

SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST

EXECUTIVE SUMMARY

REPORT TO THE BOARD OF DIRECTORS MEETING

HELD ON 27th JULY 2021

Subject	2021/22 Capital Programme and 5 Year Plan
Supporting TEG Member	Neil Priestley
Author	Neil Priestley
Status¹	A/N

PURPOSE OF THE REPORT

To provide an update on the 2021/22 Capital Programme and 5 Year Capital Plan.

KEY POINTS

1. The current Capital Programme/Plan shows a small over-commitment against the 2021/22 Operational Capital envelope (OCA).
2. However, there are major slippage risks which will need managing to avoid an under commitment against the OCA and loss of investment opportunity.
3. The OCA position for the following 2/3 years appears very challenging, on the basis of current expectations of expenditure on the proposed new Electronic Patient Record, and will necessitate a combination of restricted new scheme approvals, reduced ring-fenced budgets and attraction of additional funding.
4. In addition, major schemes related to the Weston Park Cancer Centre Upgrade, Maternity EPR and SYB Pathology Network will require specific funding solutions and external support.
5. Capital planning/prioritisation and scheme “value engineering” continue to be crucial in securing maximum value for money from constrained resources.

IMPLICATIONS²

AIM OF THE STHFT CORPORATE STRATEGY 2017-2020		TICK AS APPROPRIATE
1	Deliver the Best Clinical Outcomes	
2	Provide Patient Centred Services	
3	Employ Caring and Cared for Staff	
4	Spend Public Money Wisely	✓
5	Deliver Excellent Research, Education & Innovation	

RECOMMENDATIONS

As per Section 7 of the report.

APPROVAL PROCESS

Meeting	Date	Approved Y/N

¹ Status: A = Approval
D = Debate
N = Note

² Against the five aims of the STHFT Corporate Strategy 2017-2020

SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST

BOARD OF DIRECTORS 27th JULY 2021

2021/22 CAPITAL PROGRAMME AND 5 YEAR PLAN – QUARTER 1 UPDATE

1. INTRODUCTION

- 1.1 This report commences the process of monitoring progress on the Trust's 2021/22 Capital Programme and 5 Year Plan. It considers the position at the end of June 2021 and outlines the major changes since approval of the 2021/22 Capital Programme by the Trust Board in March 2021.
- 1.2 As reported at plan stage, the application of Operational Capital Allocations (OCA) as the national capital framework for 2021/22 onwards has changed the capital planning and monitoring regime significantly. Major efforts have been made to develop robust plans, improve operational arrangements and ensure sustained focus alongside other current challenges.
- 1.3 The current capital expenditure plan for 2021/22 stands at £45.7m, which is a £1.6m over-commitment against approved funding with some likely further approvals to give a potential over-commitment of £3.5m. However, this is a very challenging programme reflecting many complex operational and logistical issues, alongside the on-going issues of managing COVID-19. Therefore, whilst several major schemes which commenced during 2020/21 will complete early in the year, **there is a high risk of slippage on new schemes due to start in 2021/22.**
- 1.4 Appendix A includes a list of "probable" and "possible" schemes which are not yet included in the Capital Programme but will require further consideration. The "probable" schemes include assumed costs relating the proposed purchase of a new Electronic Patient Record (EPR) system. **Based on current information this will give minimal flexibility for other new schemes in the next 2 to 3 years unless ring-fenced budgets are reduced or additional funding received.**
- 1.5 Appendix A also notes a number of potential major schemes which will require separate funding arrangements, i.e. WPH upgrade, Maternity EPR and SYB Pathology Network.

2. OVERVIEW OF THE CAPITAL PROGRAMME AND PLAN

- 2.1 The capital plan for 2021/22 – 2025/26 as per Appendix A shows the following programmed expenditure position (net of donations and PFI lifecycle costs) against the OCA:-

	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m
Operational Capital Allocation	42.7	42.7	42.7	42.7	42.7
Programmed Expenditure (excl. items in addition to the OCA)	(44.3)	(33.2)	(20.0)	(20.0)	(20.0)
Under/(Over) Commitment against OCA	(1.6)	9.5	22.7	22.7	22.7
Probable Further Schemes	(1.9)	(20.4)	(20.8)	(7.9)	0.0
Net Capital Plan Position	(3.5)	(10.8)	1.9	14.8	22.7
Cumulative Net Capital Plan Position	(3.5)	(14.3)	(12.4)	2.4	25.1

- 2.2 Whilst there is potentially a small over-commitment on the 2021/22 Capital Programme, Appendix C identifies quantified risks of slippage or cost adjustments. **This highlights £9.2m of slippage risks in 2021/22 which is a major concern given that it would result in a significant under commitment and a likely loss of investment opportunity.** An initial review of contingency actions to mitigate this risk has identified around £5m of possible actions but there will inevitably be some issues. Further action is therefore still required to ensure an acceptable 2021/22 outturn position is achieved.
- 2.3 However, given the need to fund the proposed EPR replacement within the Trust's annual OCA, the Five Year Capital Plan shows a very challenging position for 2022/23 which can only be recovered cumulatively by 2024/25 if minimal further probable schemes are approved, ring-fenced budgets cut or additional PDC funding is received. A bid has been submitted for funding to support the EPR and other opportunities may arise in the coming years.
- 2.4 It is proving very challenging to drive full use of the 2021/22 OCA whilst potentially having to restrict capital spend in 2022/23. Clarity on the timescales for the EPR procurement and spend is needed fairly urgently to enable planning.

3. ASSUMED FUNDING

- 3.1 The assumed funding in the 2021/22 Capital Programme consists of:
- ◆ The OCA of £42.7m
 - ◆ Assumed cover (outside of the OCA) for PFI Lifecycle costs of £0.9m.
 - ◆ £0.4m from donations.
- 3.2 At this stage the OCA for 2022/23 and thereafter is not known and so, for planning purposes, it is currently assumed that it will remain at the same level as for 2021/22.
- 3.3 There will also be a cash gap to fund this level of OCA investment against recurrent internally generated resources (largely the annual depreciation charge) of around £50m over the 5 year plan period. This can only be sustained from existing cash balances if a breakeven position is achieved on the revenue position.

4. CHANGES TO APPROVED PROGRAMMED EXPENDITURE

- 4.1 There have been many changes to approved expenditure since the Programme was approved due to new scheme approvals, year-end re-profiling, allocation of specific schemes from the ring-fenced envelopes and cost updates on planned schemes.
- 4.2 In headline terms the planned expenditure (net of donations) of £48.0m has decreased by £2.8m to £45.2m, mainly due to scheme slippage.
- 4.3 The Programme includes a number of high priority schemes which have recently received approval. These include:
- ◆ Replacement SPEC-CT Gamma Cameras at RHH and WPH (£4.9m)
 - ◆ 7th MRI Scanner (£1.8m)
 - ◆ Patient App Software (£1.1m)
 - ◆ JHW Theatre Refurbishments (£5.2m)
 - ◆ RHH Ward Refurbishments H1 & H2 (£3.0m)
 - ◆ RHH B Road Water Proofing (£5.0m)

5. **FURTHER RISKS AND CONTINGENCIES**

5.1 Appendix C identifies the current quantified financial risks to the capital position.

5.2 Other risks to delivering the 2021/22 Capital Programme and 5 Year Plan are:

- ◆ Additional unavoidable schemes, for which investment cover (and cash funding) is not available (see Appendix A) – **High Risk**. Mitigating actions include:
 - Attracting PDC funding, particularly in relation to WPH bunkers and the EPR.
 - Loans/Leases.
 - Additional charitable donations/contributions
 - Further reducing ring-fenced budgets/restrictions or scheme approvals
- ◆ Increased costs for existing schemes – **Medium Risk**. Mitigating actions include robust case scrutiny, tight management of scheme specifications and firm cost control as schemes progress.
- ◆ Risk of major slippage on 2021/22 schemes, due to operational and logistical barriers inherent in managing a major programme of over £45m whilst managing COVID-19 – **High Risk**. Mitigating actions include early and robust planning of schemes in close conjunction with Directorates, tight planning and forecasting, prompt actions in developing and finalising schemes, effective procurement and identification/approval of options to advance schemes where slippage occurs.
- ◆ Diversion of Trust resources (Estates, IT, Clinical Engineering, Planning, Procurement and Finance) onto management of COVID-19 priorities and nationally driven initiatives thereby compounding the slippage risk – **Medium Risk**. Mitigating actions will include ensuring return to BAU as soon as possible, additional investment in capital scheme delivery posts and highlighting the importance of delivering the capital plans across the organisation.

5.3 Prioritisation against the ring-fenced budgets for 2021/22 is on-going, with additional work still to do on the Minor Medical Equipment, IT, Estates and Facilities envelopes.

5.4 Business planning/capital prioritisation; strong links to external funding sources; grasp of logistical and practical scheme co-ordination; and “value engineering” will be critical in order to secure maximum value for money from constrained capital funding. Revenue affordability will also remain a key issue.

6. **BUSINESS CASES**

6.1 The Capital Programme at Appendix B formally identifies the status of all current capital schemes.

6.2 Fees have been allocated for work in developing Business Cases for the following schemes:

- ◆ NGH Washer Disinfector Replacement
- ◆ Firth 7/CCU
- ◆ Gastroenterology Facilities
- ◆ RHH LV Generators
- ◆ JHW Ward Refurbishment
- ◆ Chesterman Theatres
- ◆ NGH CHP

6.3 Since the Capital Programme and 5 Year Plan were approved at the Trust Board meeting in March, the following schemes have formally commenced:

- ◆ WPH Pharmacy Aseptic Unit Phase 2
- ◆ Central Clinic – Pre-Op Assessment
- ◆ Ophthalmology Merge System replacement

6.4 A small number of schemes have also been completed since the Capital Programme and Plan were approved in March, with the most notable being:

- ◆ Endocrine Investigation Unit
- ◆ RHH T Floor Chillers
- ◆ Critical Care Chiller Unit Replacement
- ◆ CPU LV Generator
- ◆ Chesterman Cooling Systems
- ◆ PACS Upgrade

7. RECOMMENDATIONS

The Board of Directors is asked to:-

- 7.1 Approve the latest 2021/22 Capital Programme.
- 7.2 Note the significant 2021/22 slippage risk and the consequences of under-delivering against the Operational Capital Allocation.
- 7.3 Note the potentially significant over-commitment on the 2022/23 to 2023/24 position, which will need to be addressed via an appropriate combination of restrictions to new scheme approvals, ring-fenced budget cuts and additional funding.
- 7.4 Note the list of “probable” and “possible” schemes at Appendix A which, along with other schemes which will emerge over the five year period, will require further consideration and careful prioritisation.
- 7.5 Note the risks outlined in Section 5 above, and the need to continue to identify any opportunities to secure additional capital funding.
- 7.6 Note the importance of capital planning/prioritisation and “value engineering” in securing maximum benefits from limited capital and revenue funding.

Neil Priestley
Director of Finance
July 2021

SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST - CAPITAL EXPENDITURE PLAN

APPENDIX A

2021/22 - 2025/26 CAPITAL EXPENDITURE PLAN

		2021/22	2022/23	2023/24	2024/25	2025/26	
		£	£	£	£	£	
Programmed Capital Expenditure as at 20/7/21		45,663,000	33,889,000	20,691,000	20,732,000	20,942,000	
Notified Operational Capital Allocation		42,743,000	42,743,000	42,743,000	42,743,000	42,743,000	22/23 Onwards - provisional. OCA assumed as for 21/22
IFRS12/PFI Lifecycle		925,000	684,000	641,000	682,000	892,000	
PDC Funding	Confirmed	0	0	0	0	0	
PDC Funding	Anticipated	0	0	0	0	0	
Donations		429,000	0	0	0	0	As per programme
Gross Expenditure Target		44,097,000	43,427,000	43,384,000	43,425,000	43,635,000	
Assumed available increase/(required reduction) to programmed spend achieve the OCA	76,051,000	-1,566,000	9,538,000	22,693,000	22,693,000	22,693,000	

	Assumed Funding	2021/22	2022/23	2023/24	2024/25	2025/26	
		£	£	£	£	£	
Other "Probable" Schemes							
EPR Procurement	A		-10,723,000	-17,314,000	-6,053,000		Based on revised profile following procurement pause. Assumes FBC approved May 22
Add'l Linear Accelerator Bunkers x2	Internal B	-750,000	-5,850,000	?			Assumed need for x2 bunkers. Pre-planning application submitted. Earliest start date Dec 21
Cardiac Theatre Refurbishment	Internal A	?	-200,000	-2,000,000	-2,300,000		Planning work to commence for ventilation only. Possible link to Hybrid Theatre. Complete Oct 24
Estates Generator Programme	Internal B	-1,000,000	-5,000,000	-1,047,000			RHH Scheme £7047k as per OBC to CIT 1/6/20. Profiling subject to procurement process.
Gastroenterology Facilities/RHH Endoscopy	Internal U	-200,000	-3,200,000	-950,000	-500,000		Fees agreed CIT 25/11/19. Requires refurb of Ward H1 at RHH for decant space
Longley Lane	Internal U	?					Potential uses include Car Parking, Phlebotomy Services, Community Diagnostic Hub, etc.
Ventilation Upgrades	Internal U	?	?	?	?		Project Group to be established. £350k for Firth 5/6 within 21/22 programme
Theatre Refurbishment planning sum in Capital Programme			4,614,000	500,000	1,000,000		Available to offset against probable needs
Total Approved and Probable Schemes		-50,973,000	-1,950,000	-20,359,000	-7,853,000	0	
NET CAPITAL PLAN POSITION		25,078,000	-3,516,000	-10,821,000	1,882,000	14,840,000	22,693,000
Possible Schemes							
Hybrid (Endovascular) Theatre	Internal U	-300,000	-3,900,000				Options and financial feasibility under consideration. Moved from probable schemes
Firth 7/CCU Refurbishment	Internal/Charitable B		-1,300,000	-2,650,000			Indicative OBC costs less £300k enabling works approved. Potential use of Ward Refurb funding. Moved from probable schemes
Major Trauma Ward	Internal B	-300,000	-1,500,000				Proposal to BPT. Moved from probable schemes
SDEC/SAC/TAU changes	Internal U		?	?	?		Concept in development
NGH Endoscopy	Internal U		?	?	?		Concept in development
JHW Ward Refurbishment	Internal B	?	?	-2,400,000	-3,505,000		£5.9m projected total cost - covers 2 Labour Wards, additional birthing pool and ventilation. Need for some earlier work re CQC action plan
Orthopaedics Reconfiguration	Internal U		-1,500,000	-500,000			Options to review
NGH Radiology Outpatients	Internal U	-500,000	-4,000,000				SOC to CIT 6/1/20
Outpatient Facilities, RHH & NGH	Internal U		-1,000,000	-2,640,000	-1,000,000		MSK approved. Wider Trust Strategy (post COVID-19) to be developed including Blood Disorders.
Dermatology Facilities	Internal U			-2,000,000	-2,000,000		Concept paper for upgrade to facilities produced but being reconsidered.
A&E Frontdoor/NGH Assessment Developments	Internal U		-2,500,000	-4,000,000	-4,000,000		Linked to re-provision of Fracture Clinic post 2022. Moved from probable schemes
Re-provision of Fracture Clinic	Internal U		-2,500,000				Would be enabled by Orthopaedics Reconfiguration scheme. Moved from probable schemes
Critical Care Capacity	Internal U			-5,000,000			Requirement unclear but potential requirement in 5 year period
Private Patient Facilities	External U				-1,000,000		Scheme(s) dependent upon clinical opportunity/facility necessary.
Expansion/Upgrade of Bev Stokes	Internal U		-3,000,000				Paused. Some refurbishment required. Likely smaller qualitative scheme
Palliative Care Unit Upgrade	Charitable U			-2,500,000	-7,000,000		Consideration of options underway
Renal Ambulatory Unit	Internal U				-500,000		Clinical model requires further consideration
Intra-Operative MRI Scanner (RHH A Floor)	Internal/Charitable U		-100,000	-4,764,000			OBC to be refined. Potential for theatre area to be charitably funded
WPH MRI Simulator/MRI Linac	Internal U	?	-1,500,000	?			Case of need to be submitted but not supported.
Ophthalmology Reconfiguration	Internal U		-1,000,000	-950,000			Emerging £2m+ scheme
Intestinal Failure Service	Internal U	?					Subject to service configuration
Chesterfield Renal Satellite Unit	Internal U		-1,200,000				Practical plan yet to be agreed
Other	?						New proposals likely
Total Possible Schemes		-72,509,000	-1,100,000	-25,000,000	-19,005,000	0	

SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST - 2021/22 - 2025/26 CAPITAL PROGRAMME

SUMMARY OF APPROVED SCHEMES

Appendix B

CAPITAL PROGRAMME DETAILS	2021/22	2022/23	2023/24	2024/25	2025/26
Approved Scheme Details:					
Medical Equipment Modernisation	10,033,000	13,355,000	6,200,000	6,200,000	6,200,000
Information Technology	5,596,000	1,750,000	1,750,000	1,750,000	1,750,000
Service Development	9,979,000	3,688,000	3,550,000	3,550,000	3,550,000
Infrastructure	20,755,000	15,512,000	9,591,000	9,632,000	9,842,000
Leased Assets	0	0	0	0	0
Planned Rev-Cap Transfers	0	284,000	300,000	300,000	300,000
Funding for Unfunded Schemes	0	0	0	0	0
VAT Recovery	-700,000	-700,000	-700,000	-700,000	-700,000
Directly Donated Equipment	0	0	0	0	0
Approved Expenditure Total	45,663,000	33,889,000	20,691,000	20,732,000	20,942,000

APPROVED SCHEME DETAILS BY SITE	NGH					RHH					CCDH				
	2021/22	2022/23	2023/24	2024/25	2025/26	2021/22	2022/23	2023/24	2024/25	2025/26	2021/22	2022/23	2023/24	2024/25	2025/26
Medical Equipment Modernisation	1,918,000	0	0	0	0	3,555,000	495,000	0	0	0	179,000	0	0	0	0
Information Technology	533,000	0	0	0	0	370,000	0	0	0	0	0	0	0	0	0
Service Development	4,161,000	311,000	0	0	0	2,557,000	33,000	0	0	0	0	0	0	0	0
Infrastructure	4,577,000	684,000	641,000	682,000	892,000	9,240,000	3,464,000	0	0	0	941,000	0	0	0	0
Leased Assets	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
APPROVED SCHEME TOTAL	11,189,000	995,000	641,000	682,000	892,000	15,722,000	3,992,000	0	0	0	1,120,000	0	0	0	0

APPROVED SCHEME DETAILS BY SITE	JHW					WPH					CHS				
	2021/22	2022/23	2023/24	2024/25	2025/26	2021/22	2022/23	2023/24	2024/25	2025/26	2021/22	2022/23	2023/24	2024/25	2025/26
Medical Equipment Modernisation	568,000	0	0	0	0	85,000	3,446,000	0	0	0	29,000	0	0	0	0
Information Technology	0	0	0	0	0	80,000	0	0	0	0	0	0	0	0	0
Service Development	235,000	0	0	0	0	1,160,000	0	0	0	0	1,744,000	0	0	0	0
Infrastructure	255,000	1,500,000	1,500,000	1,000,000	937,000	205,000	0	0	0	0	342,000	0	0	0	0
Leased Assets	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
APPROVED SCHEME TOTAL	1,058,000	1,500,000	1,500,000	1,000,000	937,000	1,530,000	3,446,000	0	0	0	2,115,000	0	0	0	0

APPROVED SCHEME DETAILS BY SITE	STH UNALLOCATED				
	2021/22	2022/23	2023/24	2024/25	2025/26
Medical Equipment Modernisation	3,699,000	9,414,000	6,200,000	6,200,000	6,200,000
Information Technology	4,613,000	1,750,000	1,750,000	1,750,000	1,750,000
Service Development	122,000	3,344,000	3,550,000	3,550,000	3,550,000
Infrastructure	5,195,000	9,864,000	7,450,000	7,950,000	8,013,000
Leased Assets	0	0	0	0	0
Planned Rev-Cap Transfers	0	284,000	300,000	300,000	300,000
Funding for Unfunded Schemes	0	0	0	0	0
VAT Recovery	-700,000	-700,000	-700,000	-700,000	-700,000
Directly Donated Equipment	0	0	0	0	0
APPROVED SCHEME TOTAL	12,929,000	23,956,000	18,550,000	19,050,000	19,113,000

PROGRAMMED EXPENDITURE 2021/22 - 2025/26

Appendix B

MEDICAL EQUIPMENT MODERNISATION

APPROVED SCHEME DETAILS	SITE	SCHEME STATUS	INITIAL APPROVED SUM	LATEST APPROVED SUM	CUMULATIVE SPEND TO 31/3/21	REMAINING PROGRAMMED EXPENDITURE					PROJECT LEAD	BUDGET LEAD	
						2021/22	2022/23	2023/24	2024/25	2025/26			TOTAL
Annual Upgrade Programme	NGH	Approved				474,000	0				474,000	MDMG	CK
Annual Upgrade Programme	RHH	Approved				314,000	0				314,000	MDMG	CK
Annual Upgrade Programme	CCDH	Approved				179,000	0				179,000	MDMG	CK
Annual Upgrade Programme	JHW	Approved				568,000	0				568,000	MDMG	CK
Annual Upgrade Programme	WPH	Approved				0	0				0	MDMG	CK
Annual Upgrade Programme	CHS	Approved				29,000	0				29,000	MDMG	CK
Annual Upgrade Programme	STH	Approved				2,561,000	105,000				2,666,000	MDMG	CK
Annual Upgrade Programme - Unallocated	STH	Planning Sum				1,040,000	3,095,000	3,200,000	3,200,000	3,200,000	13,735,000	MDMG	CK
Major Equipment Replacement Programme	STH	Planning Sum				0	6,214,000	3,000,000	3,000,000	3,000,000	15,214,000	MDMG	CK
Donated Medical Equipment	NGH	Approved				13,000	0				13,000	MDMG	CK
Donated Medical Equipment	RHH	Approved				7,000	0				7,000	MDMG	CK
Donated Medical Equipment	CCDH	Approved				0	0				0	MDMG	CK
Donated Medical Equipment	JHW	Approved				0	0				0	MDMG	CK
Donated Medical Equipment	WPH	Approved				0	0				0	MDMG	CK
Donated Medical Equipment	CHS	Approved				0	0				0	MDMG	CK
Clinical Skills Equipment	NGH	Planning Sum									0	MDMG	CK
Clinical Skills Equipment	RHH	Planning Sum									0	MDMG	CK
Clinical Skills Equipment	JHW	Planning Sum									0	MDMG	CK
Clinical Skills Equipment	CCDH	Planning Sum									0	MDMG	CK
Clinical Skills Equipment	WPH	Planning Sum									0	MDMG	CK
Clinical Skills Equipment	CHS	Planning Sum									0	MDMG	CK
Replacement Cath Labs	NGH	Completed	1,073,000	2,788,000	2,764,836	23,000					23,000	C Monk	CM
Fluroscopy Replacement x2, NGH	NGH	Completed	1,000,000	1,011,000	1,002,923	8,000					8,000	P Bailey	PBa
8th Linear Accelerator	WPH	Completed	2,094,000	2,094,000	2,008,913	85,000					85,000	S Tozer-Loft	DC
COVID 19 Equipment	STH	Approved	1,746,000	3,251,000	3,153,848	98,000					98,000	P Whiting	PW
Liquid Chromatography Mass Spectrometry x2	NGH	OBC Approved	400,000	400,000	0	400,000					400,000	P Bailey	PBa
3rd CT Scanner, NGH	NGH	Fees/Planning Sum	5,000	1,000,000	264	1,000,000					1,000,000	P Bailey	PBa
Lithotripter Replacement	RHH	OBC Approved	500,000	500,000	0	500,000					500,000	S Gregory	SG
RHH SPEC-CT Gamma Camera	RHH	OBC Approved	1,440,000	1,440,000	0	945,000	495,000				1,440,000	P Bailey	PBa
WPH SPEC-CT Gamma Camera	WPH	OBC Approved	3,446,000	3,446,000	0	0	3,446,000				3,446,000	P Bailey	PBa
7th MRI Scanner, RHH	RHH	OBC Approved	1,789,000	1,789,000	0	1,789,000					1,789,000	P Bailey	PBa
MEDICAL EQUIPMENT MODERNISATION TOTAL						10,033,000	13,355,000	6,200,000	6,200,000	6,200,000	41,988,000		

INFORMATION TECHNOLOGY

APPROVED SCHEME DETAILS	SITE	SCHEME STATUS	INITIAL APPROVED SUM	LATEST APPROVED SUM	CUMULATIVE SPEND TO 31/3/21	REMAINING PROGRAMMED EXPENDITURE					PROJECT LEAD	BUDGET LEAD	
						2021/22	2022/23	2023/24	2024/25	2025/26			TOTAL
General IT Systems/Telecoms Development	NGH	Approved				254,000	0				254,000	S Addy	MN
General IT Systems/Telecoms Development	RHH	Approved				16,000	0				16,000	S Addy	MN
General IT Systems/Telecoms Development	WPH	Approved				80,000	0				80,000	S Addy	MN
General IT Systems/Telecoms Development	JHW	Approved				0	0				0	S Addy	MN
General IT Systems/Telecoms Development	CHS	Approved				0	0				0	S Addy	MN
General IT Systems/Telecoms Development	STH	Approved				1,174,000	8,000	0			1,182,000	S Addy	MN
Informatics Strategic & Corporate - Unallocated	STH	Planning Sum				445,000	1,250,000	1,250,000	1,250,000	1,250,000	5,445,000	S Addy	MN
Informatics Infrastructure - Unallocated	STH	Planning Sum				974,000	492,000	500,000	500,000	500,000	2,966,000	S Addy	MN
Renal Information System	NGH	Completed	426,000	531,000	505,453	27,000					27,000	C Monk	CM
Purchase to Pay Software	NGH	Approved	109,000	106,000	61,218	46,000					46,000	N Priestley	NP

PACS	STH	FBC Approved	242,000	2,710,000	2,274,582	436,000					436,000	S Addy	MN
Wired Network Core	STH	Approved	600,000	1,762,000	1,453,423	308,000					308,000	S Addy	MN
EPR Implementation	STH	Approved	148,000	148,000	0	148,000					148,000	D Hughes	MN
Cardiac Critical Care EPR/Metavision	NGH	FBC Approved	469,000	469,000	262,730	206,000					206,000	C Monk	MN
Ophthalmology MERGE System	RHH	OBC Approved	535,000	364,000	9,588	354,000					354,000	C Wilkie	MN
Patient App Software	STH	Approved	1,128,000	1,128,000	0	1,128,000					1,128,000	L Walton	MN
INFORMATION TECHNOLOGY TOTAL						5,596,000	1,750,000	1,750,000	1,750,000	1,750,000	12,596,000		

SERVICE DEVELOPMENT

APPROVED SCHEME DETAILS	SITE	SCHEME STATUS	INITIAL APPROVED SUM	LATEST APPROVED SUM	CUMULATIVE SPEND TO 31/3/21	REMAINING PROGRAMMED EXPENDITURE					TOTAL	PROJECT LEAD	BUDGET LEAD
						2021/22	2022/23	2023/24	2024/25	2025/26			
New Business Planning Rounds/Service Development	STH	Planning Sum				0	3,344,000	3,550,000	3,550,000	3,550,000	13,994,000	CIT	CIT
A&E Decontamination Unit, NGH	NGH	Approved/On Hold	188,000	380,000	330,606	0	50,000				50,000	C Powell-Wiffen	CN
Bowel Cancer Screening Accommodation	RHH	Planning Sum	150,000	200,000	166,795	0	33,000				33,000	C Powell-Wiffen	CN
WPH Redevelopment/Expansion	WPH	Fees	30,000	152,000	152,460						0	I Scott	CN
WPH- JHW Link Bridge	WPH	Completed	60,000	3,502,000	3,481,819	20,000					20,000	I Scott	CN
Pharmacy Aseptic Unit, WPH	WPH	FBC Approved	30,000	4,066,000	2,925,586	1,140,000					1,140,000	D Child	CN
Hyper Acute Stroke Unit	RHH	Completed	5,000	5,418,000	4,540,013	877,000					877,000	C Wilkie	CN
Clinical Immunology & Allergy Unit Expansion	NGH	Completed	5,000	2,036,000	2,018,339	17,000					17,000	D Campbell	CN
Firth 7/CCU	NGH	Fees/Planning Sum	5,000	300,000	39,532	0	261,000				261,000	C Monk	CN
MSK Integrated Hub	RHH	Completed	3,783,000	4,270,000	4,266,888	3,000					3,000	V Leckie	CN
5 Beech Hill Road Refurbishment	RHH	Completed	5,000	1,743,000	1,724,600	18,000					18,000	S Hindmarch	CN
NGH Radiology D Floor Refurbishment	NGH	FBC Approved	5,000	1,260,000	987,692	272,000					272,000	P Bailey	CN
NGH Washer Disinfectors	NGH	Fees	5,000	5,000	4,756	0					0	M Harper	CN
Endocrine Investigation Unit	RHH	Completed	5,000	898,000	115,997	782,000					782,000	L Walton	CN
Community Dental Services - Wheata	CHS	FBC Approved	10,000	2,633,000	1,107,688	1,525,000					1,525,000	C Wilkie	CN
Community Dental Services - Manor	CHS	FBC Approved	662,000	662,000	443,080	219,000					219,000	C Wilkie	CN
MDT Rooms x3	STH	FBC Approved	318,000	420,000	407,533	12,000					12,000	P Buckley	CN
Replacement of UoS 1.5T MRI	RHH	Fees	5,000	5,000	0	5,000					5,000	S Hindmarch	CN
JHW Breavement Suite	JHW	Approved	3,000	259,000	23,738	235,000					235,000	P Bailey	CN
NGH Hip Fracture Ward (Huntsman 5)	NGH	OBC Approved	3,000	2,780,000	62,471	2,718,000					2,718,000	S Gregory	CN
Gastroenterology Facilities	RHH	Fees	5,000	35,000	35,850	0					0	S Hindmarch	CN
RHH C Floor Breast Clinic Refurbishment	RHH	Approved	5,000	886,000	17,006	869,000					869,000	P Bailey	CN
Diabetes & Endocrinology Security	RHH	Approved	11,000	11,000	7,886	3,000					3,000	L Walton	CN
Blood Disorders Facilities	RHH	Fees	2,000	2,000	2,343	0					0	D Campbell	CN
NGH Pharmacy Accommodation Expansion	NGH	Approved	458,000	625,000	30,015	595,000					595,000	D Child	CN
Relocation SAC to TAU/Huntsman 2	NGH	Fees	5,000	5,000	352	5,000					5,000	C Powell-Wiffen	CN
Ultraviolet C Decontamination Equipment	STH	Planning Sum	110,000	110,000	0	110,000					110,000	M Harper	MH
Offsite Ophthalmic Imaging	NGH	Fees	2,000	2,000	0	2,000					2,000	C Wilkie	CN
MEC Washer Disinfectors	NGH	Approved	15,000	15,000	0	15,000					15,000	M Harper	MH

NGH Secret Garden	NGH	Approved	292,000	292,000	0	292,000					292,000	E Scott	CN
Longley Lane Vaccination Centre	NGH	Approved	245,000	245,000	0	245,000					245,000	P Buckley	CN
SERVICE DEVELOPMENT TOTAL						9,979,000	3,688,000	3,550,000	3,550,000	3,550,000	24,317,000		

INFRASTRUCTURE

APPROVED SCHEME DETAILS	SITE	SCHEME STATUS	INITIAL APPROVED SUM	LATEST APPROVED SUM	CUMULATIVE SPEND TO 31/3/21	REMAINING PROGRAMMED EXPENDITURE					TOTAL	PROJECT LEAD	BUDGET LEAD
						2021/22	2022/23	2023/24	2024/25	2025/26			
Facilities & Security Infrastructure	NGH	Approved				85,000	0				85,000	A Jones	AJ
Facilities & Security Infrastructure	RHH	Approved				66,000	0				66,000	A Jones	AJ
Facilities & Security Infrastructure	JHW	Approved				0	0				0	A Jones	AJ
Facilities & Security Infrastructure	CCDH	Approved				0	0				0	A Jones	AJ
Facilities & Security Infrastructure	WPH	Approved				0	0				0	A Jones	AJ
Facilities & Security Infrastructure	STH	Approved				24,000	0				24,000	A Jones	AJ
Facilities & Security Infrastructure - Unallocated	STH	Planning Sum				352,000	400,000	400,000	400,000	400,000	1,952,000	A Jones	AJ
Estates Infrastructure	STH	Planning Sum				3,663,000	1,700,000	3,400,000	3,400,000	3,400,000	15,563,000	S Hindmarch	SH
Ward Refurbishment Programme	STH	Planning Sum				318,000	2,750,000	2,750,000	2,750,000	2,750,000	11,318,000	K Jessop	SH
Non-Clinical Public Environments Programme	STH	Planning Sum				73,000	400,000	400,000	400,000	400,000	1,673,000	K Jessop	SH
Theatre Refurbishment/Expansion Programme	STH	Planning Sum				0	4,614,000	500,000	1,000,000	1,063,000	7,177,000	S Hindmarch	SH
RHH A Floor Theatres	RHH	FBC Approved	36,000	18,534,000	16,664,779	1,870,000					1,870,000	S Hindmarch	CN
Hadfield Lifecycle Assets	NGH	Approved				925,000	684,000	641,000	682,000	892,000	3,824,000	S Hindmarch	CN
RHH Main Lifts	RHH	Approved	6,500,000	5,304,000	4,484,914	820,000	0				820,000	S Hindmarch	CN
Service Block Redevelopment	RHH	Fees/Approved	1,050,000	2,199,000	1,321,428	878,000					878,000	S Hindmarch	CN
RHH LTHW	RHH	Approved	15,000	3,597,000	2,978,999	617,000					617,000	S Hindmarch	CN
Firth Wing Theatres	NGH	FBC Approved	5,000	5,675,000	5,177,797	497,000					497,000	S Hindmarch	CN
NGH LV Generators	NGH	Approved	32,000	1,366,000	1,226,213	139,000					139,000	S Hindmarch	CN
CCTV Upgrade	STH	OBC Approved	10,000	765,000	-264	765,000					765,000	A Jones	AJ
Jessops Wing Ward Refurbishment	JHW	Fees	5,000	58,000	53,199	5,000					5,000	S Hindmarch	CN
Chesterman Theatres	NGH	Fees	8,000	14,000	9,031	5,000					5,000	S Hindmarch	CN
NGH CHP	NGH	Fees	5,000	65,000	6,308	58,000					58,000	S Hindmarch	CN
JHW Theatre Refurbishment	JHW	Fees	10,000	5,198,000	11,472	250,000	1,500,000	1,500,000	1,000,000	937,000	5,187,000	S Hindmarch	CN
RHH Ward H1 Refurbishment	RHH	Planning Sum	1,520,000	1,555,000	12,266	1,543,000					1,543,000	S Hindmarch	CN
WPH External Cladding	WPH	Fees	5,000	5,000	0	5,000					5,000	S Hindmarch	CN
RHH B Road Water Proofing	RHH	Fees/Planning Sum	10,000	4,980,000	15,838	1,500,000	3,464,000				4,964,000	S Hindmarch	CN
CCDH Covid Restart	CCDH	Fees	15,000	1,901,000	959,829	941,000					941,000	C Wilkie	CN
RHH T Floor Chillers	RHH	Completed	1,300,000	1,120,000	724,995	395,000					395,000	S Hindmarch	CN
Critical Care Chiller Unit Replacement	NGH	Completed	300,000	420,000	395,872	24,000					24,000	S Hindmarch	CN
CPU LV Generator	NGH	Completed	300,000	410,000	302,631	107,000					107,000	S Hindmarch	CN
Chesterman Cooling Systems	NGH	Completed	500,000	400,000	139,398	261,000					261,000	S Hindmarch	CN
Labs Alternate Power Supply	NGH	Approved	250,000	350,000	263,364	87,000					87,000	S Hindmarch	CN

Vickers Verandah Refurbishment	NGH	Approved	600,000	1,005,000	248,574	756,000					756,000	S Hindmarch	CN
Vicker 11/12 Roof	NGH	Approved	200,000	400,000	275,301	125,000					125,000	S Hindmarch	CN
Central Clinic Lift/Pre-Op Refurbishment	CHS	Completed	183,000	927,000	584,589	342,000					342,000	S Hindmarch	CN
Longley Lane IT/Telephony Infrastructure	NGH	Approved	126,000	182,000	103,401	79,000					79,000	S Hindmarch	CN
WPH Lifts	WPH	Fees	22,000	200,000	0	200,000					200,000	S Hindmarch	CN
Fire Dampers, RHH	RHH	Approved	21,000	21,000	0	21,000					21,000	S Hindmarch	CN
Lab Benching - RHH/Medical School/JHW	RHH	Fees	10,000	10,000	0	10,000					10,000	S Hindmarch	CN
Vickers Modular Wards	NGH	Approved	294,000	294,000	0	294,000					294,000	S Hindmarch	CN
RHH Ward H2 Refurbishment	RHH	Planning Sum	1,520,000	1,520,000	0	1,520,000					1,520,000	S Hindmarch	CN
Ventilaton Works	NGH	Approved	350,000	350,000	0	350,000					350,000	S Hindmarch	CN
NGH Renal Pipework	NGH	Approved	385,000	385,000	0	385,000					385,000	S Hindmarch	CN
MEC Lifts	NGH	Approved	200,000	200,000	0	200,000					200,000	S Hindmarch	CN
Huntsman Lifts	NGH	Approved	200,000	200,000	0	200,000					200,000	S Hindmarch	CN
INFRASTRUCTURE TOTAL							20,755,000	15,512,000	9,591,000	9,632,000	9,842,000	65,332,000	

LEASED ASSETS

APPROVED SCHEME DETAILS	SITE	SCHEME STATUS	INITIAL APPROVED SUM	LATEST APPROVED SUM	CUMULATIVE SPEND TO 31/3/21	REMAINING PROGRAMMED EXPENDITURE					PROJECT LEAD	BUDGET LEAD	
						2021/22	2022/23	2023/24	2024/25	2025/26			TOTAL
LEASED ASSET TOTAL						0	0	0	0	0	0		

OTHER

APPROVED SCHEME DETAILS	SITE	SCHEME STATUS	INITIAL APPROVED SUM	LATEST APPROVED SUM	CUMULATIVE SPEND TO 31/3/21	REMAINING PROGRAMMED EXPENDITURE					PROJECT LEAD	BUDGET LEAD	
						2021/22	2022/23	2023/24	2024/25	2025/26			TOTAL
Planned rev-cap Transfers/Redefinition of Capital	STH	Planning Sum				0	284,000	300,000	300,000	300,000	1,184,000	N Priestley	NP
Funding for Unfunded Schemes	STH	Planning Sum									0	N Priestley	NP
VAT Recovery	STH	Planning Sum				-700,000	-700,000	-700,000	-700,000	-700,000	-3,500,000	N Priestley	NP
Directly Donated Equipment	STH	Planning Sum									0	N Priestley	NP
TOTAL PROGRAMMED EXPENDITURE						45,663,000	33,889,000	20,691,000	20,732,000	20,942,000	141,917,000		

2021/22 - 2025/26 CAPITAL PROGRAMME - RISKS AND CONTINGENCIES SUMMARY

Known Risks:	21/22 Unallocated Budget	2021/22 £	2022/23 £	2023/24 £	2024/25 £	2025/26 £	
Ring fenced Envelopes:							
Medical Equipment	1,040,000						Envelope commitment not yet complete. Further options to be reviewed
Major Equipment	0						
Informatics Strategic & Corporate	445,000						JAC System Upgrade £26k, Y&H Connectivity & Record Sharing £40k, OSV Database Phase 2 £41k, Electronic Meal Ordering £74k, Virtual Teaching Platform £174k, leaves £90k unallocated
Informatics Infrastructure	974,000						End of Life Servers £100k, Bleep Replacement technology £150k, leaves £724k unallocated
Service Development	0						
Facilities & Security Infrastructure	352,000						Mop Decontamination Facility & Washing Machine £82k, CPU Barcoding Scanners £50k, Press Replacement £130k - subject to capital/revenue classification. Leaves £90k unallocated
Estates Infrastructure	3,663,000						Huntsman/ED Electrical Strategy Fees £50k, NGH Main Cold Water Pipework £300k, RHH Alternative Cold Water Supply fees £50k - subject to capital/revenue classification. Leaves £3263k unallocated
Ward Refurbishment Programme	318,000						Cost pressures TBC on Huntsman 1&2 £480k per ward
Non Clinical Public Environments	73,000						Schemes yet to be prioritised
Theatre Refurbishment Programme	0						Schemes yet to be prioritised
Risks Expected to Emerge in Short-Term (not yet fully quantified/confirmed):							
Cost Increases to approved schemes:-							
a) Schemes previously advised completed:							
- Unfunded schemes							
- Equipment in consumables deals		200,000					Value TBC and nature of arrangement, but expectation will be defined as Finance lease under IAS 17
b) Ongoing Schemes/Schemes in development:							
- JHW Bereavement Suite		19,000					Potential cost pressure - contingency retained by CIT
- MDT Rooms		?					Potential cost pressure for final room
- Community Dentistry Wheata		88,000					Tender return pressure - includes COVID ventilation £63k and £25k power supply
- CCDH COVID Restart		80,000					Ventilation pressures
- Clocktower LV supply		25,000	-25,000				Estimated pressure - part of CIR
Cost Reductions to approved schemes:-							
- Endocrine Investigation Unit		-30,000	30,000				Potential savings being confirmed
- A Floor Theatres		?					Potential savings being confirmed
Subtotal - Expected Net Commitments/(Savings)		382,000	5,000	0	0	0	
Slippage Risks:							
- MDMG Unallocated		-1,040,000	1,040,000				Procurement capacity to support further programmes of work TBC
- Replacement Cath Labs		-23,000	23,000				
- NGH 3rd CT Scanner		?	?				Dependent upon move of ultrasound from A&E. Timescales for A&E to release TBC
- Lithotripter Replacement		?	?				Procurement yet to commence
- RHH Spec-CT Gamma Camera		-450,000	450,000				Equipment tender behind schedule/risk non-delivery
- RHH Spec-CT Gamma Camera		-495,000	495,000				Risk to 50% works if equipment delayed
- Network Core		-189,000	189,000				Potential savings being confirmed
- Endoscopy Pillcam system		-22,000	22,000				
- K Floor High Acuity Monitor Interface		-16,000	16,000				
- IT Strategic & Corporate		-90,000	90,000				Unallocated envelope
- IT Infrastructure		-724,000	724,000				Unallocated envelope

- IT planned investments not yet started	-441,000	441,000				Risks to procurement/capacity on OSV Database Phase 2 £41k, Electronic Meal Ordering £74k, Virtual Teaching Platform £176k, Bleep Replacement Technologies £150k
- WPH Pharmacy Aspectic	?	?				Scheme complexity
- RHH HASU	-110,000	110,000				Possible £115k savings being confirmed
- NGH Radiology	-272,000	272,000				Dependent upon move of ultrasound from A&E. Transfer held given COVID increase
- Ultraviolet C Decontamination Unit	-110,000	110,000				Supplier offer on hold: Supplier in takeover process
- Facilities Infrastructure	-90,000	90,000				Unallocated envelope
- Estates Infrastructure	-3,263,000	3,263,000				Unallocated envelope
- Non Clinical Public Environments	-73,000	73,000				Schemes yet to be prioritised
- RHH Lifts	?	?				Completion due March 21, risk slippage from operational pressures
- Service Development Block	?	?				Scheme complexity
- RHH LTHW	?	?				Scheme complexity
- CCTV Upgrade	-765,000	765,000				Scheme in procurement
- JHW Theatre Refurbishment	?	?				Complex/multi-phased scheme
- RHH B Road	?	?				Construction approach to be determined/Business Continuity plans to be agreed
- Ward Refurbishments H1/H2	-350,000	350,000				Possible 4-6 week slippage re access constraints
- Firth 5/6 Ventilation	-350,000	350,000				Dependent upon move of ultrasound from A&E. Transfer held given COVID increase
- NGH Renal Pipework	?	?				Access required/operational constraints to be resolved
- RHH HV Generators	?	?				5yr plan profile dependent upon procurement process
- Reversal 20/21 VAT provisions and liquidation claims	-328,000	328,000				RHH Lifts claim now settled; Firth Theatres o/s, VAT TBC
	-9,201,000	9,201,000	0	0	0	
Advancement Opportunities:						
- MDMG Replacement Programmes	?	?				Procurement position to be determined
- Linear Accelerator LA4	1,979,000	-1,979,000				Procurement position to be determined
- Server Virtualisation/Flexpod Replacement	1,125,000	-1,125,000				Commerical aspects being explored, otherwise potential to start recurrent costs earlier than necessary
- NW Load Balancers	500,000	-500,000				Commerical aspects being explored, otherwise potential to start recurrent costs earlier than necessary
- Replacement Drying Cabinets NGH	57,000	-57,000				Agreed in principle CIT 25/4/21, subject to procurement confirmation
- Relocation Ophthalmic Imaging	134,000	-134,000				SOC to CIT 22/2/21
- Washer Disinfectors	403,000	-403,000				Case to CIT 26/7/21
- Ward H1 & H2 Ward Refurbishment	642,000	-642,000				Cost pressure over remaining envelope available
- B Road	500,000	-500,000				Construction approach to be determined/Business Continuity plans to be agreed
- WPH Lifts	135,000	-135,000				Cost pressure on scheme £600k to £1m for 3 lifts. Reflects 1 lift pressure in 21/22
	5,475,000	-5,475,000	0	0	0	

Possible Contingencies:	2021/22	2022/23	2023/24	2024/25	2025/26	
	£	£	£	£	£	
Additional Income:						
Charitable/Donated Funds	?	?	?	?	?	
National IT PDC Funding	?	?	?	?	?	Digital Maternity Systems, Digital Diagnostics Capbility Programe (re Home Workstations, PACS/RIS Shared Image Platform, Clinical Decision Support), LIMS Hub, EPR (£6m bid made), Digital Health Partnership Awards
National PDC Funding	?	?	?	?	?	Potential for Accelerator Funding, TBC Mechanical Thrombetomy Bi-plane
HEE Funding - CCDH	?					£300k request made
Other:						
Lease rather than purchase future Major Equipment	?	?	?	?	?	Revenue consequences
Potential reduction to ring fenced capital budgets	?	?	?	?	?	
Removal prioritised schemes	?	?	?	?	?	
VAT recovery	?	?	?	?	?	Low likelihood given current HMRC considerations
	0	0	0	0	0	