Northern Health and Social Care Trust

INVESTORS IN PEOPLE | Accredited Until 2021

Trust Board
Capital Programme
December 2021

Prepared & Issued by Capital Development, SD&BS

27th January 2022

Contents

Section 1: Capital Programme 2021/22

1.1 CRL Allocation 2021/22

Following receipt of the most recent CRL on 16th December 2021, the Trust's Capital Resourcing Limit is £29.256m, which is an increase of £3.622m from November Trust Board relating to funding received for General Capital from the January Monitoring Rounds and ICT.

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

Funding type	Project	Total £'000
Specific	Mental Health Inpatient Facility	1,246
	ICT Tranche 1,2,3 & 4	6,917
General	General Capital[1]	9,953
	Farm Families Health Check	95
	Invest to Save	1,075
	Task and Finish	852
	Backlog Maintenance	4,750
	ICU Relocation Works (Antrim Hospital)	2,067
	No More Silos	500
	Imaging Diagnostics	1,800
	Total CRL available	**29,256**

[1]Breakdown of General Capital (including over commitment) by division is provided in the next table

Section 2: Capital Allocations at 31st December 2021

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	%
Corporate (across divisions)	2,910	26.4
Community Care	392	3.6
Finance & Estates (Excluding Backlog Maintenance)	552	5.0
Human Resources, Organisation Development & Corporate Communications	30	0.3
Medical Devices	3,174	28.8
Medical and Governance (Incorporating Pharmacy & Governance)	71	0.7
Medicine and Emergency Medicine	136	1.2
Mental Health, Learning Disability and Community Well-being	836	7.6
Nursing and User Experience (Including Corporate Support Services)	2,121	19.2
Surgical and Clinical Services	393	3.6
Strategic Development and Business Services	250	2.3
Women, Children and Families	161	1.5
Total Allocated	**11,026**	**100**
General Capital CRL	**9,953**	
Over (Under) Allocated	**1,073**	

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 £1,073k, an increase of £481k from the October Trust Board Report. This relates to further allocations of general capital funding against potential slippage of £775k.

2.2 Specific and General Capital Spend per scheme at 31st December 2021

The following table indicates the actual spend and commitments at 31st December 2021. 40% of the total approved capital has been spent or committed which is an increase of 19% from November Trust Board with ICT expenditure equating to 49% of the overall spend.

Approved Funding 2021/22	Approved Funding £'000	Spend £'000	% Spend of Approved Funding
Corporate (Across Divisions)	7,071	3,147	
Community Care	392	1	
Finance & Estates (Including Backlog Maintenance & Invest to Save)	6,467	889	
Human Resources, Organisation Development & Corporate Communications	30	-	
Medical Devices	4,949	247	
Medical (Incorporating Pharmacy and Governance)	71	-	
Medicine and Emergency Medicine	136	7	
Mental Health Learning Disability and Community Well Being (Inc. Task & Finish)	1,436	95	
Nursing and User Experience	2,121	1,706	
Surgical and Clinical Services	403	156	
Strategic Development and Business Services (ICT)	7,167	5,958	
Women, Children and Families	161	47	
Total	**30,405**	**12,252**	**40%**
Total Capital CRL	**29,256**		
Over (Under) Allocated	**1,149**		

The total over commitment is £76k more than the General Capital figure quoted in table 2.1 due to over commitments in backlog maintenance schemes.

2.3 Capital Business Cases

For capital funding general and specific in 2021/22, 140 business cases are required, an increase of 48 from the November Trust Board Report due to funding received from the January Monitoring Round. At 31st December 2021, 131 (94%) have been received and are at various stages in the QA process, 9 remain outstanding. Those responsible for the outstanding business cases have been communicated with in terms of the importance of having allocations out in a timely manner to ensure full spend. They will be discussed further at the monthly monitoring meetings.

Division	No. of Business Cases Required	No. of Business Cases Received	No. of Business Cases Outstanding
Corporate (Across Divisions)	14	12	2
Community Care	3	3	-
Finance & Estates (Including Backlog Maintenance)	29	24	5
Human Resources, Organisation Development & Corporate Communications	1	1	-
Medical and Governance (Incorporating Pharmacy & Governance)	3	3	-
Medicine and Emergency Medicine	5	5	-
Mental Health, Learning Disability and Community Well-being (Inc. Task & Finish)	2	2	-
Nursing and User Experience (Including Corporate Support Services)	50	50	-
Surgical and Clinical Services	24	23	1
Strategic Development and Business Services	1	1	-
Women, Children and Families	8	7	1
Totals	**140**	**131**	**9**

2.4 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. The bottom 4 have been presented previously and have been revised due to additional works/increased costs.

Scheme Title	£'000	
Refurbishment and reconfiguration of Carrickfergus Health Centre to Support the Rollout of Multi-Disciplinary Teams and Expansion of Existing Services	1,199	
Replacement of Aged Mobile X-Ray Units	1,140	
Enabling Works for the Implementation of the New Contract and Change of Analysers in the Laboratory on the Antrim Hospital Site	851	
Refurbishment and Operationalisation of Galgorm Accommodation	781	
Replacement of Aged Image Intensifier X-Ray Units	635	
PN345 Ballymoney Family Practice & PN361 Dr Fannin and Partners' Practice – Premises Extension to Support Delivery of GMS	475	
Fort Centre Refurbishment for Community Occupational Therapy Services	295	
Business Cases Presented Previously		
Trust Wide Water Safety Works		605
Whiteabbey Hospital Low Voltage Infrastructure Works		575
Create additional space for Learning Disability Day Care Services in Cookstown Adult Centre		464
Total	**5,376**	**1,664**

Section 3: Results of Executive's January monitoring

The Trust was successful in securing capital from the Executive's January monitoring round on 15th December 2021, as detailed below:

Capital Bids		£'000
General Capital	Medical Devices Replacement Programme Trustwide	1,000
	Vehicle Replacement Programme Trustwide	400
Ring Fenced	Imaging Diagnostics	1,800
	Total	**3,200**

Section 4: 2020/21 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 the Northern Ireland Guide to Expenditure Appraisal and Evaluation (NIGEAE). The DoH requested six capital business cases and two post project evaluations to test drill from 2020/21.

4.1 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.

4.2 Post Project Evaluations

The PPE exercise was carried out using the guidance outlined in NIGEAE 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.

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

The table below shows the results of the 2020/21 DOH test drilling exercise. The Trust received a Green status for all Business Cases and PPEs with the exception of 1 which was a Business Case signed retrospectively in error.

Scheme Title	£'000	Status
Capital Business Cases		
Provision of Appropriate Accommodation for the Bed Maintenance/Bariatric Equipment Store	125	Green
Carrickfergus Health Centre – Minor works at entrance lobby	28	Green
Replacement Incubators, Neonatal Unit	82	Green
Medical Oxygen Evaporator Upgrade – Causeway Hospital	30	Green
Multigen Bulk Portion Hostess Trolley	8	Green
RTU Paving of Courtyard A	30	Amber
Post Project Evaluations		
Trust Wide Water Safety Works	119	Green
Whiteabbey Hospital Low Voltage Infrastructure Works	22	Green

Section 5: Post Project Evaluations (PPEs)

At 31st December 2021 the numbers of outstanding PPEs for both 2019/20 and 2020/21 remains unchanged. 3 PPEs out of 109 (2.7%) for 2019/20, and 14 PPEs out of 106 (13%) for 2020/21. Capital Development remains committed in assisting Divisions with the completion of the outstanding 2019/20 PPEs as well as those required for 2020/21 and these are discussed and reviewed at the monthly monitoring meetings

Section 6: Capital Programme for 2022/23

The process to compile the draft Capital Programme for 2022/23 began on 15th October 2021. Each step in the programme is set out below. The final draft of the plan is to be presented at Trust Board on 24th March 2021.

Actions	To be Completed by:
1. Prioritised list to be submitted to Capital Development	Friday 19th November 2021
2. Review of Estate related bids regarding deliverability	Friday 26th November 2021
3. Draft Plan developed and presented for review at Capital Development Management Group	Thursday 2nd December 2021
4. Draft Plan be tabled at SMT for ratification	Tuesday 11th January 2022
5. Notification to commence development of business cases	W/C Monday 17th January 2022
6. Business Cases and finance templates for proposed bids to be with Capital Development.	Friday 25th February 2022
7. Draft General Capital Plan 2022/23 to be tabled at Trust Board for noting	Thursday 24th March 2022
8. Allocation Memos to be issued on receipt of CRL from the Department of Health	TBC

Section 7: Key Assumptions and Issues

There are a number of assumptions and issues relating to the Capital Plan for 2021/22. These include:

- The close monitoring of capital throughout the year. Monthly monitoring meetings commenced in August 2021 with Capital Development working alongside the Divisions to ensure any overspend or slippage on schemes is identified and addressed early allowing full spend to be achieved by 31st March 2022.
- 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 31st March 2022.
- Ensuring all variations from business case costs are brought to the attention of Capital Development immediately so additional funding can be identified if available or any slippage can be reallocated.
- The Northern Trust began implementation of the new 5 Case Model for business cases in July 2021. The Department of Health has notified all Trusts that the new 5 Case Model must be used for all business cases from 1st April 2022 and this instruction will be shared with business case authors as part of the request for business cases for 2022/23. Following an information session for the trust facilitated by the Department of Health training is to be provided to business case authors as and when required.
- Capital Development 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
Telephone: 028 9442 4655

Northern Health and Social Care Trust

@NHSCTrust

www.northerntrust.hscni.net

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