

## Integrated Care Board

<b>Date of meeting</b>	13 September 2023
<b>Title of paper</b>	New Hospitals Programme Update
<b>Presented by</b>	Kevin Lavery, Chief Executive
<b>Author</b>	Jerry Hawker, Director of Transformation and SRO, New Hospitals Programme
<b>Agenda item</b>	13
<b>Confidential</b>	No

### Executive summary

This report provides the ICB Board with the latest position on the Lancashire and South Cumbria (LSC) New Hospitals Programme (NHP). It provides an update on key items undertaken over the period April – August 2023, in particular providing an update on the outcome of the Government funding announcement, further work on potential new site locations and the forward timelines and key milestones.

As the Programme progresses there will be key decisions for the ICB Board, particularly as the statutory body responsible for any public consultation. This report therefore provides a basis for the ICB role over the coming months.

### Recommendations

The Board is requested to:

1. Note the contents of the report.
2. Note the forward draft timelines and key milestones.

Which Strategic Objective/s does the report relate to:		Tick
SO1	Improve quality, including safety, clinical outcomes, and patient experience	✓
SO2	To equalise opportunities and clinical outcomes across the area	✓
SO3	Make working in Lancashire and South Cumbria an attractive and desirable option for existing and potential employees	✓
SO4	Meet financial targets and deliver improved productivity	✓
SO5	Meet national and locally determined performance standards and targets	✓
SO6	To develop and implement ambitious, deliverable strategies	✓

### Implications

	Yes	No	N/A	Comments
Associated risks		✓		
Are associated risks detailed on the ICB Risk Register?		✓		

Financial Implications	✓			Any capital investment will have a revenue impact. Discussions underway with the national NHP.
<b>Where paper has been discussed</b> (list other committees/forums that have discussed this paper)				
<b>Meeting</b>	<b>Date</b>		<b>Outcomes</b>	
N/A				
<b>Conflicts of interest associated with this report</b>				
Not applicable				
<b>Impact assessments</b>				
	<b>Yes</b>	<b>No</b>	<b>N/A</b>	<b>Comments</b>
Quality impact assessment completed		✓		To be completed prior to public consultation
Equality impact assessment completed	✓			To be repeated and continued ahead of public consultation
Data privacy impact assessment completed			✓	

<b>Report authorised by:</b>	Kevin Lavery, Chief Executive
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# Integrated Care Board – 13 September 2023

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## New Hospitals Programme Update

### 1. Introduction

- 1.1 This report provides the ICB Board with the latest position on the Lancashire and South Cumbria (LSC) New Hospitals Programme (NHP) following His Majesty's Government announcement in May 2023 that confirmed the decision to build two new hospitals to replace Royal Preston Hospital and Royal Lancaster Infirmary.
- 1.2 Following the Government's announcement, the local NHS was delighted to welcome confirmation of two new hospitals as part of a rolling programme of national investment in capital infrastructure beyond 2030. This will also include investment in improvement to Furness General Hospital.
- 1.3 Being able to build two new hospitals on two new sites will be truly transformational, giving us the freedom to design our services and facilities around the needs of our patients, future-proofing services for the next generation. This once-in-a-generation opportunity will be a huge contribution to our recovery as a health and care system, bringing new facilities and much needed investment into our area for the benefit of patients and colleagues. The LSC NHP gives us a real opportunity to achieve our ambitions for being an exemplar health and care system by transforming the way we work across our hospitals in Lancashire and South Cumbria, enabling us to improve quality, safety and patient experience for our whole population and have a positive impact for our NHS colleagues, who undertake incredible work to support our communities every day.
- 1.4 The NHP programme also provides a rare opportunity to be a significant contributor to wider socio-economic development bringing much needed investment into our region for the benefit of patients, staff and communities and enabling an innovative and transformative approach to workforce, education and training, digital technologies, and research.
- 1.5 The existing Royal Lancaster Infirmary and Royal Preston Hospital sites will remain in place and deliver services to our population until the new hospital facilities are opened. What this means for future hospital services needs to be worked through. The local NHS will continue to keep communities involved and provide further updates as more information becomes available.
- 1.6 This briefing focuses on notable items over the period April – August 2023 along with the timelines and key milestones.

## 2. Background

- 2.1 In 2019 the Government launched the [Health Infrastructure Plan](#) (HIP2) and Lancashire Teaching Hospitals NHS Foundation Trust (Royal Preston Hospital) and University Hospitals of Morecambe Bay Foundation Trust (Royal Lancaster Infirmary & Furness General Hospital) were successful in their applications.
- 2.2 In the subsequent 12 months the national New Hospital Programme was launched as part of the HIP2 bringing the delivery vehicle for the Government's commitment to build 40 new hospitals by 2030. Together with eight existing schemes, this will mean 48 hospitals built in England over the next decade. Further information can be found on the ['Improving NHS infrastructure' website](#).
- 2.3 Being part of a national programme brings significant opportunities to approach the programme very differently to traditional NHS capital investments and construction projects. This is particularly the case with respect to standardised approaches to the design of new hospitals using modern methods of construction and new standards to clinical and non-clinical spaces (termed Hospital 2.0). The LSC programme has sought to work closely with the national team recognising the evolutionary nature of thinking, and the expectation of a centralised approach to commercial and procurement matters.
- 2.4 As a reminder, the following are key milestones completed to date.
  - **September 2020** – Launch of “Yours hospitals, Your say” public engagement.
  - **May 2021** – Publication of our “Case for Change.”
  - **July 2021** - NHSE Assurance check point 1 complete.
  - **May 2022** – Publication of long list of options and formal short-listing process.
  - **September 2022** – Publication of preferred and alternative options.
  - **December 2022** – Proposals submitted to National NHP for incorporation into National New Hospital business case.

## 3. Items of update for the period April – August 2023

### 3.1 National New Hospital Programme

- 3.1.1 **Programme Business Case** – following review of the national Programme business case by the Major Projects Review Group in 2022/23, the local NHS welcomed the subsequent government announcement on 25 May 2023 which paves the way for new hospital facilities in Lancashire and South Cumbria.
- 3.1.2 This means that the LSC NHP can progress with the required business cases. The NHP will continue to work with partners across LSC along with NHS England to determine the requirement and focus of any future public consultation.
- 3.1.3 **Enabling works** – Whilst a construction start date for two new hospitals is now delayed until 2030, the national Programme team is committed and

keen to support the LSC NHP to progress, ensuring readiness for 2030 (or earlier should there be any change). In line with this, the LSC NHP welcomed the opportunity to bid for enabling/early works funding. This will be focused on work that enables two new hospitals, including further work on potential new sites.

- 3.1.4 **National guidance** – as part of cohort 4 of the national Programme, the LSC NHP will be a full adopter of national guidance on Hospital 2.0, an integrated systems approach built on best practice standards and delivery solutions, enabling best-value procurement and Modern Methods of Construction (MMC). The aim of this is to drive an accelerated programme, creating transformative environments that will benefit patients and the public. A critical part of this will be the ability to create prototypes to enable quick learning, collaboration and validation of hospital design including new greener and safer ways of building.
- 3.1.5 During this period, the LSC NHP team have attended several workshops focused on the development of national ambitions around Hospital 2.0. Sessions to date have covered topics such as the approach to building design considering the needs of patients and staff; cost and benefits; delivery plans and phasing; commercial strategy; roles and responsibilities; out of hospital / community care considerations; clinical services; and addressing environmental targets. This forms part of six months of engagement sessions to maximise the opportunity for collaboration and co-creation of Hospital 2.0 between local schemes and the national Programme.
- 3.2 **Potential new sites** – work is underway to assess the viability of potential locations for new hospital builds for each of Royal Lancaster Infirmary and Royal Preston Hospital. Following an initial land search, the NHS in LSC has been working in partnership with town, city, borough, and county councils to assess the deliverability of a number of potential sites, including environmental, planning and highways considerations, capacity for utilities and high-level design. Travel and transport analysis will also form a key element of consideration of viable sites. The Programme team will continue to consider and assess any sites put forward against the existing agreed criteria. There is still a lot of work to be completed in this area and further information will be shared in due course. New builds on new sites would be within a 10-mile radius of the current Royal Lancaster Infirmary and Royal Preston Hospital sites respectively.
- 3.3 A Strategic infrastructure group has been established with representatives from Lancaster City Council, Preston City Council, Chorley Council, South Ribble Borough Council, Lancashire County Council, LSC NHP along with ICB and other NHS colleagues to focus on a strategic approach to potential new sites and the existing hospital sites.
- 3.4 **Public consultation planning** – The LSC NHP is working with NHS England and the national NHP team regarding the approach to future public consultations and will continue to work with local Health Overview and Scrutiny

Committees, who are instrumental in determining the requirement to consult and the approach to be taken.

#### **4. Public, patient and workforce communications and engagement**

- 4.1 Funding announcement – following the Government announcement regarding national funding on 25 May 2023, communications have been shared with key internal and external stakeholders, colleagues, partner organisations, local and national media, and local people. This included issuing updates to Boards, Governors, and Foundation Trust Members, with internal communications shared with colleagues across LSC Trusts and NHS LSC Integrated Care Board (ICB). A [media release on the funding announcement](#) was issued, with a number of interviews held, resulting in widespread coverage across local media. Social media news alerts and email updates have been shared through L&SC NHP channels and shared by partners. The [frequently asked questions](#) continue to be updated on the L&SC NHP website on a regular basis, with ongoing enquiry handling.
- 4.2 **National NHP Roadshow** – The Health Minister Lord Markham and the national New Hospital Programme is undertaking a series of roadshow events throughout the summer. This included a visit to Lancashire and South Cumbria on 16<sup>th</sup> August 2023. The local NHS was delighted to host the event and welcome Lord Markham and colleagues to the region. The event was well attended by a range of NHS colleagues, partner organisations, political and wider stakeholders, staff, and patient representatives and provided an opportunity to learn more about the national New Hospital Programme. Key themes of discussion on the day included workforce, transport, single-rooms, right-sizing hospital facilities, digital, housing, inequalities along with the opportunities to link differing national initiatives.
- 4.3 **Stakeholder management** – Updates regarding the funding announcement have been issued to MPs, Local Authority leaders, Chief Executive Officers, Health Overview and Scrutiny Committees, and Health and Wellbeing Boards; and wider partners, with the repeat of an offer to meet with the LSC NHP team to discuss programme progress further.
- 4.4 **Your Hospitals, Your Say** – the report which bring together all the valuable input from the engagement work undertaken to date was published in September 2022. A British Sign Language (BSL) version of the report has been produced and the BSL video is now available on the the [Your Hospitals, Your Say section of the NHP website](#), along with an Easy Read version and accessible website content.

## 5. Forward timelines and key milestones

- 5.1 Since the announcement from the Government, the NHP team has worked with system colleagues, the national NHP team and professional advisors to recast the timeline for two projects within an overarching system programme. Further work is underway to conclude the timing therefore the quarters/dates are draft and subject to agreement. The critical milestones remain the same (see below).
- 5.2 It is also worth noting the timing of the next General Election is not within the control of the Programme and is likely to impact the timeline, particularly that of any public consultation and associated activities.

<b>Draft timeframe</b>	<b>Critical path milestone</b>
• Q3-Q4 2023/24	Complete enabling works business case approval
• Q1 2024/25	Secure option to purchase for new sites
• Q2-Q3 2024/25	NHS England Check Point Assurance 2
• Q3/Q4 2024/25	Earliest potential date for two discrete public consultations
• Q1-Q2 2025/26	Post Consultation Decision Making Business Case

- 5.3 A number of critical interdependencies will influence the final timings on consultation including progressing with Transforming Community Care (Demand and capacity modelling), Clinical services configuration and pending guidance from the National team on proposed phasing. Following each public consultation, the Programme will progress to the Decision Making Business Cases ahead of completing and submitting the required capital business cases (Strategic Outline Case (SOC), Outline Business Case (OBC) and Full Business Case (FBC)). The national Programme is currently preparing an integrated delivery plan for discussion with schemes. It is expected this will determine the phasing of capital business cases and construction timeframe. In the meantime, and to support these discussions, the LSC NHP continues to plan aggressively while realistically to ensure the Programme can be ready to begin construction earlier than the current 2030-35 period should there be any change.

## 6. Conclusion

- 6.1 This paper provides an update on the status of the LSC New Hospitals Programme including a summary of key items undertaken during the period April – August 2023 along with the forward timelines and key milestones.

## 7. Recommendations

- 7.1 The Board is requested to:

1. Note the contents of the report.
2. Note the forward draft timelines and key milestones.

**Jerry Hawker, Director of Transformation and SRO New Hospitals Programme**

**30 August 2023**