

# Trust Board Capital Programme December 2022

Prepared & Issued by Capital Development,  
SPP&ICT

26<sup>th</sup> January 2023

# Contents

- Page 3:** Section 1: Capital Programme 2022/23
- Page 4:** Section 2: Capital Allocations at 31<sup>st</sup> December 2022
- Page 7:** Section 3: 2021/22 Test Drilling of Below Delegated Limits (BDL) Capital Business Cases and Post Project Evaluations (PPEs)
- Page 8:** Section 4: Post Project Evaluations (PPEs)
- Page 10:** Section 5: Capital Programme for 2023/24
- Page 10:** Section 6: Key Assumptions and Issues

## Section 1: Capital Programme 2022/23

### 1.1 CRL Allocation 2022/23

Following receipt of the most recent CRL on 2<sup>nd</sup> December 2022, the Trusts Capital Resourcing Limit is £47.557m, which is an increase of £1.16m from the November Trust Board Report. This relates to the net effect of funding received in respect for GP Schemes, Leases (IFRS 16) and funding returned for the Mid Ulster Eye Centre.

The table below shows the breakdown of the specific and general allocations:

Funding type	Project	Total £'000	Variance from November Report £'000
Specific	Mental Health Inpatient Facility	811	-
	Inpatient Beds, Antrim Hospital	20,384	-
	GP Schemes	1,426	93
	ICT Tranche 1,2,3 & 4	3,522	-
	Electrical Infrastructure Antrim	337	-
General	General Capital <sup>1</sup>	7,342	-
	Backlog Maintenance	5,250	-
	Invest to Save – Energy Efficiency	535	-
	Task and Finish	692	-
	Imaging Diagnostics	4,760	-
	Elective Care Equipment and Minor Works (Mid Ulster Eye Centre)	299	(448)
	Decontamination	680	-
	IFRS 6 Leases	1,518	1,518
	<b>Total CRL available</b>	<b>47,557</b>	<b>1.163</b>

<sup>1</sup>Breakdown of General Capital (including over commitment) by division is provided in the next table

## Section 2: Capital Allocations at 31<sup>st</sup> December 2022

### 2.1 General Capital Split by Division (based on over commitment in relation to OBC development)

The table below provides the breakdown of capital across the Divisions:

Division	£'000	%
Children and Young People	486	6.3
Corporate (across divisions)	2,147	27.7
Community Care	594	7.7
Human Resources	91	1.2
Medical Devices	1,392	18.0
Medicine and Emergency Medicine	34	0.4
Mental Health, Learning Disability and Community Well-being	903	11.7
Paediatrics, Women's Services and Corporate Support	1,509	19.5
Strategic Planning, Performance & ICT	590	7.6
<b>Total Allocated</b>	<b>7,746</b>	<b>100</b>
<b>General Capital CRL</b>	<b>7,342</b>	
<b>Over (Under) Allocated</b>	<b>404</b>	

As with previous years the plan is over committed in terms of OBC development as there is a high likelihood that schemes will not complete fully in year or following OBC development may not be viable. The Trust is presenting an over commitment against the General CRL of £404k which is a decrease of £96k from the November Trust Board Report due to the net effect of schemes being reclassified as Backlog Maintenance and additional funding allocated as a result of that reclassification. Since the November Trust Board Report £1.462m has been reallocated from slippage declared on several schemes due mainly to capacity issues.

## 2.2 Specific and General Capital Spend per scheme at 31<sup>st</sup> December 2022

The following table indicates the actual spend and commitments at 31<sup>st</sup> December 2022. At this date 33% of the total approved capital has been spent or committed which is a decrease of 7% on the same period last year.

Approved Funding 2020/21	Approved Funding £'000	Spend £'000	% Spend of Approved Funding
Children and Young People	486	460	
Corporate (across divisions)	26,288	6,839	
Community Care	594	259	
Finance & Estates (Including Backlog Maintenance & Invest to Save)	6,086	751	
Human Resources	91	5	
Medical Devices	6,865	4,175	
Medicine and Emergency Medicine	34	6	
Mental Health, Learning Disability and Community Well-being (Including Task & Finish)	1,595	376	
Paediatrics, Women's Services and Corporate Support	1,509	425	
Strategic Planning, Performance & ICT	4,111	2,506	
Surgical and Clinical Services	299	1	
<b>Total</b>	<b>47,959</b>	<b>15,083</b>	<b>33%</b>
<b>Total Capital CRL</b>	<b>47,557</b>		
<b>Over (Under) Allocated</b>	<b>402</b>		

Note: The over commitment of £402k varies slightly from table 2.1 as it is the breakdown of general capital and the figure above includes specific and ring fenced funding.

## 2.3 Capital Business Cases

A total of 32 schemes are already committed or deferred from 2021/22, (£6.875m) and allocation memos have been issued for these schemes. For capital funding in 2022/23, 92 business cases are required. At 31<sup>st</sup> December 2022, 81 (88%) have been received and are at various stages in the QA process, 11 are still outstanding with an approval value of £709k which is a reduction of £2.6M from the November Trust Board Report. Capital Development is engaging with Divisions to submit the remaining business cases as a matter of urgency to ensure these schemes can still be achieved in year.

Division	No. of Business Cases Required	No. of Business Cases Received	No. of Business Cases Outstanding
Children and Young People	3	3	-
Corporate (Across Divisions)	9	9	-
Community care	3	3	-
Finance & Estates (Including Backlog Maintenance & Invest to Save)	17	14	3
Human Resources, Organisation Development & Corporate Communications	2	2	-
Medical and Governance (Incorporating Pharmacy & Governance)	4	4	-
Medicine and Emergency Medicine	4	4	-
Mental Health, Learning Disability and Community Well Being	5	5	-
Paediatrics, Women's Services and Corporate Support	11	10	1
Strategic Planning, Performance & ICT	2	2	-
Surgical and Clinical Services	32	25	7
<b>Totals</b>	<b>92</b>	<b>81</b>	<b>11</b>

## 2.4 Additional Pressures

Capital Development maintains a list of capital pressures highlighted by Divisions as requiring urgent funding. At 31<sup>st</sup> Dec 2022 this list totalled over £732k which is a reduction of £900k to the November Trust Board Report due to further schemes being allocated.

## 2.5 Business Cases to be presented at January Trust Board

All capital business cases over £250k require Trust Board approval. The following table lists the Business Cases that will be tabled at January Trust Board.

Scheme Title	£'000
Creation of a Bereavement Suite for Antrim Hospital Maternity Service	305,377
Provision of Suitable of PICU Therapeutic Environments	1,525,003
Implementation of Rapid Diagnosis Centre (RDC) in NHSCT	3,299,195
<b>Total</b>	<b>5,129,575</b>

For noting: The General Capital Management Policy has been reviewed to propose to increase the Trust Board approval limit to £500k. This Policy will be presented at the Policy Committee on 26th January 2023.

## Section 3: 2021/22 Test Drilling of Below Delegated Limits (BDL) Capital Business Cases and Post Project Evaluation (PPEs)

The Department of Health (DoH) conducts an annual test drill of both below delegated limits capital business cases and post project evaluations to ensure that standards have been applied in accordance with guidance.

### 3.1 BDL Capital Business Cases

The Department uses a Red/Amber/Green status in an attempt to classify the quality of business case produced. Recognising that the use of a RAG status has an element of subjectivity, the Department's definition of what constitutes a Red, Amber and Green marking is as follows:

Subject to commensurate effort:-

- Green; Key elements addressed, well documented;
- Amber; Elements addressed but more work required to strengthen the business case. No key significant areas of concern;
- Red; Not all key elements considered / explained. Parts of business case incomplete.

### 3.2 Post Project Evaluations

The PPE exercise was carried out using the guidance which states that evaluations should report on all outcomes, targets and objectives specified in the approved Business Case, for example:

- Whether, and if so, why, the outturn differed from that foreseen in the appraisal;
- How effective the activity was in achieving its objectives, and why

- The cost-effectiveness of the activity; and
- What the results imply for future management or policy decisions.

### 3.3 Department of Health BDL Capital Business Cases and PPE Test Drilling Results

The table below shows the results of the 2021/22 DOH test drilling exercise returned to date. The Trust received one Green and one Amber status for Business Cases and Green for the PPEs. The DOH outlined that “the Amber status Business Case lacked detail in a number of areas”.

Scheme Title	£'000	Status
<b>Capital Business Cases</b>		
Installation and replacement of lifts in service users home environments	729	Green
Causeway Hospital VDI Server	210	Amber
<b>Post Project Evaluations</b>		
Provision of appropriate accommodation for the bed maintenance / bariatric equipment store at AAH	127	Green

## Section 4: Post Project Evaluations (PPEs)

### 4.1 Capital Post Project Evaluations 2020/21

There are 9 PPEs for 2020/21 still outstanding, previously 11 on the November Trust Board Report. Two have been received from Finance and Estates since the November Trust Board Report. We continue to liaise with divisional reps to encourage receipt of the remainder in line with the General Capital policy.

Division	No of Outstanding PPEs
Finance & Estates	3
Mental Health Learning Disability and Community Well Being	5
Surgical and Clinical Services	1
<b>Total</b>	<b>9</b>



## 4.2 Capital Post Project Evaluations 2021/22

There are 141 PPEs due to be completed for projects which completed during 2021/22, 70 have been completed 49.6% an increase of 14.6% from the November Trust Board Report. The Divisions are currently working on the outstanding PPEs and Capital Development are assisting with their completion.

The table below shows the dates when the final PPEs are due:-

Division	Total PPEs to be Completed 21/22	Total PPEs Completed	PPEs STILL TO COMPLETE			
			30th June 2022	30th Sept 2022	31st Dec 2022	31st Mar 2023
Children & Young People	6	1	-	5	-	-
Community Care	4	4	-	-	-	-
Finance & Estates	25	-	3	13	1	8
Medicine and Emergency Medicine	8	7	-	-	1	-
Medical and Governance (Incorporating Pharmacy)	5	3	-	2	-	-
Mental Health Learning Disability and Community Well Being	1	-	-	1	-	-
Paediatrics, Women's Services and Corporate Support	59	23	1	32	-	3
Strategic Planning, Performance & ICT	1	1	-	-	-	-
Surgical and Clinical Services	32	31	-	1	-	-
<b>Total</b>	<b>141</b>	<b>70</b>	<b>4</b>	<b>54</b>	<b>2</b>	<b>11</b>

## Section 5: Capital Programme for 2023/24

The process to compile the draft Capital Programme for 2023/24 began on 26th October 2022. Each step in the programme is set out below. The final draft of the plan is to be presented for noting at Trust Board on 23<sup>th</sup> March 2023.

Actions	To be Completed by:
1. Prioritised list to be submitted to Capital Development	Friday 18 <sup>th</sup> November 2022
2. Review of Estate related bids regarding deliverability	Tuesday 22 <sup>nd</sup> November 2022
3. Draft Plan developed and presented for review at Capital Development Management Group	Thursday 24 <sup>th</sup> November 2022
4. Draft Plan be tabled at SMT for ratification	Tuesday 13 <sup>th</sup> December 2022
5. Notification to commence development of business cases	W/C Monday 26 <sup>th</sup> December 2022
6. Business Cases and finance templates for proposed bids to be with Capital Development.	Friday 24 <sup>th</sup> February 2023
7. Draft General Capital Plan 2023/24 to be tabled at Trust Board for noting	Thursday 23 <sup>th</sup> March 2023
8. Allocation Memos to be issued on receipt of CRL from the Department of Health	TBC

Note: Actions have been completed up to and including stage 5.

## Section 6: Key Assumptions and Issues

There are a number of assumptions / issues relating to the Capital Plan for 2022/23. These include:

- Dependent on close monitoring of capital throughout the year. Monthly monitoring meetings continues with the Capital Development Department working alongside the Divisions to ensure any overspend or slippage on schemes is identified and addressed early allowing full spend to be achieved by 31<sup>st</sup> March 2023.
- Ensuring the over commitments of capital are managed in such a way to ensure breakeven is achieved.
- Ensuring Business Cases are drafted and approved in a timely manner so that capital funding received through CRLs and Monitoring Rounds is allocated in time to ensure all funding is spent by 31<sup>st</sup> March 2023.
- Ensuring all variations from business case costs are brought to the attention of the Capital Development Department immediately so additional funding can be identified if available or any slippage can be reallocated.
- Capital Development Department and Finance will ensure any Business Cases required urgently due to timelines for Estates are prioritised through the QA process.


Our Vision

**To deliver excellent integrated services in partnership with our community**

If you would like to give feedback on any of our services please contact:

**Email:** [user.feedback@northerntrust.hscni.net](mailto:user.feedback@northerntrust.hscni.net)

**Telephone:** 028 9442 4655

 Northern Health and Social Care Trust

 @NHSCTrust

[www.northerntrust.hscni.net](http://www.northerntrust.hscni.net)

