

SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST

EXECUTIVE SUMMARY

REPORT TO THE BOARD OF DIRECTORS MEETING

HELD ON 17 JANUARY 2018

Subject	2017/18 to 2021/22 Capital Programme
Supporting TEG Member	Neil Priestley
Author	Neil Priestley
Status¹	A/N

PURPOSE OF THE REPORT

To provide an update on the 2017/18 Capital Programme and 5 Year Capital Plan.

KEY POINTS

1. The Capital Programme remains manageable for 2017/18 but the current 5 Year Plan moves into an increasing over committed position from 2019/20 onwards
2. This over-committed position may be exacerbated if resource assumptions change and if new schemes and priorities emerge over the five year period. If these priorities are to be progressed, funding solutions for future years will need to be identified.
3. The Capital Planning Round for 2018/19 is in progress, with important issues to address in respect of decant wards, theatre refurbishments, IT and the proposed WPH upgrade.
4. Given likely slippage, an underspend position for 2017/18 appears highly probable.
5. Capital planning/prioritisation and scheme “value engineering” continue to be crucial in securing maximum value for money from extremely 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
A* = Approval & Requiring Board 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 17 JANUARY 2018

2017/18 TO 2021/22 CAPITAL PROGRAMME – QUARTER 3 UPDATE

1. INTRODUCTION

- 1.1 This report continues the process of monitoring progress on the Trust's Capital Programme for the period 2017/18 to 2021/22. It considers the position at the end of December 2017 and outlines the major changes since the last 5 Year Capital Plan and 2017/18 Capital Programme update considered by the Board in October 2017.
- 1.2 As previously reported, given the very challenging NHS financial climate, the Capital Plan for 2017/18 to 2021/22 does not assume any additional funding support from future I&E surpluses. Similarly, the 5 Year Plan continues to include specific budgets for key areas plus an assessment of future needs for significant schemes at £6m pa. The £6m sum for 2017/18 has been incorporated into the Capital Programme.
- 1.3 The current cumulative 5 Year Plan over-commitment, at £14.5m, is a deterioration of £2.1m on the position at October, mainly following removal of assumed depreciation increases in future years as alternative property valuation bases are considered. The over-committed position from year three of the plan remains a concern, although there are also a growing number of potential commitments which might make planning for 2018/19 a challenge.
- 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. The likelihood for capital requirements in excess of planning sums is high and significant work to achieve a satisfactory position will need to continue as part of the 2018/19 planning round. This will necessitate difficult decisions on the prospects of additional funding, scheme prioritisation and investment timings.
- 1.5 The current capital expenditure plan for 2017/18 stands at £45.7m which reflects a challenging programme, comprising many complex operational and logistical issues.

2. OVERVIEW OF THE CAPITAL PROGRAMME AND PLAN

- 2.1 The Capital Programme for 2017/18 – 2021/22 as per Appendix B shows the following position:-

	2017/18	2018/19	2019/20	2020/21	2021/22
	£m	£m	£m	£m	£m
Funding Available	51.1	33.3	28.7	28.8	29.2
Expenditure Plan	(45.7)	(32.5)	(28.3)	(26.7)	(28.4)
Under/(Over) Commitment	5.4	0.8	0.4	2.1	0.8
Cumulative Under/(Over) Commitment		6.2	6.6	8.7	9.5

- 2.2 The 5 Year Plan at Appendix A then reflects further assumptions and whilst there is currently a manageable position for 2017/18 and 2018/19, it shows a growing level of cumulative over-commitment over the next three years to a level of £14.5m by 2021/22. Appendix A also indicates that the level of potential larger schemes exceeds the £6m allowance within the plan, and this position will need careful consideration during the coming planning round.

- 2.3 The position for 2017/18 remains manageable. However, with a programme under-commitment of £5.4m at this stage of the year, a high level of resource not yet allocated to specific IT schemes and other likely slippage, a significant underspend appears inevitable. Appendix C provides an update on the current quantified potential risks of cost adjustments anticipated on existing schemes. These show a minor net pressure. However, the summary also highlights a significant level of possible slippage (£5.2m) which will be minimised as and where appropriate.
- 2.4 The Capital Programme now includes a small number of priority schemes which have recently received approval. These include:
- ◆ BRC Office Accommodation - £0.1m
 - ◆ Upgrade to servers for Laboratory Information System - £0.3m
 - ◆ Backup and Firewall schemes to support the IT Remediation plan - £0.5m

3. ADDITIONAL FUNDING

- 3.1 The assumed funding in the 2017/18 Capital Programme consists of:
- ◆ Internally generated resourced of £28.8m from forecast depreciation (net of around £2.5m of loan repayments).
 - ◆ £0.1m PDC funding in respect of Cyber Security (re Firewalls)
 - ◆ Application of the 2014/15 I&E Surplus - £6.1m
 - ◆ £13.7m from reinvestment of the programme underspend from 2016/17.
 - ◆ £2.5m from “donations” and forecast VAT recovery.
- 3.2 This reflects a £0.4m increase over the previously reported position due to the national PDC funding for Firewalls and increased VAT recovery.
- 3.3 The £4.6m 2016/17 STF Incentive and Bonus funds received at the end of the last financial year have been profiled into 2018/19 Capital Programme resources.
- 3.4 The Trust is required to undertake an interim revaluation of the estate during 2017/18. The details for the revaluation, on a Modern Equivalent Asset basis, are currently being finalised but the outcome will have an impact on the annual depreciation charge and, therefore, resources for the capital programme.

4. CHANGES TO APPROVED PROGRAMME

- 4.1 There have been many changes to approved expenditure since the programme update in October due to new scheme approvals, in-year re-profiling, allocation of specific schemes from the ring-fenced envelopes and cost updates on planned schemes.
- 4.2 The planned expenditure at October of £46.9m has reduced by £1.2m to £45.7m, due to net slippage on 2017/18 schemes. Slippage from 2017/18 largely relates to PACS (£0.3m), the Cataract Unit (£0.9m) and the Barnsley Road Entrance/Exit (£0.4m), offset by advances of medical equipment of £0.4m.
- 4.5 New scheme approvals have been highlighted at paragraph 2.4 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 2017/18 Capital Programme and subsequent years are:
- ◆ The current £14.5m 5 Year Plan over commitment may be increased by further unavoidable schemes or reduced funding assumptions – **High Risk**. Mitigating actions include:
 - Attracting PDC/STP funding
 - Loans/Leases.
 - Use of working capital balances (if available)
 - Additional charitable donations
 - Further reducing ring-fenced budgets/restrictions on scheme approvals
 - Strong prioritisation of new proposals through the 2018/19 and subsequent planning rounds.
 - ◆ 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 slippage on 2017/18 schemes, due to operational and logistical barriers inherent in managing a major programme of over £45m whilst maintaining patient services – **High Risk**. Mitigating actions include tight planning and forecasting, 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.
 - ◆ IT Programme and Theatre scheme risks including scheme progression/delivery, financial planning, operational change and transition – **High Risk**. Mitigating actions will include strong governance arrangements, developing knowledge and skills within the organisation, excellent planning and good communication.
 - ◆ National capital funding limitations create pressure to restrict STH capital expenditure – **Medium/Low Risk**. Whilst no changes to existing processes have been made to date, mitigating action will include submitting clear plans to NHS Improvement, good internal capital planning/control and good communication with NHSI throughout the year.
- 5.3 Prioritisation against the ring-fenced budgets for 2017/18 is now complete, with minimal potential for any further major IT scheme proposals to be developed for the year. The solutions for NGH and RHH decant wards and the scope of the WPH re-development works need to be finalised to understand the call on service development funding during future financial years.
- 5.4 Business planning/capital prioritisation and “value engineering” will also 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:
- ◆ WPH Upgrades, including the Walkway
 - ◆ PET-MRI Facility
 - ◆ Hyper Acute Stroke Unit
 - ◆ Decant Ward Solutions
 - ◆ Major Trauma Ward
 - ◆ NGH Herries Road Entrance
 - ◆ NGH Theatres
- 6.3 Since the Capital Programme and 5 Year Plan updates were approved at the Trust Board meeting in October, the following schemes have formally commenced:
- ◆ NGH MRI Scanner Upgrade
 - ◆ JHW Birthing Pools
 - ◆ Stroke Rehabilitation (Beech Hill)
 - ◆ BRC Offices
 - ◆ RHH Patient Hub
- 6.4 A number of schemes have been completed since October, with the most notable being:
- ◆ WPH Replacement MRI Scanner
 - ◆ NGH Replacement CT Scanner
 - ◆ RHH Fluoroscopy Replacement
 - ◆ RHH Gamma Knife Source Change
 - ◆ A&E Plain Film Rooms
 - ◆ Frailty Unit
 - ◆ RHH C Floor Radiology
 - ◆ CCDS Laboratories
 - ◆ RHH Minor Ops

7. RECOMMENDATIONS

The Board of Directors is asked to:

- 7.1 Approve the latest 2017/18 Capital Programme and note the significant over-commitment on the 5 Year Plan, which will need to be addressed.
- 7.2 Note the list of “probable” and “possible” schemes on the 5 year plan at Appendix A which, along with other 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.
- 7.4 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
January 2018

2017/18 - 2021/22 CAPITAL PLAN

	2017/18	2018/19	2019/20	2020/21	2021/22	
	£	£	£	£	£	
2017/18 Capital Programme Position as at 9/11/17	5,438,000	823,000	429,000	2,059,000	754,000	
Re-profile of A Floor Theatres	163,000	2,611,000	-515,000	-1,029,000	-1,230,000	Still indicative - leaves £2608k of Theatre Refurb programme sum uncommitted in 21/22
Revisions to Depreciation (post revaluation)						TBC
Independent FF Loan						Loan application made for £9.7m. Outcome unclear given national capital funding constraints
Other PDC/Income Sources						
Future Probable/Possible Schemes	0	-6,000,000	-6,000,000	-6,000,000	-6,000,000	
Projected Annual Capital Programme Position as at 9/11/17	5,601,000	-2,566,000	-6,086,000	-4,970,000	-6,476,000	
Cumulative Projected Capital Programme Position as at 9/11/17	5,601,000	3,035,000	-3,051,000	-8,021,000	-14,497,000	

	Assumed Funding		2017/18	2018/19	2019/20	2020/21	2021/22	
			£	£	£	£	£	
Approved Schemes								
RHH Patient Hub	Internal	B	-200,000	-1,800,000				Business Case approved
Probable Schemes								
NGH Decant Modular Wards	Internal	A/B	-20,000	-4,000,000	-4,300,000			Other options to release existing wards being considered.
Release of RHH Decant Wards	Internal	A/B	-30,000	-2,800,000	-200,000			Convert BHR Residences to Offices.
NGH Main Theatre Refurbishment	Internal	A	0	-2,000,000	-1,600,000	0		
WPH Pharmacy Aspic Unit	Internal	A	-200,000	-2,100,000	-300,000			Linked to WPH Upgrade scheme.
WPH Walkway	Internal	A	-50,000	-2,200,000				Linked to WPH Upgrade scheme.
WPH 4th Floor	Internal	A	-65,000	-1,035,000				Linked to WPH Upgrade scheme.
Other WPH Upgrades/Expansion	External/Charitable	B	-200,000		-4,000,000	-10,000,000	-11,636,000	In addition to £6.8m for Ward Refurbishment already undertaken. Extent of work required and funding options to be considered further
Hyper-Acute Stroke Centralisation	External/STP	B	0	0				Central funding assumed £4.56m
PET- MRI	Charitable	B						Joint UoS/MIMP Project Team established. Funded by UoS.
Major Trauma Ward	Internal	B	-50,000	-2,950,000				As per case to BPT 10/11/17. Options under review.
Cardiac Theatre Refurbishment	Internal	U		-100,000	-900,000	-900,000	-334,000	Original OBC withdrawn and a revised scheme is under consideration. Will follow Main NGH Theatres work.
Community Dental Services	Internal	U	-100,000	-500,000	-1,480,000			Position unclear given Tender process.
Dermatology Facilities	Internal	U	0	-10,000	-1,900,000	-1,500,000		Concept paper for upgrade to facilities produced
Q Floor Theatre Enabling works - F/G/H Floor	Internal	U	-60,000					Scope to be confirmed. HASU scheme may be major element.
Intra-Operative MRI Scanner (RHH A Floor)	Internal/Charitable	U		?	?	?	?	Access options to be considered further. Potential for equipment to be charitably funded
Total Approved and Probable Schemes			-975,000	-19,495,000	-14,680,000	-12,400,000	-11,970,000	
Possible Schemes								
MIMP NGH Radiology Dept	Internal	B/C	0	-600,000	-200,000			Proposal received.
Outpatient Facilities, RHH	Internal	C			-2,640,000	-1,000,000	-1,000,000	MSK OBC approved. Solutions for Blood Disorders, Pre-Op Assess, Chronic Pain remain o/s
Imaging Expansions	Internal	U			-3,000,000			Tbc - Assume some unavoidable expansion towards end of 5 year period
A&E Frontdoor/NGH Assessment Developments	Internal	U			0	-2,000,000		Scheme being reviewed/HSR implications unclear/linked to reposition of Fracture Clinic
Critical Care Capacity	Internal	U	0	0		-5,000,000		Requirement unclear but potential requirement in 5 year period
Community Facilities - Intermediate Care Facility	Internal	U					-25,000,000	No further progress
Reconfigure CCU/Firth 7	Internal/Charitable	U	?	?	-2,000,000	-2,000,000		
Private Patient Facilities	External	U		?	?	?	-1,000,000	Scheme(s) dependent upon clinical opportunity/facility necessary. Scope needed for costing
Energy Strategy	Internal/External	U		-500,000	-2,500,000	-1,100,000		NGH CHP/RHH LTHW schemes. Paybacks to be reconsidered. Possible national funding.
Re-provision of Fracture Clinic	Internal	U	0			-2,000,000	-500,000	Paused given other MSK proposals
Expansion/Upgrade of Bev Stokes	Internal	U				?		
Palliative Care Unit Upgrade	Charitable	U	-50,000	-150,000	-2,300,000	-2,500,000		Initial consideration of options underway
Hybrid Theatre	Internal	U		-500,000	-2,500,000	-2,000,000		Options and financial feasibility under consideration
Renal Ambulatory Unit	Internal	U			?	?	?	Clinical model requires further consideration
Clinical Immunology & Allergy Unit	Internal	U	-50,000	-1,950,000	-1,000,000			Proposals under development but initial cost estimate not accepted.
Other	?							New proposals likely
Total Possible Schemes			-100,000	-3,700,000	-16,140,000	-17,600,000	-27,500,000	

SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST - 2017/18 - 2021/22 CAPITAL PROGRAMME

SUMMARY OF APPROVED SCHEMES AGAINST RESOURCES AVAILABLE

Appendix B

CAPITAL PROGRAMME DETAILS	2017/18	2018/19	2019/20	2020/21	2021/22
Total Funding Available	51,160,000	33,343,000	28,699,000	28,786,000	29,171,000
Approved Scheme Details:					
Medical Equipment Modernisation	9,591,000	5,510,000	6,773,000	6,231,000	6,200,000
Information Technology	5,684,000	5,440,000	5,000,000	5,000,000	5,000,000
Service Development	13,557,000	8,498,000	3,550,000	3,550,000	3,550,000
Infrastructure	16,890,000	12,955,000	12,647,000	11,646,000	13,367,000
Planned Rev-Cap Transfers	0	117,000	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	45,722,000	32,520,000	28,270,000	26,727,000	28,417,000
UNDER/(OVER) COMMITMENT	5,438,000	823,000	429,000	2,059,000	754,000

APPROVED SCHEME DETAILS BY SITE	NGH					RHH					CCDH				
	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22
Medical Equipment Modernisation	5,300,000	1,813,000	0	531,000	0	2,060,000	284,000	573,000	0	0	21,000	0	0	0	0
Information Technology	666,000	93,000	0	0	0	118,000	0	0	0	0	0	0	0	0	0
Service Development	7,845,000	1,300,000	0	0	0	2,194,000	3,531,000	0	0	0	1,019,000	72,000	0	0	0
Infrastructure	1,218,000	1,686,000	622,000	856,000	926,000	12,345,000	1,582,000	987,000	978,000	2,252,000	0	0	0	0	0
Directly Donated Equipment															
APPROVED SCHEME TOTAL	15,029,000	4,892,000	622,000	1,387,000	926,000	16,717,000	5,397,000	1,560,000	978,000	2,252,000	1,040,000	72,000	0	0	0

APPROVED SCHEME DETAILS BY SITE	JHW					WPH					CHS				
	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22
Medical Equipment Modernisation	271,000	0	0	0	0	825,000	0	0	0	0	0	0	0	0	0
Information Technology	0	0	0	0	0	0	0	0	0	0	18,000	0	0	0	0
Service Development	387,000	120,000	0	0	0	250,000	0	0	0	0	693,000	0	0	0	0
Infrastructure	482,000	224,000	0	0	0	2,292,000	0	0	0	0	0	0	0	0	0
Planned Rev-Cap Transfers															
Funding for Unfunded Schemes															
Directly Donated Equipment															
APPROVED SCHEME TOTAL	1,140,000	344,000	0	0	0	3,367,000	0	0	0	0	711,000	0	0	0	0

APPROVED SCHEME DETAILS BY SITE	STH UNALLOCATED				
	2017/18	2018/19	2019/20	2020/21	2021/22
Medical Equipment Modernisation	1,114,000	3,413,000	6,200,000	5,700,000	6,200,000
Information Technology	4,882,000	5,347,000	5,000,000	5,000,000	5,000,000
Service Development	1,169,000	3,475,000	3,550,000	3,550,000	3,550,000
Infrastructure	553,000	9,463,000	11,038,000	9,812,000	10,189,000
Planned Rev-Cap Transfers	0	117,000	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	7,718,000	21,815,000	26,088,000	24,362,000	25,239,000

CAPITAL FUNDING AVAILABLE 2017/18 - 2021/22

	2017/18 £	2018/19 £	2019/20 £	2020/21 £	2021/22 £
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)	841,000				
Application of Internally Generated Resources to:					
- Hadfield Loan Creditor (PFI)	-643,000	-624,000	-574,000	-468,000	-463,000
- 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	-456,000	-473,000	-492,000	-511,000	-131,000
- Gamma Knife Lease Source Upgrade Creditor					
	28,807,000	27,968,000	27,999,000	28,086,000	28,471,000
Application of 2014/15 I&E Surplus	6,087,000	0			
2016/17 Year End Utilisation of (Improvement to) Working Capital	13,717,000				
Application of 2016/17 STF incentive/bonus funding		4,555,000			
Cyber Security - PDC Funding for Firewalls	68,000				
Subtotal Internally Generated/Strategic Capital Funding	48,679,000	32,523,000	27,999,000	28,086,000	28,471,000
Medical Equipment - Sheffield Hospitals Charity	95,000	0			
VAT Recovery	1,911,000	700,000	700,000	700,000	700,000
Haematology Side Rooms (Kay Kendall £150k +SHC £64k)	41,000				
Sale Proceeds	62,000	0			
PET-MRI Facility - University of Sheffield	10,000				
Medical Equipment - WPH Cancer Charity	33,000				
Medical Equipment - League of Friends	8,000				
Charitable Accommodation - Sheffield Hospitals Charity	36,000				
Ward Refurbishment - WPH Cancer Charity	81,000				
JHW Birthing Pools - Sheffield Hospitals Charity	204,000	120,000			
Subtotal Donations/Other Income	2,481,000	820,000	700,000	700,000	700,000
TOTAL FUNDING AVAILABLE	51,160,000	33,343,000	28,699,000	28,786,000	29,171,000

PROGRAMMED EXPENDITURE 2017/18 - 2021/22

Appendix B

MEDICAL EQUIPMENT MODERNISATION

APPROVED SCHEME DETAILS	SITE	SCHEME STATUS	INITIAL APPROVED SUM	LATEST APPROVED SUM	CUMULATIVE SPEND TO 31/3/17	REMAINING PROGRAMMED EXPENDITURE					TOTAL	PROJECT LEAD	BUDGET LEAD
						2017/18	2018/19	2019/20	2020/21	2021/22			
Annual Upgrade Programme	NGH	Approved				1,579,000	0				1,579,000	MEMG	RS
Annual Upgrade Programme	RHH	Approved				883,000	0				883,000	MEMG	RS
Annual Upgrade Programme	CCDH	Approved				0	0				0	MEMG	RS
Annual Upgrade Programme	JHW	Approved				271,000	0				271,000	MEMG	RS
Annual Upgrade Programme	WPH	Approved				40,000	0				40,000	MEMG	RS
Annual Upgrade Programme	CHS	Approved				0	0				0	MEMG	RS
Annual Upgrade Programme	STH	Approved				980,000	0				980,000	MEMG	RS
Annual Upgrade Programme - Unallocated	STH	Planning Sum				31,000	2,798,000	3,200,000	3,200,000	3,200,000	12,429,000	MEMG	RS
Major Equipment Replacement Programme	STH	Planning Sum				103,000	615,000	3,000,000	2,500,000	3,000,000	9,218,000	MMEG	RS
Donated Medical Equipment	NGH	Approved				53,000	0				53,000	MEMG	RS
Donated Medical Equipment	RHH	Approved				50,000	0				50,000	MEMG	RS
Donated Medical Equipment	CCDH	Approved				0	0				0	MEMG	RS
Donated Medical Equipment	JHW	Approved				0	0				0	MEMG	RS
Donated Medical Equipment	WPH	Approved				33,000	0				33,000	MEMG	RS
Donated Medical Equipment	CHS	Approved				0	0				0	MEMG	RS
Clinical Skills Equipment	NGH	Planning Sum									0	MEMG	RS
Clinical Skills Equipment	RHH	Planning Sum				21,000					21,000	MEMG	RS
Clinical Skills Equipment	JHW	Planning Sum									0	MEMG	RS
Clinical Skills Equipment	CCDH	Planning Sum				21,000					21,000	MEMG	RS
Clinical Skills Equipment	WPH	Planning Sum									0	MEMG	RS
Clinical Skills Equipment	CHS	Planning Sum									0	C Wilkie	RS
CT Scanner Replacements (x2)	NGH	FBC Approved	1,713,000	2,097,000	1,053,162	1,043,000	0				1,043,000	P Bailey	PBa
Replacement MRI Scanner (1.5T)	WPH	Completed	1,400,000	754,000	1,846	752,000					752,000	P Bailey	PBa
Replacement Cath Labs	NGH	Approved	1,073,000	2,906,000	1,577,251	671,000	658,000				1,329,000	C Monk	CM
SPECT-CT Gamma Camera Replacement	NGH	Completed	1,338,000	1,108,000	988,032	120,000					120,000	P Bailey	PBa
NGH Plain Film Room Equipment	NGH	Completed	1,080,000	1,385,000	7,372	809,000	568,000				1,377,000	P Bailey	PBa
RHH Plain Film Room Equipment	RHH	FBC Approved	540,000	777,000	0	493,000	284,000				777,000	P Bailey	PBa
Fluroscopy Replacement x2, NGH	NGH	FBC Approved	1,000,000	1,119,000	1,385	0	587,000		531,000		1,118,000	P Bailey	PBa
Fluroscopy Replacement x2, RHH	RHH	Completed	1,000,000	1,187,000	1,385	613,000	0	573,000			1,186,000	P Bailey	PBa
NGH MRI Replacement Scanner	NGH	FBC Approved	916,000	916,000	0	916,000					916,000	P Bailey	PBa
Mass Spectrometers x 2 - Lease Buyout	NGH	Completed	109,000	109,000	0	109,000					109,000	P Bailey	RS
MEDICAL EQUIPMENT MODERNISATION TOTAL						9,591,000	5,510,000	6,773,000	6,231,000	6,200,000	34,305,000		

INFORMATION TECHNOLOGY

APPROVED SCHEME DETAILS	SITE	SCHEME STATUS	INITIAL APPROVED SUM	LATEST APPROVED SUM	CUMULATIVE SPEND TO 31/3/17	REMAINING PROGRAMMED EXPENDITURE					TOTAL	PROJECT LEAD	BUDGET LEAD
						2017/18	2018/19	2019/20	2020/21	2021/22			
General IT Systems/Telecoms Development	NGH	Approved				509,000	0				509,000	A Vernon	AV
General IT Systems/Telecoms Development	RHH	Approved				0	0				0	A Vernon	AV
General IT Systems/Telecoms Development	WPH	Approved				0	0				0	A Vernon	AV
General IT Systems/Telecoms Development	JHW	Approved				0	0				0	A Vernon	AV
General IT Systems/Telecoms Development	CHS	Approved				18,000	0				18,000	A Vernon	AV
General IT Systems/Telecoms Development	STH	Approved				1,242,000	0				1,242,000	A Vernon	AV
Informatics Strategic & Corporate - Unallocated	STH	Planning Sum				2,352,000	3,806,000	4,100,000	4,100,000	4,100,000	18,458,000	A Vernon	AV
Informatics Infrastructure - Unallocated	STH	Planning Sum				314,000	900,000	900,000	900,000	900,000	3,914,000	A Vernon	AV
Renal Information System	NGH	FBC Approved	426,000	585,000	429,177	157,000					157,000	C Monk	AV
Ophthalmology Clinical Data Management System	RHH	Approved	7,000	434,000	361,594	72,000					72,000	C Wilkie	AV
Electronic Document Management System	STH	Completed	2,116,000	2,057,000	2,055,523						0	A Vernon	AV
Electronic Patient Record	STH	Completed	6,417,000	4,928,000	4,908,154	20,000					20,000	A Vernon	AV

STH Clinical Portal (Phases 1&2)	STH	Completed	7,076,000	5,644,000	5,640,044	4,000						4,000	A Vernon	AV
E-Prescribing	STH	Approved	138,000	354,000	102,634	120,000	131,000					251,000	A Vernon	AV
Purchase to Pay Software	NGH	Approved	109,000	107,000	14,588	0	93,000					93,000	N Priestley	NP
PACS	STH	FBC Approved	242,000	2,140,000	1,854,247	0	286,000					286,000	A Vernon	AV
3D Lab Software	RHH	Approved	110,000	120,000	74,133	46,000						46,000	A Vernon	AV
STH Telephony Platform	STH	Approved	1,170,000	1,137,000	615,715	521,000						521,000	A Vernon	AV
E- Check In	STH	Approved	549,000	549,000	15,666	309,000	224,000					533,000	R Joyce	AV
INFORMATION TECHNOLOGY TOTAL						5,684,000	5,440,000	5,000,000	5,000,000	5,000,000		26,124,000		

SERVICE DEVELOPMENT

						REMAINING PROGRAMMED EXPENDITURE							
APPROVED SCHEME DETAILS	SITE	SCHEME STATUS	INITIAL APPROVED SUM	LATEST APPROVED SUM	CUMULATIVE SPEND TO 31/3/17	2017/18	2018/19	2019/20	2020/21	2021/22	TOTAL	PROJECT LEAD	BUDGET LEAD
New Business Planning Rounds/Service Development	STH	Planning Sum				992,000	3,475,000	3,550,000	3,550,000	3,550,000	15,117,000	CIT	CIT
Theatre Lights - NGH	NGH	Approved	102,000	593,000	536,639	56,000	0				56,000	R Scott	PB
Pharmacy Aseptic Unit, RHH	RHH	Completed	477,000	484,000	429,457	54,000					54,000	D Child	PB
Infection Control & Prevention Team Accommodation	STH	Completed	3,000	50,000	21,579	28,000					28,000	C Morley	PB
Haematology Sideroom/BMT	RHH	Completed	10,000	3,130,000	3,019,215	111,000					111,000	I Scott	PB
A&E Decontamination Unit, NGH	NGH	Approved/On Hold	188,000	384,000	334,188	0	50,000				50,000	M McKenniff	PB
RHH C Floor Radiology Refurbishment	RHH	Completed	750,000	1,095,000	525,899	569,000					569,000	P Bailey	PB
Bowel Cancer Screening Accommodation	RHH	Planning Sum/Fees	150,000	200,000	151,946	0	48,000				48,000	L Walton	PB
Palliative Care Unit	NGH	Fees	14,000	14,000	9,156	5,000					5,000	I Scott	PB
CCDH Laboratory Refurbishment	CCDH	Approved	1,330,000	1,652,000	425,479	1,019,000	72,000				1,091,000	C Wilkie	PB
NGH Cataract Unit	NGH	FBC Approved	7,012,000	6,711,000	773,840	4,727,000	1,210,000				5,937,000	C Wilkie	PB
Contact Centre Centralisation	NGH	Fees/Equip Approved	156,000	457,000	137,179	280,000	40,000				320,000	B Joyce	PB
Huntsman Retail Phase 2	NGH	Completed	154,000	181,000	175,731	5,000					5,000	P Brennan	PB
Podiatric Surgery Service relocation	NGH	Withdrawn	746,000	4,000	0	4,000					4,000	V Leckie	PB
Frailty Unit	NGH	Completed	5,000	2,559,000	86,828	2,472,000					2,472,000	L Walton	PB
WPH Redevelopment/Expansion	WPH	Fees	30,000	43,000	0	43,000					43,000	I Scott	PB
WPH- JHW Link Bridge	WPH	Fees	60,000	60,000	0	60,000					60,000	I Scott	PB
Pharmacy Aseptic Unit, WPH	WPH	Fees	30,000	223,000	76,126	147,000					147,000	D Child	PB
Wycliffe House Refurbishment	NGH	Completed	197,000	228,000	191,644	36,000					36,000	P Brennan	PB
PET-MRI Facility	RHH	Fees	10,000	10,000	0	10,000					10,000	P Bailey	PB
JHW Birthing Pools	JHW	Approved	5,000	330,000	5,797	204,000	120,000				324,000	P Schofield	PB
Baby Tagging System	JHW	OBC Approved	150,000	150,000	0	150,000					150,000	P Schofield	PB
Gamma Knife Source Change	RHH	Completed	110,000	110,000	0	110,000					110,000	C Wilkie	PB
ICSI - Intracytoplasmic Sperm Laser	JHW	Approved	33,000	33,000	0	33,000					33,000	P Bailey	RC
RHH Fundraising Hub	RHH	Fees	5,000	5,000	0	5,000					5,000	P Buckley	PB
Community Dental Services	CHS	Fees	5,000	7,000	6,659						0	C Wilkie	PB
RHH Minor Operations Suite	RHH	OBC Approved	743,000	813,000	21,652	791,000					791,000	S Gregory	PB
Hyper Acute Stroke Unit	RHH	Fees	5,000	5,000	0	5,000					5,000	C Wilkie	PB
RHH Theatre Lights	RHH	Approved	75,000	70,000	20,339	50,000	0				50,000	R Scott	PB
Bariatric Beds	STH	Completed	149,000	149,000	0	149,000					149,000	C Morley	CM
Urology Green Light Laser	RHH	Approved	70,000	86,000	0	86,000					86,000	S Gregory	RS
Sorby Renal Outpatients Ambulatory Care Unit	NGH	Fees	5,000	5,000	0	5,000					5,000	C Monk	PB
Clinical Immunology & Allergy Unit Expansion	NGH	Fees	5,000	5,000	0	5,000					5,000	I Scott	PB
Mortuary Tent/Body Store Unit	NGH	Completed	13,000	31,000	0	31,000					31,000	E Colgan	EC
NGH Modular Wards	NGH	Fees	10,000	10,000	0	10,000					10,000	S Hindmarch	PB
NGH Major Trauma Ward	NGH	Fees	14,000	14,000	0	14,000					14,000	K Major	PB
Firth 7/CCU	NGH	Fees	5,000	5,000	0	5,000					5,000	C Monk	PB
Stroke Rehabilitation - Beech Hill expansion	CHS	FBC Approved	5,000	693,000	0	693,000	0				693,000	H Kay	PB
MSK Integrated Hub	RHH	OBC Approved	3,783,000	3,783,000	0	300,000	3,483,000				3,783,000	V Leckie	PB
Dermatology Facilities	RHH	Fees	5,000	14,000	8,825	5,000					5,000	I Scott	PB
5 Beech Hill Road Refurbishment	RHH	Fees	5,000	10,000	0	10,000					10,000	K O'Regan	PB
Hybrid Theatre	NGH	Fees	10,000	10,000	0	10,000					10,000	C Monk	PB
Neighbourhood Policing	NGH	Approved	85,000	85,000	0	85,000					85,000	M Harper	PB
Therapy Services Office Conversion	NGH	FBC Approved	64,000	64,000	0	64,000					64,000	H Kay	PB

16 Claremont Neurosciences Offices	RHH	Fees	5,000	5,000	0	5,000						5,000	C Wilkie	PB
NGH Beds Accomodation	NGH	Fees	3,000	3,000	0	3,000						3,000	K Jessop	PB
Relocation of YAS	NGH	Approved	20,000	20,000	0	20,000						20,000	P Brennan	PB
BRC Offices	RHH	Approved	83,000	83,000	0	83,000						83,000	P Brennan	PB
Expansion Clocktower Office Accommodation	NGH	Fees	8,000	8,000	0	8,000						8,000	S Hindmarch	PB
SERVICE DEVELOPMENT TOTAL						13,557,000	8,498,000	3,550,000	3,550,000	3,550,000		32,705,000		

INFRASTRUCTURE

APPROVED SCHEME DETAILS	SITE	SCHEME STATUS	INITIAL APPROVED SUM	LATEST APPROVED SUM	CUMULATIVE SPEND TO 31/3/17	REMAINING PROGRAMMED EXPENDITURE					TOTAL	PROJECT LEAD	BUDGET LEAD
						2017/18	2018/19	2019/20	2020/21	2021/22			
Hotel Services & Security Infrastructure	NGH	Approved				173,000	45,000	0			218,000	K O'Regan	KO
Hotel Services & Security Infrastructure	RHH	Approved				0	0	0			0	K O'Regan	KO
Hotel Services & Security Infrastructure	JHW	Approved				0	0	0			0	K O'Regan	KO
Hotel Services & Security Infrastructure	WPH	Approved				0	0	0			0	K O'Regan	KO
Hotel Services & Security Infrastructure	STH	Approved				24,000	63,000	400,000	400,000	400,000	1,287,000	K O'Regan	KO
Estates Infrastructure	STH	Planning Sum				227,000	2,100,000	2,100,000	2,100,000	3,400,000	9,927,000	P Brennan	PB
Ward Refurbishment Programme	STH	Planning Sum				82,000	1,901,000	2,750,000	2,750,000	2,750,000	10,233,000	K Jessop	PB
Non-Clinical Public Environments Programme	STH	Planning Sum				220,000	400,000	400,000	400,000	400,000	1,820,000	K Jessop	PB
Theatre Refurbishment/Expansion Programme	STH	Planning Sum				0	4,999,000	5,388,000	4,162,000	3,239,000	17,788,000	P Brennan	PB
RHH Q Floor Theatres	RHH	FBC Approved	504,000	10,643,000	1,772,880	8,870,000					8,870,000	P Brennan	PB
RHH A Floor Theatres	RHH	FBC Approved	36,000	1,173,000	249,386	1,057,000					1,057,000	P Brennan	PB
Hadfield Lifecycle Assets	NGH	Approved				382,000	479,000	622,000	856,000	926,000	3,265,000	P Brennan	PB
WPH Ward Refurbishment/WAU	WPH	Completed	698,000	6,834,000	4,542,104	2,292,000					2,292,000	P Brennan	PB
Laundry Modernisation	NGH	Approved	729,000	2,252,000	1,523,497	288,000	440,000				728,000	K O'Regan	KO
NGH Herries Road Exit	NGH	Fees	5,000	45,000	18,383	27,000					27,000	P Brennan	PB
RHH OPD Refurbishment	RHH	Approved	1,254,000	1,461,000	937,221	524,000					524,000	P Brennan	PB
RHH Main Lifts	RHH	Approved	6,500,000	5,787,000	50,544	837,000	682,000	987,000	978,000	2,252,000	5,736,000	P Brennan	PB
NGH Car Parking	NGH	Completed	670,000	719,000	585,913	133,000					133,000	P Brennan	PB
Service Block Redevelopment	RHH	Approved	1,050,000	1,610,000	13,393	697,000	900,000				1,597,000	P Brennan	PB
NGH Cold Water Distribution	NGH	Phase 1 approved	110,000	310,000	79,245	128,000	103,000				231,000	P Brennan	PB
NGH Barnsley Road Exit	NGH	OBC Approved	500,000	500,000	1,902	50,000	448,000				498,000	P Brennan	PB
NGH Vickers 16 & 17 Car Parking	NGH	Approved	297,000	297,000	126,286	0	171,000				171,000	P Brennan	PB
RHH LTHW	RHH	Approved	15,000	379,000	19,000	360,000					360,000	P Brennan	PB
Firth Wing Theatres	NGH	Fees	5,000	5,000	0	5,000					5,000	P Brennan	PB
NGH LV Generators	NGH	Fees	32,000	32,000	0	32,000					32,000	P Brennan	PB
JHW Lifts	JHW	Approved	713,000	713,000	7,394	482,000	224,000				706,000	P Brennan	PB
INFRASTRUCTURE TOTAL						16,890,000	12,955,000	12,647,000	11,646,000	13,367,000	67,505,000		

OTHER

APPROVED SCHEME DETAILS	SITE	SCHEME STATUS	INITIAL APPROVED SUM	LATEST APPROVED SUM	CUMULATIVE SPEND TO 31/3/17	REMAINING PROGRAMMED EXPENDITURE					TOTAL	BUDGET LEAD	BUDGET LEAD
						2017/18	2018/19	2019/20	2020/21	2021/22			
Planned rev-cap Transfers/Redefinition of Capital	STH	Planning Sum				0	117,000	300,000	300,000	300,000	1,017,000	N Priestley	NP
Funding for Unfunded Schemes	STH	Planning Sum									0	N Priestley	NP
Directly Donated Equipment	STH	Approved									0	N Priestley	NP

TOTAL PROGRAMMED EXPENDITURE

45,722,000 32,520,000 28,270,000 26,727,000 28,417,000 161,656,000

2017/18 - 2021/22 CAPITAL PROGRAMME - RISKS AND CONTINGENCIES SUMMARY

Known Risks:	17/18 Unallocated Budget	2017/18 £	2018/19 £	2019/20 £	2020/21 £	2021/22 £	
Ring fenced Envelopes:							
Medical Equipment	31,000						Emergency reserve
Major Equipment	103,000						No current plans
Informatics Strategic & Corporate	2,352,000						Current bids, Robotic Software £10k, E-White Board 7 day working £102k, £6k Endoscopy Image Capture = £118k - still need to be managed within n/r cap for any associated n/r costs. Leaves £2234k with no current plans
Informatics Infrastructure	314,000						No current plans
Service Development	992,000						Priority schemes to be confirmed/awaiting cases. Likely to include estate/equipment needs as part of Q Floor ward configurations. Contact Centre & NGH Decant wards (if required) not until 18/19
Hotel Services & Security Infrastructure	24,000						No current plans
Estates Infrastructure	227,000						No current plans
Ward Refurbishment Programme	82,000						No current plans
Non Clinical Public Environments	220,000						£150k approx to be applied to CCDH reception
Theatre Refurbishment Programme	0						
Risks Expected to Emerge in Short-Term (not yet fully quantified/confirmed):							
Cost Increases to approved schemes:-							
a) Schemes previously advised completed:							
- Unfunded schemes		104,000					Nov 17
b) Ongoing Schemes/Schemes in development:							
- PACS		?					Interface costs yet to be confirmed
- RHH C Floor Radiology		145,000					Pressures from B&C Floor Office/Claremont Crescent Office moves,
- Palliative Care		7,000					Design fees not yet covered by donated funding
- Huntsman Retail Phase 2		13,000					
- RHH Minor Operations Unit		?					Ventilation issues
- Q Floor Theatres/OCIP moves		?					Potential further equipment requests
- Laundry modernisation			137,000				Potential cost pressure - to be considered
- WPH Ward Refurbishment/WAU		?					Ward 3 negative pressure need/overspend. ? Charitable contribution
Cost Reductions to approved schemes:-							
- RHH Patient Hub			-40,000				Potential savings being confirmed
Subtotal - Expected Net Commitments/(Savings)		269,000	97,000	0	0	0	
Slippage Risks:							
- Cath Lab D		-75,000	75,000				Potential savings being confirmed
- NGH SPEC-CT Gamma Camera		-80,000	80,000				MATLAB tender not yet progressed
- NGH Plain Film Rooms		-46,000	46,000				Potential NGH saving being confirmed £56k/£10k cost pressure in RHH rooms
- Major Equipment Replacement Programme		-103,000	103,000				Unallocated envelope, not planned for use
- Informatics Strategic & Corporate		-2,200,000	2,200,000				Plans still to be confirmed
- Informatics Infrastructure		-314,000	314,000				Plans still to be confirmed
- Renal Information System		?	?				Awaiting supplier re-plan
- Ophthalmology Clinical Data Management System		-25,000	25,000				Estimated slippage - one of three modules uncompleted by year end
- 3D Lab Software		-46,000	46,000				Supplier risk
- E-Check in		-100,000	100,000				Longer roll out timescales - slippage risk if not recovered
- Patient Entertainment& Wi-Fi		-12,000	12,000				Potential saving
- Integration Software		-58,000	58,000				Procurement timescales tight
- Histopathology Service Merger - Network Equipment		-22,000	22,000				CNDRH only recently approved
- Service Development		-990,000	990,000				Estimate only from remaining £992k envelope
- Haematology Siderooms		-48,000	48,000				Max £48k savings. Possible utilisation/return of charitable funding TBC
- NGH Cataract Unit		-240,000	240,000				£240k works contingency. Possible further equipment slippage risk - potential storage to be investigated if required
- Baby Tagging System		-150,000	150,000				Scheme yet to be tendered

- Neighbourhood Policing		-85,000	85,000						Scheme to be finalised - tiemscales tight
- Relocation of YAS		-20,000	20,000						Solution to be found for Chaplaincy
- Hotel Services		-24,000	24,000						Unallocated envelope, not planned for use
- Estates Infrastructure		-227,000	227,000						Unallocated envelope, not planned for use
- Ward Refurbishments		-82,000	82,000						Unallocated envelope, not planned for use
- Non Clinical Public Environments		-70,000	70,000						£220k unallocated envelope, £70k not planned for use
- Q Floor Theatres		?	?						Over-run believed to be contained - due hand over date 6/4/18
- RHH OPD Refurbishment		-125,000	125,000						Scheme budget/re-application to be confirmed
- RHH Main Lifts		?	?	?	?	?			Potential further slippage from 21/22
- NGH Car Parking		-100,000	100,000						Potential savings being investigated
- Service Block Development		?	?						Supplier risk
- NGH Cold Water		-6,000	6,000						
		-5,248,000	5,248,000	0	0	0			
Advancement Opportunities:									
		-5,248,000	5,248,000	0	0	0			

Possible Contingencies:	2017/18	2018/19	2019/20	2020/21	2021/22	
	£	£	£	£	£	
Additional Income:						
Charitable/Donated Funds	?	?	?	?	?	
National IT PDC Funding	?	?	?	?	?	National Technology Funding/Lorenzo "repurpose" Funding
Other:						
Increase in Internally Generated resources/Re-invest I&E surplus	?	?	?	?	?	Low likelihood
Use of STH Cash balances	?	?	?	?	?	
Borrowing Facility		?	?	?	?	Proposal for Theatres to be outlined
Lease rather than purchase future Major Equipment		?	?	?	?	Revenue consequences
Potential reduction to ring fenced capital budgets		?	?	?	?	Review in progress as part of 2018/19 Capital Planning round
Removal prioritised schemes		?	?	?	?	
VAT recovery	?	?	?	?	?	
	0	0	0	0	0	