

Meeting Title	Board of Directors Meeting in Public		
Date	Thursday, 09 March 2023	Agenda item	Bo.3.23.12

Capital Programme 2023/24

Presented by	Matthew Horner, Director of Finance		
Author	Michael Quinlan (Deputy Director of Finance)		
Lead Director	Matthew Horner (Director of Finance)		
Purpose of the paper	Approve 2023/24 Capital Programme and note indicative position for future years.		
Key control	Yes		
Action required	For approval		
Previously discussed at/ informed by	Executive Team Meeting Capital Strategy Group Capital Operational Group		
Previously approved at:	Academy/Group	Date	
	Executive Team Meeting	06 March 2023	

Key Options, Issues and Risks

The purpose of this paper is to inform the Board of Directors of the proposed three year capital programme and seek approval for this programme and to note the indicative position for future years.

Since the 2022/23 capital programme is still ongoing the Board of Directors are asked to delegate the approval of the final capital programme to the Finance and Performance Academy.

The Board of Directors is asked to note that these programmes will form the basis of the operating plan submission to NHS England. This report builds on the capital programme update paper presented to the Executive Directors, Capital Strategy Group and Capital Operational Group earlier this year.

Analysis

A process has taken place this year to assess and prioritise the capital investment programme. Initial bids were invited from across the Trust to review against the available resource level. In order to prioritise allocation of capital, specific processes and information flows were steered through the Capital Strategy Group and Capital Operational Group, with representatives from the Executives, Clinical Service Units, Estates, Informatics and Finance.

The process was challenging with all bids subject to an increased level of scrutiny. Clinical Service Unit support for the process was key and the level of co-operation across all stakeholders allowed this proposed three year capital programme to be developed.

There are significant priorities arising out of the needs from the estate, the need for replacement of clinical and nursing equipment, investments to improve information systems and the needs of the service reconfiguration programme to support the recovery plan.

2023/24 will see the completion of the Day Case Unit which will be located at St Lukes Hospital on a non-acute site allowing ring fencing and resilient capacity all through the year. The Day Case Unit will be focused on Day Case capacity within Breast Surgery, General Surgery, Gynaecology, OMFS, Orthopaedics, Plastic Surgery, Urology and Vascular. This will be a true Elective Surgery Hub separate from our acute site provision and dedicated to planned surgery.

The capital programme will also see the completion of the Eccleshill Community Diagnostics Centre which will provide additional capacity in core diagnostic modalities as well as a number of other services and significantly improve accessibility for rural and deprived communities within Bradford District and

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The capital programme developed remains tight and it has been challenging to develop a programme that promotes sufficient mitigation of service delivery risk within the Trust overall capital budget availability and liquidity headroom.

Recommendation

The Board of Directors are asked to delegate the approval of the 2023/24 capital programme to the Finance and Performance Academy.

Risk assessment

Strategic Objective	Appetite (G)					
	Avoid	Minimal	Cautious	Open	Seek	Mature
To provide outstanding care for patients			g			
To deliver our financial plan and key performance targets			g			
To be in the top 20% of NHS employers					g	
To be a continually learning organisation				g		
To collaborate effectively with local and regional partners					g	
The level of risk against each objective should be indicated. Where more than one option is available the level of risk of each option against each element should be indicated by numbering each option and showing numbers in the boxes.	Low		Moderate	High	Significant	
	Risk (*)					
Explanation of variance from Board of Directors Agreed General risk appetite (G)						

Benchmarking implications (see section 4 for details)

	Yes	No	N/A
Is there Model Hospital data relevant to the content of this paper?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Is there any other national benchmarking data relevant to the content of this paper?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Is the Trust an outlier (positive or negative) for any benchmarking data relevant to the content of this paper?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Risk Implications (see section 5 for details)

	Yes	No
Corporate Risk register and/or Board Assurance Framework Amendments	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Quality implications	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Resource implications	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal/regulatory implications	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Diversity and Inclusion implications	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Performance Implications	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Regulation, Legislation and Compliance relevance

NHS Improvement: (please tick those that are relevant)

☒ Risk Assessment Framework ☐ Quality Governance Framework

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<input checked="" type="checkbox"/> Code of Governance	<input checked="" type="checkbox"/> Annual Reporting Manual
Care Quality Commission Domain: Choose an item.	
Care Quality Commission Fundamental Standard: Good Governance	
NHS Improvement Effective Use of Resources: Finance	
Other (please state):	

Relevance to other Board of Director's academies: (please select all that apply)			
People	Quality	Finance & Performance	Other (please state)
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Appendix 1 Capital Programme 2023/24