

SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST

EXECUTIVE SUMMARY

REPORT TO THE BOARD OF DIRECTORS MEETING

HELD ON 28th JULY 2020

Subject	2020/21 to 2024/25 Capital Programme
Supporting TEG Member	Neil Priestley
Author	Neil Priestley
Status¹	A/N

PURPOSE OF THE REPORT

To provide an update on the 2020/21 Capital Programme and 5 Year Capital Plan.

KEY POINTS

1. The Capital Programme remains manageable for 2020/21 but the 5 Year Plan starts to moves into a significant over committed position from 2023/24 onwards.
2. This over-committed position is likely to be exacerbated as new schemes and priorities emerge over the medium term such that funding solutions will be required.
3. In addition, major schemes such as the WPH Upgrade and EPR procurement will require specific funding solutions and external support if they are to progress.
4. Given the COVID-19 impact and a range of new funding allocations currently being announced, planning and financial forecasting is challenging at this point.
5. Notwithstanding, capital planning/prioritisation and scheme "value engineering" continue to be crucial in securing maximum value for money from constrained resources.
6. The Trust has been asked by NHSE/I to reduce its planned spend from the level originally assumed but expected levels of slippage mean that this is unlikely to be an issue.
7. Appropriate monitoring and management action will need to be taken to ensure an acceptable position is achieved for 2020/21.

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 28th JULY 2020

2020/21 TO 2024/25 CAPITAL PROGRAMME – QUARTER 1 UPDATE

1. INTRODUCTION

- 1.1 This report commences the process of monitoring progress on the Trust's Capital Programme for the period 2020/21 to 2024/25. It considers the position at the end of June 2020 and outlines the major changes since approval of the 5 Year Capital Plan and 2020/21 Capital Programme by the Trust Board in March 2020.
- 1.2 Given the current financial climate, the capital plans do not assume I&E surpluses to support the Capital Programme. However, the £4.2m of cash gain from the 2019/20 financial year is now incorporated into the programme. As at the plan stage, the latest 5 Year Plan includes an assessment of future needs for significant schemes at £6m pa from 2021/22 onwards. The £6m sum for 2020/21 has already been formally incorporated into the Capital Programme.
- 1.3 The current cumulative plan over-commitment over the period, at £17.3m, is an improvement of £4.6m on the plan position at March, largely from the 2019/20 cash gain noted above. The cumulative position does not become a major concern until year four of the plan, although there are a small number of high value schemes emerging which may place additional pressure on the capital programme before this time.
- 1.4 Appendix A includes a list of these "probable" and "possible" schemes which are not yet included on the Capital Programme/Plan but require further consideration. It also notes a number of potential major schemes which will require separate funding arrangements, i.e. WPH upgrade, EPR procurement and SYB Pathology Network. Careful management will therefore be required to achieve an overall balanced position. This will necessitate difficult decisions on the likelihood of additional funding access, scheme prioritisation and investment timings.
- 1.5 The current capital expenditure plan for 2020/21 stands at £50.8m. This is a very challenging programme reflecting many complex operational and logistical issues, and now with the additional complexities of COVID-19 implications. Some major schemes which commenced during 19/20 will complete early in the year but there is a high risk of slippage on new schemes given the new challenges in planning and scheme delivery, and the diversion of attention onto COVID-19 priorities.

2. OVERVIEW OF THE CAPITAL PROGRAMME AND PLAN

- 2.1 The capital programme for 2020/21 – 2024/25 as Appendix B shows the following position:-

	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
Funding Available	45.9	35.0	25.6	21.4	21.5
Expenditure Plan	(50.8)	(27.7)	(21.4)	(21.4)	(21.4)
Under/(Over) Commitment	(4.9)	7.3	4.2	0.0	0.1
Cumulative Under/(Over) Commitment		2.4	6.6	6.6	6.7

- 2.2 As at the plan stage, the Capital Programme reflects a manageable position for 2020/21. However, despite the cash gain achieved in the 2019/20 financial year, the five year Capital Plan still has a £17.3m over-commitment. Appendix A demonstrates the profile of this over-commitment but also shows the level of “probable” schemes which exceed the annual £6m allowance within the plan. It is therefore clear that addressing the funding gap will be a challenge.
- 2.3 Following the issue of ICS/STP 2020/21 “Operational Capital” envelopes in early May, the Trust was asked to reduce its planned capital expenditure (excluding donations) for the year to an “envelope” of £38.5m. This was a £5.9m reduction to the plan submitted which already assumed a reasonable level of slippage on the capital programme approved by the Board. Following a review, it was concluded that, given the impact of likely slippage within the programme, alongside management of COVID-19 requirements, this level of reduction could be achieved without unacceptable consequences. Slippage risks identified at quarter one confirm this.
- 2.4 However, recent national announcements of large sums of additional capital funding (in addition to the initial “envelope”) are likely to significantly increase the capital investment now expected to be made during the year. The Trust is expecting a significant allocation for Critical Infrastructure with potential sums for diagnostics and Urgent & Emergency Care. A number of bids have also been made for COVID-19 capital but the funding position remains to be confirmed. The additional schemes will add to the complexity and challenges of delivering the programme which will also be affected by constrained working approaches/supply chains and service pressures. The position for 2020/21 will need to be very carefully monitored and managed during the year to ensure a satisfactory year end position is achieved.
- 2.5 The Capital Programme includes a number of high priority schemes which have recently received approval. These include:
- ◆ Various COVID-19 clinical and laboratory equipment requirements - £1.9m
 - ◆ 8th Linear Accelerator - £2.1m
 - ◆ Community Dental Services - £3.3m
- 2.6 Appendix C provides an update on the current quantified risks or cost adjustments anticipated on existing schemes. The summary also shows estimated further slippage (£11m), which will enable to Trust to remain within its specified NHSE/I plan.

3. ADDITIONAL FUNDING

- 3.1 The assumed funding in the 2020/21 Capital Programme consists of:
- ◆ Internally generated resourced of £20.6m from forecast depreciation (net of around £2.5m of loan repayments).
 - ◆ Application of half of the 2018/19 I&E surplus/STF Funding - £13.7m
 - ◆ Assumed receipt of PDC for HASU £4.7m and COVID-19 capital costs £1.9m.
 - ◆ Lease funding for laboratory equipment - £0.4m
 - ◆ £3.6m from reinvestment of the underspend from 2018/19.
 - ◆ £0.9m from “donations” and forecast VAT recovery.
- 3.2 There has been an increase in cumulative funding available from plan stage, of around £2.2m, reflecting COVID-19 funding and additional donations.
- 3.3 The cash gain from the 19/20 financial year has been profiled into 2022/23.

4. CHANGES TO APPROVED PROGRAMME

- 4.1 There have been many changes to approved expenditure since the Programme was approved due to new scheme approvals, year-end re-profiling, some allocation of specific schemes from the ring-fenced envelopes and cost updates on planned schemes.
- 4.2 In headline terms the planned expenditure of £51.6m has decreased by £0.8m to £50.8m, mainly due to scheme slippage from 2019/20 to 2020/21 of £0.3m, additional COVID funding £2.0m and then offset by confirmed quarter one slippage from 2020/21 to 2021/22 of £3.1m.
- 4.3 Slippage from 2019/20 to 2020/21 reflected many schemes, with the most significant elements relating to Minor Medical Equipment £1.0m and Service Development schemes £0.7m (including NGH Radiology D Floor £0.5m and WPH Pharmacy Aseptic £0.3m), offset by Infrastructure advances of £1.4m (including A Floor Theatres £0.9m, Firth Theatres £0.2m and RHH OPD £0.4m).
- 4.4 Slippage from 2020/21 to 2021/22 largely comprises RHH Ward H1 Refurbishment £1.5m, Chesterfield Renal Satellite Unit, £1.2m, Clinical Immunology & Allergy Unit £0.2m and Firth 7/CCU £0.2m.
- 4.5 New scheme approvals have been highlighted at paragraph 2.5 above.

5. FURTHER RISKS AND CONTINGENCIES

- 5.1 Appendix C identifies the quantified major risks to the capital position.
- 5.2 Other risks to delivering the 2020/21 Capital Programme and 5 Year plan are:
- ◆ The current £17.3m over commitment on the 5 Year Plan which may be increased by further unavoidable schemes (see Appendix A) – **High Risk**. Mitigating actions include:
 - Attracting PDC/ICS funding, particularly in relation to WPH bunkers.
 - Loans/Leases.
 - Use of working capital balances (if not restricted by new national considerations or used to finance I&E deficits)
 - Additional charitable donations/contributions
 - Further reducing ring-fenced budgets/restrictions or scheme approvals
 - ◆ Increased costs for existing schemes – **Medium/High Risk**. Mitigating actions include robust case scrutiny, tight management of scheme specifications and firm cost control as schemes progress.
 - ◆ Risk of major slippage on 2020/21 schemes, due to operational and logistical barriers inherent in managing a major programme of over £50m whilst maintaining COVID-19 social distancing and safely restarting patient services – **High Risk**. Mitigating actions include tight planning and forecasting, prompt actions in developing and finalising schemes and identification/approval of options to advance schemes where slippage occurs.
 - ◆ Poor prioritisation of potential schemes – **Low Risk**. Mitigating actions include good strategic, business and capital planning with a clear understanding of the environment and close working with Directorates.

- ◆ 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 and highlighting the importance of delivering the capital plans.
 - ◆ WPH enabling schemes, EPR Programme and SYB Pathology Network scheme Risks including funding, scheme progression/delivery, financial planning, operational change and transition – **Medium Risk**. Mitigating actions will include strong governance arrangements, developing knowledge and skills within the organisation, excellent planning and good communication.
- 5.3 Prioritisation against the ring-fenced budgets for 2020/21 is on-going, with additional work still to do on the Minor Medical Equipment, Estates, Facilities, and non-Clinical Public Environment 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:
- ◆ 7th MRI Scanner
 - ◆ NGH Washer Disinfectant Replacement
 - ◆ Firth 7/CCU
 - ◆ Gastroenterology Facilities
 - ◆ NGH Radiology Outpatients
 - ◆ ED Reconfiguration
 - ◆ NGH LV Generators
 - ◆ JHW Ward Refurbishment
 - ◆ Chesterman Theatres
 - ◆ NGH CHP
 - ◆ RHH B Road Water Flooding
- 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:
- ◆ 8th Linear Accelerator
 - ◆ Numerous COVID equipment investments
 - ◆ PACS Enterprise Imaging project
 - ◆ Vickers 4 Ward Refurbishment
 - ◆ Clinical Immunology and Allergy
- 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:
- ◆ Expansion Gastroenterology Scope capacity
 - ◆ HIV Integration

7. RECOMMENDATIONS

The Board of Directors is asked to

- 7.1 Approve the latest 2020/21 Capital Programme and note the significant over-commitment on the 2023/24 to 2024/25 position, which will need to be addressed via an appropriate combination of the funding solutions proposed.
- 7.2 Note the list of “probable” and “possible” schemes on the five year plan at Appendix A which, along with other likely schemes which will emerge over the five year period, will require further consideration and careful prioritisation.
- 7.3 Note the risks outlined in Section 5 above, and the need to continue to generate additional resources for future years and/or identify any opportunities to secure additional capital funding.
- 7.4 Note the national position on 2020/21 capital expenditure requirements, the consequences for the Trust and the close attention required throughout the year to ensure an acceptable year end outturn position is delivered.
- 7.5 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 2020

2020/21 - 2024/25 CAPITAL PLAN

		2020/21	2021/22	2022/23	2023/24	2024/25	
		£	£	£	£	£	
2020/21 Capital Programme Position as at 20/7/20		-4,876,000	7,307,000	4,144,000	12,000	79,000	
Other PDC/Income Sources		?					Sale of Heely Medical Centre? Sale of Central Clinic?
Reduction in Ringfence envelopes							
Future Probable/Possible Schemes	-24,000,000	0	-6,000,000	-6,000,000	-6,000,000	-6,000,000	20/21 allows for £6m, less £2,685k Community Dental: £600k CNDRH Renal Satellite. £891k Endocrine Investigation Unit, £2094k 8th Linear Accelerator, £250k Purchase Longley Lane
Projected Annual Capital Programme Position as at 17/1/20		-4,876,000	1,307,000	-1,856,000	-5,988,000	-5,921,000	
Cumulative Projected Capital Programme Position as at 17/1/20		-4,876,000	-3,569,000	-5,425,000	-11,413,000	-17,334,000	

	Assumed Funding Options		2020/21	2021/22	2022/23	2023/24	2024/25	
			£	£	£	£	£	
Other "Probable" Schemes								
Add'l Linear Accelerator Bunkers x2	Internal	B	-100,000	-5,600,000				Linked to 8th Linac - Cost as per OBC to CIT 21/10/19. Need for x2 bunkers. Pre-planning application submitted
Cardiac Theatre Refurbishment	Internal	A		-1,000,000	-2,000,000	-1,500,000		Original OBC withdrawn. Revised scheme being developed to follow Main NGH Theatres scheme. Possible link to Hybrid Theatre proposal.
Hybrid (Endovascular) Theatre	Internal	U		-300,000	-3,900,000			Options and financial feasibility under consideration. Little progress to date
JHW Theatres	Internal	A		-300,000	-1,200,000	-2,400,000		1 yr planning required. Fees only in 20/21
Hip Fracture Ward	Internal	B		See above				Proposal to CIT 25/11/19 - relocate from Vickers 4 to Huntsman. Potential funding from Ward Refurbishment of £1743k assumed on line 10 above
RHH Ward H1 Refurbishment	Internal	B		See above	-380,000			To be used for ISGM Dementia Ward. Needs HASU Ward L1 to complete. Assume £1520k 20/21 spend Ward Refurbishment as per line 10 above
Firth 7/CCU Refurbishment	Internal/Charitable	B			-1,300,000	-2,650,000		Indicative costs as per OBC less £300k enabling works approved. Potential use of £2247k Ward Refurb funding in 21/22
Major Trauma Ward	Internal	B		-300,000	-1,500,000			Proposal to BPT
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 improvements
Estates Generator Programme	Internal	U		-1,000,000	-2,500,000	-2,500,000		Potential increase to Estates envelope. 20/21 re NGH, following years re RHH. RHH Scheme £7047k as per OBC to CIT 1/6/20
Gastroenterology Facilities	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
Imaging Equipment Expansions	Internal	U			-2,000,000	-3,000,000		Tbc - Assume some unavoidable equipment expansion over 5 year period
A&E Frontdoor/NGH Assessment Developments	Internal	U				-2,000,000		Linked to re-provision of Fracture Clinic post 2022
Re-provision of Fracture Clinic	Internal	U			-2,000,000	-500,000		Would be enabled by Orthopaedics Reconfiguration scheme
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 & Pre-Op Assessment as quantified.
Dermatology Facilities	Internal	U			-2,000,000	-2,000,000		Concept paper for upgrade to facilities produced but being reconsidered. To be incorporated into Outpatient Strategy Review
Outpatient Facilities, RHH & NGH - not yet scoped/quantified	Internal	U			?	?	?	Neurosciences, MOPS, Urology
NGH Radiology Outpatients	Internal	U		?	-2,000,000	-2,000,000		SOC to CIT 6/1/20
Orthopaedics Reconfiguration	Internal	U			-1,500,000	-500,000		Options to review
RHH B Road Water Proofing	Internal	U	?	-1,000,000	-1,000,000			Scoping work underway
CCDH COVID restart	External	U	?	?				£1.6m scheme - assumed supported by central COVID funding
Ward Refurbishment planning sum in Capital Programme			18,000	2,247,000	2,750,000	2,750,000	2,750,000	Available to offset v probable needs
Theatre Refurbishment planning sum in Capital Programme			353,000	1,205,000	2,000,000	2,000,000	2,000,000	Available to offset v probable needs
Total Approved and Probable Schemes		-48,997,000	271,000	-6,248,000	-22,730,000	-20,290,000	-255,000	

SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST - 2020/21 - 2024/25 CAPITAL PROGRAMME

SUMMARY OF APPROVED SCHEMES AGAINST RESOURCES AVAILABLE

Appendix B

CAPITAL PROGRAMME DETAILS	2020/21	2021/22	2022/23	2023/24	2024/25
Total Funding Available	45,902,000	34,961,000	25,586,000	21,410,000	21,519,000
Approved Scheme Details:					
Medical Equipment Modernisation	13,301,000	7,400,000	6,200,000	6,200,000	6,200,000
Information Technology	3,603,000	1,682,000	1,750,000	1,750,000	1,750,000
Service Development	14,093,000	6,992,000	3,550,000	3,550,000	3,550,000
Infrastructure	19,128,000	11,280,000	9,642,000	9,598,000	9,640,000
Leased Assets	449,000	0	0	0	0
Planned Rev-Cap Transfers	204,000	300,000	300,000	300,000	300,000
Funding for Unfunded Schemes	0	0	0	0	0
Directly Donated Equipment	0	0	0	0	0
Approved Scheme Total	50,778,000	27,654,000	21,442,000	21,398,000	21,440,000
UNDER/(OVER) COMMITMENT	-4,876,000	7,307,000	4,144,000	12,000	79,000

APPROVED SCHEME DETAILS BY SITE	NGH					RHH					CCDH				
	2020/21	2021/22	2022/23	2023/24	2024/25	2020/21	2021/22	2022/23	2023/24	2024/25	2020/21	2021/22	2022/23	2023/24	2024/25
Medical Equipment Modernisation	2,925,000	0	0	0	0	2,460,000	0	0	0	0	305,000	0	0	0	0
Information Technology	61,000	55,000	0	0	0	28,000	0	0	0	0	0	0	0	0	0
Service Development	5,265,000	919,000	0	0	0	4,944,000	883,000	0	0	0	0	0	0	0	0
Infrastructure	5,394,000	936,000	692,000	648,000	690,000	7,457,000	2,692,000	0	0	0	15,000	0	0	0	0
Leased Assets	449,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Directly Donated Equipment															
APPROVED SCHEME TOTAL	14,094,000	1,910,000	692,000	648,000	690,000	14,889,000	3,575,000	0	0	0	320,000	0	0	0	0

APPROVED SCHEME DETAILS BY SITE	JHW					WPH					CHS				
	2020/21	2021/22	2022/23	2023/24	2024/25	2020/21	2021/22	2022/23	2023/24	2024/25	2020/21	2021/22	2022/23	2023/24	2024/25
Medical Equipment Modernisation	196,000	0	0	0	0	2,092,000	0	0	0	0	197,000	0	0	0	0
Information Technology	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Service Development	8,000	0	0	0	0	1,423,000	0	0	0	0	2,407,000	2,045,000	0	0	0
Infrastructure	10,000	0	0	0	0	5,000	0	0	0	0	52,000	0	0	0	0
Leased Assets	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Planned Rev-Cap Transfers															
Funding for Unfunded Schemes															
Directly Donated Equipment															
APPROVED SCHEME TOTAL	214,000	0	0	0	0	3,520,000	0	0	0	0	2,656,000	2,045,000	0	0	0

APPROVED SCHEME DETAILS BY SITE	STH UNALLOCATED				
	2020/21	2021/22	2022/23	2023/24	2024/25
Medical Equipment Modernisation	5,126,000	7,400,000	6,200,000	6,200,000	6,200,000
Information Technology	3,514,000	1,627,000	1,750,000	1,750,000	1,750,000
Service Development	46,000	3,145,000	3,550,000	3,550,000	3,550,000
Infrastructure	6,195,000	7,652,000	8,950,000	8,950,000	8,950,000
Leased Assets	0	0	0	0	0
Planned Rev-Cap Transfers	204,000	300,000	300,000	300,000	300,000
Funding for Unfunded Schemes	0	0	0	0	0
Directly Donated Equipment	0	0	0	0	0
APPROVED SCHEME TOTAL	15,085,000	20,124,000	20,750,000	20,750,000	20,750,000

CAPITAL FUNDING AVAILABLE 2020/21 - 2024/25

	2020/21	2021/22	2022/23	2023/24	2024/25
	£	£	£	£	£
Projected Internally Generated Resources	35,367,000	35,367,000	35,367,000	35,367,000	35,367,000
Adjustment to Internally Generated Resources Forecast (July 10)	-6,994,000	-6,994,000	-6,994,000	-6,994,000	-6,994,000
Reduction in Depreciation from I&E surplus/indexation removal (based on LT Depn f/cast)	-1,717,000	-1,717,000	-1,717,000	-1,717,000	-1,717,000
Adjustment to Internally Generated Resources Forecast (Jan 14)	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Adjustment to Internally Generated Resources (Feb 15)	2,855,000	2,855,000	2,855,000	2,855,000	2,855,000
Adjustment to Internally Generated Resources (June 15)					
Adjustment to Internally Generated Resources (Jan 16)	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000
Adjustment to Internally Generated Resources (Jan 17)					
Adjustment to Internally Generated Resources (March 18 re MEA)	-1,162,000	-1,162,000	-1,162,000	-1,162,000	-1,162,000
Adjustment to Internally Generated Resources (March 19 re MEA)	-6,200,000	-6,200,000	-6,200,000	-6,200,000	-6,200,000
Adjustment to Internally Generated Resources (Feb 20 re 20/21 CCEs)	-53,000	-53,000	-53,000	-53,000	-53,000
Application of Internally Generated Resources to:					
- Hadfield Loan Creditor (PF)	-468,000	-463,000	-658,000	-739,000	-769,000
- Critical Care Loan (FTFF)	-780,000	-780,000	-780,000	-780,000	-780,000
- Laboratory Medicine Loan (FTFF)	-666,000	-666,000	-666,000	-666,000	-666,000
- Gamma Knife Lease Creditor	-511,000	-131,000	-131,000	0	0
- Gamma Knife Lease Source Upgrade Creditor	113,000	-285,000	24,000	0	0
- Wi-Fi Network	-130,000	-133,000	-136,000	-139,000	0
- High Resolution Mass Spectrometer (estimate pending lease tender)	-47,000	-62,000	-62,000	-62,000	-62,000
- Bard Ultrasound	-7,000	-7,000	-1,000	0	0
Subtotal Internally Generated Resources	20,600,000	20,569,000	20,686,000	20,710,000	20,819,000
Hyper Acute Stroke Unit	4,653,000				
COVID-19	1,953,000				
Subtotal Strategic Capital Funding/PDC	6,606,000	0	0	0	0
High Resolution Mass Spectrometer Lease	449,000				
Subtotal Lease Funding	449,000	0	0	0	0
2018/19 PSF applied to Capital Programme	13,692,000	13,692,000			
2019/20 Year End Utilisation of/(Improvement to) Working Capital	3,612,000				
2019/20 I&E cash gain applied to Capital Programme			4,200,000		
Subtotal Internal Use of Working Capital balances	17,304,000	13,692,000	4,200,000	0	0
Subtotal Internally Generated/Strategic Capital Funding/Lease Funding	44,959,000	34,261,000	24,886,000	20,710,000	20,819,000
VAT Recovery	808,000	700,000	700,000	700,000	700,000
Replacement of 1.5T MRI - University of Sheffield	5,000				
NGH & RHH Junior Doctors Mess - Sheffield Hospitals Charity	37,000				
JHW Bereavement Suite - Sheffield Hospitals Charity	8,000				
Laboratory Equipment - SHC/Danson Foundation	85,000				
Subtotal Donations/Other Income	943,000	700,000	700,000	700,000	700,000
TOTAL FUNDING AVAILABLE	45,902,000	34,961,000	25,586,000	21,410,000	21,519,000

PROGRAMMED EXPENDITURE 2020/21 - 2024/25

Appendix B

MEDICAL EQUIPMENT MODERNISATION

APPROVED SCHEME DETAILS	SITE	SCHEME STATUS	INITIAL APPROVED SUM	LATEST APPROVED SUM	CUMULATIVE SPEND TO 31/3/19	REMAINING PROGRAMMED EXPENDITURE					PROJECT LEAD	BUDGET LEAD	
						2020/21	2021/22	2022/23	2023/24	2024/25			TOTAL
Annual Upgrade Programme	NGH	Approved				1,239,000	0				1,239,000	MDMG	CK
Annual Upgrade Programme	RHH	Approved				1,026,000	0				1,026,000	MDMG	CK
Annual Upgrade Programme	CCDH	Approved				305,000	0				305,000	MDMG	CK
Annual Upgrade Programme	JHW	Approved				196,000	0				196,000	MDMG	CK
Annual Upgrade Programme	WPH	Approved				0	0				0	MDMG	CK
Annual Upgrade Programme	CHS	Approved				197,000	0				197,000	MDMG	CK
Annual Upgrade Programme	STH	Approved				1,435,000	0				1,435,000	MDMG	CK
Annual Upgrade Programme - Unallocated	STH	Planning Sum				1,012,000	3,200,000	3,200,000	3,200,000	3,200,000	13,812,000	MDMG	CK
Major Equipment Replacement Programme	STH	Planning Sum				825,000	4,200,000	3,000,000	3,000,000	3,000,000	14,025,000	MDMG	CK
Donated Medical Equipment	NGH	Approved				85,000	0				85,000	MDMG	CK
Donated Medical Equipment	RHH	Approved				0	0				0	MDMG	CK
Donated Medical Equipment	CCDH	Approved				0					0	MDMG	CK
Donated Medical Equipment	JHW	Approved				0					0	MDMG	CK
Donated Medical Equipment	WPH	Approved				0					0	MDMG	CK
Donated Medical Equipment	CHS	Approved				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	2,764,715	23,000					23,000	C Monk	CM
NGH Plain Film Room Equipment	NGH	Phase 1 Completed; Phase 2 FBC Approved	1,080,000	2,761,000	2,219,745	540,000					540,000	P Bailey	PBa
RHH Plain Film Room Equipment	RHH	Phase 1 FBC Completed; Phase 2 FBC Approved	540,000	1,345,000	1,075,848	270,000					270,000	P Bailey	PBa
Fluoroscopy Replacement x2, NGH	NGH	FBC Approved	1,000,000	1,046,000	507,288	539,000					539,000	P Bailey	PBa
Symptomatic & Assessment Mammography Equip	RHH	FBC Approved	664,000	1,286,000	589,315	697,000					697,000	P Bailey	PBa
Replacement 3D Mobile Fluoroscopy	RHH	OBC Approved	300,000	300,000	0	300,000					300,000	P Bailey	PBa
8th Linear Accelerator	WPH	Approved	2,094,000	2,094,000	7,239	2,087,000					2,087,000	S Tozer-Loft	DC
Expansion Gastroenterology Scope capacity	NGH	Completed	210,000	271,000	0	271,000					271,000	L Walton	LW
COVID 19 Equipment	STH	Approved	1,746,000	1,854,000	0	1,854,000					1,854,000	P Whiting	PW
Gamma Camera Replacement	WPH	Fees	5,000	5,000	0	5,000					5,000	W Tindale	WT
ENT CO2 Laser	RHH	Approved	162,000	162,000	0	162,000					162,000	C Wilkie	CW
7th MRI Scanner	RHH	Fees	5,000	5,000	0	5,000					5,000	P Bailey	PBa
Hamilton Star Platform	NGH	Approved	228,000	228,000	0	228,000					228,000	P Bailey	PBa
MEDICAL EQUIPMENT MODERNISATION TOTAL						13,301,000	7,400,000	6,200,000	6,200,000	6,200,000	39,301,000		

INFORMATION TECHNOLOGY

APPROVED SCHEME DETAILS	SITE	SCHEME STATUS	INITIAL APPROVED SUM	LATEST APPROVED SUM	CUMULATIVE SPEND TO 31/3/19	REMAINING PROGRAMMED EXPENDITURE					TOTAL	PROJECT LEAD	BUDGET LEAD
						2020/21	2021/22	2022/23	2023/24	2024/25			
General IT Systems/Telecoms Development	NGH	Approved				5,000	0				5,000	S Addy	MN
General IT Systems/Telecoms Development	RHH	Approved				0	0				0	S Addy	MN
General IT Systems/Telecoms Development	WPH	Approved				0	0				0	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				75,000	0				75,000	S Addy	MN
Informatics Strategic & Corporate - Unallocated	STH	Planning Sum				11,000	989,000	1,250,000	1,250,000	1,250,000	4,750,000	S Addy	MN
Informatics Infrastructure - Unallocated	STH	Planning Sum				1,584,000	235,000	500,000	500,000	500,000	3,319,000	S Addy	MN
Renal Information System	NGH	Completed	426,000	531,000	496,568	36,000					36,000	C Monk	CM
Ophthalmology Clinical Data Management System	RHH	Approved	7,000	434,000	405,528	28,000					28,000	C Wilkie	CV
Purchase to Pay Software	NGH	Approved	109,000	106,000	31,954	20,000	55,000				75,000	N Priestley	NP
PACS	STH	FBC Approved	242,000	2,862,000	2,147,764	484,000	231,000				715,000	S Addy	MN
Wired Network Core	STH	Approved	600,000	1,679,000	1,136,741	542,000					542,000	S Addy	MN
Inventory Management System	STH	Planning Sum	692,000	692,000	9,490	659,000	24,000				683,000	A Smith	NP
PSA Remote Test Results	STH	Completed	40,000	40,000	24,782	15,000					15,000	P Buckley	PB
Medical Records Digital Scanners	STH	Approved	102,000	102,000	0	102,000					102,000	I Purdy	MN
Mobile Video Conferencing Carts	STH	Approved	42,000	42,000	0	42,000					42,000	P Buckley	PB
EPR Implementation	STH	Approved	148,000	148,000	0	0	148,000				148,000	D Hughes	MN
INFORMATION TECHNOLOGY TOTAL						3,603,000	1,682,000	1,750,000	1,750,000	1,750,000	10,535,000		

SERVICE DEVELOPMENT

APPROVED SCHEME DETAILS	SITE	SCHEME STATUS	INITIAL APPROVED SUM	LATEST APPROVED SUM	CUMULATIVE SPEND TO 31/3/19	REMAINING PROGRAMMED EXPENDITURE					PROJECT LEAD	BUDGET LEAD	
						2020/21	2021/22	2022/23	2023/24	2024/25			TOTAL
New Business Planning Rounds/Service Development	STH	Planning Sum				0	3,145,000	3,550,000	3,550,000	3,550,000	13,795,000	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	SH
Bowel Cancer Screening Accommodation	RHH	Planning Sum	150,000	200,000	167,392	0	33,000				33,000	C Powell-Wiffen	SH
WPH Redevelopment/Expansion	WPH	Fees	30,000	146,000	146,069						0	I Scott	SH
WPH- JHW Link Bridge	WPH	Completed	60,000	3,593,000	3,516,557	76,000					76,000	I Scott	SH
Pharmacy Aseptic Unit, WPH	WPH	FBC Approved	30,000	3,914,000	2,566,591	1,347,000					1,347,000	D Child	SH
Hyper Acute Stroke Unit	RHH	FBC Approved; Phase 1 completed	5,000	5,847,000	3,097,217	2,749,000					2,749,000	C Wilkie	SH
Clinical Immunology & Allergy Unit Expansion	NGH	FBC Approved	5,000	2,194,000	180,783	1,763,000	250,000				2,013,000	D Campbell	SH
Firth 7/CCU	NGH	Fees/Planning Sum	5,000	300,000	39,184	0	261,000				261,000	C Monk	SH
MSK Integrated Hub	RHH	FBC Approved	3,783,000	3,864,000	3,453,039	411,000					411,000	V Leckie	SH
5 Beech Hill Road Refurbishment	RHH	Approved	5,000	2,507,000	1,091,396	1,415,000					1,415,000	S Hindmarch	SH
16 Claremont Neurosciences Offices	RHH	Fees	5,000	5,000	-740	6,000					6,000	C Wilkie	SH
Expansion Clocktower Office Accommodation	NGH	Completed	8,000	1,054,000	1,047,300	7,000					7,000	S Hindmarch	SH
NGH Radiology D Floor Refurbishment	NGH	FBC Approved	5,000	1,255,000	831,591	65,000	358,000				423,000	P Bailey	SH
HIV Integration	RHH	Completed	3,000	202,000	82,877	119,000					119,000	D Campbell	SH
NGH Washer Disinfectors	NGH	Fees	5,000	5,000	1,879	3,000					3,000	M Harper	SH
Endocrine Investigation Unit	RHH	OBC Approved	5,000	898,000	20,113	28,000	850,000				878,000	L Walton	SH
Community Dental Services - Wheata	CHS	Fees/Planning Sum	10,000	2,633,000	42,518	1,745,000	845,000				2,590,000	C Wilkie	SH
Community Dental Services - Manor	CHS	Fees/Planning Sum	662,000	662,000	0	662,000					662,000	C Wilkie	SH
MDT Rooms x3	STH	FBC Approved	318,000	400,000	354,006	46,000					46,000	P Buckley	SH
Replacement of UoS 1.5T MRI	RHH	Fees	5,000	5,000	0	5,000					5,000	S Hindmarch	SH
Doctors Mess Redevelopment	NGH	Approved	1,000	130,000	30,011	100,000					100,000	J Hill	SH
Chesterfield Renal Satellite Unit	CHS	Planning Sum	1,000,000	1,200,000	0	0	1,200,000				1,200,000	C Monk	SH
Purchase of Longley Lane	NGH	Planning Sum	750,000	1,250,000	4,692	1,246,000					1,246,000	P Brennan	SH
JHW Breavement Suite	JHW	Fees	3,000	12,000	3,711	8,000					8,000	P Bailey	SH
Medical Examiners Office/Breavement Suite	NGH	Approved	3,000	98,000	1,757	96,000					96,000	A Gibson	SH
Mortuary Facilities	NGH	Approved	155,000	155,000	2,342	153,000					153,000	P Bailey	SH
NGH Hip Fracture Ward (Huntsman 5)	NGH	OBC Approved	3,000	1,743,000	29,150	1,714,000					1,714,000	S Gregory	SH
Gastroenterology Facilities	RHH	Fees	5,000	10,000	5,069	5,000					5,000	S Hindmarch	SH
NGH Radiology Outpatient Centre	NGH	Fees	2,000	2,000	0	2,000					2,000	P Bailey	SH
RHH Bed Storage Area	RHH	Approved	200,000	200,000	9,875	190,000					190,000	K Jessop	SH
Expansion Coleridge House Accommodation	NGH	Approved	78,000	78,000	4,817	73,000					73,000	J Wright	SH
RHH C Floor Breast Clinic Refurbishment	RHH	Fees	5,000	5,000	0	5,000					5,000	P Bailey	SH
Chesterman 3/4 - Renal Transplant Facilities	NGH	Approved	38,000	38,000	0	38,000					38,000	C Monk	SH
Diabetes & Endocrinology Security	RHH	Approved	11,000	11,000	0	11,000					11,000	L Walton	SH
ED Reconfiguration	NGH	Fees	5,000	5,000	0	5,000					5,000	C Powell-Wiffen	SH
SERVICE DEVELOPMENT TOTAL						14,093,000	6,992,000	3,550,000	3,550,000	3,550,000	31,735,000		

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INFRASTRUCTURE

APPROVED SCHEME DETAILS	SITE	SCHEME STATUS	INITIAL APPROVED SUM	LATEST APPROVED SUM	CUMULATIVE SPEND TO 31/3/19	REMAINING PROGRAMMED EXPENDITURE					TOTAL	PROJECT LEAD	BUDGET LEAD
						2020/21	2021/22	2022/23	2023/24	2024/25			
Facilities & Security Infrastructure	NGH	Approved				105,000	0				105,000	A Jones	AJ
Facilities & Security Infrastructure	RHH	Approved				11,000	0				11,000	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				658,000	400,000	400,000	400,000	400,000	2,258,000	A Jones	AJ
Estates Infrastructure	STH	Planning Sum				3,763,000	3,400,000	3,400,000	3,400,000	3,400,000	17,363,000	S Hindmarch	SH
Ward Refurbishment Programme	STH	Planning Sum				18,000	2,247,000	2,750,000	2,750,000	2,750,000	10,515,000	K Jessop	SH
Non-Clinical Public Environments Programme	STH	Planning Sum				614,000	400,000	400,000	400,000	400,000	2,214,000	K Jessop	SH
Theatre Refurbishment/Expansion Programme	STH	Planning Sum				353,000	1,205,000	2,000,000	2,000,000	2,000,000	7,558,000	S Hindmarch	SH
RHH A Floor Theatres	RHH	FBC Approved	36,000	16,637,000	11,806,452	4,374,000	457,000				4,831,000	S Hindmarch	SH
Hadfield Lifecycle Assets	NGH	Approved				865,000	936,000	692,000	648,000	690,000	3,831,000	S Hindmarch	SH
RHH Main Lifts	RHH	Approved	6,500,000	5,448,000	2,923,068	1,790,000	735,000	0			2,525,000	S Hindmarch	SH
Service Block Redevelopment	RHH	Fees/Approved	1,050,000	2,217,000	1,268,527	949,000					949,000	S Hindmarch	SH
NGH Vickers 16 & 17 Car Parking	NGH	Approved	297,000	297,000	126,286	171,000					171,000	S Hindmarch	SH
RHH LTHW	RHH	Approved	15,000	2,485,000	2,181,300	303,000					303,000	S Hindmarch	SH
Firth Wing Theatres	NGH	FBC Approved	5,000	5,487,000	2,821,175	2,666,000					2,666,000	S Hindmarch	SH
NGH LV Generators	NGH	OBC Approved	32,000	884,000	25,697	858,000					858,000	S Hindmarch	SH
CCTV Upgrade	STH	OBC Approved	10,000	765,000	-300	765,000					765,000	A Jones	AJ
Jessops Wing Ward Refurbishment	JHW	Fees	5,000	45,000	45,639						0	S Hindmarch	SH
Chesterman Theatres	NGH	Fees	8,000	13,000	13,165						0	S Hindmarch	SH
Barnsley Renal Satellite Unit	CHS	Approved	5,000	53,000	351	52,000					52,000	S Hindmarch	SH
NGH CHP	NGH	Fees	5,000	15,000	5,347	9,000					9,000	S Hindmarch	SH
JHW Theatre Refurbishment	JHW	Fees	10,000	10,000	0	10,000					10,000	S Hindmarch	SH
RHH Ward H1 Refurbishment	RHH	Planning Sum	1,520,000	1,520,000	0	20,000	1,500,000				1,520,000	S Hindmarch	SH
WPH External Cladding	WPH	Fees	5,000	5,000	0	5,000					5,000	S Hindmarch	SH
Vicker 4 Ward Refurbishment	NGH	Approved	720,000	720,000	0	720,000					720,000	B Brewis	SH
RHH B Road	RHH	Fees	10,000	10,000	0	10,000					10,000	S Hindmarch	SH
CCDH Covid Restart	CCDH	Approved	15,000	15,000	0	15,000					15,000	C Wilkie	SH
INFRASTRUCTURE TOTAL						19,128,000	11,280,000	9,642,000	9,598,000	9,640,000	59,288,000		

LEASED ASSETS

APPROVED SCHEME DETAILS	SITE	SCHEME STATUS	INITIAL APPROVED SUM	LATEST APPROVED SUM	CUMULATIVE SPEND TO 31/3/19	REMAINING PROGRAMMED EXPENDITURE					PROJECT LEAD	BUDGET LEAD	
						2020/21	2021/22	2022/23	2023/24	2024/25			TOTAL
High Resolution Mass Spectrometer (Toxicology)	NGH	Approved	449,000	449,000	0	449,000					449,000	P Bailey	PBa
LEASED ASSET TOTAL						449,000	0	0	0	0	449,000		

OTHER

APPROVED SCHEME DETAILS	SITE	SCHEME STATUS	INITIAL APPROVED SUM	LATEST APPROVED SUM	CUMULATIVE SPEND TO 31/3/19	REMAINING PROGRAMMED EXPENDITURE					PROJECT LEAD	BUDGET LEAD	
						2020/21	2021/22	2022/23	2023/24	2024/25			TOTAL
Planned rev-cap Transfers/Redefinition of Capital	STH	Planning Sum				204,000	300,000	300,000	300,000	300,000	1,404,000	N Priestley	NP
Funding for Unfunded Schemes	STH	Planning Sum									0	N Priestley	NP
Directly Donated Equipment	RHH	Planning Sum									0	N Priestley	NP

TOTAL PROGRAMMED EXPENDITURE 50,778,000 27,654,000 21,442,000 21,398,000 21,440,000 142,712,000

2020/21 - 2024/25 CAPITAL PROGRAMME - RISKS AND CONTINGENCIES SUMMARY

Known Risks:	20/21 Unallocated Budget	2020/21 £	2021/22 £	2022/23 £	2023/24 £	2024/25 £	
Ring fenced Envelopes:							
Medical Equipment	1,012,000						Envelope commitment not yet complete
Major Equipment	825,000						Location of RHH replacement camera under review £500k, Mass Spectrometry x 2 £382k case awaited
Informatics Strategic & Corporate	11,000						JAC System Upgrade £26k, Cardiac Echo Reporting £70k, Emergency PACS system upgrade £50k, Ophthalmology Merge software £200k = £346k. Overall £335k overcommitted
Informatics Infrastructure	1,584,000						Planned cases, awaiting development/approval: Datacentre switches £400k, Data Centre Links £110k, Data Centre Strategy Review £20k, Clocktower UPS £125k, JHW UPS £125k, Huntsman UPS £65k, Flexpod Replacement £400k = £1245k. Overall £339k under-committed
Service Development	0						
Facilities & Security Infrastructure	#REF!						Envelope commitment not yet complete
Estates Infrastructure	3,763,000						£416k top up for NGH LV Generator scheme, Vickers Verandah £500k, RHH LTHW £860k, NGH CCU Chillers £300k, Labs alternative power supply £150k, Medical Air System Upgrade £300k, RHH LV Generator fees £100k = £2626k
Ward Refurbishment Programme	18,000						No plans. Slippage risk included below
Non Clinical Public Environments	614,000						Firth B&E Floor corridors under review - cost yet tbc
Theatre Refurbishment Programme	353,000						No plans. Slippage risk included below
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		400,000					Value TBC and nature of arrangement, but expectation will be defined as Finance lease under IAS 17
b) Ongoing Schemes/Schemes in development:							
- Mammography rooms		100,000					Potential request for ventilation within rooms
- WPH/JHW Link Bridge		?					Contractor claim potential
- MDT Rooms		21,000					Expected cost pressure, although potential for 3rd room to slip
- NGH Modular Wards		?					Cost pressure being investigated re Fire Testing ground floor
- Vickers 4 refurbishment		40,000					
- HIV Integration		150,000					Scheme content being reviewed by new Directorate team
Cost Reductions to approved schemes:-							
Subtotal - Expected Net Commitments/(Savings)		711,000	0	0	0	0	
Slippage Risks:							
- Cardiac Patient Monitors		400,000	-400,000				Procurement yet to commence
- Renal Dialysis Phase 3		405,000	-405,000				Phases 1& 2 to be clinically signed off and implemented
- AMU Ultrasound		50,000	-50,000				Procurement yet to commence
- MDMG Unallocated		1,012,000	-1,012,000				Unallocated envelope
- NGH Plain Film Rooms		540,000	-540,000				Potential impact of COVID on scheme delivery - scan capacity and safe replacement
- RHH Plain Film Room		270,000	-270,000				Potential impact of COVID on scheme delivery - scan capacity and safe replacement
- NGH Fluoroscopy		531,000	-531,000				Potential impact of COVID on scheme delivery - scan capacity and safe replacement
- Mammography Equipment		?	?				Potential impact of COVID on scheme delivery - scan capacity and safe replacement
- Major Medical Equipment Unallocated		500,000	-500,000				Location of replacement RHH Gamma Camera under review- scheme now unlikely in 20/21
- PACS		?	?				Project restart delayed
- Wired Core Network		106,000	-106,000				Potential savings on Wired Core to return to IT unallocated
- Inventory Management System		350,000	-350,000				COVID-19 impact on Project Team capacity (est only)
- CEA Test Results		19,000	-19,000				Requires PSA test results system to complete

- Informatics Strategic & Corporate		815,000	-815,000				Net £4k Unallocated envelope. However, risk schemes Cardiac Echo Reporting £70k, Ophthalmology PACS £200k, Data Centre Strategy £20k, JHW UPS £125k, Flexpod £400k
- WPH Pharmacy Aseptic Unit		?	?				Risk of delay on approval to engineering/ventilation solution
- Community Dental Servies - Wheata		?	?				Contractor yet to be appointed
- Purchase of Longley Lane		1,246,000	-1,246,000				NBS contractual position unclear; Move to Barnsley site delayed for COVID-19 reasons
- NGH Hip Fracture Ward (Huntsman 5)		1,700,000	-1,700,000				20/21 Decant plan to be determined
- Facilities & Security Unallocated		658,000	-658,000				Unallocated envelope
- Estates Infrastructure		1,137,000	-1,137,000				Unallocated envelope; New Estates Director reviewing priorities
- Ward Refurbishment		18,000	-18,000				Unallocated envelope
- Theatre Refurbishment Programme		353,000	-353,000				Unallocated envelope
- Non Clinical Public Environment		314,000	-314,000				Unallocated envelope (assume Corridors at say £300k)
- RHH A Floor Theatres		?	?				Monitoring of major scheme to continue
- RHH Lifts		?	?	?			Contingency to be clarified
- CCTV Upgrades		765,000	-765,000				Procurement yet to commence
		11,189,000	-11,189,000	0	0	0	
Advancement Opportunities:							
- Purchase to Pay		?	?				E-invoicing case in development - possible £35k advance
- WPH Bunkers expansion		-100,000	100,000				Planning application submitted. Potential fee request
- Gastroenterology Facilities		-45,000	45,000				Add'l fee request
- Hadfield re-equipping		-65,000	65,000				Potential Bath Hoists x 3 £41k and Dishwashers £24k - still under consideration
- RHH Theatres Phase 5		?	?				Potential work required, dependant upon Orthopaedic location consideration
		-210,000	210,000	0	0	0	

Possible Contingencies:		2020/21	2021/22	2022/23	2023/24	2024/25	
		£	£	£	£	£	
Additional Income:							
Charitable/Donated Funds		?	?	?	?	?	
National PDC Funding		3,093,000	?	?	?	?	National Technology Funding, Potential share national £1.5bn reA&E & Critical Infrastructure
COVID Funding		387,000					STH underwrite of Hamilton Star Platform £228k, Medical Records Digital Scanners £102k, Mobile Video Conferencing Carts £42k, CCDH COVID Restart fees £15k
Other:							
Increase in Internally Generated resources/Re-invest I&E surplus		?	?	?	?	?	Low likelihood
Use of STH Cash balances					?	?	Expected to be required from 2023/24 onwards, given low PSF Funding availability
Borrowing Facility		?	?	?	?	?	Schemes to be identified.
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
		3,480,000	0	0	0	0	