

SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST

EXECUTIVE SUMMARY

REPORT TO THE BOARD OF DIRECTORS MEETING

HELD ON 31st JULY 2018

Subject	2018/19 to 2022/23 Capital Programme
Supporting TEG Member	Neil Priestley
Author	Neil Priestley
Status¹	A/N

PURPOSE OF THE REPORT

To provide an update on the 2018/19 Capital Programme and 5 Year Capital Plan.

KEY POINTS

1. The Capital Programme remains manageable for 2018/19, but the 5 Year Plan starts to moves into an over committed position thereafter.
2. This over-committed position is likely to be exacerbated if a further Estate Revaluation/Asset Life review is undertaken and as new schemes and priorities emerge over the five year period.
3. Funding solutions for future years of the programme will need to be identified.
4. Key influences on the final 2018/19 Capital Programme position will be progression of the WPH Upgrade and associated schemes, the IT Programme and Ward and Theatre refurbishment schemes.
5. Capital planning/prioritisation and scheme “value engineering” continue to be crucial in securing maximum value for money from extremely constrained resources.
6. Appropriate action will need to be taken to address likely 2018/19 slippage.

IMPLICATIONS²

AIM OF THE STHFT CORPORATE STRATEGY		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

SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST

BOARD OF DIRECTORS 31st JULY 2018

2018/19 TO 2022/23 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 2018/19 to 2022/23. It considers the position at the end of June 2018 and outlines the major changes since approval of the 5 Year Capital Plan and 2018/19 Capital Programme by the Board in March 2018.
- 1.2 As previously reported, the Capital Plan for 2018/19 to 2022/23 does not assume any additional resources from I&E surpluses. This reflects the ongoing challenging NHS financial climate. However, the £9m of additional STF earned in 2017/18 is now incorporated into the programme for 2019/20 as previously agreed. The latest 5 Year Plan also continues to include an assessment of future needs for significant schemes at £6m pa. The £6m sum for 2018/19 has largely been formally incorporated into the Capital Programme.
- 1.3 The current cumulative plan over-commitment over the period, at £10.7m, is an improvement of £3.5m on the plan position at March, largely from the 2017/18 STF funding referred to above, offset by the resetting of the £6m allocation for significant schemes in 2019/20 which had been largely committed. The annual and cumulative position moves into a small but growing deficit from 2019/20.
- 1.4 However, Appendix A also includes a list of "probable" and "possible" schemes which are not yet included on the Capital Programme/Plan but require further consideration. The potential for further capital requirements clearly remains significant and work to achieve an overall balanced position will need to continue. This will necessitate difficult decisions on the likelihood of additional funding access and scheme prioritisation and investment timings.
- 1.5 The current capital expenditure plan for 2018/19 stands at £43.0m. This is a very challenging programme, comprising many complex operational and logistical issues.

2. OVERVIEW OF THE CAPITAL PROGRAMME AND PLAN

- 2.1 The Capital Programme for 2018/19 – 2022/23 as Appendix B shows the following position:-

	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m
Funding Available	45.7	40.7	27.7	27.7	27.8
Expenditure Plan	(43.0)	(39.1)	(24.7)	(26.2)	(23.3)
Under/(Over) Commitment	2.7	1.6	3.0	1.5	4.5
Cumulative Under/(Over) Commitment		4.3	7.3	8.8	13.3

- 2.2 As at plan stage, the Capital Plan reflects a manageable position for 2018/19, but a growing over-commitment over the following four years. Appendix A demonstrates the profile of this over-commitment to a level of £10.7m and the level of possible schemes which exceeds the provision within the plan.

- 2.3 The level of over-commitment in the Plan will deteriorate further if plans to undertake another estate revaluation/review of asset lives in 2018/19 proceed (which would reduce the annual depreciation charge) and offsetting revenue surpluses (for re-investment back into the programme) cannot be achieved. It is therefore clear that another resolution to the funding gap will need to be in place by 2019/20.
- 2.4 Given the current under-commitment on the Capital Programme of £2.7m, a high level of resource not yet allocated to specific IT, Estates Infrastructure or Ward Refurbishment schemes and general slippage; a significant under-commitment in 2018/19 is again likely. Proactive action to prevent further slippage will be necessary.
- 2.5 The Capital Programme includes a small number of high priority schemes which have recently received approval. These include:
- ◆ WPH 4th Floor OPD - £1.6m
 - ◆ NGH Firth Wing Theatres - £3.6m
 - ◆ Laundry Batch Tunnel Washer - £0.6m
- 2.6 Appendix C provides an update on the current quantified potential risks and cost adjustments anticipated on existing schemes. These show a minor net saving. However, the summary also highlights the significant level of possible slippage referred to above.

3. ADDITIONAL FUNDING

- 3.1 The assumed funding in the 2018/19 Capital Programme consists of:
- ◆ Internally generated resourced of £26.9m from forecast depreciation (net of around £2.4m of loan repayments).
 - ◆ Application of the 2016/17 I&E Surplus - £4.6m
 - ◆ Assumed receipt of PDC for the HASU development - £0.7m
 - ◆ £12.6m from reinvestment of the programme underspend from 2017/18.
 - ◆ £1.0m from “donations” and forecast VAT recovery.
- 3.2 There has been a modest increase in cumulative funding available from the plan stage of around £200k, reflecting re-profiling of the Gamma Knife lease repayment (following the source change and lease extension) and VAT recovery.
- 3.3 As stated above, the £9.0m of additional 2017/18 STF has been added to the 2019/20 Capital Programme resources.

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, allocation of specific schemes from the ring-fenced envelopes and cost updates on planned schemes.
- 4.2 Planned expenditure has increased by £2.6m to £43.0m, mainly due to £5.5m of scheme slippage from 2017/18 to 2018/19 offset by quarter one slippage from 2018/19 to 2019/20 of £2.9m.
- 4.3 Slippage from 2017/18 to 2018/19 was made up of many schemes, with the most significant elements relating to £2.4m of unallocated ring-fence budget envelopes, £1.1m of allocated IT schemes, £0.5m on the Northern General Eye Centre (NGEC) and £0.3m on the MSK Integrated Hub.

4.4 Slippage from 2081/9 to 2019/20 largely comprises £1.6m re the MSK Integrated Hub and £1.9m re the conversion of 5 Beech Hill Road residences to office accommodation, offset by advancing £0.6m of Theatre Refurbishment funding to progress RHH A Floor Theatres.

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 2018/19 Capital Programme and subsequent years are:

- ◆ The current £10.7m 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 the WPH Upgrade proposals.
 - Loans/Leases.
 - Use of working capital balances (if not used to finance I&E deficits)
 - Additional charitable donations
 - Reducing ring-fenced budgets/restrictions on 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 unallocated planning envelopes/slippage on 2018/19 schemes, due to operational and logistical barriers inherent in managing a major programme of £43m whilst maintaining 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.
- ◆ Issues with complex schemes including WPH enabling schemes, IT Programme and Theatre refurbishment schemes, including 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/monitoring and good communication.

5.3 Prioritisation against many of the ring-fenced budgets for 2018/19 is well progressed, although IT scheme approvals have yet to be finalised and calls against the Estates Infrastructure and Ward Refurbishment envelopes are challenging to deliver whilst maintaining an operational estate.

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 Upgrade
- ◆ WPH – JHW Link Bridge
- ◆ WPH Pharmacy Aseptic Unit
- ◆ Hyper Acute Stroke Unit
- ◆ Clinical Immunology & Allergy Unit expansion
- ◆ Firth 7/CCU
- ◆ NGH Radiology Refurbishment
- ◆ NGH Herries Road Exit
- ◆ CCTV Upgrade

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

- ◆ NGH Replacement Cath Lab E
- ◆ Patient Hub
- ◆ Baby Tagging System
- ◆ NGH Barnsley Road Exit
- ◆ WPH 4th Floor OPD

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:

- ◆ NGH Eye Centre
- ◆ Beech Hill Stroke Rehabilitation
- ◆ Telephony Platform

7. RECOMMENDATIONS

The Board of Directors is asked to

7.1 Approve the latest 2018/19 Capital Programme and note the over-commitment on the 2019/20 to 2022/23 position, and the potential for it to increase, 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.

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
July 2018

2018/19 - 2022/23 CAPITAL PLAN

	2018/19	2019/20	2020/21	2021/22	2022/23	
	£	£	£	£	£	
2018/19 Capital Programme Position as at 20/7/18	2,714,000	1,562,000	2,981,000	1,508,000	4,503,000	
Independent FF Loan						Loan application made for £9.7m. Outcome unclear given national capital funding constraints
Use of Wards Refurbs Budget To Fund Schemes						TBC
Other PDC/Income Sources						
Reduced depreciation from Estate Reval/Asset Lives Review						
Future Probable/Possible Schemes	0	-6,000,000	-6,000,000	-6,000,000	-6,000,000	
Projected Annual Capital Programme Position as at 20/7/18	2,714,000	-4,438,000	-3,019,000	-4,492,000	-1,497,000	
Cumulative Projected Capital Programme Position as at 20/7/18	2,714,000	-1,724,000	-4,743,000	-9,235,000	-10,732,000	

	Assumed Funding Options		2018/19	2019/20	2020/21	2021/22	2022/23	
			£	£	£	£	£	
Schemes Proposed for Approval								
HASU - Interim solution on L Floor				?				Assume covered by minor Service Development envelope
WPH Pharmacy Aspicic Uplift				-2,721,000				£2723k planning sum within programme. £5444k per SOC 8/6/18
PET- MRI	Charitable	B	0	0				Joint UoS/MIMP Project Team established. Funded by UoS.
Total Approved/Proposed Schemes			0	-2,721,000	0	0	0	
Other "Probable" Schemes								
Other WPH Upgrades/Expansion	External/Charitable	B	-200,000	-4,000,000	-10,000,000	-13,643,000	-4,100,000	In addition to £6.8m for Ward Refurbishment already undertaken. Extent of work required and funding options to be considered further
Major Trauma Ward	Internal	B	-500,000	-2,500,000				As per case to BPT 10/11/17. Options under review.
Cardiac Theatre Refurbishment	Internal	U		-100,000	-900,000	-900,000	-900,000	Original OBC withdrawn and a revised scheme is under consideration. Will follow Main NGH Theatres
Community Dental Services	Internal	U	-500,000	-1,580,000				Position unclear given Tender process.
Dermatology Facilities	Internal	U	-10,000	-1,900,000	-1,500,000			Concept paper for upgrade to facilities produced. Additional space required.
Intra-Operative MRI Scanner (RHH A Floor)	Internal/Charitable	U	?	?	?	?		Access options to be considered further. Potential for equipment to be charitably funded
Reconfigure CCU/Firih 7	Internal/Charitable	U	?	-2,000,000	-2,000,000			Planning work has recommenced.
Total Approved and Probable Schemes			-1,210,000	-12,080,000	-14,400,000	-14,543,000	-5,000,000	
Possible Schemes								
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
WPH Car Parking	External/Charitable	C					-13,000,000	Advised CIT 26/3/18. Part of discussion about WPH Upgrade scheme.
Purchase of Longley Lane	Internal	B		-750,000				Advised CIT 26/3/18. Further costs to develop.
NGH Decant Modular Wards	Internal	U	-4,020,000	-4,300,000				Other options to release existing wards being considered.
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 re-provision of Fracture Clinic
Critical Care Capacity	Internal	U	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
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			-2,000,000	-500,000		Paused given other MSK proposals
Expansion/Upgrade of Bev Stokes	Internal	U			?	?		
Palliative Care Unit Upgrade	Charitable	U	-200,000	-2,300,000	-2,500,000			Consideration of options underway
Hybrid Theatre	Internal	U	-500,000	-2,500,000	-2,500,000			Options and financial feasibility under consideration. Little progress to-date.
Renal Ambulatory Unit	Internal	U		?	?	?		Clinical model requires further consideration
Expansion Chesterfield Renal Satellite Unit	Internal	U		-1,000,000				
Estates Generator Programme	Internal	U		-2,000,000				Potential increase to Estates envelope
Other	?							New proposals likely
Total Possible Schemes			-5,220,000	-20,990,000	-16,100,000	-27,500,000	-13,000,000	

SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST - 2018/19 - 2022/23 CAPITAL PROGRAMME

SUMMARY OF APPROVED SCHEMES AGAINST RESOURCES AVAILABLE

Appendix B

CAPITAL PROGRAMME DETAILS	2018/19	2019/20	2020/21	2021/22	2022/23
Total Funding Available	45,718,000	40,655,000	27,737,000	27,724,000	27,838,000
Approved Scheme Details:					
Medical Equipment Modernisation	6,569,000	6,773,000	6,231,000	6,200,000	6,200,000
Information Technology	4,713,000	2,500,000	2,500,000	2,500,000	2,500,000
Service Development	18,473,000	14,685,000	3,550,000	3,550,000	3,550,000
Infrastructure	13,223,000	14,835,000	12,175,000	13,666,000	10,785,000
Planned Rev-Cap Transfers	26,000	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	43,004,000	39,093,000	24,756,000	26,216,000	23,335,000
UNDER/(OVER) COMMITMENT	2,714,000	1,562,000	2,981,000	1,508,000	4,503,000

APPROVED SCHEME DETAILS BY SITE	NGH					RHH					CCDH				
	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23
Medical Equipment Modernisation	2,856,000	0	531,000	0	0	1,525,000	1,237,000	0	0	0	21,000	0	0	0	0
Information Technology	580,000	0	0	0	0	74,000	0	0	0	0	0	0	0	0	0
Service Development	5,479,000	3,338,000	0	0	0	3,689,000	7,497,000	0	0	0	188,000	0	0	0	0
Infrastructure	3,522,000	2,622,000	856,000	926,000	685,000	5,213,000	6,863,000	5,669,000	3,355,000	1,150,000	0	0	0	0	0
Directly Donated Equipment															
APPROVED SCHEME TOTAL	12,437,000	5,960,000	1,387,000	926,000	685,000	10,501,000	15,597,000	5,669,000	3,355,000	1,150,000	209,000	0	0	0	0

APPROVED SCHEME DETAILS BY SITE	JHW					WPH					CHS				
	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23
Medical Equipment Modernisation	98,000	0	0	0	0	20,000	0	0	0	0	0	0	0	0	0
Information Technology	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Service Development	252,000	0	0	0	0	6,185,000	300,000	0	0	0	57,000	0	0	0	0
Infrastructure	150,000	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	500,000	0	0	0	0	6,205,000	300,000	0	0	0	57,000	0	0	0	0

APPROVED SCHEME DETAILS BY SITE	STH UNALLOCATED				
	2018/19	2019/20	2020/21	2021/22	2022/23
Medical Equipment Modernisation	2,049,000	5,536,000	5,700,000	6,200,000	6,200,000
Information Technology	4,059,000	2,500,000	2,500,000	2,500,000	2,500,000
Service Development	2,623,000	3,550,000	3,550,000	3,550,000	3,550,000
Infrastructure	4,338,000	5,350,000	5,650,000	9,385,000	8,950,000
Planned Rev-Cap Transfers	26,000	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	13,095,000	17,236,000	17,700,000	21,935,000	21,500,000

SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST - CAPITAL PROGRAMME

Appendix B

CAPITAL FUNDING AVAILABLE 2018/19 - 2022/23

	2018/19	2019/20	2020/21	2021/22	2022/23
	£	£	£	£	£
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 Deprn 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
Application of Internally Generated Resources to:					
- Hadfield Loan Creditor (PFI)	-624,000	-574,000	-468,000	-463,000	-658,000
- 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	-473,000	-492,000	-511,000	-131,000	-131,000
- Gamma Knife Lease Source Upgrade Creditor	111,000	112,000	113,000	-285,000	24,000
	26,917,000	26,949,000	27,037,000	27,024,000	27,138,000
Application of 2016/17 STF incentive/bonus funding	4,555,000				
Hyper Acute Stroke Unit (projected funding)	650,000	4,006,000			
2017/18 Year End Utilisation of/(Improvement to) Working Capital	12,646,000				
2017/18 STF applied to Capital Programme		9,000,000			
Subtotal Internally Generated/Strategic Capital Funding	44,768,000	39,955,000	27,037,000	27,024,000	27,138,000
Medical Equipment - Sheffield Hospitals Charity	19,000				
VAT Recovery	817,000	700,000	700,000	700,000	700,000
Sale Proceeds					
PET-MRI Facility - University of Sheffield	4,000				
Medical Equipment - WPH Cancer Charity					
Medical Equipment - League of Friends					
JHW Birthing Pools - Sheffield Hospitals Charity	103,000				
Medical Equipment - Swan Morton	7,000				
Subtotal Donations/Other Income	950,000	700,000	700,000	700,000	700,000
TOTAL FUNDING AVAILABLE	45,718,000	40,655,000	27,737,000	27,724,000	27,838,000

MEDICAL EQUIPMENT MODERNISATION

APPROVED SCHEME DETAILS	SITE	SCHEME STATUS	INITIAL APPROVED SUM	LATEST APPROVED SUM	CUMULATIVE SPEND TO 31/3/18	REMAINING PROGRAMMED EXPENDITURE					TOTAL	PROJECT LEAD	BUDGET LEAD
						2018/19	2019/20	2020/21	2021/22	2022/23			
Annual Upgrade Programme	NGH	Approved				879,000					879,000	MDMG	RS
Annual Upgrade Programme	RHH	Approved				1,146,000					1,146,000	MDMG	RS
Annual Upgrade Programme	CCDH	Approved				0					0	MDMG	RS
Annual Upgrade Programme	JHW	Approved				98,000					98,000	MDMG	RS
Annual Upgrade Programme	WPH	Approved				0					0	MDMG	RS
Annual Upgrade Programme	CHS	Approved				0					0	MDMG	RS
Annual Upgrade Programme	STH	Approved				1,302,000					1,302,000	MDMG	RS
Annual Upgrade Programme - Unallocated	STH	Planning Sum				-54,000	2,536,000	3,200,000	3,200,000	3,200,000	12,082,000	MDMG	RS
Major Equipment Replacement Programme	STH	Planning Sum				801,000	3,000,000	2,500,000	3,000,000	3,000,000	12,301,000	MDMG	RS
Donated Medical Equipment	NGH	Approved				26,000					26,000	MDMG	RS
Donated Medical Equipment	RHH	Approved				0					0	MDMG	RS
Donated Medical Equipment	CCDH	Approved				0					0	MDMG	RS
Donated Medical Equipment	JHW	Approved				0					0	MDMG	RS
Donated Medical Equipment	WPH	Approved				0					0	MDMG	RS
Donated Medical Equipment	CHS	Approved				0					0	MDMG	RS
Clinical Skills Equipment	NGH	Planning Sum									0	MDMG	RS
Clinical Skills Equipment	RHH	Planning Sum									0	MDMG	RS
Clinical Skills Equipment	JHW	Planning Sum									0	MDMG	RS
Clinical Skills Equipment	CCDH	Planning Sum				21,000					21,000	MDMG	RS
Clinical Skills Equipment	WPH	Planning Sum									0	MDMG	RS
Clinical Skills Equipment	CHS	Planning Sum									0	MDMG	RS
Replacement Cath Labs	NGH	Approved	1,073,000	2,852,000	2,148,249	704,000					704,000	C Monk	CM
SPECT-CT Gamma Camera Replacement	NGH	Completed	1,338,000	1,095,000	995,966	99,000					99,000	P Bailey	PBa
NGH Plain Film Room Equipment	NGH	Completed	1,080,000	1,336,000	769,096	566,000					566,000	P Bailey	PBa
RHH Plain Film Room Equipment	RHH	FBC Approved	540,000	818,000	439,652	379,000					379,000	P Bailey	PBa
Fluroscopy Replacement x2, NGH	NGH	FBC Approved	1,000,000	1,119,000	6,055	582,000		531,000			1,113,000	P Bailey	PBa
Fluroscopy Replacement x2, RHH	RHH	FBC Approved	1,000,000	1,108,000	535,301	0	573,000				573,000	P Bailey	PBa
Aria Hardware Replacement	WPH	FBC Approved	20,000	20,000	0	20,000					20,000	S Tozer Loft	STL
Symptomatic & Assessment Mammography Equip	RHH	OBC Approved	664,000	664,000	0	0	664,000				664,000	P Bailey	PBa
MEDICAL EQUIPMENT MODERNISATION TOTAL						6,569,000	6,773,000	6,231,000	6,200,000	6,200,000	31,973,000		

INFORMATION TECHNOLOGY

APPROVED SCHEME DETAILS	SITE	SCHEME STATUS	INITIAL APPROVED SUM	LATEST APPROVED SUM	CUMULATIVE SPEND TO 31/3/18	REMAINING PROGRAMMED EXPENDITURE					TOTAL	PROJECT LEAD	BUDGET LEAD
						2018/19	2019/20	2020/21	2021/22	2022/23			
General IT Systems/Telecoms Development	NGH	Approved				411,000					411,000	A Vernon	AV
General IT Systems/Telecoms Development	RHH	Approved				0					0	A Vernon	AV
General IT Systems/Telecoms Development	WPH	Approved				0					0	A Vernon	AV
General IT Systems/Telecoms Development	JHW	Approved				0					0	A Vernon	AV
General IT Systems/Telecoms Development	CHS	Approved				0					0	A Vernon	AV
General IT Systems/Telecoms Development	STH	Approved				535,000					535,000	A Vernon	AV
Informatics Strategic & Corporate - Unallocated	STH	Planning Sum				1,937,000	2,000,000	2,000,000	2,000,000	2,000,000	9,937,000	A Vernon	AV
Informatics Infrastructure - Unallocated	STH	Planning Sum				843,000	500,000	500,000	500,000	500,000	2,843,000	A Vernon	AV
Renal Information System	NGH	FBC Approved	426,000	528,000	453,265	76,000					76,000	C Monk	AV
Ophthalmology Clinical Data Management System	RHH	Approved	7,000	434,000	405,528	28,000					28,000	C Wilkie	AV
E-Prescribing	STH	Approved	138,000	354,000	235,562	118,000					118,000	L Needham	LN
Purchase to Pay Software	NGH	Approved	109,000	107,000	14,588	93,000					93,000	N Priestley	NP
PACS	STH	FBC Approved	242,000	2,105,000	1,819,513	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	1,112,000	1,077,901	34,000					34,000	A Vernon	AV
E- Check In	STH	Approved	549,000	474,000	167,654	306,000					306,000	A Hutchins	AH
INFORMATION TECHNOLOGY TOTAL						4,713,000	2,500,000	2,500,000	2,500,000	2,500,000	14,713,000		

SERVICE DEVELOPMENT

APPROVED SCHEME DETAILS	SITE	SCHEME STATUS	INITIAL APPROVED SUM	LATEST APPROVED SUM	CUMULATIVE SPEND TO 31/3/18	REMAINING PROGRAMMED EXPENDITURE					TOTAL	PROJECT LEAD	BUDGET LEAD
						2018/19	2019/20	2020/21	2021/22	2022/23			
New Business Planning Rounds/Service Development	STH	Planning Sum				2,623,000	3,550,000	3,550,000	3,550,000	3,550,000	16,823,000	CIT	CIT
A&E Decontamination Unit, NGH	NGH	Approved/On Hold	188,000	384,000	334,188	0	50,000				50,000	L Walton	PB
RHH C Floor Radiology Refurbishment	RHH	Completed	750,000	1,202,000	1,173,899	28,000					28,000	P Bailey	PB
Bowel Cancer Screening Accommodation	RHH	Planning Sum	150,000	200,000	151,946	0	48,000				48,000	L Walton	PB
Palliative Care Unit	NGH	Fees	14,000	21,000	21,533						0	D Campbell	PB
CCDH Laboratory Refurbishment	CCDH	Approved	1,330,000	1,607,000	1,418,610	188,000					188,000	C Wilkie	PB
NGH Cataract Unit	NGH	Completed	7,012,000	6,706,000	4,970,567	1,735,000					1,735,000	C Wilkie	PB
Contact Centre Centralisation	NGH	FBC Approved	156,000	2,456,000	445,277	2,011,000					2,011,000	M Harper	PB
WPH Redevelopment/Expansion	WPH	Fees	30,000	128,000	43,680	84,000					84,000	I Scott	PB
WPH- JHW Link Bridge	WPH	Fees/Planning Sum	60,000	2,310,000	55,211	2,255,000					2,255,000	I Scott	PB
Pharmacy Aseptic Unit, WPH	WPH	Fees/Planning Sum	30,000	2,823,000	245,967	2,277,000	300,000				2,577,000	D Child	PB
WPH 4th Floor Redevelopment	WPH	Approved	1,100,000	1,569,000	0	1,569,000					1,569,000	I Scott	PB
PET-MRI Facility	RHH	Fees	10,000	10,000	5,951	4,000					4,000	P Bailey	PB
JHW Birthing Pools	JHW	Approved	5,000	330,000	226,604	103,000					103,000	P Schofield	PB
Baby Tagging System	JHW	OBC Approved	150,000	150,000	1,150	149,000					149,000	P Schofield	PB
RHH Fundraising Hub	RHH	Fees	5,000	5,000	0	5,000					5,000	P Buckley	PB
Hyper Acute Stroke Unit	RHH	Fees/Planning Sum	5,000	4,944,000	4,502	933,000	4,006,000				4,939,000	C Wilkie	PB
Clinical Immunology & Allergy Unit Expansion	NGH	Fees/Planning Sum	5,000	3,143,000	11,559	243,000	2,888,000				3,131,000	D Campbell	PB
NGH Major Trauma Ward	NGH	Fees	14,000	1,000	1,275						0	V Leckie	PB
Firth 7/CCU	NGH	Fees	5,000	5,000	0	5,000					5,000	C Monk	PB
Stroke Rehabilitation - Beech Hill expansion	CHS	Completed	5,000	614,000	556,900	57,000					57,000	H Kay	PB
MSK Integrated Hub	RHH	OBC Approved	3,783,000	3,783,000	16,048	2,206,000	1,561,000				3,767,000	V Leckie	PB
Dermatology Facilities	RHH	Fees	5,000	15,000	9,837	5,000					5,000	D Campbell	PB
5 Beech Hill Road Refurbishment	RHH	Approved	5,000	2,411,000	28,682	500,000	1,882,000				2,382,000	K O'Regan	PB
Neighbourhood Policing	NGH	Approved	85,000	85,000	7,456	78,000					78,000	M Harper	PB
16 Claremont Neurosciences Offices	RHH	Fees	5,000	5,000	0	5,000					5,000	C Wilkie	PB
Expansion Clocktower Office Accommodation	NGH	Fees	8,000	-4,000	-4,060						0	S Hindmarch	PB
Respiratory Ambulatory Treatment Room	NGH	Approved	5,000	499,000	1,201	498,000					498,000	M McKenniff	PB
Radiology D Floor Refurbishment	NGH	Fees/Planning Sum	5,000	1,305,000	757	904,000	400,000				1,304,000	P Bailey	PB
HIV Integration	RHH	Fees	3,000	3,000	331	3,000					3,000	D Campbell	PB
NGH Washer Disinfectors	NGH	Fees	5,000	5,000	0	5,000					5,000	M Harper	PB
SERVICE DEVELOPMENT TOTAL						18,473,000	14,685,000	3,550,000	3,550,000	3,550,000	43,808,000		

INFRASTRUCTURE

APPROVED SCHEME DETAILS	SITE	SCHEME STATUS	INITIAL APPROVED SUM	LATEST APPROVED SUM	CUMULATIVE SPEND TO 31/3/18	REMAINING PROGRAMMED EXPENDITURE					TOTAL	PROJECT LEAD	BUDGET LEAD
						2018/19	2019/20	2020/21	2021/22	2022/23			
Hotel Services & Security Infrastructure	NGH	Approved				53,000					53,000	K O'Regan	KO
Hotel Services & Security Infrastructure	RHH	Approved				0					0	K O'Regan	KO
Hotel Services & Security Infrastructure	JHW	Approved				0					0	K O'Regan	KO
Hotel Services & Security Infrastructure	WPH	Approved				0					0	K O'Regan	KO
Hotel Services & Security Infrastructure	STH	Approved				526,000	400,000	400,000	400,000	400,000	2,126,000	K O'Regan	KO
Estates Infrastructure	STH	Planning Sum				1,285,000	1,800,000	2,100,000	3,400,000	3,400,000	11,985,000	P Brennan	PB
Ward Refurbishment Programme	STH	Planning Sum				2,016,000	2,750,000	2,750,000	2,750,000	2,750,000	13,016,000	K Jessop	PB
Non-Clinical Public Environments Programme	STH	Planning Sum				501,000	400,000	400,000	400,000	400,000	2,101,000	K Jessop	PB
Theatre Refurbishment/Expansion Programme	STH	Planning Sum				0	0	0	2,435,000	2,000,000	4,435,000	P Brennan	PB
RHH A Floor Theatres	RHH	FBC Approved	36,000	16,471,000	1,323,381	2,628,000	5,576,000	4,691,000	2,253,000		15,148,000	P Brennan	PB
Hadfield Lifecycle Assets	NGH	Approved				479,000	622,000	856,000	926,000	685,000	3,568,000	P Brennan	PB
Laundry Modernisation	NGH	Approved	729,000	2,407,000	1,817,587	589,000					589,000	K O'Regan	KO
NGH Herries Road Exit	NGH	Fees	5,000	14,000	11,865	3,000					3,000	P Brennan	PB
RHH OPD Refurbishment	RHH	Approved	1,254,000	2,014,000	1,328,220	386,000	300,000				686,000	P Brennan	PB
RHH Main Lifts	RHH	Approved	6,500,000	5,836,000	721,793	897,000	987,000	978,000	1,102,000	1,150,000	5,114,000	P Brennan	PB
Service Block Redevelopment	RHH	Fees/Approved	1,050,000	1,622,000	670,508	952,000					952,000	P Brennan	PB
NGH Cold Water Distribution	NGH	Phase 1 approved	110,000	310,000	206,537	104,000					104,000	P Brennan	PB
NGH Barnsley Road Exit	NGH	Approved	500,000	504,000	42,662	460,000					460,000	P Brennan	PB
NGH Vickers 16 & 17 Car Parking	NGH	Approved	297,000	297,000	126,286	171,000					171,000	P Brennan	PB
RHH LTHW	RHH	Approved	15,000	736,000	385,313	350,000					350,000	P Brennan	PB
Firth Wing Theatres	NGH	OBC Approved	5,000	3,655,000	22,207	1,633,000	2,000,000				3,633,000	P Brennan	PB
NGH LV Generators	NGH	Fees	32,000	31,000	636	30,000					30,000	P Brennan	PB
JHW Lifts	JHW	Approved	713,000	684,000	534,295	150,000					150,000	P Brennan	PB
CCTV Upgrade	STH	Fees	10,000	10,000	0	10,000					10,000	K O'Regan	KO
INFRASTRUCTURE TOTAL						13,223,000	14,835,000	12,175,000	13,666,000	10,785,000	64,684,000		

OTHER

APPROVED SCHEME DETAILS	SITE	SCHEME STATUS	INITIAL APPROVED SUM	LATEST APPROVED SUM	CUMULATIVE SPEND TO 31/3/18	REMAINING PROGRAMMED EXPENDITURE					TOTAL	BUDGET LEAD	BUDGET LEAD
						2018/19	2019/20	2020/21	2021/22	2022/23			
Planned rev-cap Transfers/Redefinition of Capital	STH	Planning Sum				26,000	300,000	300,000	300,000	300,000	1,226,000	N Priestley	NP
Funding for Unfunded Schemes	STH	Planning Sum									0	N Priestley	NP
Directly Donated Equipment	STH	Planning Sum									0	N Priestley	NP

TOTAL PROGRAMMED EXPENDITURE

43,004,000 39,093,000 24,756,000 26,216,000 23,335,000 156,404,000

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

Known Risks:	18/19 Unallocated Budget	2018/19 £	2019/20 £	2020/21 £	2021/22 £	2022/23 £	
Ring fenced Envelopes:							
Medical Equipment	-54,000						Over-commitment planned to mitigate supplier slippage
Major Equipment	801,000						No current commitments, Cases for Neuroscience Image Intensifier (£185k) and Labs Liquid Chromatograph (£220k) expected. £408k remaining uncommitted
Informatics Strategic & Corporate	1,937,000						Current bids, £155k EPMA; £40k Data Management & Visualisation; £588k excess plans on Infrastructure. Leaves £1154k with no current plans.
Informatics Infrastructure	843,000						£114k projection on Infrastructure Remediation Programme: £17k Telephony: £279k NGH Data Centre; £871k Wireless LAN; £150k MDT Rooms - £588k over-committed
Service Development	2,623,000						Priority schemes to be confirmed/awaiting cases. Likely to include likely £80k Drugs Fluid Cabinets subject to cap/rev split; £166k re WPH Future fees; NGH/RHH Waste Rooms £350k, Clocktower Accommodation £800k, Herries Road Exit £500k, small add'l equipment bids say £250k. Leaves approx £500k uncommitted
Hotel Services & Security Infrastructure	#REF!						Equipment plans for Domestics, Catering & Transport TBC
Estates Infrastructure	1,285,000						No current plans - potential fire need to be assessed
Ward Refurbishment Programme	2,016,000						No current plans - not required for NGH Decant Ward, Major Trauma case yet TBC
Non Clinical Public Environments	501,000						No current plans
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		1,000					As per June 18, excluding A Floor
b) Ongoing Schemes/Schemes in development:							
- EPMA							£155k projection as per request to CIT July 18. Assume call on uncommitted reserve as above
- PACs		?					Interface costs yet to be confirmed
- STH Telephony Platform		17,000					Potential cost pressure being investigated
- MSK Integrated Hub			?				£877k Based on OBC to CIT in March 18. Options for reduction being considered
- NGH Radiology scheme			?				Potential up to £0.6m - likely to fall into 19/20
Cost Reductions to approved schemes:-							
- 3D Lab Software		-13,000					
- E-Check in			-82,000				Based on current projections of roll out plan
- NGH Cataract Unit		-300,000					Potential savings being confirmed
- Contact Centre/RHH Patient Hub		-40,000					Potential savings being confirmed
Subtotal - Expected Net Commitments/(Savings)		-335,000	-82,000	0	0	0	
Slippage Risks:							
- NGH SPEC-CT Gamma Camera		-99,000	99,000				Supporting server structure under consideration
- NGH Plain Film Rooms		?	?				Planned for Feb 19 delivery - subject to winter pressures
- Major Equipment Replacement Programme		-408,000	408,000				Unallocated envelope, not currently planned for use
- Purchase to Pay Software		-93,000	93,000				Catalogue/E-Invoice strategy to be confirmed
- E-Check in		-109,000	109,000				Based on current projections of roll out plan
- Informatics Strategic & Corporate		-1,154,000	1,154,000				Plans still to be confirmed
- Informatics Infrastructure		?	?				Plans still to be confirmed
- Service Development		-500,000	500,000				Estimate from remaining envelope
- Patient Hub		?	?				Staffing transfer likely to be on a phased basis. My Pathway software TBC
- WPH Pharmacy Aseptic Unit		-2,000,000	2,000,000				£2,277k programmed; FBC due to Sept Board, followed by tender process. Likely 2-3 months costs, broad slippage estimate shown

- HASU		-300,000	300,000				£650k programmed - cross patch solution ongoing. Est of slippage risk
- 5 Beech Hill Road Refurbishment		-400,000	400,000				Reduction in spend if covenant matter not resolved
- Radiology D Floor Refurbishment		-300,000	300,000				£600k programmed - estimated slippage risk if solution not resolved in envelope
- Hotel Services		?	?				Plans still to be confirmed
- Estates Infrastructure		-1,285,000	1,285,000				Unallocated envelope, not currently planned for use
- Ward Refurbishments		-2,016,000	2,016,000				Unallocated envelope, not currently planned for use
- Non Clinical Public Environments		-501,000	501,000				Unallocated envelope, not currently planned for use
- RHH Main Lifts		?	?	?	?	?	Potential further slippage (including from 22/23)
- Service Block Development		-820,000	820,000				RHH Generator procurement/overall scheme cost risk
		-9,985,000	9,985,000	0	0	0	
Advancement Opportunities:							
- Firth Wing Theatres			1,229,000		-1,229,000		£4844k planning sum compared to £3615k in programme
		-9,985,000	11,214,000	0	-1,229,000	0	

Possible Contingencies:		2018/19	2019/20	2020/21	2021/22	2022/23	
		£	£	£	£	£	
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		?	?	?	?	?	May be required if Depreciation reduces further
Borrowing Facility		?	?	?	?	?	Proposal for Theatres to be confirmed
Lease rather than purchase future Major Equipment		?	?	?	?	?	Revenue consequences
Potential reduction to ring fenced capital budgets		?	?	?	?	?	
Removal prioritised schemes		?	?	?	?	?	
VAT recovery		?	?	?	?	?	
		0	0	0	0	0	