

Calderdale Royal Hospital

Building Tomorrow: A Community Legacy Plan



Calderdale and Huddersfield
NHS Foundation Trust



LAING O'ROURKE



2025 Social Value Plan

Fostering growth, health, and sustainability in our local area.

Forewords



Delivering healthcare, shaping communities

The new clinical building at Calderdale Royal Hospital comprises 23,650m² of state-of-the-art emergency and in-patient ward facilities. It is a significant project and milestone in the Calderdale and Huddersfield NHS Foundation Trust (CHFT) programme of continuous investment to transform healthcare outcomes for the communities they serve.



Working in partnership with Calderdale and Huddersfield Foundation Trust (CHFT), we have a fantastic opportunity to deliver modern healthcare facilities that will serve current and future generations of people in West Yorkshire, and to do so in such a way that delivers lasting social change for the local economy.

Developed in collaboration with CHFT, this social value plan has been developed using the Thrive social value tool, and is targeting an overall social value benefit exceeding £66,500,000.00 from development of the New Clinical Build Project¹. To achieve this Plan's aims, we will strategically collaborate with CHFT, the local business community, the voluntary, community and social enterprise (VCSE) sector, and education providers. These partnerships will enable us to deeply understand and deliver meaningful and effective social value outcomes which directly address local community need.

We look forward to being part of the local community over the coming years. We will deliver a legacy of social and economic improvement and resilience, alongside a fantastic new healthcare facility.



Chris Northwood
Project Director

As the NHS continues to evolve to meet the needs of our communities, every new building, renovation, and infrastructure project represents more than just bricks and mortar—it's a foundation for healthier futures. We are excited to be working with Laing O'Rourke on this important project to bring new adult and children's emergency departments, and new inpatient wards to Calderdale Royal Hospital. Their Social Value Plan sets out our joint commitment to ensuring that the project also delivers lasting, positive impact far beyond the physical footprint.

Through thoughtful planning and collaboration, we aim to create opportunities for local employment, support small and diverse businesses, reduce our environmental impact, and engage meaningfully with the communities we serve. From apprenticeships to sustainable materials, from inclusive design to community involvement, every aspect of this project reflects the core values of both Laing O'Rourke and the NHS.

Together, we are building more than a hospital building —we are building resilience, opportunity, and social progress. This is our commitment to our communities across Calderdale and Huddersfield, both now and for generations to come.

I'd like to thank our partners from the voluntary, community and social enterprise sector and, of course, colleagues from both of our organisations for collaborating on the development of this plan.



Anna Basford
Deputy Chief Executive, Director of Transformation



¹ The social value has been calculated using the Thrive tool and IES framework which are aligned to and recognised by HMT and Government.

Our approach

Legacy Plan themes

This report outlines our commitments and ambitions to generate positive outcomes for the local community ahead of the new facilities becoming operational.

We have developed our Legacy Plan to maximise the social, economic and environmental benefits in the community. We have shaped it around the results of a local need analysis which mapped the issues and challenges the local community faces. These needs will inform conversations throughout every stage of construction. However, we intend to adapt and evolve in response to any changing conditions, or community need.

The Plan is also aligned to the objectives and goals identified in both CHFT's 5-year strategic plan and Calderdale and Kirklees councils' respective health and wellbeing strategies.

Our Plan is structured around the following themes:

01. Sustainable employment

By investing in skills development and creating employment opportunities, we will generate economic growth and increase prosperity in the community.

02. Thriving local economies

By working alongside local businesses, we will help build long-term economic growth, share knowledge, encourage innovation and support job creation.

03. Healthy communities

By working in partnership with charities and social enterprises, we will extend the benefits beyond the construction of incredible new facilities.

04. Inspiring future generations

By engaging with local school and colleges, we will inspire the next generation to find fulfilling careers.

05. Protecting our environment

By prioritising positive environmental outcomes we will influence decisions ranging from material procurement selection, onsite waste reduction and carbon reduction techniques.

Delivering on these themes is embedded in every aspect of our processes, procedures and ways of working. We will programme key activities and agree them with key partners ahead of time to maximise the benefit of our activities.



Sustainable employment

Providing fulfilling career opportunities

We will bring meaningful employment and training prospects to the area.

The local need

Both the Kirklees Economic Strategy and the Calderdale Inclusive Economy Strategy, aim to reduce socio-economic inequalities, by increasing access to meaningful employment opportunities in disadvantaged areas. In particular, both councils understand that creating skills pipelines, apprenticeships, and youth employment are engines of long-term economic inclusion.

- There is a recognised and significant skills shortage particularly in technical and soft skills, affecting sectors like manufacturing, engineering, and healthcare
- Apprenticeship activity among 16-18year olds is limited when compared to national averages.

Our focus is on building a skilled, resilient workforce that supports individuals and local businesses for a stronger, more sustainable future.

Local employment

By generating local jobs, we will contribute to the long-term economic and social progress of the Kirklees and Calderdale area. We will:

- Collaborate with the Job Centre and Chambers of Commerce to run recruitment events to promote and fill vacancies, on site or in the community,
- Develop a recruitment plan tailored to local needs which can identify local talent and grow a skilled and diverse workforce
- Fully support the skills strategy of the West Yorkshire Combined Authority (WYCA) by working with Employment Hubs and explore opportunities within initiatives such as Skills Connect and the Mayor's Green Jobs Taskforce

Inclusive employment

Some groups of people face unique obstacles to finding work. We understand that meaningful employment provides financial security, improves an individual's wellbeing, lessens social inequalities and fosters inclusion. We will: :

- Work with established local Networks, Charities & Social Enterprises to run pre-employment workshops to increase skills and work readiness of key groups such as Care leavers, Military Veterans and and longterm unemployed
- Advertise vacancies through designated local employment brokerages and channels

- Establish partnerships with specialist employment charities which support young people not in employment, education or training

Apprenticeships

Apprenticeships offer a practical, flexible, and inclusive way for young people to gain skills, experience, and qualifications — while earning a wage. We will:

- Participate in WYCA led awareness campaigns and events focused on career choices
- Attend career sessions at local schools and colleges to promote benefits and challenge beliefs about apprenticeships
- Encourage our supply chain to join our efforts and increase the opportunities across the region

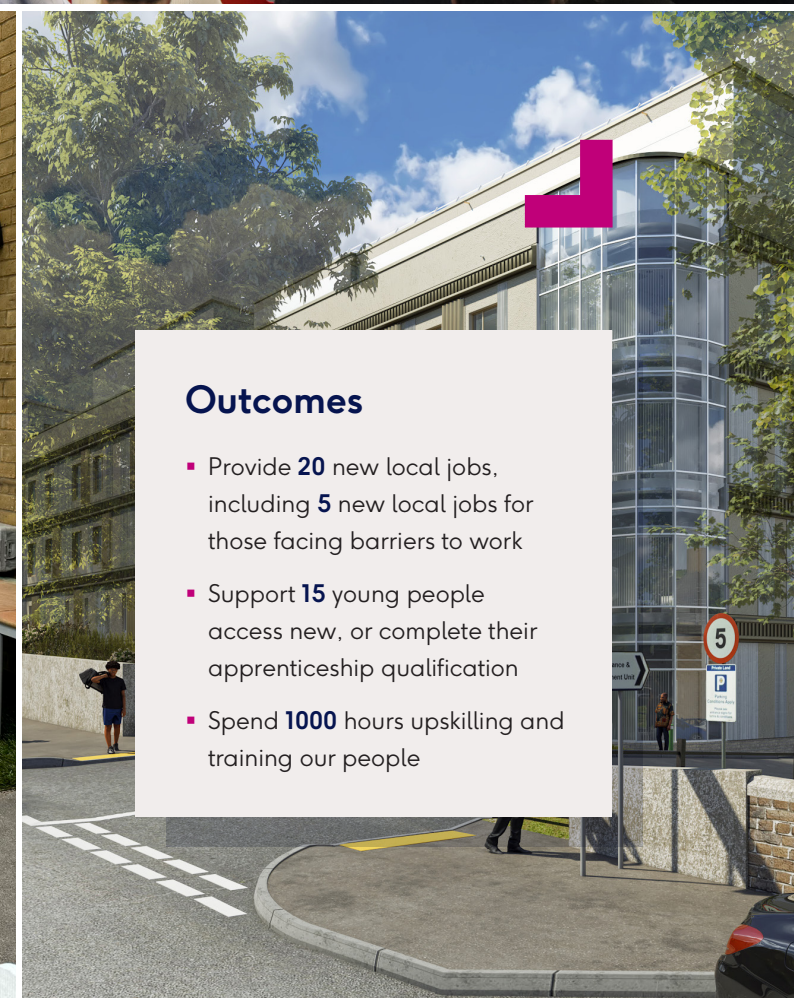
Training and skills

We are in prime position to contribute to reducing the local skill gaps and boost long-term job prospects. We will:

- Encourage a learning culture on our project with regular CPD, lunch-and-learns, or micro-credentials, opening many of these to interested stakeholders
- Offer upskilling workshops to our local stakeholders to help them respond to industry changes secure future work and become more resilient
- Share sector insights with local skills boards, chambers of commerce to shape future skill provision

The legacy

- The local workforce has the skills for their future
- Increased employment in the local area, and strengthening local economy
- Increased confidence and employability among young people entering the workforce
- Higher participation in job-seeking activities from the unemployed
- A more inclusive talent pipeline for local employers



Outcomes

- Provide **20** new local jobs, including **5** new local jobs for those facing barriers to work
- Support **15** young people access new, or complete their apprenticeship qualification
- Spend **1000** hours upskilling and training our people

Thriving local economies

Investing in communities



We are committed to investing in local suppliers to keep wealth within the area and enable small businesses grow.

The local need

We are going to contribute to both the Kirklees Economic Strategy and the Calderdale Inclusive Economy Strategy by creating economic value locally through social value procurement, community wealth building, and support for small businesses.

Building a local supply chain

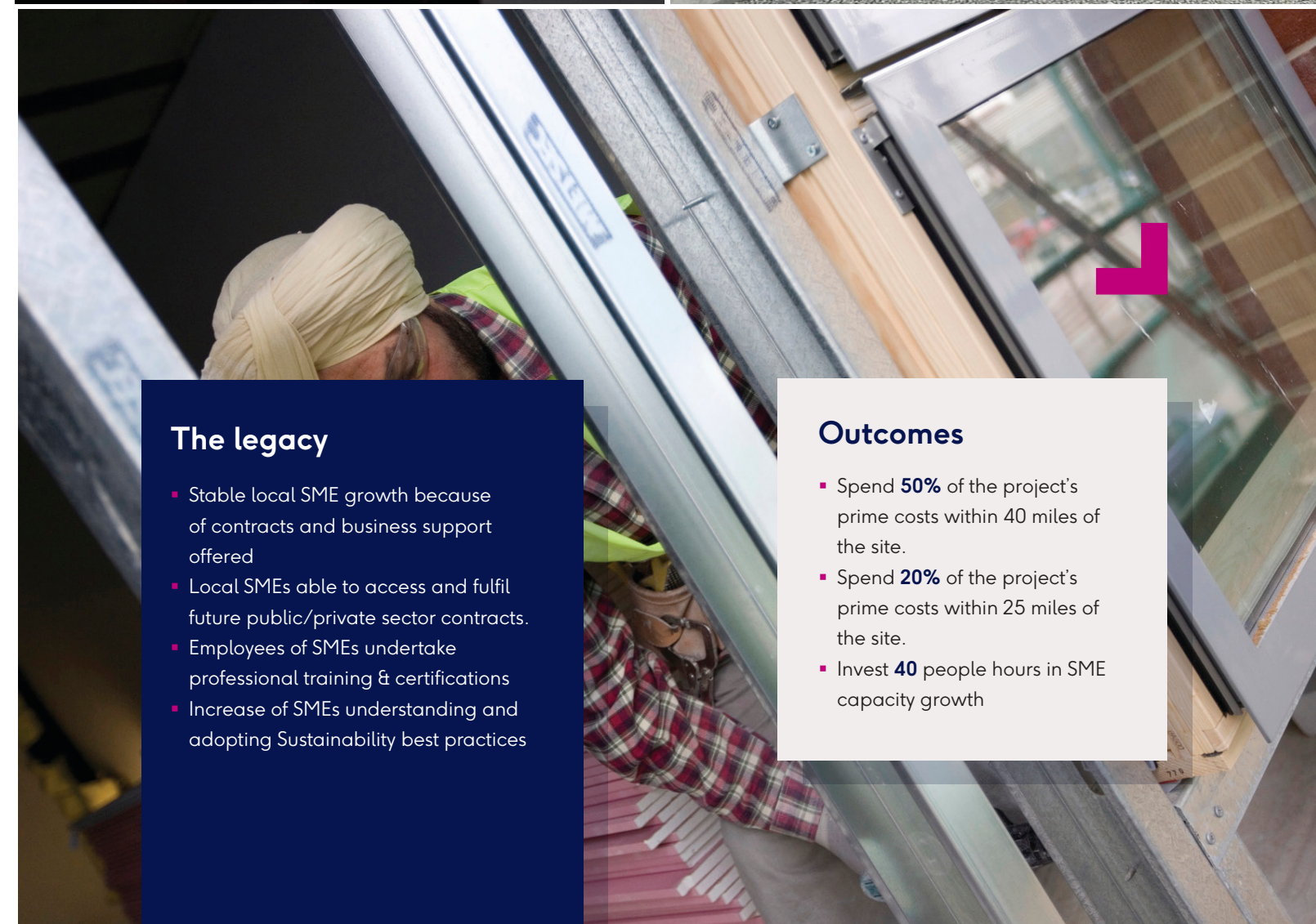
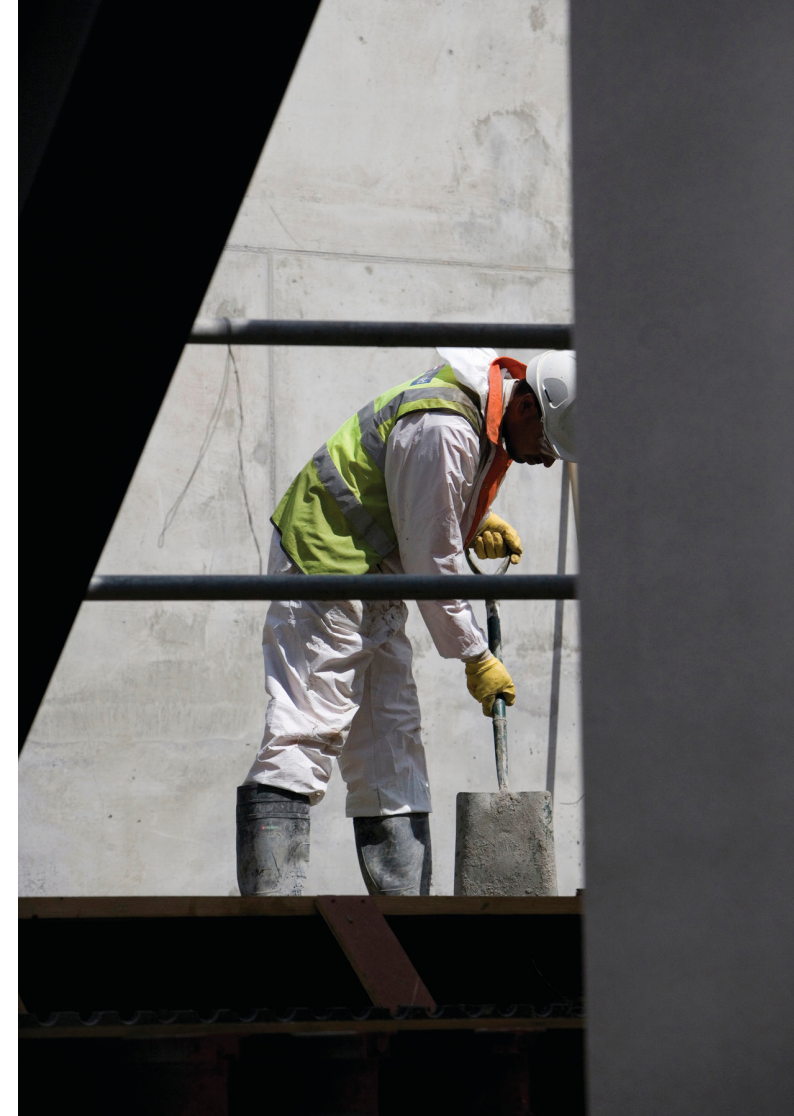
The greatest prospect to leave a positive legacy is by increasing the number of local suppliers connected to the project. We will:

- Simplify procurement processes and break down larger contracts into smaller packages to make them more accessible
- Offer upskilling workshops to help local businesses and organisations submitting tenders, financial planning, and scaling
- Work with the local Chambers of Commerce to promote routes into our supply chain

Engaging the small and medium-sized enterprise (SME) sector

Kirklees has twice the national average concentration of manufacturing and engineering industry – particularly advanced manufacturing and precision engineering. SMEs often have strong local ties and contribute to a diversified and robust economy, to enable the capacity-building and growth of SMEs, we will:

- Ringfence work packages which suit SME suppliers and directly invite to tender
- Host Supplier events sharing information about upcoming contracts and procurement processes with business leaders
- Work within the minimum standards set out in the Prompt Payment Code



The legacy

- Stable local SME growth because of contracts and business support offered
- Local SMEs able to access and fulfil future public/private sector contracts.
- Employees of SMEs undertake professional training & certifications
- Increase of SMEs understanding and adopting Sustainability best practices

Outcomes

- Spend **50%** of the project's prime costs within 40 miles of the site.
- Spend **20%** of the project's prime costs within 25 miles of the site.
- Invest **40** people hours in SME capacity growth

Healthy communities

Driving shared purpose

By embedding wellbeing initiatives in our workplace, we will reduce social isolation, improve relationships, and foster a culture where individuals support each other and thrive together.

The local need

Both Kirklees and Calderdale face significant mental health challenges, with higher prevalence rates than the national average. The local area is a mix of urban and rural environments and without digital access, individuals and communities risk exclusion from employment, healthcare and social connections.



Digital exclusion

In an increasingly digital world certain groups face unequal access to opportunities, education, and essential services. To address the issue of the digital divide we will:

- Co-design training sessions with the VSI Alliance to support community groups with lower digital confidence
- Partner with local schools and social enterprises to improve digital inclusion
- Enable wider use of NHS digital tool such as Dr Doctor and NHS App

Wellbeing

To support the physical, mental and social wellbeing of our people, we will:

- Arrange educational workshops across the key areas of physical, social, financial and mental wellbeing
- Create a more connected, and supportive workplace by training people in mental health first aid and promote positive behaviours
- Encourage healthy habits through wellness workshops, health screening events and wellbeing challenges

Community support

Working with charitable partners, we will provide essential resources, raise awareness of issues, and strengthen community support. To support the Calderdale VCSE strategy 2024-2029 we will contribute time skills and financial donations to help service delivery. We will:

- Partner with the local VCSE sector to undertake impactful volunteering and fundraising opportunities
- Provide long term guidance to the community through trusteeships and mentoring
- Undertake group volunteering days to maximise impact in a compressed time frame
- Provide financial and material support to local charities to sustain their work



The legacy

- People of all ages, but especially older adults, unemployed individuals, and low-income families more confident in using digital tools to access employment or manage their healthcare
- Local charities, schools, and community hubs better equipped to support digital inclusion independently.
- Local Suppliers inspired to adopt practices and embed Digital Inclusion Embedded into their Business



Outcomes

- Improve the physical wellbeing of **200** people
- Appoint **15** 'wellbeing champions'
- Invest **30** hours in addressing the 'digital divide'
- Raise **£10,000** of community contributions
- Provide **120** hours of community volunteering

Inspiring future generations

Linking classrooms to careers



This project is in prime position to show young people the diverse career opportunities that the construction industry offers.

The local need

Young people in West Yorkshire are less likely to achieve Level 2 or Level 3 qualifications by age 19 compared to the national average. Calderdale Council has a goal that every 15-year-old will have hope and aspirations and Kirklees council has an ambition that children should “aspire, achieve and enjoy childhood”.

Career Insights

Encouraging students to explore a wide range of careers will reduce the skills gap in the area, support social mobility and enable them to find meaningful work close to home. We will:

- Build partnerships with local schools and colleges, such as Kirklees College, Calderdale College and Halifax Trinity Academy to deliver engaging career centred workshops and STEM sessions which complement relevant curriculum
- Arrange insight sessions such as panel discussions with industry professionals, ‘day in the life’ presentations and interactive career sessions
- Provide local students with short term work placements across a range of teams on the project

Youth voice

It is important that we build facilities which are suited to those who interact with them as visitors, staff or community members.

- We will engage with young people to explore future hospital design
- We will work with CHFT’s widening participation team to co-facilitate workshops
- We will reach a diverse demographic to gain a range of viewpoints



The legacy

- Young people have the insights to make informed choices, develop aspirations, and understand the future world of work. This is critical in boosting regional Social Mobility
- Students learn about communication, teamwork, problem-solving, and resilience—all of which are essential for success in the workplace, regardless of career path
- Schools and colleges able to reach the expectations set out in the ‘Gatsby Benchmarks’ to quality assure career provision -
- Schools with strong career education programs typically see fewer students falling into the NEET category after leaving school, leading to better long-term outcomes.
- Teachers able to draw on a range of professional expertise and demonstrate how key curriculum areas (Maths, English, Science etc) are used in working life.

Outcomes

- Offer **30** weeks of work placements
- Spend **10** hours engaging students about the future of healthcare building design
- Provide **15** hours of STEM-focused workshops
- Deliver **20** hours of career insight workshops

Future proofing

Protecting our environment

We will develop an environmentally compliant site that reduces air pollution, carbon emissions and waste generated during construction and delivers a positive net gain for biodiversity during operation.

The new building has been developed in line with the ambitions of the NHS Net Zero Building Standard (2023) which has been developed together with healthcare, industry and sustainability partners.

The NHS Net Zero Building Standard

The new building has been optimally designed with adaptability and durability in mind, and to support carbon reduction. Engaging with the supply chain will enable us to source sustainable materials and products, in line with the principles of the NHS Net Zero Standard. The Building Research Establishment Environmental Assessment Method (BREEAM) will be utilised as it aims to deliver more sustainable buildings and compliments the NHS Standard in driving net zero.

- Engage with the supply chain to shape design
- Identify opportunities for use of sustainable materials and products
- Embed sustainability into the procurement process
- Monitor our net-zero carbon position
- Achieve BREEAM Excellent

Reduced carbon emissions

The new building will employ modern construction methods, including the use of low carbon concrete and reduced emissions. Energy efficiency will be prioritised in site welfare facilities and offices, with more sustainable fuel used in all plant vehicles. Energy usage will be monitored and reported to ensure compliance and understand consumption. We will:

- Use 100% HVO instead of diesel
- Set energy efficiency target for the project (kwh/ hours worked)
- Use 100% low carbon concrete (as per our Laing O'Rourke Minimum Requirement number 18)
- Monitor and report on project Scope 1 and 2 emissions (kgCo2e/£100k)

- Procure responsibly sourced materials in line with the Sustainable Procurement Plan
- Deliver our environmental sustainability awareness training to the workforce and project team

Reduce air pollution

Through cleaner and fuel-efficient vehicles that comply with the Fleet Operator Recognition Scheme (FORS) and the Construction Logistics and Community Safety Scheme (CLOCS), we will reduce our environmental impact, in particular reducing air pollution. Along with this, we will explore greener methods of travel such as car sharing and use of public transport. We will:

- Achieve 100% FORS/ CLOCS compliance
- Encourage green travel/car-sharing and champion virtual meetings
- Construct using modern methods of construction

Reduce waste to landfill

By implementing a Resource Management Plan (RMP) and following BREEAM for waste, we will achieve resource efficiency. Sustainable waste management measures will ensure waste is diverted from landfill and materials are recycled where possible. BREEAM also encourages waste minimisation by incorporating sufficient waste storage for appropriate segregation over the building's lifespan. We will:

- Achieve 11.1t/100m² non-hazardous construction waste (strive for 6.5t/100m²)
- Divert 98% construction waste, 90% demolition waste, and 95% excavation waste from landfill
- Recycle 70% construction waste (to exclude waste sent to incineration with energy recovery)

Legacy

The catalyst for long-lasting, positive change

The construction of the new hospital for the Calderdale and Huddersfield NHS Foundation Trust is a catalyst for long-lasting, positive change. It offers an opportunity to build stronger, more connected communities where local people experience lasting social benefits.

The legacy of this project will be measured not in bricks or beds, but in healthier, more resilient communities that continue to thrive long after construction is complete. This project will have helped create a more inclusive local economy by creating stable employment and meaningful careers for residents across Calderdale and Kirklees. By supporting the development of professional skills, talent will remain within the region and ultimately reduce inequality and improve economic wellbeing. Informed by local priorities, we will have helped to address long-standing health disparities and enhance community wellbeing across generations. By actively

participating in awareness campaigns, raising funds, and offering time to community-centred initiatives we will have influenced health outcomes for the better. We will have boosted the local economy by creating opportunities for local businesses and social enterprises ensuring investment stayed in the region, creating stronger futures for our suppliers. By offering apprenticeships, site visits, mentoring and work placements we will have inspired young people, underrepresented groups, and those facing barriers to work int considering careers in construction, healthcare, and related fields.



"The employment and skills team for Liverpool City Council, Liverpool in Work had an excellent working relationship with Laing O'Rourke on the Bramley Moore site. Communications regarding opportunities, vacancies in support of our customers were timely and the partnership was great. We achieved some great job and training outcomes on the site, particularly through our joint involvement in the Meet the Supplier events, which worked extremely well in introducing our unemployed residents to suppliers (employers) on the site. This included offers made to some of our priority groups including ex-offenders and long-term unemployed people, many of whom have continued in work beyond the site, and all of whom gained fantastic experience on this unique and prestigious development."

Lynne Debbazi and Julia McNally
Liverpool in Work, Liverpool City Council

"My apprenticeship has been an incredible journey so far through a wide range of learning allowing me to explore all aspects of construction. I started my Apprenticeship on one project and am now completing it on the CHFT build - its great that I continue my career across diverse projects, and grow my knowledge, skills and behaviours. I'm excited to explore what new challenges are ahead and continue developing both personally and professionally in the future."

Emily Watson
Assistant Procurement Manager



Delivery assurance

Our commitments across the project lifecycle

	2025	2026	2027	2028
20 new local jobs including 5 new local jobs for those facing barriers to work			12 jobs 3 barriers	8 jobs 2 barriers
1560 weeks of apprenticeships (7 apprentices)		7 apprentices	7 apprentices	
1000 hours of upskilling and training		200hrs	350hrs	450hrs
40 people hours invested in SME and VCSE growth		10hrs	20hrs	10hrs
£10,000 in community contributions			£3,500	£3,750 £3,750
Improve the physical wellbeing of 200 people		50 people	75 people	75 people
30 hours invested in addressing the 'digital divide'			10hrs	20hrs
120 hours of community volunteering		20hrs	70hrs	40hrs
Appoint 15 wellbeing champions			7 champions	8 champions
30 weeks of work placements			6 students	9 students
Spend 10 hours engaging students about the future of healthcare building design			2x 5-hour sessions	2x 5-hour sessions
15 hours of STEM focused workshops	15 hours			
20 hours of career insight workshops		20 hours		
Comply with the NHS Net Zero Building Standard		Ongoing throughout the construction period		
Reduce air pollution, carbon emissions and waste		Ongoing throughout the construction period		

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