

**SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST**

**EXECUTIVE SUMMARY**

**REPORT TO THE BOARD OF DIRECTORS MEETING**

**HELD ON 30<sup>th</sup> JULY 2019**

<b>Subject</b>	2019/20 Capital Programme and 5 Year Plan
<b>Supporting TEG Member</b>	Neil Priestley
<b>Author</b>	Neil Priestley
<b>Status<sup>1</sup></b>	A/N

**PURPOSE OF THE REPORT**

To provide an update on the 2019/20 Capital Programme and 5 Year Plan.

**KEY POINTS**

1. The Capital Programme remains manageable for 2019/20 and is considerably more advanced than in recent years.
2. The over-commitment on the 5 Year Plan has reduced due to the deployment of the 2018/19 I&E surplus/additional PSF but may deteriorate further as new scheme priorities emerge over the five year period.
3. If these priorities are to be progressed, funding solutions will need to be identified.
4. There is considerable national pressure to reduce capital expenditure plans for 2019/20 but the Trust is unlikely to be able to do so given the 20% slippage on the approved capital programme assumed in the April NHSI Plan submission and the level of commitments already entered into.
5. Capital planning/prioritisation and scheme “value engineering” continue to be crucial in securing maximum value for money from very constrained resources.

**IMPLICATIONS<sup>2</sup>**

<b>AIM OF THE STHFT CORPORATE STRATEGY</b>		<b>TICK AS APPROPRIATE</b>
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**

<b>Meeting</b>	<b>Date</b>	<b>Approved Y/N</b>

<sup>1</sup> Status: A = Approval  
A\* = Approval & Requiring Board Approval  
D = Debate  
N = Note

<sup>2</sup> Against the five aims of the STHFT Corporate Strategy

# SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST

## BOARD OF DIRECTORS 30<sup>th</sup> JULY 2019

### 2019/20 CAPITAL PROGRAMME & 5 YEAR PLAN – QUARTER 1 UPDATE

#### **1. INTRODUCTION**

- 1.1 This report commences the process of monitoring progress on the Trust's 2019/20 Capital Programme and updated 5 Year Plan. It considers the position at the end of June 2019 and outlines the major changes since approval of the 2019/20 Capital Programme and 5 Year Plan by the Board in March 2019.
- 1.2 As reported at the plan stage, the 5 Year Plan does not assume any current/future year I&E surpluses to support the Capital Programme. This reflects the continually challenging NHS financial climate. £27.4m of funding in respect of the 2018/19 I&E surplus and additional Provider Sustainability Funding (PSF) is now incorporated into the programme. Similarly, as at the plan stage, the latest 5 Year Plan includes an assessment of future needs for significant schemes at £6m pa from 2020/21 onwards. The £6m sum for 2019/20 has already been formally allocated in the Capital Programme.
- 1.3 The current cumulative plan over-commitment over the period, at £15.5m, is an improvement of £27.5m on the plan position at March, largely from the 2018/19 I&E surplus/PSF noted above. The funding position does not currently become a major concern until year four of the plan (2022/23), although there are a number of high value schemes emerging which may place additional pressure on the capital programme before this time.
- 1.4 Appendix A includes a full list of “probable” and “possible” schemes which are not yet included on the Capital Programme but require further consideration. The potential for some of these further capital requirements is significant and work to achieve an overall balanced position will need to continue. This will necessitate difficult decisions on the likelihood of additional funding, scheme prioritisation and investment timings.
- 1.5 The current capital expenditure plan for 2018/19 stands at £46.4m. Whilst this is a very challenging programme with many complex operational and logistical issues to address, a large proportion of these schemes have already commenced or orders have been placed. As discussed further in 2.3 below, there remains significant national pressure to reduce 2019/20 capital expenditure plans but this seems unlikely to be possible for the Trust given the level of commitments.

#### **2. OVERVIEW OF THE CAPITAL PROGRAMME AND PLAN**

- 2.1 The capital programme for 2019/20 – 2023/24 as Appendix B shows the following position:-

	<b>2019/20 £m</b>	<b>2020/21 £m</b>	<b>2021/22 £m</b>	<b>2022/23 £m</b>	<b>2023/24 £m</b>
Funding Available	48.7	38.7	34.4	21.6	21.7
Expenditure Plan	(46.4)	(43.7)	(24.0)	(22.2)	(21.4)
<b>Under/(Over) Commitment</b>	<b>2.3</b>	<b>(5.0)</b>	<b>10.4</b>	<b>(0.6)</b>	<b>0.3</b>
<b>Cumulative Under/(Over) Commitment</b>	<b>2.3</b>	<b>(2.7)</b>	<b>7.7</b>	<b>7.1</b>	<b>7.4</b>

- 2.2 The Capital Programme continues to be in a manageable position for 2019/20. Following the £27.4m I&E surplus/additional PSF from 2018/19, the 5 Year Plan position has improved significantly, from a £42m over-commitment in March to a £15.5m over-commitment now. Appendix A shows the profile of this over-commitment but also shows a level of probable schemes which exceed the allowance within the plan. It is therefore clear that, whilst the position is much improved, some other solutions to the funding gap will need to be in place within the medium term.
- 2.3 Following concerns over the national planned capital expenditure levels in 2019/20, the Trust has been asked to reduce its level of capital expenditure (excluding donations) for the year to an “envelope” of £34.7m. This reflects a requirement for a 20% reduction on plans but is extremely problematical for the Trust given that 20% slippage on the approved capital programme was assumed when the plan was submitted to NHSI in April. The Trust has considered this request through a detailed line-by-line review of the capital programme. The conclusion is that it is not possible to reduce the expenditure below the previous plan level of £43.1m without unacceptable consequences. Indeed, likely achievement of the £43.1m planned expenditure position has required some low risk schemes to be deferred to 2020/21 and still requires a further level of slippage on the current programmed spend (see 2.6 below).
- 2.4 In addition to the risks around the deferrals and required further slippage, a number of new schemes requiring consideration in 2019/20 are emerging. The position for 2019/20 will therefore need to be very carefully monitored and managed during the year to ensure a satisfactory outturn position is achieved.
- 2.5 The Capital Programme includes a small number of high priority schemes which have recently received approval. These include:
- ◆ Replacement CT scanner - £0.4m
  - ◆ Additional PACS storage - £0.3m
  - ◆ Junior Doctors’ Mess Developments (NGH and RHH) - £0.3m
  - ◆ CCTV Review - £0.8m
  - ◆ NGH Bed Storage - £0.2m
  - ◆ Clocktower Basement Offices - £0.7m
- 2.6 Appendix C provides an update on the current quantified potential risks or cost adjustments anticipated on existing schemes. These show a minor net pressure. The summary also highlights a level of possible slippage (£2.4m) to 2020/21 which appears to be required to not overspend against the NHSI plan.

### **3. ADDITIONAL FUNDING**

- 3.1 The assumed funding in the 2019/20 Capital Programme consists of:
- ◆ Internally generated resourced of £20.7m from forecast depreciation (net of around £2.4m of loan repayments).
  - ◆ Application of the 2017/18 additional STF Funding - £9.0m
  - ◆ Assumed receipt of PDC for HASU £2.0m, LED lighting £0.4m and MDT Rooms £0.1m (some or all potentially at risk given the national capital position).
  - ◆ £15.3m from reinvestment of the programme underspend from 2018/19.
  - ◆ £1.1m from “donations” and forecast VAT recovery.

- 3.2 There has been a small reduction in funding available from the plan stage (around £200k), reflecting re-profiling of the HASU scheme funding offset by small increases in donations and VAT recovery.
- 3.3 The I&E surplus/additional PSF funding from 2018/19 has been notionally profiled into 2020/21 and 2021/22 Capital Programme resources, as £14.5m and £12.9m respectively. This can be refined in due course but may be influenced by any national restrictions on capital spending.

#### **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 In headline terms the planned expenditure of £50.5m has decreased by £4.1m to £46.4m. There was expected scheme slippage from 2018/19 to 2019/20 of £5.5m which has now been offset by £9.6m of slippage and planned deferrals from 2019/20 to 2020/21.
- 4.3 Slippage from 2019/20 to 2020/21 includes the conversion of 5 Beech Hill Road residences to office accommodation (£2.3m), the Clinical Immunology & Allergy Unit (£1.1m), the RHH MRI Replacement (£1.0m), the planned purchase of Longley Lane (£0.75m), Mammography Equipment (£0.7m), Chesterfield Renal Dialysis Unit (£0.6m), Community Dental Facilities (£0.5m) and a range of estates Infrastructure schemes (£1.1m).
- 4.4 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 current capital position.
- 5.2 Other risks to delivering the 2019/20 Capital Programme and subsequent years are:
- ◆ The current £15.5m 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.
    - Loans/Leases.
    - Use of working capital balances (if not used to finance I&E deficits)
    - Additional charitable donations.
    - Further 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 slippage on 2019/20 schemes, due to operational and logistical barriers inherent in managing a major programme of over £40m whilst maintaining patient services – **Medium/Low 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.
  - ◆ National restriction on planned expenditure – **Medium Risk**. Mitigating actions will include clearly describing the Trust’s position and the consequences of any further reductions to the plan.
- 5.3 Prioritisation against the ring-fenced budgets for 2019/20 is well progressed, although a small number of IT and Estates scheme approvals have yet to be finalised.
- 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:
- ◆ NGH Washer Disinfector Replacement
  - ◆ Community Dental Services
  - ◆ Clinical Immunology & Allergy Unit expansion
  - ◆ Firth 7/CCU
  - ◆ NGH LV Generators
  - ◆ JHW Ward Refurbishment
  - ◆ Chesterman Theatres
  - ◆ NGH CHP
  - ◆ Renal Water Supply
- 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:
- ◆ NGH Plain Film Room
  - ◆ MSK Integrated Hub
  - ◆ NGH Radiology D Floor Refurbishment
  - ◆ NGH Modular Wards
- 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:
- ◆ RHH replacement CT Scanner
  - ◆ HASU enabling works (H Floor and N Floor)
- 6.5 Work continues to finalise the content of the preferred option for the proposed major Weston Park Hospital Upgrade scheme. It is intended that this will be done in the next 2 months. It seems likely that the cost will be in the £50-60m range. Securing this level of funding will be a major challenge but it is hoped that national STP funding and a major charitable appeal will enable the scheme to progress in the coming years.

## **7. RECOMMENDATIONS**

The Board of Directors is asked to

- 7.1 Approve the latest 2019/20 Capital Programme and note the over-commitment on the 5 Year Plan 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 discussions regarding the level of 2019/20 capital expenditure requirements, the Trust’s consideration of this position and the close attention which will need to be maintained throughout the year to ensure an acceptable year end 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 2019

## 2019/20 - 2023/24 CAPITAL PLAN

	2019/20	2020/21	2021/22	2022/23	2023/24	
	£	£	£	£	£	
2018/19 Capital Programme Position as at 12/7/19	2,260,000	-5,000,000	10,438,000	-613,000	266,000	
Independent FF Loan						Loan application made for £9.7m. Receipt unlikely given national capital funding arrangements
Use of Wards Refurbs Budget To Fund Schemes						Applied to Hadfield Modular Wards for 19/20
Other PDC/Income Sources						
Reduction in Ringfence envelopes						
Future Probable/Possible Schemes	0	-4,851,000	-6,000,000	-6,000,000	-6,000,000	20/21 allows for £6m, less £1890k Community Dental: £400k CNDRH Renal Satellite
<b>Projected Annual Capital Programme Position as at 12/7/19</b>	<b>2,260,000</b>	<b>-9,851,000</b>	<b>4,438,000</b>	<b>-6,613,000</b>	<b>-5,734,000</b>	
<b>Cumulative Projected Capital Programme Position as at 12/7/19</b>	<b>2,260,000</b>	<b>-7,591,000</b>	<b>-3,153,000</b>	<b>-9,766,000</b>	<b>-15,500,000</b>	

	Assumed Funding Options		2019/20	2020/21	2021/22	2022/23	2023/24	
			£	£	£	£	£	
<b>Schemes Proposed for Approval</b>								
<b>Total Approved/Proposed Schemes</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Other "Probable" Schemes</b>								
Other WPH Upgrades/Expansion	External/Charitable	B	?	?	?	?	?	In addition to £15m for Ward Refurbishment, Link Bridge, Asptic Unit and 4th Floor. Extent of work required and funding options to be considered further
Major Trauma Ward	Internal	B	?	?				Options under review.
Cardiac Theatre Refurbishment	Internal	U		-1,000,000	-1,000,000	-1,000,000		Original OBC withdrawn. Revised scheme being developed to follow Main NGH Theatres scheme.
Dermatology Facilities	Internal	U		-2,000,000	-2,000,000			Concept paper for upgrade to facilities produced but being reconsidered
Intra-Operative MRI Scanner (RHH A Floor)	Internal/Charitable	U	?	-100,000	-4,764,000			OBC to be refined. Potential for theatre area to be charitably funded
Estates Generator Programme	Internal	U		-1,865,000	-3,000,000			Potential increase to Estates envelope. (£6m offset by £1135k c/fwd from 18/19)
Firth 7/CCU Refurbishment	Internal/Charitable	A		-1,000,000	-2,650,000			Indicative costs as per OBC less £300k enabling works approved
<b>Total Approved and Probable Schemes</b>			<b>0</b>	<b>-5,965,000</b>	<b>-13,414,000</b>	<b>-1,000,000</b>	<b>0</b>	
<b>Possible Schemes</b>								
Outpatient Facilities, RHH	Internal	C		-1,000,000	-2,640,000	-1,000,000		MSK OBC approved. Solutions for Blood Disorders and Pre-Op Assessment remain o/s
WPH Car Parking	External/Charitable					-7,500,000		Part of discussion about WPH Upgrade scheme
Imaging Expansions	Internal	U			-2,000,000	-3,000,000		Tbc - Assume some unavoidable expansion over 5 year period
A&E Frontdoor/NGH Assessment Developments	Internal	U	0		-2,000,000			Linked to reprovision of Fracture Clinic post 2022
Critical Care Capacity	Internal	U				-5,000,000		Requirement unclear but potential requirement in 5 year period
Community Facilities - Intermediate Care Facility	Internal	U			?			No further progress
Private Patient Facilities	External	U	?	?	-1,000,000			Scheme(s) dependent upon clinical opportunity/facility necessary.
Re-provision of Fracture Clinic	Internal	U			-2,000,000	-500,000		Paused given other MSK proposals
Expansion/Upgrade of Bev Stokes	Internal	U		?	?			Paused. Some refurbishment required. Likely smaller qualitative scheme
Palliative Care Unit Upgrade	Charitable	U			-2,500,000	-7,000,000		Consideration of options underway
Hybrid Theatre	Internal	U			?		?	Options and financial feasibility under consideration. Little progress to date
Renal Ambulatory Unit	Internal	U	?	?	?			Clinical model requires further consideration
8th Linear Accelerator	Internal	U	-2,000,000					Business case to be presented CIT 5 August
Add'l Linear Accelerator Bunkers x2	Internal	U		-3,000,000	-2,700,000			Linked to 8th Linac.
Other	?							New proposals likely
<b>New Major Bids arising through 2019/20 Business Planning Round</b>								
MR Linac	Internal	U			-7,500,000			Business case awaited. Likely to require external/charitable funding
Endocrine Investigation Unit	Internal	U		-1,000,000				
EPR Reprourement	Internal	U				?	?	SOC under development
RHH 2nd Replacement CT Scanner	Internal	U	-750,000					Potential need following fire damage
<b>Total Possible Schemes</b>			<b>-2,750,000</b>	<b>-5,000,000</b>	<b>-22,340,000</b>	<b>-24,000,000</b>	<b>0</b>	

**SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST - 2019/20 - 2023/24 CAPITAL PROGRAMME**

**SUMMARY OF APPROVED SCHEMES AGAINST RESOURCES AVAILABLE**

**Appendix B**

<b>CAPITAL PROGRAMME DETAILS</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
<b>Total Funding Available</b>	<b>48,666,000</b>	<b>38,719,000</b>	<b>34,389,000</b>	<b>21,638,000</b>	<b>21,664,000</b>
Approved Scheme Details:					
Medical Equipment Modernisation	6,462,000	9,471,000	6,200,000	6,200,000	6,200,000
Information Technology	3,683,000	1,250,000	1,650,000	1,750,000	1,750,000
Service Development	14,760,000	14,964,000	3,550,000	3,550,000	3,550,000
Infrastructure	21,354,000	17,734,000	12,251,000	10,451,000	9,598,000
Planned Rev-Cap Transfers	147,000	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
<b>Approved Scheme Total</b>	<b>46,406,000</b>	<b>43,719,000</b>	<b>23,951,000</b>	<b>22,251,000</b>	<b>21,398,000</b>
<b>UNDER/(OVER) COMMITMENT</b>	<b>2,260,000</b>	<b>-5,000,000</b>	<b>10,438,000</b>	<b>-613,000</b>	<b>266,000</b>

<b>APPROVED SCHEME DETAILS BY SITE</b>	<b>NGH</b>					<b>RHH</b>					<b>CCDH</b>				
	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
Medical Equipment Modernisation	2,433,000	1,071,000	0	0	0	1,747,000	2,827,000	0	0	0	0	0	0	0	0
Information Technology	140,000	0	0	0	0	28,000	0	0	0	0	0	0	0	0	0
Service Development	2,936,000	4,673,000	0	0	0	5,560,000	5,296,000	0	0	0	0	0	0	0	0
Infrastructure	10,678,000	2,569,000	926,000	685,000	648,000	8,883,000	5,024,000	3,170,000	816,000	0	8,000	0	0	0	0
Directly Donated Equipment															
<b>APPROVED SCHEME TOTAL</b>	<b>16,187,000</b>	<b>8,313,000</b>	<b>926,000</b>	<b>685,000</b>	<b>648,000</b>	<b>16,218,000</b>	<b>13,147,000</b>	<b>3,170,000</b>	<b>816,000</b>	<b>0</b>	<b>8,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>APPROVED SCHEME DETAILS BY SITE</b>	<b>JHW</b>					<b>WPH</b>					<b>CHS</b>				
	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
Medical Equipment Modernisation	0	0	0	0	0	80,000	0	0	0	0	0	0	0	0	0
Information Technology	0	0	0	0	0	0	0	0	0	0	37,000	0	0	0	0
Service Development	251,000	0	0	0	0	5,570,000	659,000	0	0	0	100,000	2,384,000	0	0	0
Infrastructure	7,000	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															
<b>APPROVED SCHEME TOTAL</b>	<b>258,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,650,000</b>	<b>659,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>137,000</b>	<b>2,384,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>APPROVED SCHEME DETAILS BY SITE</b>	<b>STH UNALLOCATED</b>				
	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
Medical Equipment Modernisation	2,202,000	5,573,000	6,200,000	6,200,000	6,200,000
Information Technology	3,478,000	1,250,000	1,650,000	1,750,000	1,750,000
Service Development	343,000	1,952,000	3,550,000	3,550,000	3,550,000
Infrastructure	1,778,000	10,141,000	8,155,000	8,950,000	8,950,000
Planned Rev-Cap Transfers	147,000	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
<b>APPROVED SCHEME TOTAL</b>	<b>7,948,000</b>	<b>19,216,000</b>	<b>19,855,000</b>	<b>20,750,000</b>	<b>20,750,000</b>



## CAPITAL FUNDING AVAILABLE 2018/19 - 2023/24

	2019/20	2020/21	2021/22	2022/23	2023/24
	£	£	£	£	£
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
Application of Internally Generated Resources to:					
- Hadfield Loan Creditor (PFI)	-574,000	-468,000	-463,000	-658,000	-739,000
- 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	-492,000	-511,000	-131,000	-131,000	0
- Gamma Knife Lease Source Upgrade Creditor	112,000	113,000	-285,000	24,000	0
	20,749,000	20,837,000	20,824,000	20,938,000	20,964,000
Hyper Acute Stroke Unit (projected funding)	1,993,000	2,663,000			
2017/18 STF applied to Capital Programme	9,000,000				
MDT Rooms (ICS funding)	76,000				
NEEF LED Lighting Fund - NHSI	400,000				
2018/19 Year End Utilisation of/(Improvement to) Working Capital	15,307,000				
2018/19 PSF applied to Capital Programme		14,519,000	12,865,000		
<b>Subtotal Internally Generated/Strategic Capital Funding</b>	<b>47,525,000</b>	<b>38,019,000</b>	<b>33,689,000</b>	<b>20,938,000</b>	<b>20,964,000</b>
Medical Equipment - Sheffield Hospitals Charity	16,000				
VAT Recovery	772,000	700,000	700,000	700,000	700,000
Sale Proceeds					
PET-MRI TA5 Substation - University of Sheffield	201,000				
Medical Equipment - WPH Cancer Charity	80,000				
Medical Equipment - League of Friends					
JHW Birthing Pools - Sheffield Hospitals Charity	-8,000				
Medical Equipment - Swan Morton					
WPH Ward Refurbishment - WPH Cancer Charity					
Replacement of 1.5T MRI - University of Sheffield	5,000				
Firth 7/CCU - Sheffield Hospitals Charity					
NGH & RHH Junior Doctors Mess - Sheffield Hospitals Charity	75,000				
<b>Subtotal Donations/Other Income</b>	<b>1,141,000</b>	<b>700,000</b>	<b>700,000</b>	<b>700,000</b>	<b>700,000</b>
<b>TOTAL FUNDING AVAILABLE</b>	<b>48,666,000</b>	<b>38,719,000</b>	<b>34,389,000</b>	<b>21,638,000</b>	<b>21,664,000</b>

**PROGRAMMED EXPENDITURE 2018/19 - 2023/24**

**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	
						2019/20	2020/21	2021/22	2022/23	2023/24			TOTAL
Annual Upgrade Programme	NGH	Approved				1,550,000	0				1,550,000	MDMG	RS
Annual Upgrade Programme	RHH	Approved				799,000	0				799,000	MDMG	RS
Annual Upgrade Programme	CCDH	Approved				0	0				0	MDMG	RS
Annual Upgrade Programme	JHW	Approved				0	0				0	MDMG	RS
Annual Upgrade Programme	WPH	Approved				0	0				0	MDMG	RS
Annual Upgrade Programme	CHS	Approved				0	0				0	MDMG	RS
Annual Upgrade Programme	STH	Approved				1,493,000	0				1,493,000	MDMG	RS
Annual Upgrade Programme - Unallocated	STH	Planning Sum				709,000	3,200,000	3,200,000	3,200,000	3,200,000	13,509,000	MDMG	RS
Major Equipment Replacement Programme	STH	Planning Sum				0	2,373,000	3,000,000	3,000,000	3,000,000	11,373,000	MDMG	RS
Donated Medical Equipment	NGH	Approved				0	0				0	MDMG	RS
Donated Medical Equipment	RHH	Approved				16,000	0				16,000	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				80,000					80,000	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									0	MDMG	RS
Clinical Skills Equipment	WPH	Planning Sum									0	MDMG	RS
Clinical Skills Equipment	CHS	Planning Sum									0	MDMG	RS
Replacement Cath Labs	NGH	Completed	1,073,000	2,795,000	2,725,882	69,000					69,000	C Monk	CM
NGH Plain Film Room Equipment	NGH	Phase 1 Completed; Phase 2 FBC Approved	1,080,000	2,667,000	1,312,326	814,000	540,000				1,354,000	P Bailey	PBa
RHH Plain Film Room Equipment	RHH	Phase 1 FBC Completed; Phase 2 FBC Approved	540,000	1,316,000	776,859	0	540,000				540,000	P Bailey	PBa
Fluroscopy Replacement x2, NGH	NGH	FBC Approved	1,000,000	1,046,000	514,940		531,000				531,000	P Bailey	PBa
Fluroscopy Replacement x2, RHH	RHH	FBC Approved	1,000,000	1,102,000	530,557	572,000					572,000	P Bailey	PBa
Symptomatic & Assessment Mammography Equip	RHH	FBC Approved	664,000	1,264,000	1,214	0	1,263,000				1,263,000	P Bailey	PBa
MRI Replacement (HM1)	RHH	OBC Approved	1,024,000	1,024,000	0	0	1,024,000				1,024,000	P Bailey	PBa
Replacement CT Scanner	RHH	Approved	360,000	360,000	0	360,000					360,000	P Bailey	PBa
<b>MEDICAL EQUIPMENT MODERNISATION TOTAL</b>						<b>6,462,000</b>	<b>9,471,000</b>	<b>6,200,000</b>	<b>6,200,000</b>	<b>6,200,000</b>	<b>34,533,000</b>		

**INFORMATION TECHNOLOGY**

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	
						2019/20	2020/21	2021/22	2022/23	2023/24			TOTAL
General IT Systems/Telecoms Development	NGH	Approved				10,000	0				10,000	S Addy	SA
General IT Systems/Telecoms Development	RHH	Approved				0	0				0	S Addy	SA
General IT Systems/Telecoms Development	WPH	Approved				0	0				0	S Addy	SA
General IT Systems/Telecoms Development	JHW	Approved				0	0				0	S Addy	SA
General IT Systems/Telecoms Development	CHS	Approved				37,000	0				37,000	S Addy	SA
General IT Systems/Telecoms Development	STH	Approved				1,020,000	0				1,020,000	S Addy	SA
Informatics Strategic & Corporate - Unallocated	STH	Planning Sum				270,000	1,093,000	1,226,000	1,250,000	1,250,000	5,089,000	S Addy	SA
Informatics Infrastructure - Unallocated	STH	Planning Sum				175,000	0	400,000	500,000	500,000	1,575,000	S Addy	SA

Renal Information System	NGH	Completed	426,000	531,000	495,214	37,000					37,000	C Monk	SA
Ophthalmology Clinical Data Management System	RHH	Approved	7,000	434,000	405,528	28,000					28,000	C Wilkie	SA
E-Prescribing	STH	Approved	138,000	416,000	414,533	1,000					1,000	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	2,418,000	1,819,513	599,000					599,000	S Addy	SA
E- Check In	STH	Approved	549,000	384,000	323,039	61,000					61,000	A Hutchins	AH
Chemocare Upgrade	STH	Approved	201,000	201,000	0	201,000					201,000	D Child	DC
Core Network	STH	Approved	600,000	600,000	0	600,000					600,000	S Addy	SA
Inventory Management System	STH	Planning Sum	692,000	692,000	0	511,000	157,000	24,000			692,000	A Smith	SA
PSA Remote Test Results	STH	Planning Sum	40,000	40,000	0	40,000					40,000	P Buckley	PB
<b>INFORMATION TECHNOLOGY TOTAL</b>						<b>3,683,000</b>	<b>1,250,000</b>	<b>1,650,000</b>	<b>1,750,000</b>	<b>1,750,000</b>	<b>10,083,000</b>		

#### SERVICE DEVELOPMENT

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
						2019/20	2020/21	2021/22	2022/23	2023/24			
New Business Planning Rounds/Service Development	STH	Planning Sum				0	1,952,000	3,550,000	3,550,000	3,550,000	12,602,000	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	PB
Bowel Cancer Screening Accommodation	RHH	Planning Sum	150,000	200,000	151,946	0	48,000				48,000	C Powell-Wiffen	PB
WPH Redevelopment/Expansion	WPH	Fees	30,000	119,000	119,090						0	I Scott	PB
WPH- JHW Link Bridge	WPH	Approved	60,000	3,185,000	385,051	2,800,000					2,800,000	I Scott	PB
Pharmacy Aseptic Unit, WPH	WPH	FBC Approved	30,000	3,841,000	435,010	2,747,000	659,000				3,406,000	D Child	PB
WPH 4th Floor Redevelopment	WPH	Completed	1,100,000	1,554,000	1,531,385	23,000					23,000	I Scott	PB
RHH Fundraising Hub	RHH	Fees	5,000	5,000	0	5,000					5,000	P Buckley	PB
Hyper Acute Stroke Unit	RHH	FBC Approved	5,000	5,676,000	664,503	2,348,000	2,663,000				5,011,000	C Wilkie	PB
Clinical Immunology & Allergy Unit Expansion	NGH	Fees/Planning Sum	5,000	2,101,000	19,853	97,000	1,984,000				2,081,000	D Campbell	PB
Firth 7/CCU	NGH	Fees/Planning Sum	5,000	300,000	51,256	40,000	209,000				249,000	C Monk	PB
MSK Integrated Hub	RHH	FBC Approved	3,783,000	3,992,000	679,682	3,012,000	300,000				3,312,000	V Leckie	PB
5 Beech Hill Road Refurbishment	RHH	Approved	5,000	2,411,000	125,751	0	2,285,000				2,285,000	S Hindmarch	PB
16 Claremont Neurosciences Offices	RHH	Fees	5,000	5,000	-740	6,000					6,000	C Wilkie	PB
Expansion Clocktower Office Accommodation	NGH	Approved	8,000	1,034,000	194,892	839,000					839,000	S Hindmarch	PB
Respiratory Ambulatory Treatment Room	NGH	Approved	5,000	423,000	415,494	8,000					8,000	L Walton	PB
NGH Radiology D Floor Refurbishment	NGH	FBC Approved	5,000	1,717,000	36,216	1,380,000	300,000				1,680,000	P Bailey	PB
HIV Integration	RHH	Fees	3,000	8,000	7,823						0	D Campbell	PB
NGH Washer Disinfectors	NGH	Fees	5,000	5,000	500	4,000					4,000	M Harper	PB
Endocrine Investigation Unit	RHH	Fees	5,000	7,000	7,083						0	L Walton	PB
Community Dental Services	CHS	Fees/Planning Sum	10,000	2,500,000	15,465	100,000	2,384,000				2,484,000	C Wilkie	PB
Relocation of Chaplaincy Service	NGH	Approved	120,000	95,000	103,066	-8,000					-8,000	S Hindmarch	PB
MDT Rooms x3	STH	FBC Approved	318,000	429,000	85,767	343,000					343,000	P Buckley	PB
Ophthalmology Reconfiguration	RHH	Fees	5,000	5,000	4,510						0	C Wilkie	PB
Replacement of UoS 1.5T MRI	RHH	Fees	5,000	5,000	0	5,000					5,000	S Hindmarch	PB
Doctors Mess Redevelopment	NGH	Approved	1,000	130,000	-725	131,000					131,000	J Hill	PB
Doctors Mess Redevelopment	RHH	Approved	1,000	178,000	5,522	172,000					172,000	J Hill	PB
Air Particle Analyser	RHH	Approved	12,000	12,000	0	12,000					12,000	D Child	DC
Endoscopy JAG Accreditation NGH	NGH	Approved	3,000	73,000	0	73,000					73,000	P Buckley	PB
Chesterfield Renal Satellite Unit	NGH	Planning Sum	1,000,000	1,000,000	0	25,000					1,000,000	C Monk	PB

Purchase of Longley Lane	NGH	Planning Sum	750,000	1,000,000	0	0	1,000,000				1,000,000	P Brennan	PB
JHW Breavement Suite	JHW	Fees	3,000	3,000	0	3,000					3,000	P Bailey	PB
NGH Bed Storage Area	NGH	Approved	230,000	230,000	0	230,000					230,000	K Jessop	KJ
Medical Examiners Office/Breavement Suite	NGH	Fees	3,000	3,000	0	3,000					3,000	S Hindmarch	PB
Pharmacy Biological Safety Cabinet	NGH	Approved	6,000	6,000	0	6,000					6,000	D Child	DC
Vascular Angiography Layup Cabinets x2	NGH	Approved	28,000	28,000	0	28,000					28,000	C Monk	CM
Labour Delivery Beds	JHW	Approved	248,000	248,000	0	248,000					248,000	K Jessop	KJ
Mortuary Facilities	NGH	Approved	155,000	155,000	0	0	155,000				155,000	P Bailey	PB
Vickers Facilities re Fracture Neck of Femur	NGH	Fees	3,000	3,000	0	3,000					3,000	S Gregory	PB
Clocktower 2nd Floor DDA works and Add'l Toilet Fa	NGH	Approved	77,000	77,000	0	77,000					77,000	S Hindmarch	PB
<b>SERVICE DEVELOPMENT TOTAL</b>						<b>14,760,000</b>	<b>14,964,000</b>	<b>3,550,000</b>	<b>3,550,000</b>	<b>3,550,000</b>	<b>40,374,000</b>		

#### 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
						2019/20	2020/21	2021/22	2022/23	2023/24			
Hotel Services & Security Infrastructure	NGH	Approved				182,000	10,000				192,000	K O'Regan	KO
Hotel Services & Security Infrastructure	RHH	Approved				116,000	16,000				132,000	K O'Regan	KO
Hotel Services & Security Infrastructure	JHW	Approved				6,000	0				6,000	K O'Regan	KO
Hotel Services & Security Infrastructure	CCDH	Approved				8,000	0				8,000	K O'Regan	KO
Hotel Services & Security Infrastructure	WPH	Approved				0	0				0	K O'Regan	KO
Hotel Services & Security Infrastructure	STH	Approved				24,000	0				24,000	K O'Regan	KO
Hotel Services & Security Infrastructure - Unallocated	STH	Planning Sum				0	754,000	400,000	400,000	400,000	1,954,000	K O'Regan	KO
Estates Infrastructure	STH	Planning Sum				460,000	4,296,000	3,400,000	3,400,000	3,400,000	14,956,000	P Brennan	PB
Ward Refurbishment Programme	STH	Planning Sum				37,000	2,750,000	2,750,000	2,750,000	2,750,000	11,037,000	K Jessop	PB
Non-Clinical Public Environments Programme	STH	Planning Sum				222,000	800,000	400,000	400,000	400,000	2,222,000	K Jessop	PB
Theatre Refurbishment/Expansion Programme	STH	Planning Sum				0	1,341,000	1,205,000	2,000,000	2,000,000	6,546,000	P Brennan	PB
RHH A Floor Theatres	RHH	FBC Approved	36,000	15,605,000	4,851,132	5,151,000	3,350,000	2,253,000			10,754,000	P Brennan	PB
Hadfield Lifecycle Assets	NGH	Approved				622,000	856,000	926,000	685,000	648,000	3,737,000	P Brennan	PB
RHH OPD Refurbishment	RHH	Approved	1,254,000	1,949,000	1,438,970	510,000					510,000	P Brennan	PB
RHH Main Lifts	RHH	Approved	6,500,000	5,548,000	1,432,087	1,585,000	798,000	917,000	816,000		4,116,000	P Brennan	PB
Service Block Redevelopment	RHH	Fees/Approved	1,050,000	2,087,000	1,031,195	196,000	860,000				1,056,000	P Brennan	PB
NGH Cold Water Distribution	NGH	Completed	110,000	206,000	206,537	0					0	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	2,320,000	1,195,518	1,124,000					1,124,000	P Brennan	PB
Firth Wing Theatres	NGH	FBC Approved	5,000	5,212,000	1,311,886	2,500,000	1,400,000				3,900,000	P Brennan	PB
NGH LV Generators	NGH	Fees	32,000	41,000	8,824	32,000					32,000	P Brennan	PB
CCTV Upgrade	STH	OBC Approved	10,000	765,000	-300	565,000	200,000				765,000	A Jones	AJ
Chaplaincy/Ambulance Building Car Parking	NGH	Approved	143,000	143,000	11,122	0	132,000				132,000	P Brennan	PB
Jessops Wing Ward Refurbishment	JHW	Fees	5,000	5,000	4,489	1,000					1,000	P Brennan	PB
Hadfield Modular Ward	NGH	Approved	5,000	7,380,000	56,438	7,324,000					7,324,000	P Brennan	PB
PET/MRI Substation	RHH	Approved	268,000	268,000	67,404	201,000					201,000	P Brennan	PB
LED Lighting	STH	Approved	500,000	470,000	0	470,000					470,000	P Brennan	PB
Chesterman Theatres	NGH	Fees	8,000	8,000	0	8,000					8,000	P Brennan	PB
Renal Water Supply	NGH	Fees	5,000	5,000	0	5,000					5,000	P Brennan	PB
NGH CHP	NGH	Fees	5,000	5,000	0	5,000					5,000	P Brennan	PB
<b>INFRASTRUCTURE TOTAL</b>						<b>21,354,000</b>	<b>17,734,000</b>	<b>12,251,000</b>	<b>10,451,000</b>	<b>9,598,000</b>	<b>71,388,000</b>		

#### OTHER

APPROVED SCHEME DETAILS	SITE	SCHEME STATUS	INITIAL APPROVED SUM	LATEST APPROVED SUM	CUMULATIVE SPEND TO 31/3/19	REMAINING PROGRAMMED EXPENDITURE					BUDGET LEAD	BUDGET LEAD	
						2019/20	2020/21	2021/22	2022/23	2023/24			TOTAL
Planned rev-cap Transfers/Redefinition of Capital	STH	Planning Sum				147,000	300,000	300,000	300,000	300,000	1,347,000	N Priestley	NP
Funding for Unfunded Schemes	STH	Planning Sum									0	N Priestley	NP
Directly Donated Equipment	RHH	Planning Sum									0	N Priestley	NP
<b>TOTAL PROGRAMMED EXPENDITURE</b>						<b>46,406,000</b>	<b>43,719,000</b>	<b>23,951,000</b>	<b>22,251,000</b>	<b>21,398,000</b>	<b>157,725,000</b>		

## 2019/20 - 2023/24 CAPITAL PROGRAMME - RISKS AND CONTINGENCIES SUMMARY

Known Risks:	19/20 Unallocated Budget	2019/20	2020/21	2021/22	2022/23	2023/24	
	£	£	£	£	£	£	
<b>Ring fenced Envelopes:</b>							
Medical Equipment	709,000						£250k allocated for individual bids not yet assessed, £250k emergency reserve retained, £209k unallocated
Major Equipment	0						Neuro Ultrasound £175k indicative cost: £108k unallocated. Deferred to 20/21
Informatics Strategic & Corporate	270,000						Merge HL7 Demog Interface £10k, ED Task Management Solution £30k, JAC System upgrade £26k, Document Exchange £35k, Terrarecon Replacement £45k, EWB/EPR Developments £100k, PACS Transition Team £200k = £175k over-committed
Informatics Infrastructure	175,000						Expected commitment £414k re Flexpod expansion - £239k over-committed
Service Development	0						Potential NGH GITU £135k
Hotel Services & Security Infrastructure							
Estates Infrastructure	460,000						NGH Generators £500k less £400k slippage, NGH CHP £500k slipped, Fire Priorities £360k, Reserve of £161k slipped
Ward Refurbishment Programme	37,000						No plans
Non Clinical Public Environments	222,000						£400k deferral to 20/21. £222k applied to toilets/corridors on ad-hoc basis
Theatre Refurbishment Programme	0						
<b>Risks Expected to Emerge in Short-Term (not yet fully quantified/confirmed):</b>							
<b>Cost Increases to approved schemes:-</b>							
<b>a) Schemes previously advised completed:</b>							
- Unfunded schemes							
<b>b) Ongoing Schemes/Schemes in development:</b>							
- RHH Plain Film Rooms		?	?				
- PACs		?					
- WPH/JHW Link bridge		?					Delays creating cost pressures
- NGH Modular Wards		200,000					Cost pressure being investigated
- Vickers Corridor repairs		?					
<b>Cost Reductions to approved schemes:-</b>							
- HASU			-553,000				Potential savings returned to SD envelope (pending PDC confirmation)
<b>Subtotal - Expected Net Commitments/(Savings)</b>		<b>200,000</b>	<b>-553,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Slippage Risks:</b>							
- MDMG Individual bids		-100,000	100,000				£250k allowance for Individual business bids not yet assessed
- MDMG Unallocated		-209,000	209,000				Current unallocated sum
- MDMG project/procurement risk		-591,000	591,000				Assumed slippage to total £900k (consistent with prior years levels)
- ED Self Check in Kiosks		-5,000	5,000				Requires completion. Possible savings/slippage
- Riverdale/Zest Circuit Installation		-10,000	10,000				Believed contractually committed to £27k
- Core Network		-300,000	300,000				Case and procurement yet to commence
- Inventory Management System		-510,000	510,000				Specification and procurement yet to commence
- Informatics Strategic & Corporate		175,000	-175,000				Likely advance required to cover priorities noted above against ring-fence sum
- Informatics Infrastructure		239,000	-239,000				Likely advance required to cover £414k Flexpod infrastructure
- Ophthalmology Data Management System		-23,000	23,000				£5k committed. No other plans yet in place
- Purchase to Pay Software		-75,000	75,000				£18k committed. No other plans yet in place
- PACS		-262,000	262,000				Modality Integration - no plans yet in place
- NGH Radiology D Floor		-100,000	100,000				Potential savings
- Expansion of Waste Compound		-8,000	8,000				Scheme still in development.
- Ward Refurbishment		-37,000	37,000				Unallocated envelope
- RHH A Floor Theatres		?	?				Monitoring of major scheme to continue
- CCTV Upgrade		-10,000	10,000				Fees already within OBC sum
- CCTV Upgrade		-555,000	555,000				Procurement yet to commence. Potential further £555k slippage
- RHH Low Temperature Hot Water		?	?				Monitoring of major scheme to continue
		<b>-2,381,000</b>	<b>2,381,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Advancement Opportunities:</b>							
- MSK Integrate Hub		300,000	-300,000				Now expected to complete in 19/20
- Service Development Schemes		?	?				
- 5 Beech Hill Road Refurbishment		?	?				
		<b>-2,081,000</b>	<b>2,081,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	

Possible Contingencies:	2019/20	2020/21	2021/22	2022/23	2023/24	
	£	£	£	£	£	
<b>Additional Income:</b>						
Charitable/Donated Funds	?	?	?	?	?	Contribution to Firth 7/CCU under discussion; Possible contribution to ENT Jet Ventilation
National IT PDC Funding	?	?	?	?	?	National Technology Funding/Lorenzo "repurpose" Funding
<b>Other:</b>						
Increase in Internally Generated resources/Re-invest I&E surplus	?	?	?	?	?	Low likelihood
Use of STH Cash balances	?	?	?	?	?	Maybe required if Depreciation reduces further
Borrowing Facility	?	?	?	?	?	Proposal for Theatres to be confirmed by NHSE
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
		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>