

Item 6.i

Report to:	Board of Directors	03 June 2021
Report from:	Director of Estate & Facilities	
Principal Objective/Strategy:	Achieve Sustainability – using the capacity of the new hospital to its full potential and improving flow	
Title:	Estate Strategy – 2020-2025	
Board Assurance Framework Entries:	2033 – Risk of Maintaining safe and secure environment across the organisation.	
Regulatory Requirement:	Strategy development is best practice	
Equality Considerations:	Equality has been considered but no specific issues are believed to apply	
For:	For Approval	

1. Purpose of this paper

The purpose of this paper is to present the final draft of the Estate Strategy, following approval at the Strategic Projects Committee on 25 February.

2. Overview

After years of planning, the Trust achieved its long-term vision of moving to a new hospital on the Cambridge Biomedical Campus. The time has therefore come to look to the future. To that end, the Trust has drawn up a new strategy, which will guide the work of the five years spanning 2020 to 2025.

The new strategy will help the Trust build on its strengths, address its challenges and realise the potential of the new hospital and its staff, all in line with its core vision of *bringing tomorrow's treatments to today's patients*. The Trust's strategy is clear about improving staff experience, creating a compassionate and collective leadership culture and building meaningful partnerships with organisations who share common goals.

Given that the strategic imperative of creating and relocating to a new, purpose-built hospital was achieved in the previous planning horizon, the Trust's Strategy for 2020 – 2025 is not one which requires significant transformation of the Trust's estate. Instead, in terms of estate it can be characterised as being a strategic period of:

1. Completion
2. Maximisation
3. Consolidation
4. Innovation.

An Estate Strategy has therefore been developed for the period 2021 to 2025, which will be implemented via an Estate Development Plan. That plan is comprised of the above four key strands. Any emerging development requirements for the estate will also be controlled and tested for sustainability against ten core estate principles as established within the strategy.

3. Recommendation

The Board of Directors are requested to review and **approve** the strategy.