

- BtLW digital workstream
- Future Pathology digital workstream

## Working with partners

We will continue to collaborate with our partners in delivering our Estate Strategy and the wider priorities of the NHS.

At regional level we will contribute to the development of the ten year system-wide Integrated Care System (ICS) Infrastructure Strategy, helping to ensure the most efficient and productive use of NHS resources. We will create a shared purpose in providing excellence in the delivery of estates and facilities services across the West Yorkshire health sector, as members of the Estates & Facilities West Yorkshire Collaborative (Health) and through our involvement with expert reference groups.

Locally we will engage with partners such as the University of Leeds, Leeds Beckett University and Leeds City Council, in our role as a Leeds Anchor Network institution and as part of the city's Strategic Estate Board.





## Backlog and Compliance

Backlog maintenance is the cost to improve the estate to a defined standard for physical condition, functionality, and safety. Leeds Teaching Hospitals has a total backlog of over £200m with significant backlog at LGI and St James's University Hospital. This figure excludes fees, decant costs, and VAT. Compared to other trusts, this level is high and sustained investment is required to reduce this. A risk-based approach is employed to prioritise the most critical areas for safety, and £21.5m has been invested in the last five years.

### Goals and objectives

- Be among the top quartile of our peer trusts for backlog and critical backlog maintenance, within the next ten years.
- Remove 50% of our backlog, including 60% of our critical infrastructure risk (CIR), through the BtLW Programme.

### How we will achieve this

- Deliver the HotF programme and vacate Clarendon Wing and the old site.
- Prioritise backlog reduction in areas which will most affect clinical care, and which are likely to have a longer lifespan.
- Spend an average of 56% of our depreciated capital funding on backlog investments.

### How we will measure this

- Backlog maintenance will continue to be assessed using national NHS guidance and reported as part of the Trust's annual Estates Returns Information Collection (ERIC) against a targeted group of similar large acute Teaching Hospital Trusts outside of London.
- The Trust's performance against its peers will be assessed against the NHS Model Health System, a data-driven improvement tool which includes data from ERIC returns.



## Sustainability

As one of the UK's largest NHS trusts we recognise the need to significantly reduce our impact on the environment, supporting the NHS to become the world's first net-zero health service. The NHS has set two net-zero targets: to achieve net-zero by 2040 for the NHS Carbon Footprint, and by 2045 for the NHS Carbon Footprint Plus.

Leeds Teaching Hospitals aspires to become one of the greenest NHS Trusts in the UK, improving sustainability throughout our organisation and the wider region.

Substantial progress has been made to reduce our environmental impact through the implementation of our Green Plan. From our baseline year in 2013/14 to the end of 2023/24, the Trust had reduced its NHS Carbon Footprint by 37% (from 84,830 tCO<sub>2</sub>e to 53,176 tCO<sub>2</sub>e).

We are on trajectory to deliver against our target to achieve an 80% reduction in our direct carbon emissions by 2032 and to become carbon 'net zero' by 2040.

We have a Green Plan which establishes the Trust's vision for sustainability, our targets, and the actions by which to achieve this vision. It contains a sustainable action plan which sets out a comprehensive list of interventions to improve the Trust's level of sustainability in three key areas: carbon emissions reduction; air pollution reduction; and waste reduction.

### Goals and objectives

- Deliver our ambitious Green Plan, becoming carbon neutral by 2040 for direct emissions.
- Deliver an 80% reduction in direct emissions by 2032.

### How we will achieve this

- Deliver the HotF programme and vacate Clarendon Wing and the old site.
- Construct the first hospital in Europe to achieve a WELL Building Standard rating.
- Invest in Building Research Establishment Environmental Assessment Method (BREEAM) Excellent buildings.
- Continue to leverage external funding sources for decarbonisation investments.

### How we will measure this

- The Trust's carbon position will be captured, monitored, and externally validated annually.
- BREEAM and WELL standards will be externally assessed at project level.





## Clinical and corporate

The Trust's aspiration is to deliver modern, sustainable healthcare in an environment that supports outstanding patient care, innovation, technology, and research.

The estate must be able to support the Trust's operational plan, service strategy, workforce and development strategy, sustainability plan and finance plan.

We will also invest in our staff facilities to support the Trust to become the best place to work in the NHS.

Estate master planning is the approach being employed to provide a framework to assess how the Trust can further use its estate to best advantage. To ensure a flexible, fit-for-purpose and sustainable estate for future delivery of healthcare, our estate planning will be integrated with clinical and corporate requirements, and support system wide improvements.

## Goals and objectives

- Align investment in estate to the Trust's Risk Appetite framework.
- Align investment in estate to the Trust's multi-year goals and annual commitments.
- Improve the resilience of the estate by continual investment in its infrastructure.
- Deliver the necessary estate for the implementation of cutting-edge technologies.
- Connect with other core and enabling strategies.

## How we will achieve this

- Deliver the HotF programme and vacate Clarendon Wing and the old site.
- Develop a method to assess capital investments against the Trust's Risk Appetite framework and multi-year goals with a value-to-impact weighted measure, to prioritise investment.
- Continue to leverage external sources of investment aligned to the Trust's plans.

## How we will measure this

- Approved capital plan with Risk Appetite framework and benefit prioritisation, aligned to core and enabling strategies.
- Agreed clinical strategy for all trust sites.
- Delivery of key Trust clinical projects associated to estates e.g., renal dialysis, neonatal infection control, Building the Leeds Way enabling works, Rob Burrow Motor Neurone Disease Centre and Community Diagnostic Centre (CDC) development.



## Estate Size

The Trust has an ambitious long-term plan to reduce the total size of the estate. Doing this and increasing the proportion which is used for clinical work will increase our operational efficiency, help achieve our energy efficiency goals, reduce overall costs, and contribute to waste reduction. Because of the levels of empty space across our estate, this will primarily be achieved by reducing the total size of our estate.

The redevelopment of the LGI site and release of around five hectares for other uses will make a significant impact. There are also opportunities at Seacroft Hospital to vacate older and unused buildings.

In addition, a substantial increase in remote and home working has provided opportunities to consolidate office accommodation.

### Goals and objectives

- Develop a lean estate that aligns to clinical and corporate needs.
- Reduce the overall estate by a further 25,000m<sup>2</sup> to 50,000m<sup>2</sup> (5-10%) by 2035.
- Aim to vacate energy inefficient estate - Energy Performance Certificate (EPC) of 'D' and below and ageing accommodation which is no longer fit for purpose.
- Improve space utilisation and vacant space identification to assist with disposal.

### How we will achieve this

- Redevelopment and rationalisation of the LGI site - achieving these targets is heavily dependent upon key projects at the LGI including delivery of the HotF programme and vacating Clarendon Wing and the old site.
- Vacation of older buildings on Seacroft Hospital site.
- Identify energy inefficient accommodation (EPC of "D" or below) across whole of estate.
- Identify accommodation that is aging, or no longer fit for purpose with a short lifespan.
- Improved space utilisation (space allocation, booking, incentivisation).

### How we will measure this

- The Trust's performance against its peers will be assessed against the NHS Model Health System, a data-driven improvement tool which includes data from ERIC returns as part of the Trust's annual Estates Returns Information Collection (ERIC) return.
- The Trust will strive to be in the top quartile in percentage terms when assessed against a targeted group of similar large acute Teaching Hospital Trusts outside of London.



## Space utilisation

Our total non-clinical space across all properties is 39.9% of occupied floor area. This is above the level of 35% required by the Carter Report, the median benchmark value and that of our peers. We also have high levels of under-utilised and empty space at 5.3% against a Carter Report requirement of 2.5%.

Reducing the total size of our estate and increasing the proportion of it which is used for clinical work will increase our operational efficiency, help achieve our energy efficiency goals, reduce overall costs, and contribute to waste reduction.

The redevelopment of the LGI site and release of around five hectares for other use will make a significant impact. There are opportunities at Seacroft Hospital to consolidate activity and increasing the utilisation of the Wharfedale Hospital site will increase efficiency.

In addition, a substantial increase in remote and home working has provided opportunities to consolidate office accommodation.

### Goals and objectives

- Reduce non-clinical floor space to below 30%.
- Reduce unoccupied and under-used floor space to below 1.5%.
- Improve monitoring of space through the introduction of digital technology.

### How we will achieve this

- Deliver the HotF programme and vacate Clarendon Wing and the old site.
- Introduce booking system to deliver data on non-clinical space utilisation
- Use Bookwise data to analyse outpatient capacity.
- Implement approved flexible working policy, and monitor.
- Deploy occupation sensors into high priority areas across the Trust.
- Create high quality, flexible workspaces, and hubs across the Trust, which will benefit from better use of technology and innovation.

### How we will measure this

- Data from room booking and occupation systems.
- The Trust's performance against its peers will be assessed against the NHS Model Health System, a data-driven improvement tool which includes data from ERIC returns as part of the Trust's annual Estates Returns Information Collection (ERIC) return.
- The Trust will strive to be in the top quartile in percentage terms when assessed against a targeted group of similar large acute Teaching Hospital Trusts outside of London.



## Digital estate

The Trust's ambition to provide "next generation" healthcare in state-of-the-art facilities can only become a reality if it is ably supported by its built environment. The condition of the estate and the performance of its mechanical and electrical systems are critical to the delivery of our services.

Over the coming years we will continue to improve and build upon our existing data sources. We will seek new ways to use data to increase our productivity and reduce waste.

We will seek to create SMART buildings to improve the environmental and social elements of the built environment for a healthy hospital. This will mean developing a single, multi-purpose, inter-connected SMART infrastructure that produces information related to the built environment, to improve and deliver operational performance, sustainability, patient care and experience.

## Goals and objectives

- Support the Trust's Digital Strategy.
- Create SMART buildings to improve environmental and social elements for a healthy hospital.
- Develop a single multi-purpose interconnected SMART infrastructure that produces information related to the built environment, to improve and deliver operational performance, sustainability, patient care and experience.

## How we will achieve this

- Develop a specific strategy for the Digital Estate project.
- Seek funding support through the government's New Hospital Programme, linked to the BtLW development.
- Create a digitally literate Estates & Facilities workforce through delivery of a SMART hospital and the removal of all paper-based systems.

## How we will measure this

- Regular reporting against an agreed workplan for the Estates & Facilities digital strategy.

# SUMMARY

Our Estate Strategy is extremely ambitious but is integral to delivering the Trust's plans for the future healthcare provision for the people of Leeds, West Yorkshire and beyond.

Over the next ten years we will maintain a wide focus on the whole estate as Building the Leeds Way develops, managing the challenges that these years are likely to bring.

Listening to service user feedback will be key in measuring the success of our plans.

Value for money will be ensured on investment and there will be a real commitment to sustainability on all schemes.

Through the delivery of this strategy the Trust will have a safe, green, efficient estate that enables it to deliver outstanding healthcare for the future.