



Royal Papworth Hospital
NHS Foundation Trust

ROYAL PAPWORTH

Estate Strategy 2021 - 2025

Contents

1.	Executive Summary	3
2.	Background to the Trust.....	5
3.	Purpose of an Estate Strategy	6
3.1	Description of an Estate Strategy.....	6
3.2	The Benefits of an Estate Strategy	6
3.3	Status of this Document	6
4.	Strategic Context	7
4.1	The Trust’s Vision, Mission and Values	7
4.2	The Trust’s Strategic Direction of Travel.....	8
4.3	The Trust’s Strategic Goals.....	9
5.	The Estate Strategy 2021 - 2025	12
5.1	Estate Strategy Question 1: “Where are we now?”	12
5.1.1	The Trust’s Current Estate	12
5.1.2	Experiences of the New Hospital since Occupation	12
5.1.3	Concession Management of the PFI Contract	16
5.2	Estate Strategy Question 2: “Where do we want to be?”	21
5.2.1	Vision for the Trust’s Estate	21
5.2.2	Future Estate Requirements	21
5.2.3	Core Principles for Development of the Trust’s Estate	25
5.3	Estate Strategy Question 3: “How do we get there?”	26
5.3.1	Estate Development Plan.....	26
5.3.2	The Key Strands of the Estate Development Plan.....	26
6.	Key Risks for the Estate Strategy 2021 - 2025	31
7.	Conclusion	34

1. Executive Summary

Royal Papworth Hospital NHS Foundation Trust is committed to providing an excellent patient experience, achieving some of the best outcomes in the world for its patients.

Royal Papworth Hospital is the UK's largest specialist cardiothoracic hospital and the country's main heart and lung transplant centre. Since carrying out the UK's first successful heart transplant in 1979, the hospital has established an international reputation for excellence in research and innovation.

The Trust is also a founder member of Cambridge University Health Partners; a partnership between one of the world's leading Universities and three local NHS Foundation Trusts, which aims to improve patient care, patient outcomes and population health through innovation and by integrating service delivery, research and education across Cambridgeshire and beyond

After years of planning, 2019 saw the Trust achieve 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*.

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, for the estate it can be characterised as being a strategic period of completion of development, maximisation of resources, consolidation onto the campus site and innovation for the future.

An Estate Strategy has therefore been developed for the period 2021 to 2025 in support of the Trust's Strategy, which will be implemented via an Estate Development Plan comprised of four key strands:

1. *Create the Heart and Lung Research Institute*
2. *Maximise utilisation of the new Royal Papworth Hospital*
3. *Consolidate and develop ancillary and staff residential accommodation including considering future use of Royal Papworth House*
4. *Build capacity to support innovative and collaborative working*

The Estate Strategy also establishes ten core estate principles against which any emerging development requirements for the estate will be controlled and tested for their sustainability.

The Estate Strategy is not anticipated to lead to wholesale transformation of the Trust's estate but instead to ensure that measures are taken to support the Trust's Strategy and to meet the core vision for the estate of being **to provide cost effective and efficient premises of the right size, location and condition to**

enable delivery of excellent, specialist care to the Trust's patients.

As a result of implementation of this strategy, the Trust's estate should prove to be:

- Right-sized to clinical and operational requirements;
- Fully utilised;
- Maintained to required standards;
- Operating to modern energy efficiency standards and practices;
- Subject to robust contract management processes; *and*
- Capable of flexing to accommodate innovation and controlled development.

It should be noted, however, that whilst the Estate Strategy provides the mechanisms by which to test and control the sustainability to the Trust of any future development, it is not the single source for ensuring that the Trust plays its part in the wider national and international efforts for securing long-term, global environmental sustainability. Such matters are broader than only the Trust's physical estate and are envisaged to be subject to a separate Sustainability Strategy and associated implementation programme.

2. Background to the Trust

Royal Papworth Hospital NHS Foundation Trust (“the Trust”) is committed to providing an excellent patient experience, achieving some of the best outcomes in the world for its patients.

Royal Papworth Hospital is the UK’s largest specialist cardiothoracic hospital and the country’s main heart and lung transplant centre, treating over 22,400 inpatient and day cases and 48,400 outpatients each year from across the UK. This is achieved via the Trust’s c. 1,900 staff along with temporary staffing workers, students and volunteers.

Since carrying out the UK’s first successful heart transplant in 1979, the hospital has established an international reputation for excellence in research and innovation. Ninety-seven per cent of inpatients say they would recommend Royal Papworth Hospital to their friends and family.

As well as performing more heart and lung transplants than any other UK centre, Royal Papworth Hospital has the UK’s largest Respiratory Support and Sleep Centre (“RSSC”). It is also the only centre in the UK for a number of specialist services including Pulmonary Thromboendarterectomy (“PTE”) and Balloon Pulmonary Angioplasty (“BPA”).

The Trust’s services are commissioned by several NHS Clinical Commissioning Groups (“CCGs”) for local and regional services, whilst the most specialist services are commissioned by NHS England (“NHSE”).

The Trust is a founder member of Cambridge University Health Partners (“CUHP”), a partnership between one of the world’s leading Universities and three local NHS Foundation Trusts. CUHP

aims to improve patient care, patient outcomes and population health through innovation and by integrating service delivery, research and education across Cambridgeshire and beyond.

The Trust is ranked as one of the top research recruiting sites in the UK, enrolling almost 3,400 patients across a balanced portfolio of 60 studies that were open to recruitment in 2019/20 in the portfolio of the multicentre National Institute for Health Research. The Trust also supports a number of research activities directly relating to the treatment of Covid-19 studies including over 100 patients recruited to the national RECOVERY trial, and registering as one of the Clinical Trial Units (CTUs) that are playing a significant part in the national response to Covid-19. Most of the Trust’s research focuses on testing new therapies and treatments or translational research. The Papworth Clinical Trials Unit has gained full accreditation status from the UK Clinical Research Collaboration.

The Trust also has an excellent reputation for its standard of training, including internationally recognised specialist training.

In common with much of the NHS, the financial position of the Trust is challenging, with an underlying deficit position. However, via a combination of internal efficiencies, improved productivity and external support the Trust is anticipating achieving the financial recovery trajectories issued to it by NHS Improvement (“NHSI”).

Having relocated to the new purpose designed Royal Papworth Hospital during 2019, the Trust is now beginning the process of growing into its new estate and laying the foundations for a long term compassionate and inclusive leadership culture to support continued clinical excellence and thus make the Trust an employer of choice within the NHS.

3. Purpose of an Estate Strategy

3.1 Description of an Estate Strategy

A well thought-out estate strategy is essential to the provision of safe, secure, high quality healthcare buildings capable of supporting current and future healthcare needs.

An estate strategy is a plan for the current and future development and management of the estate, typically covering a period of 5 to 10 years. An estate strategy cannot exist in isolation; it is, instead, an integral part of service planning.

3.2 The Benefits of an Estate Strategy

An estate strategy provides the following benefits:

- Premises developments that support service and capacity requirements and national and local commitments
- The provision of safe, secure and appropriate buildings
- The provision of high-quality healthcare environments and clinical equipment
- A documented plan for change that enables progress towards goals to be measured
- A clear commitment to complying with sustainable development and environmental initiatives
- A means of targeting investments to minimise risks associated with the built environment
- An opportunity to dispose of surplus or poorly utilised assets and to reinvest released resources
- An opportunity to optimise occupancy costs.

3.3 Status of this Document

For some time, the predominant driver of the Trust's Estate Strategy has been relocation of Royal Papworth Hospital from its former position within the village of Papworth Everard to its new home as part of the Cambridge Biomedical Campus ("CBC").

Construction of the new hospital commenced in 2015, with occupation achieved in 2019. During this period, the Trust's Estate Strategy operated via various processes and associated documents as necessary to achieve delivery of its key implementation projects.

Having achieved the key elements of former strategy implementation during 2019, it becomes necessary to establish a revised Estate Strategy, as developed within this document. This Estate Strategy is to cover the period 2021-2025, in alignment with the Trust's revised strategy for the same end date.

For ease of reference, this document is presented via the standard framework recognised within the NHS for an estate strategy, being development through answering three key questions:

1. Where are we now?
2. Where do we want to be?
3. How do we get there?

The answer to these questions demonstrates how changes in the Trust's supply of capital assets through investment, acquisition and disposal are to be identified and implemented as necessary to meet future service needs in ways that achieve value for money.

4. Strategic Context

4.1 The Trust's Vision, Mission and Values

The Trust's vision, mission and values set the context within which overall strategy is developed. They are currently summarised as:

Our vision

- To bring tomorrow's treatments to today's patients

Our mission

- To provide excellent, specialist care to patients suffering from heart and lung disease

Our values

- Leading with **care**
We put patient care at the heart of everything we do
- Instilling **innovation**
We look for every opportunity to innovate and improve
- Feeling **valued**
We ensure our staff members feel valued for the work they do
- Encouraging **excellence**
We encourage and reward excellence in all aspects of our clinical and non-clinical services

4.2 The Trust's Strategic Direction of Travel

A strategic direction of travel has been agreed for the Trust, which articulates the way in which the organisation is to develop and grow as a valuable and valued contributor to the systems in which it works:

- **Collaboration**

A commitment to a “collaborative” rather than a “competitive” mindset: the Trust will seek to play a role in all systems that is both valuable and valued by its partners, and in particular will seek to be a respected collaborator and partner on the Cambridge Biomedical Campus.

- **Innovation and excellence**

A commitment to innovation and excellence, seeking to be at the forefront and leading development in the Trust's areas of expertise and ensuring that all service areas live-up to the reputation set by the best.

- **Adding value through expertise**

A focus on those areas where the Trust has particular strengths and expertise and recognising that value will be added not just by what the Trust directly provides within Royal Papworth Hospital but also by outreaching with advice, support and leadership to the wider network and patient pathway.

- **Holistic pathways**

A recognition that the Trust will think differently about how it provides services; around diagnoses and specialisms rather than around procedures and viewing patients from a holistic pathway perspective rather than mode of treatment upon referral.

- **Strategic research and education**

A shift towards a more strategic and disciplined approach to prioritising research and education activities, based on clear criteria and governance including the establishment of an innovation fund and recognising the importance of the Trust's educational role for the system.

- **Income: international and industry**

A more structured approach to attracting income through international and private income partnerships with industry.

4.3 The Trust's Strategic Goals

In accordance with the overall strategic context in which it operates and the established strategic direction of travel, the Trust has defined six strategic goals that will underpin its work over the period 2020 – 2025:



Strategic Goal		What the Strategic Goal will mean	
DELIVERING CLINICAL EXCELLENCE	<i>We will build on our world-leading outcomes, investing effort and resources in developing and implementing innovative services and models of care, growing expertise and extending the frontiers of clinical practice</i>	For patients:	<ul style="list-style-type: none"> Your treatment will be at the cutting edge of clinical practice Improved experience from being seen by the right health professional at the right time during the course of your treatment.
		For staff:	<ul style="list-style-type: none"> You will be working as part of a world class team
		For partners:	<ul style="list-style-type: none"> We will share our expertise for the benefit of all our patients
GROW PATHWAYS WITH PARTNERS	<i>We will seek to develop services with partners and patients in local, regional, national and international networks so that our specialist expertise is available more readily and appropriately in the patient pathway</i>	For patients:	<ul style="list-style-type: none"> As much as possible, your treatment will be more local to home and we will only ask you to come to the hospital when you need to You may receive specialist interventions from our teams outside of the hospital eg in neighbouring hospitals or in your home You are seen by the right clinician that best suits your clinical need.
		For staff:	<ul style="list-style-type: none"> An ability to be part of developing new ideas, technologies and procedures that not only improve learning and skills but benefit patients at the same time
		For partners:	<ul style="list-style-type: none"> We are keen to work closely with clinical teams outside of the hospital to provide better care for our cardiothoracic patients
RESEARCH AND INNOVATE	<i>We will continue to develop the Trust as a centre for research and development, fully nurturing our expertise and creativity in a structured way for the benefit of patients</i>	For patients:	<ul style="list-style-type: none"> You will have early access to new treatments developed by our staff, specifically suited to your needs
		For staff:	<ul style="list-style-type: none"> Feel more supported in development of ideas, innovations and research Your research and innovation work is valued Access to research activities for more staff.
		For partners:	<ul style="list-style-type: none"> We are an organisation that values and actively supports research and development
SHARE AND EDUCATE	<i>We will establish a Royal Papworth School, enabling us to grow and develop not only our own staff but also share our expertise and learning for the benefit of national and international networks as well as our local</i>	For patients:	<ul style="list-style-type: none"> Be confident that our staff are highly skilled in the latest practices You will receive evidence based, outstanding care.
		For staff:	<ul style="list-style-type: none"> You are able to access local opportunities for personal, career and academic development

Strategic Goal		What the Strategic Goal will mean	
	<i>stakeholders</i>		<ul style="list-style-type: none"> You will be able to demonstrate your knowledge, skills and expertise Pride in being associated with a national centre of cardiothoracic skills development.
		For partners:	<ul style="list-style-type: none"> We will share our expertise and knowledge to spread the benefits to local, national and international healthcare organisations and patients
ACHIEVE SUSTAINABILITY	<i>We will establish a sustainable operational and financial position to ensure that we are making the most of Royal Papworth Hospital and applying all resources in the most effective and efficient manner</i>	For patients:	<ul style="list-style-type: none"> You will be seen in a timely manner for your outpatient appointment or operation Less time spent in hospital and better discharge home experience.
		For staff:	<ul style="list-style-type: none"> Working differently to ensure that our resources are used economically Opportunities to make changes and improvements to how you work for the benefit of our patients Systems / processes will be streamlined together with exploiting digital opportunities so as to give you more time to care for your patients.
		For partners:	<ul style="list-style-type: none"> Credible and secure organisation that is attractive to work with Being more open and receptive to partnerships.
OFFER POSITIVE STAFF EXPERIENCE	<i>We will seek to offer the best staff experience in the NHS, enabling staff to fulfil their potential by providing a working environment where they can feel valued for what they bring to the Trust, achieve a work-life balance and feel engaged in their work</i>	For patients:	<ul style="list-style-type: none"> Engaged and valued staff provide better care to our patients
		For staff:	<ul style="list-style-type: none"> Your contribution to the organisation and patients is valued You feel confident and safe to speak up when you have a concern, in the knowledge that you will be taken seriously and your concerns addressed You work in an environment where diversity is valued and there is equality of opportunity and an inclusive culture You have access to development opportunities that support you in developing your career.
		For partners:	<ul style="list-style-type: none"> Working together means that we can tackle workforce issues for the benefit of all partners

5. The Estate Strategy 2021 - 2025

5.1 Estate Strategy Question 1: “Where are we now?”

5.1.1 The Trust’s Current Estate

In May 2019, the Trust occupied the new Royal Papworth Hospital building on the CBC. That building includes:

- 6 inpatient wards and a day ward
- A 46-bed critical care area
- 240 inpatient beds (predominantly in single rooms)
- 5 theatres and 5 cath labs plus 2 hybrid theatres/cath labs
- An outpatient unit plus diagnostic and treatment facilities.

The building enables significant changes to the way in which the Trust works digitally and provides a robust infrastructure from which clinical services can be further developed.

The Trust also leases Royal Papworth House, based in Huntingdon, which provides accommodation for the administrative services for the organisation. The lease for this site is due to expire December 2022, this presents an opportunity for estate rationalisation.

5.1.2 Experiences of the New Hospital since Occupation

During the first year of occupation significant amounts of time were spent balancing the hospital and ensuring the design strategy actually delivered the operational performance required for the high quality patient care and clinical activity.

One element of design was to ensure a high proportion of clinical space to staff support space, a design element that meant some organisational changes and building intention alterations.

During the 2020/21 Covid-19 pandemic the exceptional infection control design of the hospital, with predominantly single en-suite bedrooms and all single bay critical care capacity allowed exceptional care for 307 patients admitted with Covid-19.

During this period the Trust did not have any nosocomial infections attributed. This was due not only to high infection control skills, but also to the hospital design.

5.1.3 Comparison with Peer Organisations

The annual Estates Returns Information Core (“ERIC Returns”) provide a means by which to directly compare the condition, use and running costs of each site forming the NHS estate.

Key findings from the 2019/2020 ERIC Returns are summarised in the table below. It should be noted that this return relates to the first full year following the move to the new Royal Papworth Hospital site:

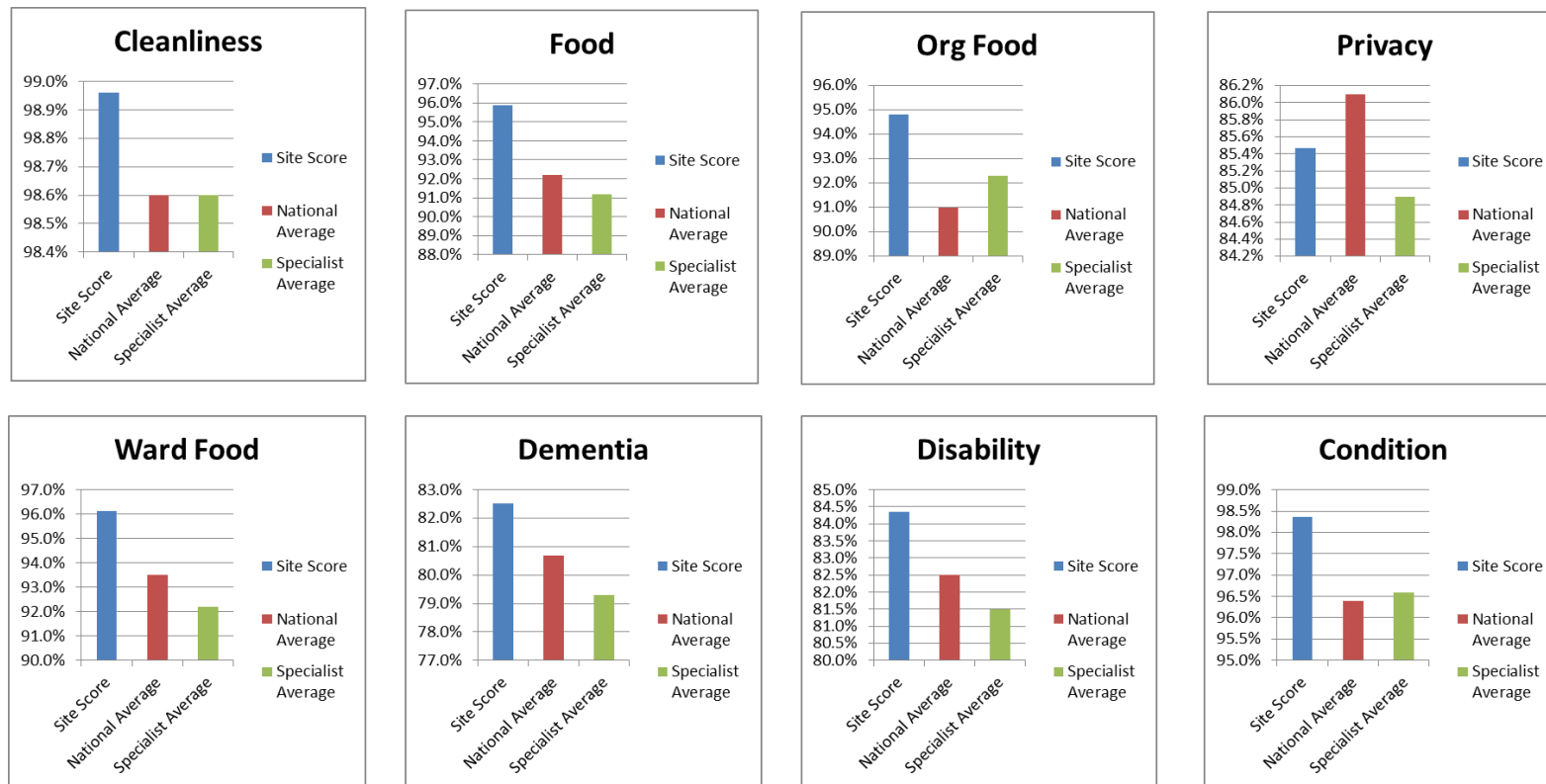
ERIC Measure	Unit of Measurement	Royal Papworth NHS Foundation Trust	Peer Group Averages		
			Lower Quartile	Average	Upper Quartile
Hard FM costs per occupied floor area	£/m ²	50	69	58	32
Soft FM costs per occupied floor area	£/m ²	57	56	54	29
Hard and Soft FM costs per occupied floor area	£/m ²	107	132	106	69
Facilities management costs per occupied floor area	£/m ²	2	16	10	3
Site energy consumed per occupied floor area	Kwh/m ²	322	570	476	377
Site energy consumed per heated volume	Kwh/m ³	127	225	180	130
Energy cost per occupied floor area	£/m ²	36	44	36	30
Water and sewerage cost per occupied floor area	£/m ²	1	3	3	2
Waste cost per occupied floor area	£/m ²	4	6	5	3
Cleaning service cost per occupied floor area	£/m ²	32	53	43	32
In-patient food services cost per main meal requested *	£/m ²	5.15	9.25	6.86	4.30
Laundry and linen service cost per occupied floor area	£/m ²	8	7	5	2
Portering service costs per occupied floor area	£/m ²	8	18	15	9

Key:	
Trust performance within upper quartile for the peer group	
Trust performance around the average for the peer group	
Trust performance within lower quartile for the peer group	

* ERIC data measures in-patient food service costs on a pure price basis. The quality aspect of food is measured through the PLACE audit. Royal Papworth has an average cost of food, whilst significantly outperforming other Trusts in the quality aspect.

Whilst the ERIC Returns focus upon the condition and running costs of the physical estate, the national Patient-Led Assessments of the Care Environment (“PLACE”) provide an annual assessment of the non-clinical aspects of the patient environment. The focus is upon how the environment supports patients’ privacy and dignity and its suitability for patients with specific needs such as disability or dementia.

The PLACE assessment tool therefore provides a national framework for assessing the quality of the physical estate in the NHS against common guidelines and standards. It should be noted that an assessment did not take place for 2020 due to the Covid-19 pandemic, therefore the results of returns for 2019 are summarised in the following table:



As these scores relate to 2019, they incorporate the effect of the environment at the new Royal Papworth Hospital. The hospital design was developed with safety, privacy and dignity at the forefront of decisions, however a number questions within the PLACE report did not reflect the decisions incorporated into the final building.

The score relating to privacy is shown as 0.51% below the national site average but above the specialist national average. Scoring directly related to these criteria was mostly positive; however a number of recurrent themes reduced the score due to the nature of the building and the inclusion of single occupancy bedrooms which the majority of the hospital comprises of. These included; no access to telephones in bedrooms or patient rooms; no separate treatment rooms across wards, and patient treatment taking place in bedrooms.

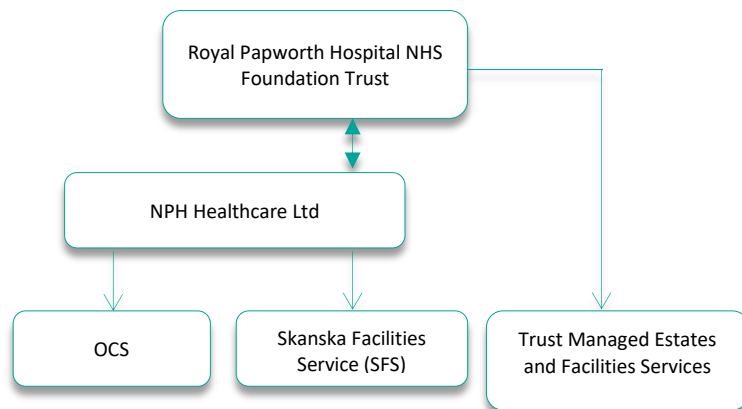
Patient data (i.e. names) at self-service check-in points was highlighted as highly visible, however this has been discussed and accepted by the Trust's regulators with an option for the display to be shown as a pseudonym if requested.

5.1.3 Concession Management of the PFI Contract

The Trust's core estate asset is Royal Papworth Hospital on the CBC. This purpose designed and built hospital was created under the government's Private Finance Initiative ("PFI").

The Trust contracted with NPH Healthcare Ltd under PFI to design, finance, build and operate the new hospital. With construction complete and occupation having taken place during 2019, the PFI concession period has now moved into its operational stage, being specifically the lifecycle maintenance of the new building and the provision of the majority of Hard and Soft Facilities Management ("FM") Services.

NPH Healthcare Ltd manages the delivery of these services in partnership with its service providers: Skanska Facilities Services ("SFS") for Hard FM Services and OCS for Soft FM Services. The chart below illustrates the contractual relationship between the project parties:



NPH Healthcare Ltd and its service providers have an obligation to monitor and manage, on behalf of the Trust, the performance of its services against specifications and standards defined in the contract. NPH Healthcare Ltd and its service providers liaise and meet regularly with the Trust to discuss operational performance, with the aim of continually improving the service to users of the building.

The Trust's in-house Estates and Facilities team are responsible for managing the PFI contract with NPH Healthcare Ltd, via a process known as concession management. The Trust's Estates and Facilities team monitor performance against the contractual standards by using a contract management system and ensure that any failures to meet required performance standards are recorded in the monthly reports and that performance deductions are applied against the monthly service payment for such failures.

In addition to monitoring the PFI contract, the Trust's Estates and Facilities team remain responsible for delivering staff accommodation, car parking and clinical engineering management for the Trust and for managing any site interfaces either with the neighbouring site for the Heart and Lung Research Institute or with the wider Cambridge Biomedical Campus.

The respective split of service responsibilities for Royal Papworth Hospital is therefore summarised as:

Service	OCS	SFS	Trust
Accommodation			✓
Car Parking			✓
Catering Service	✓		
Cleaning Service	✓		
Clinical Engineering			✓
Estates Service		✓	
Grounds Maintenance Service		✓	
Helpdesk Service		✓	
Linen, Laundry & Staff Uniform Service			✓
Materials Management Service	✓		✓
Patient Catering Service			✓
Pest Control Service	✓		
Portering Service	✓		
Security & Traffic Management Service	✓		
Sterile Supplies			✓
Stock Procurement			✓
Utilities and Energy Management Service		✓	
Waste Management Services			✓

indicated by PLACE will convert into improved efficiency of the estate. It is possible, however, to identify the comparable overall running cost of the estate for other PFI hospitals within the Trust's ERIC Returns peer group:

The PLACE assessments for 2019 indicate the improvements in patient environment achieved by relocation to a purpose designed and built new facility, with the Trust's scores bettering the national average in most cases.

Due to the relatively short time since occupation of the new hospital and the period necessary for new engineering systems to become balanced with day-to-day operations and seasonal variations, it is not yet possible to determine if the environmental improvements

ERIC Measure	Royal Papworth NHS Foundation Trust £/m ²	Average PFI Sites within ERIC Returns Peer Group £/m ²
Hard FM costs per occupied floor area	50	69
Soft FM costs per occupied floor area	57	32
Hard and Soft FM costs per occupied floor area	107	101

As highlighted, whilst the overall combined cost of Hard and Soft FM Services for the PFI sub-set of the Trust’s ERIC Returns peer group are lower than that of the Trust, they are still at the upper quartile of overall peer group costs. Therefore, whilst improvements appear possible compared to the former estate, the fixed cost and risk-transfer nature of the PFI approach mean that running costs appear likely to remain relatively high.

It should also be noted that the Trust’s ERIC Returns peer group is that of the specialist acute trusts. Whilst it is beneficial to be grouped alongside other specialist organisations rather than with the general acute trusts, the nature of the specialties within the group vary widely. This can impact on the nature and thus cost of both the engineering services needed to deliver clinical care and the standard and frequency of required Soft FM service delivery.

Relative to its recent history and to the position of many peer NHS organisations, the Trust’s estate at commencement of the period covered by this strategy can be characterised in a predominantly positive light.

This position arises from completion of the key elements of the Trust’s previous Estate Strategy, most notably the move to the new Royal Papworth Hospital during 2019, with associated developments in both support accommodation and staff residential accommodation.

Such transformation of the estate does, however, create implications from the changes in type and tenure of occupation and the contractual nature of facilities management service delivery compared to that in the Trust’s former premises.

The overall characteristics of the Trust’s estate at the commencement of the period covered by this Estate Strategy can therefore be summarised as:

Property	Purpose	Ownership	Tenure	Positive Characteristics	Negative Characteristics
Royal Papworth Hospital	Provision of the Trust's core clinical services	Licence arrangements under a PFI agreement, with long lease of the underlying land	<ul style="list-style-type: none"> • PFI agreement to 2048 followed by "handback" to Trust ownership • 125-year lease of the underlying site land from CBC property developer. 	<ul style="list-style-type: none"> • Purpose built new premises • Designed and equipped to the specific requirements of the Trust • Located within Cambridge Biomedical Campus and directly adjacent to Addenbrooke's Hospital with tunnel connections • Provision of regular lifecycle maintenance is a contractual requirement of the PFI agreement. 	<ul style="list-style-type: none"> • Increase in the fixed cost elements of the Trust's estate • Limited decant space for periodic maintenance • Future expansion dependent upon relocation of office space.
Heart and Lung Research Institute	Joint research and education facility	Leasehold	<ul style="list-style-type: none"> • Under construction until 2022 • 30-year initial lease with Cambridge University. 	<ul style="list-style-type: none"> • Purpose designed and built premises • Directly adjacent to the hospital, with tunnel connection • Collaborative working relationships enhanced with Cambridge University. • Potential for relocation of administrative function from Royal Papworth House. 	<ul style="list-style-type: none"> • Potential for disruption to operation of the hospital during construction • Utilisation and scheduling issues inherent to the shared accommodation model.

Property	Purpose	Ownership	Tenure	Positive Characteristics	Negative Characteristics
Royal Papworth House	Office facilities for clinical and administrative support services	Leasehold	Initial lease expiry in 2022 – aligned to the opening of the Heart and Lung Research Institute building, consideration to estate rationalisation will be essential at this point.	<ul style="list-style-type: none"> • Purpose designed and built commercial office accommodation • Refurbishment to Trust specification prior to occupation • Enables and enhances the model for remote and flexible working. 	<ul style="list-style-type: none"> • Distant from the main hospital site • User issues during seasonal temperature extremes • Requirement for consideration whether to extend contract beyond 2022.
Waterbeach Residential Accommodation	Staff residential accommodation	Leasehold	Initial lease of 25 years	<ul style="list-style-type: none"> • Purpose designed and built residential accommodation (<i>former Ministry of Defence</i>) • Refurbishment to Trust specification prior to occupation • Improved accommodation standard to that previously offered. 	<ul style="list-style-type: none"> • Distant from the main hospital site, generating a commute time for occupiers • Relatively limited initial take-up of transferring residents. • Ability to break even in terms of occupancy requiring greater management input than anticipated.

5.2 Estate Strategy Question 2: “Where do we want to be?”

5.2.1 Vision for the Trust’s Estate

The vision that underpins the Trust’s Estate Strategy is:

To provide cost effective and efficient premises of the right size, location and condition to enable delivery of excellent, specialist care to the Trust’s patients

5.2.2 Future Estate Requirements

The purpose of the estate is to support the Trust in the delivery of clinical services to patients. To achieve this, the estate needs to be configured to best support the Trust’s clinical model.

The Trust Strategy 2020 – 2025 sets out the strategic direction of travel for the Trust and establishes six strategic goals. These are key to establishing the Trust’s future requirements for estate.

Having already achieved the former strategic imperative of relocating to a new, purpose-built hospital, the Trust Strategy 2020 – 2025 does not contain requirements for significantly new or altered estate. Instead, within its strategic goals it identifies circumstances in which the estate will be required to support or enable change.

It should be noted that the initial lease for Royal Papworth House expires in December 2022 which is aligned to the opening of the HLRI, and therefore the key property decision in this period of the Estates Strategy.

Following the learning from the hospital operation since occupation it is clear that work needs to continue to fully integrate the PFI to the needs of the hospital, both in terms of operating a PFI and ensuring strong concession management but also the fit of the hospital to staff and patient needs, supporting not only the learning to date but also the new normal following the Covid-19 pandemic.

As one of the newer residents of the Cambridge Biomedical Campus a key workstream during this strategy will be integration with the other organisations on site, and taking a leadership role in the future direction of the Campus to 2025 and beyond.

Strategic Goal with Potential Impact Upon the Trust's Estate	Reference within the Trust Strategy 2020 – 2025	Implications for the Estate Strategy 2021 - 2025	Timescale
<i>"We are in a position to extend the scope and range of what we offer so that patients from our region no longer need to travel to London for specialist interventions."</i>	DELIVER CLINICAL EXCELLENCE	<ul style="list-style-type: none"> Requirement to maximise use of clinical accommodation within the Trust's existing estate portfolio Potential need to supply and support a greater volume and range of clinical equipment. 	2022 2021
<i>"Implement new ways of working to bring specialist care closer to patients' homes"</i>	DELIVER CLINICAL EXCELLENCE	<ul style="list-style-type: none"> Flexibility to support alternative property solutions to enable outreach services, including acting as property adviser in addition to property operator Closer liaison with Digital colleagues to ensure infrastructure within the existing estate is supported and maintained, to enable enhanced digitalisation of outreach services Potential requirement for new models of delivering and maintaining clinical equipment remote from the main hospital base. 	2022 2021 2022
<i>"There is established demand for us to extend our reach and offer input in a wider range of settings and we recognise that "hospital is not always the best environment for all of our care."</i>	GROW PATHWAYS WITH PARTNERS	<ul style="list-style-type: none"> Flexibility to support alternative property solutions to enable outreach services, including acting as property adviser in addition to property operator Closer liaison with Digital colleagues to ensure infrastructure within the existing estate is supported and maintained, to enable enhanced digitalisation of outreach services Potential requirement for new models of delivering and maintaining clinical equipment remote from the main hospital base. 	2022 2021 2022
<i>"Working with Campus partners can unlock benefits for all partners and patients across a range of areas eg travel, research, education and other initiatives."</i>	GROW PATHWAYS WITH PARTNERS	<ul style="list-style-type: none"> Renewed focus on integrated partnership approaches to solutions for estate issues, including those relating to clinical equipment Development of opportunities for all Campus users, including support for sustainable travel options and health improvement. Ensuring a safe and secure space, supported by the Estates and Facilities and Workforce teams to develop planning 	2021
<i>"Number of outpatients appointments that can be seen locally increase to 20% of those seen at Royal Papworth."</i>	GROW PATHWAYS WITH PARTNERS	<ul style="list-style-type: none"> Flexibility to support alternative property solutions to enable outreach services, including acting as property adviser in addition to property operator Greater emphasis on travel and transport solutions that support staff engaged in outpatient appointments remote from the main hospital site. 	2022 2022

Strategic Goal with Potential Impact Upon the Trust's Estate	Reference within the Trust Strategy 2020 – 2025	Implications for the Estate Strategy 2021 - 2025	Timescale
<i>"The development of the Heart and Lung Research Institute (HLRI) on the Campus represents an opportunity to create an educational facility which is fit for purpose....establish the Royal Papworth School within the HLRI when it opens in 2022."</i>	SHARE AND EDUCATE	<ul style="list-style-type: none"> Provision of collaborative support to the HLRI project to ensure that construction deadlines are capable of being met Ensure that the education component of HLRI is sufficiently specified, developed and implemented to be able to meet the target date for establishment of the Royal Papworth School. 	2021-2022 2022
<i>"HLRI facilities are fully utilised to support increase in research activity"</i>	RESEARCH AND INNOVATE	<ul style="list-style-type: none"> Provision of collaborative support to the HLRI project to ensure that construction deadlines are capable of being met Ensure that the research and development component of HLRI is sufficiently specified, developed and implemented to be able to meet target dates for operation Development and agreement of space sharing protocols with partner organisations to ensure full utilisation of the HLRI facilities can be achieved. 	2021–2022 2021–2022 2021
<i>"The full potential of Royal Papworth will be realised over the period of this strategy, as we adapt to our facilities and embed new ways of working...using the new hospital capacity to its full potential and improving flow.....maximise the utilisation of all our clinical areas [with] the new hospital capacity...fully open and operational by 2022."</i>	ACHIEVE SUSTAINABILITY	<ul style="list-style-type: none"> Collaborative work with PFI partner to ensure that service capabilities remain sufficient to grow into full building utilisation and that engineering systems are tested to operate at their intended maximum capacity Emphasis on continued full programme of proactive maintenance activities so that uninterrupted ramp-up to capacity can be achieved when required Ability to ramp-up clinical engineering service provision to meet the requirements of the hospital operating at full capacity. 	2021–2025 2021-2025 2021-2025
<i>"We can build on our private patient service and international opportunities to support our financial sustainability....grow private patient net income every year....a minimum of £0.5m from additional private patient work delivered by 2025."</i>	ACHIEVE SUSTAINABILITY	<ul style="list-style-type: none"> Provision of support to the development or enhancement of spaces and / or support services as necessary to facilitate creation of the private patient service 	2021
<i>"Deliver year on year service and cost improvement programmes....at least 2.1% savings per year, over the next five years."</i>	ACHIEVE SUSTAINABILITY	<ul style="list-style-type: none"> Emphasis on robust operation of contractual mechanisms to ensure recognised cost saving and benefit sharing mechanisms are fully utilised Collaborative work with PFI partner to identify potential cost reducing innovations and initiatives 	2021-2025 2021-2025

Strategic Goal with Potential Impact Upon the Trust's Estate	Reference within the Trust Strategy 2020 – 2025	Implications for the Estate Strategy 2021 - 2025	Timescale
		<ul style="list-style-type: none"> Requirement for value for money assessments of all contractual break and trigger points associated with existing leases and service provision Development and operation of integrated partnership working across CBC to identify and implement potential campus wide cost savings and efficiencies. 	<p style="text-align: center;">2023</p> <p style="text-align: center;">2021-2025</p>
<p><i>“Ongoing development of external supplier contract management processes....robust and effective contract management of the PFI....ongoing value for money and continuous improvement from PFI contract.”</i></p>	<p>ACHIEVE SUSTAINABILITY</p>	<ul style="list-style-type: none"> Development and sharing of class-leading processes for management of an operational PFI contract The embedding of knowledge of contract management processes and procedures throughout the Trust Emphasis upon robust operation of contractual mechanisms to ensure recognised cost saving and benefit sharing mechanisms are fully utilised Collaborative work with PFI partner to identify potential cost reducing innovations and initiatives Requirement for value for money assessments of all contractual break and trigger points associated with existing leases and service provision Commercialisation of tools and techniques developed for contract management. 	<p style="text-align: center;">2021-2022</p> <p style="text-align: center;">2021-2025</p> <p style="text-align: center;">2021-2025</p> <p style="text-align: center;">2021-2025</p> <p style="text-align: center;">2023</p> <p style="text-align: center;">2021</p>
<p><i>“Optimise the investments in digital infrastructure and systems”.</i></p>	<p>ACHIEVE SUSTAINABILITY</p>	<ul style="list-style-type: none"> Closer liaison with Digital colleagues to ensure infrastructure within the existing estate is supported and maintained, to enable enhanced digitalisation of outreach services Increased integration with Digital colleagues to build upon greater integration of clinical equipment and digital networks and systems. 	<p style="text-align: center;">2022</p> <p style="text-align: center;">2021</p>

5.2.3 Core Principles for Development of the Trust's Estate

The previous section identified those elements of the Trust's strategic goals that have potential implications for the estate to be required to support or enable change. These elements, therefore, establish the Trust's strategic requirements for "where do we want to be" and thus have the potential to lead to further development of the Trust's estate.

Any piece of estate represents a relatively high cost to the Trust, both from the initial outlay to secure it and then from the operating and maintenance costs necessary for on-going use. Any further development of the Trust's estate therefore needs to be controlled, to ensure that it is sustainable.

The following ten core principles provide a future framework for controlling the development of the Trust's estate to ensure that any changes directly meet the requirements of the Trust's Strategy:

Estate Principle 1	The location and size of Trust properties should be in response to demonstrable operational requirements
Estate Principle 2	Full utilisation of existing capacity should be considered before seeking any increase in size of the built environment
Estate Principle 3	The Trust's built environment should occupy the smallest floor area compatible with operational requirements, to maximise efficiency and minimise running costs, whilst providing a high quality working environment
Estate Principle 4	Property layouts should be purpose designed to maximise operational efficiencies as far as is practical
Estate Principle 5	Support and administrative accommodation and spaces should be designed and operated to be flexible for alternative use
Estate Principle 6	Trust services should be co-located and/or shared with other members of the Trust's health, education and research economy wherever it is practicable and economic to do so
Estate Principle 7	Freehold ownership of properties should take place, if practicable, where there is an envisaged long term requirement for the property or other strategic benefit of ownership
Estate Principle 8	The tenure of leasehold / licence properties should match the underlying contractual arrangements and operational requirements for the service occupying such property
Estate Principle 9	BREEAM Healthcare ratings of Excellent and Very Good should be targeted for any new and refurbished buildings respectively, if practicable and affordable
Estate Principle 10	Creation of backlog maintenance should be avoided either by investment in lifecycle maintenance or by vacation / disposal of affected properties

5.3 Estate Strategy Question 3: “How do we get there?”

5.3.1 Estate Development Plan

Having identified “where do we want to be?” via the previous section, it is necessary to plot a strategic course to reach there. That is to be undertaken by creation and implementation of an Estate Development Plan.

5.3.2 The Key Strands of the Estate Development Plan

The Estate Development Plan consists of four key strands:

Purpose of the Key Strand	Elements of the Key Strand	Links to the Trust’s Strategic Goals	Timeline
Key Strand 1 – Create the Heart and Lung Research Institute (HLRI)			
<p><i>To participate with the University of Cambridge School of Clinical Medicine in creating a leading-edge heart and lung research and development and educational institute, adjacent to Royal Papworth Hospital.</i></p>	<ul style="list-style-type: none"> Assign Trust resources to project management of the construction and development interface issues between the new HLRI and the existing operational hospital 	Research and Innovate Share and Educate	2021
	<ul style="list-style-type: none"> Develop, agree, operate and monitor construction site interface working protocols 	Research and Innovate Share and Educate	2021
	<ul style="list-style-type: none"> Enable service connections between the two buildings at tunnel interfaces without disruption to live operation of the hospital 	Research and Innovate Share and Educate	2021
	<ul style="list-style-type: none"> Develop and agree the schedule of Trust accommodation within the HLRI along with associated sharing / booking principles 	Research and Innovate Share and Educate	2021/2022
	<ul style="list-style-type: none"> Assist technical and operational commissioning of the HLRI 	Research and Innovate Share and Educate	2021/2022
	<ul style="list-style-type: none"> Assist with the occupation of Trust accommodation areas of HLRI once built and commissioned. 	Research and Innovate Share and Educate	2022

Purpose of the Key Strand	Elements of the Key Strand	Links to the Trust's Strategic Goals	Timeline
Key Strand 2 – Encourage Optimal Utilisation of the new Royal Papworth Hospital			
<i>To enable and encourage optimal utilisation of Royal Papworth Hospital.</i>	<ul style="list-style-type: none"> Review lifecycle and maintenance plans for the hospital and for clinical equipment to ensure that they are predicated upon enabling the hospital to operate at maximum clinical capacity 	Deliver Clinical Excellence Achieve Sustainability	2021
	<ul style="list-style-type: none"> Develop and risk assess the clinical equipment investment plan to enable the hospital to operate at maximum clinical capacity 	Deliver Clinical Excellence	2021
	<ul style="list-style-type: none"> Review and adjust as necessary the Trust's clinical engineering resources to ensure that the appropriate level of support can be provided to the hospital operating at maximum capacity 	Deliver Clinical Excellence Achieve Sustainability	2021
	<ul style="list-style-type: none"> Work with the PFI partner to ensure a test plan is developed and implemented to ensure that engineering services can operate at maximum capacity when called upon to do so 	Deliver Clinical Excellence Achieve Sustainability	2021
	<ul style="list-style-type: none"> Liaise with the PFI partner to ensure a viable plan is in place to enable the ramp-up of FM Services to meet the requirements of the hospital operating at maximum capacity 	Deliver Clinical Excellence	2021
	<ul style="list-style-type: none"> Liaise with the PFI partner to develop energy monitoring and reporting, to ensure that maximum utilisation of the clinical capacity of the hospital can be achieved in a sustainable way 	Achieve Sustainability	2021
	<ul style="list-style-type: none"> Finalise development and implementation of the Trust's PFI concession management systems 	Achieve Sustainability	2021
	<ul style="list-style-type: none"> Develop and embed knowledge and awareness of the PFI contractual principles and processes throughout the Trust to achieve maximum benefit from the partnership with the private sector 	Achieve Sustainability	2021-2022
	<ul style="list-style-type: none"> Review the operation of risk and cost sharing mechanisms within the PFI contract to ensure that maximum benefit is being achieved from their operation 	Achieve Sustainability	2021-2025
	<ul style="list-style-type: none"> Liaise with HR and Digital colleagues to support the development of home working thus ensuring maximum utilisation of shared administration space is achieved 	Achieve Sustainability Grow Pathways with Partners	2021

Purpose of the Key Strand	Elements of the Key Strand	Links to the Trust's Strategic Goals	Timeline
	<ul style="list-style-type: none"> Develop draft plans for the decant and conversion of “soft” spaces within the hospital in the event of a need to extend the overall physical capacity of clinical space. 	Deliver Clinical Excellence	2021
Key Strand 3 – Consolidate and Develop Ancillary and Staff Residential Accommodation			
<p><i>To collaborate with partner organisations to identify short, medium and long term solutions to needs for ancillary accommodation and staff residential accommodation on or adjacent to Cambridge Biomedical Campus, matching building type and tenure as appropriate to the duration of the required solution and to repatriate such needs to the core accommodation of Royal Papworth Hospital and the HLRI wherever practicable.</i></p>	<ul style="list-style-type: none"> Liaise with HR and training colleagues and CBC partner organisations to forecast potential demand for staff residential accommodation, including the anticipated impact from creating Royal Papworth School and increased occupation of the campus 	Achieve Sustainability	2021
	<ul style="list-style-type: none"> Operate integrated arrangements with CBC partner organisations to increase awareness of and fully utilise the opportunities for staff residential accommodation at the Trust's Waterbeach development 	Grow Pathways with Partners	2021
	<ul style="list-style-type: none"> Review travel and transport arrangements for staff from the Waterbeach staff residential accommodation to ensure that they continue to offer value for money 	Achieve Sustainability	2021
	<ul style="list-style-type: none"> Review the lease arrangements for the Waterbeach staff residential accommodation in accordance with forecast demand for accommodation and contractual break-points 	Achieve Sustainability	2021
	<ul style="list-style-type: none"> Review the necessity for maintaining the lease of Royal Papworth House at its defined break-point in the context of creation of HLRI and increased support for home working 	Achieve Sustainability	2021
	<ul style="list-style-type: none"> Consolidate the schedules of lease and licence arrangements for properties outside of the main hospital site 	Achieve Sustainability	2021/22
	<ul style="list-style-type: none"> Review the schedule of leases and licences with CBC partner organisations for any opportunities to repatriate services to the main hospital site or to other shared accommodation 	Achieve Sustainability Grow Pathways with Partners	2022
	<ul style="list-style-type: none"> Support any physical estate changes confirmed as necessary for development of the Royal Papworth School Support any physical estate changes confirmed as necessary for development of the Private Patient Service. 	Share and Educate Achieve Sustainability	2021-2022 2021

Purpose of the Key Strand	Elements of the Key Strand	Links to the Trust's Strategic Goals	Timeline
Key Strand 4 – Build Capacity to Support Innovative and Collaborative Working			
<p><i>To build capacity, resources and processes as necessary to support innovative and collaborative methods of working within the Trust, as an integral partner organisation of Cambridge Biomedical Campus and in conjunction with other healthcare network organisations.</i></p>	<ul style="list-style-type: none"> Establish an innovations research function within the Estates and Facilities team to ensure that the department remains aware of developments and innovation within the industry and their potential for implementation at the Trust 	Achieve Sustainability	2021-2025
	<ul style="list-style-type: none"> Undertake close working with the PFI partner to identify, review and appraise innovations for potential implementation 	Achieve Sustainability	2021-2025
	<ul style="list-style-type: none"> Liaise with the PFI partner to ensure that the market test and review points for Soft FM and Hard FM services respectively are utilised to ensure the introduction of service innovation where practicable and affordable 	Achieve Sustainability	2022
	<ul style="list-style-type: none"> Develop and lead an integrated operational estates and facilities network with CBC partner organisations 	Grow Pathways with Partners	2021-2022
	<ul style="list-style-type: none"> Create consultancy and training material regarding contract management processes that can be shared on a commercial basis with other NHS and partner organisations 	Achieve Sustainability	2021
	<ul style="list-style-type: none"> Establish and lead a networking peer group with other NHS organisations with a PFI scheme 	Grow Pathways with Partners	2021-2022
	<ul style="list-style-type: none"> Increase the level of skills available within the Estates and Facilities Department for the provision of general property advice as necessary to support outreach and community estate solutions 	Deliver Clinical Excellence Grow Pathways with Partners	2021
	<ul style="list-style-type: none"> Upskill clinical engineering staff and systems to enable the provision of equipment delivery and maintenance services to domiciliary, outreach and community settings 	Deliver Clinical Excellence Grow Pathways with Partners	2021-2023
	<ul style="list-style-type: none"> Liaise with Digital colleagues to develop a protocol of roles and responsibilities for maintenance and development of the digital network within the Trust's estate and at other outreach and community locations 	Deliver Clinical Excellence Achieve Sustainability Grow Pathways with Partners	2021-2022
	<ul style="list-style-type: none"> Establish a working protocol with Digital colleagues to ensure joint working on the developments in digitally enhanced clinical equipment and systems is strengthened 	Achieve Sustainability	2021
<ul style="list-style-type: none"> Work with HR colleagues and CBC partner organisations to develop joint travel plans and innovations that support flexible and remote working. 	Grow Pathways with Partners	2021	

Purpose of the Key Strand	Elements of the Key Strand	Links to the Trust's Strategic Goals	Timeline
	<ul style="list-style-type: none"> Develop planning both internally and Campus-wide to build a team of sustainability-focussed leads and support activity to both reduce carbon footprint and lead in innovative sustainable practice across the Campus. 	Grow Pathways with Partners Achieve Sustainability	2022

6. Key Risks for the Estate Strategy 2021 - 2025

The following represent key risks for the Estate Strategy and specifically for implementation of the Estate Development Plan:

Risk		Area of the Estate Development Plan Affected	Risk Mitigation
1.	If there is a delay to construction and commissioning of the HLRI, then the opportunity to review the on-going demand for other ancillary accommodation will miss the contractually available break-points.	Key Strand 1 – Create the Heart and Lung Research Institute	<ul style="list-style-type: none"> • Commit Trust resources to assisting project management of construction and commissioning of the new facility • Review leases for potential to re-negotiate or re-introduce later break-points.
2.	If there is no safe mechanism by which to test engineering systems to their full capacity, then there may be losses of service experienced when the hospital reaches maximum operating capacity.	Key Strand 2 – Maximise Utilisation of the new Royal Papworth Hospital	<ul style="list-style-type: none"> • Ensure manufacturer design criteria for engineering systems are in place and appropriate to the hospital operating at maximum clinical capacity • Ensure the availability of technical staff from critical engineering systems at the time of extending operations to maximum clinical capacity • Liaise with the PFI partner and service providers to ensure contingency plans are in place, including local holding of critical spares.
3.	If there are insufficient funds for the lifecycle replacement of clinical equipment, then it may not be possible to operate the hospital at maximum capacity.	Key Strand 2 – Maximise Utilisation of the new Royal Papworth Hospital	<ul style="list-style-type: none"> • Ensure that capital investment is driven by an agreed equipment replacement plan, which is based upon maximising clinical operation of the hospital • Develop a risk-based approach to prioritising investment of available capital funds into clinical equipment to achieve the optimum impact upon maximising clinical operation of the hospital.
4.	If there are insufficient clinical engineering staff with the required skills, then it may not be feasible to support operation of the hospital at maximum capacity and / or the development of domiciliary, community and outreach services.	<p>Key Strand 2 – Maximise Utilisation of the new Royal Papworth Hospital</p> <p>Key Strand 4 – Build Capacity to Support Innovative and Collaborative Working</p>	<ul style="list-style-type: none"> • Undertake a programme of skills assessment and updating as necessary • Widen the role of department based technical specialists to improve local response times and reduce the burden on the central engineering department • Prepare contingency arrangements with agencies / alternative providers to meet gaps in staffing, including the backfilling of existing staff whilst undertaking skills updates.

Risk		Area of the Estate Development Plan Affected	Risk Mitigation
5.	If there are insufficient quantities of skilled Estates and Facilities staff within the Trust, then it may not be possible to ensure robust operation and monitoring of contractual arrangements affecting the estate or to develop commercial arrangements for exploiting contract management knowledge.	Key Strand 2 – Maximise Utilisation of the new Royal Papworth Hospital Key Strand 4 – Build Capacity to Support Innovative and Collaborative Working	<ul style="list-style-type: none"> • Undertake programme of skills assessment and updating as necessary, including in the provision of skills training to other organisations • Develop and implement training plans that allow for the release of staff from frontline duties as necessary • Ensure that there is a clear career path offered within the department to encourage staff retention • Liaise with partner organisations to develop joint arrangements for skills coverage and potential for staff exchanges that could help support retention.
6.	If the PFI partner does not engage in collaborative working, then the opportunities to maximise operation of the hospital, to achieve efficiencies and to introduce value for money innovation will be lost.	Key Strand 2 – Maximise Utilisation of the new Royal Papworth Hospital Key Strand 4 – Build Capacity to Support Innovative and Collaborative Working	<ul style="list-style-type: none"> • Actively operate joint meeting arrangements and the sharing of information to foster collaborative working • Consider the operation of risk and cost sharing approaches to ensure that the burden of change and innovation does not fall disproportionately upon either one of the contractual parties • Utilise existing sharing mechanisms within the PFI contract, accessing legal advice to assist their enforcement if necessary.
7.	If the existing capacity of staff residential accommodation is not fully utilised, then there will be an on-going cost to the Trust to subsidise the service.	Key Strand 3 – Consolidate and Develop Ancillary and Staff Residential Accommodation	<ul style="list-style-type: none"> • Increase marketing and awareness efforts amongst CBC partner organisations of the availability and operation of the Trust's staff residential accommodation • Consider widening the criteria for occupation of the residential accommodation to include staff from other public sector bodies or key local employers • Review the on-going commitment to such accommodation at the contracted lease break-point.
8.	If insufficient capacity is provided to Estates and Facilities staff to identify and research industry innovations, then the opportunity to improve efficiency and thus sustainability of the estate will be missed.	Key Strand 4 – Build Capacity to Support Innovative and Collaborative Working	<ul style="list-style-type: none"> • Embed an innovation research function into the Estates and Facilities Department • Create an internal reporting and feedback loop to ensure that the innovation function remains live and relevant.
9.	If insufficient priority is given to implementation of estate development activities due to other competing demands, then	All Key Strands	<ul style="list-style-type: none"> • Further detail the Estate Development Plan to ensure that its requirements incorporate into the day-to-day activities of Estates and Facilities staff

Risk		Area of the Estate Development Plan Affected	Risk Mitigation
	it is unlikely that all elements of the Estate Strategy could be achieved by 2025.		<ul style="list-style-type: none"> • Incorporate estate development activities into the objectives of Estates and Facilities Staff, thus ensuring their potential for achievement and the direct link between staff activities and the Trust's Strategy • Test any emerging development demands against the core Estate Principles established within the Estate Strategy.
10.	If any of the major service providers or PFI contractors to the Estate and Facilities department become financially challenged and is unable to fulfil the contractual term of its contract, this could affect the Hospital service and ability to operate.	Key Strand 2 – Maximise Utilisation of the new Royal Papworth Hospital Key Strand 4 – Build Capacity to Support Innovative and Collaborative Working	<ul style="list-style-type: none"> • Actively operate joint meeting arrangements and the sharing of information to foster collaborative working • Actively participate in the national PFI forum and work closely with the PFU, and other PFI technical advisors.
11.	If insufficient modelling of off-site administrative space requirements are not completed, the lease for the current site will require extension at high-level cost to the Trust.	Key Strand 4 – Build Capacity to Support Innovative and Collaborative Working	<ul style="list-style-type: none"> • Commence review of activity at the Royal Papworth House site in light of recent changes to activity and reduction in use due to increases in flexible working options. • Undertake modelling of available space within the HLRI and Hospital sites to investigate whether an off-site solution remains a requirement.

7. Conclusion

After years of planning, the Trust has 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 Estate Strategy.

The Estate Strategy is not anticipated to lead to wholesale transformation of the Trust's estate but instead to ensure that measures are taken to support the Trust's strategy and to meet the core vision for the estate of being **to provide cost effective and efficient premises of the right size, location and condition to enable delivery of excellent, specialist care to the Trust's patients**.

It should be noted that whilst this Estate Strategy provides the mechanisms by which to test and control the sustainability to the Trust of any future development, it is not the single source for ensuring that the Trust plays its part in wider national and international efforts for securing long-term, global environmental sustainability. Such matters are broader than only the Trust's physical estate and will be required to be planned and implemented over a longer time-period than this strategy, albeit accompanied by shorter duration progress and reporting requirements. It is therefore envisaged that a separate Sustainability Strategy and associated implementation programme will be developed for the Trust.



ROYAL PAPWORTH

Royal Papworth Hospital NHS Foundation Trust
Papworth Road
Cambridge Biomedical Campus
Cambridge
CB2 0AY