



Trust Board Meeting 1 October 2015

Title of the paper:	Finance report - Month 5		
Agenda item:	21/30		
Lead Executive:	Don Richards, Chief Financial Officer		
Author:	Senior Finance Team		
Trust objective:	Tick as appropriate: <input checked="" type="checkbox"/> Achieving continuous improvement in the quality of patient care that we provide and the delivery of service performance across all areas; <input type="checkbox"/> Setting out our future clinical strategy through clinical leadership in partnership and with whole system working; <input checked="" type="checkbox"/> Creating a clear and credible long-term financial strategy.		
Purpose:	To summarise the Trust's financial position at the end of Month 5 FY16 (August 2015).		
Previously discussed and date for further review:			
Committee		Date	
Finance & Performance Committee		22 September 2015	
Benefits to patients and patient safety implications The Trust's business aim is to deliver sufficient surpluses to develop quality patient care and build a financially strong organisation.			
Risk implications for the Trust Failing to deliver the FY16 plan and targeted savings will jeopardise both the Trust's financial reputation and sustainability.		Mitigating actions (controls) - Focus on delivering cost improvement plans already developed and identify additional schemes to bridge any shortfall - Strengthening of expenditure controls to reduce overspends and deliver FY16 plan	
Links to Board Assurance Framework, CQC outcomes, statutory requirements A statutory duty to deliver financial breakeven taking one year with the next.			
Legal implications (if applicable) The deficit plan means the Trust will breach its breakeven duty. Dialogue with the Trust Development Authority on a resolution is in progress.			
Financial implications (if applicable) This paper provides an overview of the Trust's financial position at Month 5 FY16 (August) and the implications of this going forward.			
Recommendations (delete as appropriate) 1. Consideration of current performance. 2. To note actions required to improve the position.			





Finance Report – Month 5

Presented by: Don Richards, Chief Financial Officer

Chief Financial Officer's Message

**In month
variance of
£0.7m from plan**

¹ In August, the Trust reported an adverse variance against plan of £0.7m; this continued adverse performance against plan has resulted in a cumulative variance of £4.6m against plan (Appendix 1 and Appendix 12) and an absolute income and expenditure deficit for the year to date of £21.5m. The run rate for August was worse than the forecast trajectory submitted as part of the recovery plan to deliver the stretch target.

Income was £0.6m below plan. Clinical income (including expected over performance from efficiency schemes) was below plan by £0.6m. Under performance in clinical income mainly related to non-elective income (358 spells below plan and £0.6m income under performance) and critical care (£0.2m).

Pay over spent by £1.3m in August. Key factors contributing to the pay overspend were creating additional capacity at a premium to deliver Referral to Treatment targets (£0.3m), cost of additional beds in the currently leased Shrodells building (£0.2m) and use of temporary staff above budgeted levels across all pay groups. The recovery plan to deliver the stretch target was dependent on overspends relating to RTT payments and the use of Shrodells ceasing in August. Non-delivery on both these actions will have an impact on the Trust's ability to deliver the stretch target.

Key drivers for the in month and year to date pay overspend are included in Appendices 12 and 13.

Also contributing to the pay overspend are the various initiatives linked to maintaining the local health economy's unscheduled care system resilience (another £0.1m this month). These initiatives have been welcomed by the System Resilience Group but are yet to be funded.

**Pay overspend
continues to be
a concern -
£5.4m above
plan at end of
August**

² The overspends on pay costs continue to be the significant areas of concern. The Trust is currently spending circa £1m a month above plan. Creating additional capacity at a premium cost to deliver RTT, continuation of additional capacity created in winter and the high costs of agency staff are the key drivers for the pay over spend. Cessation of premium payments relating to RTT delivery, closure of unfunded beds and reduction in temporary staffing usage are vital for the delivery of the stretch target.

**TDA mandated
improved plan of
£29.229m**

³ The Trust has been asked to deliver additional actions beyond the current plan to meet a stretch target of a deficit no larger than £29.229m for FY16. This will require an improvement of £3.6m against our existing plan and identifying additional actions to recover the trend associated with the year to date over spend of £4.6m. The revised plan that was submitted includes a significant level of unidentified savings to deliver the new stretch target. The phasing of the revised plan is included in Appendix 10.



Penalties and fines not reflected in the position	<p>⁴ The year to date month 5 position assumes that potential penalties linked to non-delivery of national targets will be re-invested. The year to date income position also assumes delivery of CQUIN at 90%.</p>
Savings Programme	<p>⁵ Delivery of savings remains a high risk to the delivery of the FY16 plan. However, on a positive note, the Trust continues to improve its forecast delivery of savings for FY16. The Trust is currently forecasting to deliver £11.4m against a target of £12m for FY16. This is an improvement of £0.2m against the July forecast. The forecast excludes pipeline schemes that are currently being developed.</p>
Cash position – balance of £4.4m	<p>⁶ The Trust cash balance at end of August was £4.4m, 5 days of operating expenditure. The cash balance was strengthened by £5.0m cash advanced against the HVCCG acute care contract. A revolving working capital loan facility was approved and will be used until the revenue support is approved later in the year. The drawdown to July for revenue and capital support was £6.4m. The third drawdown in August for revenue support was £3.29m. The total revenue support to August is £9.0m and £0.7m for capital.</p>
Important actions	<p>⁷ The most important actions required to support the achievement of financial targets can be summarised as:</p> <ul style="list-style-type: none"> - Ensuring the CIP programme delivers at least an extra £3.6m on top of the £12m included in our original Annual Plan to cover the additional £3.6m challenge imposed by the stretch target. - Improve our elective income recovery and reduce the amount spent at premium rates on additional list and clinic capacity. These actions need to change the trajectory of net contribution by £4m over the next seven months. - Work with the local health system to reduce the numbers of patients delayed in their transfer of care from Watford General Hospital. This will improve patient experience and reduce the Trust's dependency on agency staff. - Reach an agreement with the local System Resilience Group regarding the plan for managing the flow of emergency patients and ensuring that this plan is fully funded. - Manage a significant reduction in the Trust's dependency on agency staff, in particular doctors, nurses and interim managers.

Financial Overview as at 31 August 2015

Month 5 Income & Expenditure

£m	Plan	Actual	Variance
Surplus (Deficit)	(4.1)	(4.8)	(0.7)

YTD Income & Expenditure

£m	Plan	Actual	Variance
Surplus (Deficit)	(16.9)	(21.5)	(4.6)

Statutory Duties

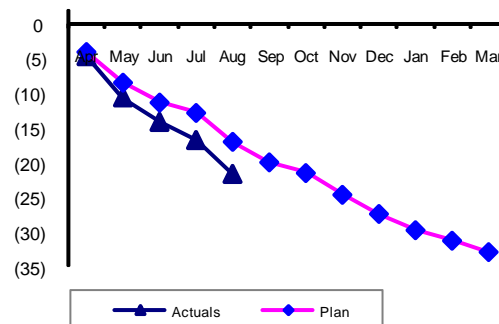
Breakeven	The Trust has a deficit plan for FY16.	R
CRL	The Trust has not exceeded its Capital Resource Limit.	G
EFL	The Trust has managed spend within its External Financing Limit.	G
10 Days' Cash	Cash at 31/08/15 equated to 5 days' spend	R
BPPC	Month 5 performance - 85% by number and 79% by value (95% target)	R

M5

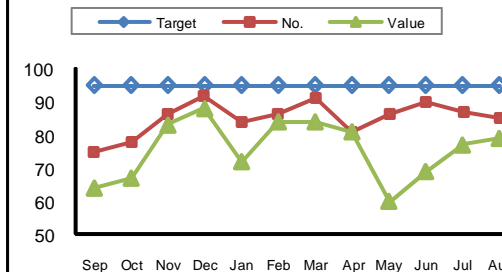
YTD Financial Risk Rating

1

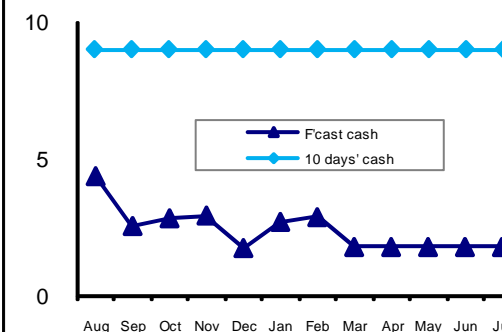
Income & Expenditure FY16 £m



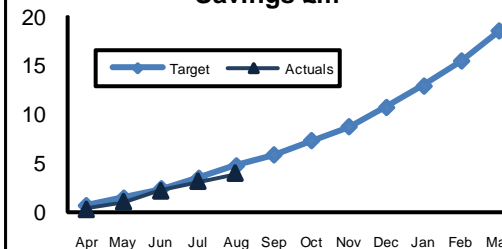
Rolling Better Payment Performance %



Forecast Cash £m



Savings £m



	£m	% Budget
Medicine	(2.4)	(21)
Unscheduled Care	(1.3)	(74)
Surgery	(3.2)	(36)
Women's	(1.9)	(21)
Clinical Support	(0.2)	10
Estates & Facilities	0.0	0
Corporate	(0.4)	(2)
Income / Other	4.8	
Total	(4.6)	

August Performance

**Actual deficit of
£4.8m; £0.7m
worse than plan**

The actual deficit in August was £4.8m, which was £0.7m worse than planned. Analysis of August performance is detailed in Appendix 1, Appendix 11 and Appendix 13.

August's performance was £1.4m worse than the forecast run rate submitted to the TDA to deliver the stretch target.

**Clinical income⁸
including
efficiency
schemes was
£0.6m below
plan**

Clinical income including expected delivery from efficiency schemes was £0.6m below plan, analysis of which is included in Appendices 3A and 3B. Underperformance in non-elective income was the key driver for the underperformance. Factors contributing to the variance against plan on income are:

- Non-elective activity was 358 spells below plan resulting in a £0.5m under performance. August activity was 127 spells down compared to the same period last year.
- Though admitted elective income was 161 spells above plan in August, income was under recovered by £0.1m.
- Income from high cost drugs was over recovered by £0.1m. This was offset by over spend on expenditure.

**Pay over spent¹⁰
by £1.3m in
month**

Pay expenditure in August was £18.1m, £1.3m overspent compared to budget. Analysis of in month pay overspend is included in Appendix 13. Factors contributing to the overspend are:

- Cost of winter beds - £0.2m
- Medical pay over spend of £0.7m due to
 - Additional sessions relating to RTT (£0.2m)
 - Unfunded posts (£0.1m)
 - Cost of staffing Shrodel's (£0.02m)
 - Retrospective charges (£0.1m)
 - Initiatives/sickness/leave cover Additional Ward (£0.1m)
 - Agency premium (£0.2m)
- Nursing and Prof and Tech pay overspend of £0.3m due to
 - Unfunded winter beds (£0.1m)
 - Premium relating to delivery of RTT (£0.1m)
 - Unscheduled care initiatives (£0.05m)
 - Overspend relating to sickness (£0.1m)
- Also contributing to the pay over spend in August was £0.1m of unbudgeted admin and clerical costs relating to clinic preparation and delivery of waiting list initiatives.

Trends of pay expenditure by division and pay groups are shown in Appendix 4.

**Non-pay under¹¹
spent by £1.2m
in August**

Non-pay expenditure was under spent by £1.2m in August. Key drivers for non-pay performance were:

- Activity related under spends in clinical supplies of £0.1m (offset by income)
- Over spend in high cost drugs offset by over recovery in income (£0.1m)
- Whilst the divisional non-pay budgets were overspent, the overall trust

expenditure on non-pay was under spent because some budgets were retained centrally pending business cases to support additional activity.

In-month delivery of £0.8m of savings ¹² In August, £0.8m of savings was delivered compared to an in month target of £1.2m. Planned savings have been profiled on the assumption that delivery will increase in the later months of the year as project planning is finalised. Savings performance by division is included in Appendix 9. The Trust is planning to deliver £12m savings for FY16.

Actual deficit of £21.5m; £4.6m worse than plan ¹³ **Year to date Performance** The actual deficit at end of August was £21.5m, which was £4.6m worse than planned. Key drivers for the year to date performance are included in Appendix 12.

Clinical income including efficiency schemes was £2m below plan ¹⁴ Clinical income including expected delivery from efficiency schemes was £2m below plan at end of August (Appendix 3C). Factors contributing to the variance against plan on income are:

- Admitted elective activity was 727 spells above the year to date plan but under recovered on income by £0.1m. This was due to specialties attracting higher tariffs such as Orthopaedics, Gynaecology and General Surgery under-performing and specialties with lower average tariffs such as gastroenterology over-performing.
- Non-elective activity was 1,203 spells below plan at end of August (£1.3m under recovered). Under performance in births (59 below plan) contributed to £0.3m of the underperformance. Excluding maternity, non-elective activity was 1,144 spells below plan (£1m)
- Outpatient activity was 12,412 attendances/procedures above plan resulting in an income over performance of £1.5m. The over performance in outpatients is mainly to increase in first attendances (£0.7m and 11% above plan) and continued performance in thoracic medicine at FY15 levels though the plan was reduced to reflect the activity transferring to another provider.

Pay over spent by £5.4m year to date ¹⁵ Pay expenditure at end of August was £92.4m, £5.4m overspent compared to budget. Factors contributing to the overspend are:

- Cost of winter beds partly offset by income recharges - £0.8m
- Over spend relating to premium payments to create additional capacity to deliver RTT - £1.6m
- Unscheduled care initiatives - £0.4m
- Agency premium - £0.9m
- Specialising in nursing - £0.3m
- Leave and sickness cover - £0.8m
- Unfunded posts - £0.5m
- Unbudgeted admin and clerical costs relating to clinic preparation and delivery of waiting list initiatives - £0.3m

Non-pay was £2.4m below plan

Non-pay expenditure was £2.4m below plan at end of August. Key drivers for non-pay performance were:

- Overspend relating to outsourcing (£0.2m) within Surgery and Medicine Division
- Non-recurrent benefits relating to VAT reclaim (£0.2m)
- Activity related overspends offset by income (£0.5m)
- Whilst the divisional non-pay budgets were overspent, the overall trust expenditure on non-pay was under spent because some budgets were retained centrally pending business cases to support additional activity.

Financial Risk Rating (FRR)

Financial performance ratios - Poor

Due to the income and expenditure deficit, and impact on cash generated, the Trust scores 1, the lowest possible score, on the Monitor financial ratings for FY16 performance. This indicates that the Trust would, as a minimum, be on monthly reporting and could require performance management intervention.

	Month 5	FY16 Forecast
Monitor	1	1

Capital

Capital spend totalled £0.29m to August

Capital spend in August totalled £0.29m on backlog maintenance projects.

FY16 Capital Plans

The capital budget for FY16 is £27.2m (excluding donations and grants). The capital programme included significant investments for A&E reconfiguration and theatre refurbishment. A&E configuration was originally anticipated to cost £10m over the life of the project (FY16 £6.0m and FY17 £4.0m) and theatre refurbishment was expected to cost £4m (FY16 £3.0m and FY17 £1.0m). However, these two projects are contingent on approval of strategic and business cases and the timing for these approvals will affect the applications for required additional capital funds.

A large number of capital business cases have been approved in July by the Capital Finance Planning Group (CFPG). The capital spend will be accelerated in coming months and the spend will be monitored and managed in order not to overshoot the capital resource limit.

Divisions have been asked to submit business cases to the Capital Finance and Planning Group (CFPG) for medical equipment. £0.1m out of a total allocation of £3.0m (excluding £3.0m for MRI scanner) has been approved by CFPG.

Cash Management

**Cash of £4.4m²⁰
at end of
August**

The Trust's current cash holding is £4.4m, as shown in Appendices 6 & 7, which equates to 5 days of operating expenses. This is less than the minimum of 10 days' operating expenses required as good practice. It should be noted that an advance of £5m from Herts Valley CCG supported the Trust's cash position. Ongoing cash constraints in FY16 will be managed with an approved Interim Revolving Working Capital Support Facility (RWCS) of £16.4m. Application to increase the loan to the maximum allowable under the current guidelines set at £24.7m has been made to Department of Health due to the current I&E run rate. The facility replaces temporary borrowing and will be paid back upon receiving cash support following a successful ITFF application.

The Trust has drawn down £2.7m in June 2015, £3.0m in July 2015 and £3.29m in August 2015 from RWCS to support revenue deficit with planned draw-downs in future months until cash support is received. The Trust has also drawn down a capital loan of £0.7m in June 2015 to support capital projects. The total loans drawn down to August 2015 in this financial year are £9.7m.

**Submit a cash²¹
application to
TDA in FY16**

The Trust will need to prepare and submit the application for cash to support the deficit in line with ongoing discussions with TDA, loan repayments and capital requirement of £14.0m. The purchase of Schrodells is being considered as part of this application in line with clinical strategy.

It should be noted that the Trust could run out of cash to pay staff and suppliers by December if the current deficit run rate continues, ITFF application is delayed and permanent cash support is not received by December.



Recommendations and actions

Year to date variance of £4.6m compared to plan	²² The Trust Board is asked to note the year to date deficit of £4.6m. Actions put in place to address this include: <ol style="list-style-type: none"> 1. Additional financial performance review meetings with the Divisions chaired by the CEO and CFO. 2. Deputy CEO led weekly performance review meetings focusing on financial performance including efficiency and the actions signalled in stretch target communications. 3. Income and expenditure controls process updated in light of new guidelines from the TDA relating to temporary staffing expenditure. 4. Review of interim costs including recruitment timelines. 5. Heightened discussions with the local economy System Resilience Group to confirm funding for additional unscheduled care system capacity.
Financial credibility – Delivery of savings plan	²³ In order to deliver the FY16 financial plan the Trust needs to deliver £12m of efficiency savings. An additional £3.6m needs to be planned to contribute to the stretch target challenge. Actions put in place to deliver the target savings are: <ol style="list-style-type: none"> 1. Monthly efficiency steering group meeting 2. Director led efficiency performance reviews 3. Ongoing work with EY to develop new support processes and to identify further opportunities to boost the £12m forecast savings for FY16.
Financial credibility – Long Term Financial Sustainability	²⁴ Recognising that achievement of the savings target will not be sufficient to restore the Trust's financial position, the Trust continues to develop its clinical strategy which will be shaped to provide a transformative change in the capacity, quality and productivity of Trust services.
Cash and Capital planning FY16	²⁵ A robust application for cash to cover the FY16 deficit plan and capital spending, which is in addition to existing commitments, will be submitted to the TDA by the end of September 2015.

Appendix 1 - Statement of Comprehensive Income (I&E)

Month 5 (Aug)			Year to Date				Full Year Budget
Budget	Actual	Var	Budget	Actual	Var	Prior Year Actual	
3,136	3,297	161	16,213	16,941	728	15,797	40,598
4,442	4,084	(358)	22,268	21,065	(1,203)	21,962	53,312
31,101	34,210	3,109	168,002	180,414	12,412	167,562	408,652
9,508	8,936	(572)	47,707	46,481	(1,226)	47,642	114,154
£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
4,049	3,974	(74)	21,299	21,154	(145)	19,988	51,993
7,644	7,141	(503)	38,195	36,934	(1,261)	39,018	91,617
5,138	5,400	262	27,746	29,285	1,539	27,136	67,498
1,152	1,092	(61)	5,778	5,647	(132)	5,213	13,831
1,214	1,034	(181)	6,088	5,798	(291)	5,880	14,575
2,883	3,150	267	15,268	15,433	165	16,549	36,711
22,081	21,791	(289)	114,375	114,250	(125)	113,784	276,225
100	35	(65)	497	217	(280)	385	1,198
104	153	49	516	587	71	505	1,245
204	188	(16)	1,013	804	(209)	890	2,443
695	690	(4)	3,474	3,447	(27)	3,646	8,337
1,094	1,094	(1)	5,435	6,078	644	6,677	19,876
305	(5)	(310)	1,879	-	(1,879)	-	6,293
2,094	1,779	(315)	10,787	9,525	(1,262)	10,322	28,213
24,379	23,758	(621)	126,175	124,579	(1,596)	124,996	306,882
16,501	14,842	1,659	85,199	77,156	8,043	74,231	201,879
395	3,306	(2,910)	2,036	15,236	(13,199)	11,835	4,524
0	0	0	(208)	-	(208)	-	(3,336)
16,896	18,148	(1,251)	87,027	92,392	(5,365)	86,066	203,067
1,471	1,477	(6)	7,135	7,022	113	7,896	17,197
2,369	2,255	114	11,456	11,998	(542)	12,348	27,267
6,762	5,669	1,093	32,185	29,263	2,922	26,748	79,517
0	0	0	(127)	-	(127)	-	(1,070)
10,602	9,401	1,201	50,648	48,283	2,366	46,992	122,911
(3,119)	(3,790)	(671)	(11,500)	(16,096)	(4,596)	(8,061)	(19,097)
667	667	0	3,334	3,334	0	3,334	8,501
46	34	12	434	438	(4)	224	1,103
325	325	-	1,625	1,625	-	1,625	4,100
(4,157)	(4,816)	(659)	(16,893)	(21,492)	(4,600)	(13,244)	(32,800)
2,130	1,435	(695)	11,802	9,375	(2,428)	-	30,765
(331)	(608)	(277)	(1,809)	(3,152)	(1,343)	-	(3,959)
1,204	740	(465)	8,906	5,742	(3,165)	-	21,964
1,660	1,083	(577)	9,007	7,143	(1,865)	-	22,229
(424)	(540)	(117)	(1,979)	(2,185)	(206)	-	(3,834)
(2,138)	(2,029)	109	(9,526)	(9,491)	35	-	(22,256)
(3,753)	(3,946)	(192)	(20,628)	(21,077)	(449)	-	(45,548)
-	-	-	-	-	-	-	(11,677)
(1,046)	(1,030)	16	(5,436)	(5,418)	18	-	(13,808)
-	-	-	(2,824)	(2,824)	-	-	-
(1,458)	80	1,538	(4,406)	396	4,802	-	(6,675)
(4,157)	(4,816)	(659)	(16,893)	(21,492)	(4,600)	-	(32,800)



Appendix 1A – Analysis of I&E

	M5 Budget £'000	M5 Actual £'000	M5 Var £'000	FY16 Budget £'000	YTD Budget £'000	YTD Actual £'000	YTD Variance £'000	WTE Bud	WTE Wkd	WTE Var
Income										
Divisional Income	(1,993)	(1,972)	(21)	(24,363)	(9,921)	(10,329)	407			
Income Unallocated CIPs	(305)	5	(310)	(6,293)	(1,879)		(1,879)			
NHS Revenue	(22,080)	(21,791)	(289)	(276,225)	(114,375)	(114,250)	(125)			
Total Income	(24,379)	(23,758)	(621)	(306,882)	(126,175)	(124,579)	(1,596)			
Pay										
Medical Pay	4,788	5,512	(723)	57,481	23,856	26,328	(2,472)	586.5	625.8	(39.3)
Non-Clinical Pay	3,269	3,306	(37)	43,296	19,254	19,385	(131)	1,123.2	1,107.8	15.5
Nursing Pay	5,415	5,602	(187)	64,343	27,080	28,234	(1,154)	1,490.8	1,394.8	96.1
Other Clinical Pay	1,618	1,828	(210)	19,496	8,010	8,881	(871)	775.1	852.3	(77.1)
Pay Unallocated CIPs	0		0	(3,336)	(208)		(208)			
Scientific, Technical & Profesional	1,806	1,900	(94)	21,786	9,035	9,565	(530)	444.7	452.0	(7.2)
Total Pay	16,896	18,148	(1,251)	203,067	87,027	92,392	(5,365)	4,420.5	4,432.6	(12.1)
Non Pay										
Clin Supp Serv	2,369	2,255	114	27,267	11,456	11,998	(542)			
Drugs	1,471	1,477	(6)	17,197	7,135	7,022	113			
Non Pay Unallocated CIPS	0		0	(1,070)	(127)		(127)			
OTHER (NON CLIN)	6,753	5,665	1,089	79,412	32,141	29,240	2,902			
Total Non Pay	10,593	9,396	1,197	122,806	50,604	48,259	2,345			
Financing										
Depreciation	667	667	0	8,501	3,334	3,334	0			
Trust Debt Redemption	371	359	12	5,203	2,059	2,063	(4)			
Unwinding Discount	9	5	4	105	44	23	21			
Total Financing	1,046	1,030	16	13,808	5,436	5,419	17			
Grand Total	4,157	4,816	(659)	32,800	16,893	21,492	(4,600)	4,420.5	4,432.6	(12.1)

Appendix 2 – EBITDA by Division

£000s	August				YTD			
	Plan	Actual	Variance	%	Plan	Actual	Variance	%
Income								
Medicine	7,865	7,939	74	1	40,102	41,154	1,052	3
Unscheduled Care	1,768	1,628	(140)	(8)	8,692	8,172	(520)	(6)
Surgery	7,932	7,615	(316)	(4)	41,427	40,303	(1,123)	(3)
Women's & Children's	4,615	4,202	(413)	(9)	23,846	22,702	(1,144)	(5)
Clinical Support	1,490	1,457	(33)	(2)	7,663	7,718	55	1
Environment	383	350	(34)	(9)	1,918	1,790	(128)	(7)
Corporate	471	451	(20)	(4)	2,355	2,316	(39)	(2)
Other	(146)	116	262		172	422	251	
Total Income	24,379	23,758	(621)		126,175	124,579	(1,596)	
Pay								
Medicine	3,584	4,315	(731)	(20)	17,904	20,929	(3,024)	(17)
Unscheduled Care	1,619	1,739	(120)	(7)	8,088	8,658	(570)	(7)
Surgery	4,470	4,795	(324)	(7)	22,220	23,683	(1,462)	(7)
Women's & Children's	2,412	2,545	(133)	(6)	12,147	12,777	(630)	(5)
Clinical Support	2,319	2,428	(108)	(5)	11,757	12,191	(434)	(4)
Environment	393	369	24	6	1,890	1,787	103	5
Corporate	1,939	1,957	(18)	(1)	9,786	9,764	22	0
Other	158	0	158		3,234	2,603	631	
Total Pay	16,896	18,148	(1,251)		87,027	92,392	(5,365)	
Non-pay								
Medicine	1,765	1,803	(37)	(2)	8,468	8,833	(365)	(4)
Unscheduled Care	270	266	5	2	1,363	1,514	(151)	(11)
Surgery	1,850	1,659	191	10	8,265	8,766	(500)	(6)
Women's & Children's	327	356	(30)	(9)	1,609	1,675	(66)	(4)
Clinical Support	814	827	(13)	(2)	3,979	4,102	(123)	(3)
Environment	2,128	2,009	119	6	9,555	9,494	61	1
Corporate	2,285	2,440	(155)	(7)	13,197	13,629	(432)	(3)
Other	1,163	41	1,122		4,212	271	3,941	
Total Non-pay	10,602	9,401	1,201		50,648	48,283	2,366	
EBITDA								
Medicine	2,515	1,821	(694)	(28)	13,730	11,392	(2,337)	(17)
Unscheduled Care	(121)	(377)	(256)	(212)	(759)	(2,000)	(1,241)	(163)
Surgery	1,611	1,162	(450)	(28)	10,941	7,855	(3,086)	(28)
Women's & Children's	1,876	1,301	(575)	(31)	10,090	8,250	(1,840)	(18)
Clinical Support	(1,643)	(1,798)	(155)	(9)	(8,074)	(8,575)	(502)	(6)
Environment	(2,138)	(2,029)	109	5	(9,526)	(9,491)	35	0
Corporate	(3,753)	(3,946)	(192)	(5)	(20,628)	(21,077)	(449)	(2)
Other	(1,467)	75	1,542		(7,274)	(2,451)	4,822	
TOTAL EBITDA	(3,119)	(3,790)	(671)		(11,500)	(16,096)	(4,596)	

Appendix 3 A - Income compared to activity plan

Activity:	Prior period actuals			Aug			Year to date		
	May	Jun	Jul	Actual	Budget	Variance	Actual	Budget	Variance
Non-elective (emergency & other non-elective)	3,794	3,766	3,919	3,640	3,977	(337)	18,797	19,941	(1,144)
A&E attendances	9,291	9,650	9,656	8,936	9,508	(572)	46,481	47,707	(1,226)
Maternity births	423	433	483	444	465	(21)	2,268	2,327	(59)
Outpatient attendances and procedures	26,449	32,117	32,802	27,825	25,533	2,292	146,691	137,906	8,785
Imaging for outpatients (unbundled)	4,187	7,400	5,883	5,243	4,381	862	27,450	23,682	3,768
Elective (IP / DC)	2,956	3,447	3,793	3,297	3,136	161	16,941	16,213	728
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Income:									
Non-elective (emergency & other non-elective)	7,280	6,729	7,001	6,578	7,233	(654)	34,593	36,138	(1,545)
Non-elective threshold penalty	(290)	(107)	(142)	(56)	(251)	195	(838)	(1,254)	416
A&E attendances	1,096	1,172	1,177	1,092	1,152	(61)	5,647	5,778	(132)
Maternity -births	976	949	1,105	993	1,077	(84)	5,085	5,383	(299)
Maternity - pathways & attendances	1,172	1,290	1,367	1,108	1,124	(15)	6,140	6,074	66
Critical Care - adult and neo-natal	1,207	1,217	1,236	1,034	1,214	(181)	5,798	6,088	(291)
Outpatient attendances and procedures	3,896	4,459	4,469	3,769	3,586	183	20,437	19,354	1,083
Imaging for outpatients	386	771	591	523	429	94	2,708	2,317	391
Elective (inpatients & day cases)	3,781	4,526	4,768	3,974	4,049	(74)	21,154	21,299	(145)
Excluded high cost drugs	779	761	720	892	749	143	3,895	3,984	(89)
*Other income	1,749	1,826	2,068	1,764	1,675	89	9,148	8,905	243
CQUIN	448	473	494	493	458	35	2,390	2,379	11
Avoidable emergency readmission threshold	(403)	(412)	(304)	(374)	(414)	41	(1,906)	(2,072)	167
Total	22,079	23,656	24,549	21,791	22,081	(289)	114,250	114,375	(125)

* Other income includes therapies , direct access radiology and pathology, HIV attendances, audiology, high cost devices and other non-PbR block income.

* Outpatients excludes income which is part of the maternity pathway

Appendix 3 B – Clinical Income performance including efficiency (In-Month)

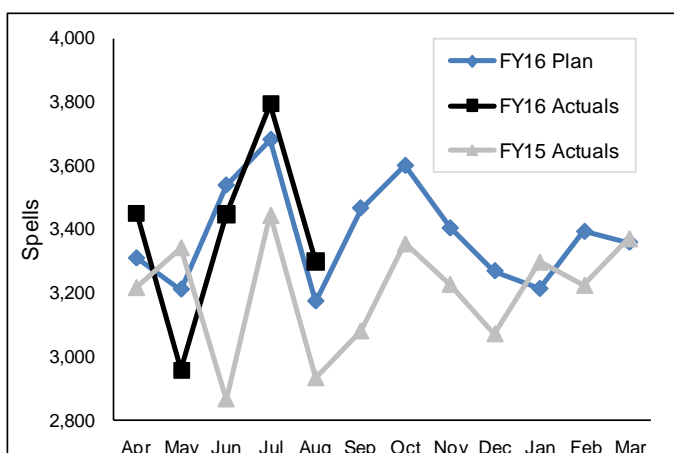
POD	Budget (£000)			Actual (£000)			Variance (£000)		
	Income	CIPs	Total	Income	CIPs	Total	Income	CIPs	Total
A&E income	1,152	17	1,169	1,070	17	1,087	(82)	0	(82)
Critical Care income	1,214	0	1,214	1,034	0	1,034	(181)	0	(181)
Elective income	4,043	149	4,192	3,917	57	3,974	(126)	(92)	(218)
Non elective income	7,643	98	7,741	7,111	30	7,141	(532)	(68)	(600)
Other SLA income	2,883	53	2,936	3,134	16	3,150	251	(37)	214
Outpatient income	5,046	311	5,358	5,173	227	5,400	126	(84)	43
Central CIP Plan	0	(225)	(225)	0	0	0	0	225	225
Grand Total	21,982	403	22,385	21,438	348	21,786	(543)	(56)	(599)

Appendix 3 C – Clinical Income performance including efficiency (Year to date)

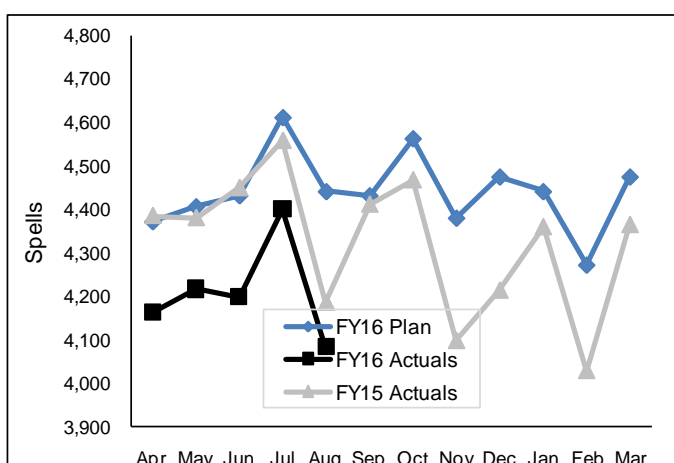
POD	Budget (£000)			Actual (£000)			Variance (£000)		
	Income	CIPs	Total	Income	CIPs	Total	Income	CIPs	Total
A&E income	5,778	83	5,862	5,563	83	5,647	(215)	(0)	(215)
Critical Care income	6,088	0	6,088	5,798	0	5,798	(291)	0	(291)
Elective income	21,281	827	22,108	20,751	403	21,154	(530)	(424)	(954)
Non elective income	38,198	254	38,452	36,783	151	36,934	(1,415)	(103)	(1,518)
Other SLA income	15,268	158	15,426	15,367	67	15,433	98	(91)	7
Outpatient income	27,288	1,254	28,542	28,321	964	29,285	1,033	(290)	743
Central CIP Plan	0	(225)	(225)	0	0	0	0	225	225
Grand Total	113,902	2,352	116,254	112,582	1,668	114,250	(1,320)	(684)	(2,004)

Appendix 3 D – Activity Trends

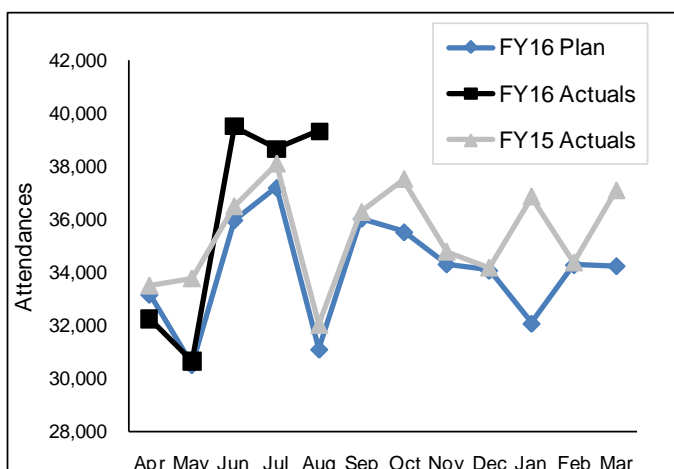
FY16 Elective Activity Actuals Compared to Plan



FY16 Non-Elective Actuals Compared to Plan (incl births)



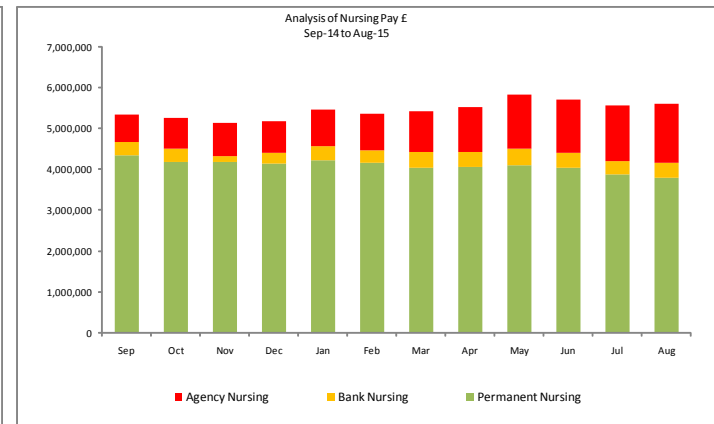
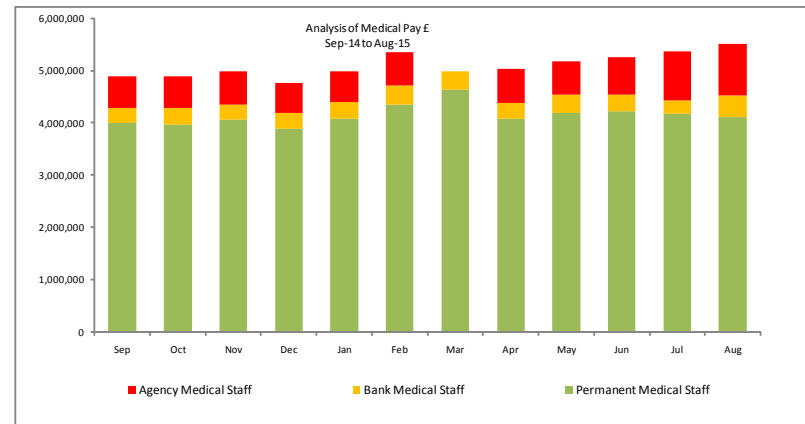
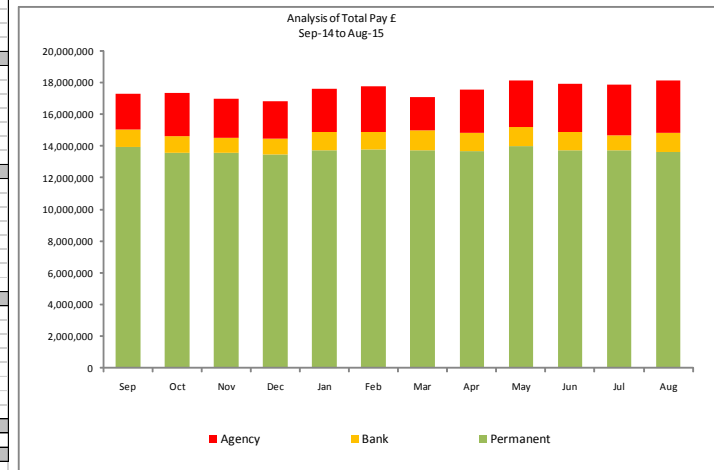
FY16 Outpatient Activity Actuals Compared to Plan (incl. imaging)



Appendix 4 Trend of Pay Expenditure

		Actuals											
Pay Group	Division	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15
Medical Pay	Medicine	1,798	1,800	1,885	1,771	1,832	2,021	1,934	1,313	1,308	1,313	1,331	1,531
	Unscheduled Care							499	532	528	539	516	
	Surgery	1,900	1,896	1,950	1,910	1,920	1,949	1,955	2,081	2,087	2,138	2,116	
	Women's & Children's	675	658	684	568	674	826	706	715	696	744	743	739
	Clinical Support	439	453	490	448	470	470	448	478	496	522	559	540
	Corporate	76	77	71	67	86	104	54	65	61	56	58	69
Central Income		-	-	(103)	-	-	(20)	(525)					
Medical Pay Total		4,889	4,884	4,976	4,764	4,983	5,349	4,969	5,025	5,174	5,249	5,368	5,512
Nursing Pay	Medicine	2,339	2,289	2,303	2,266	2,408	2,405	2,410	1,347	1,414	1,478	1,430	1,398
	Unscheduled Care							887	986	862	834	835	
	Surgery	1,434	1,418	1,450	1,379	1,441	1,429	1,473	1,697	1,735	1,727	1,683	1,711
	Women's & Children's	1,307	1,315	1,317	1,304	1,371	1,345	1,431	1,351	1,400	1,399	1,351	1,369
	Clinical Support	35	42	41	38	40	40	39	38	42	43	44	
	Corporate	234	194	188	186	206	136	135	208	250	203	230	245
Central Income		-	-	(160)	-	-	-	(72)					
Nursing Pay Total		5,349	5,258	5,139	5,173	5,466	5,356	5,417	5,527	5,823	5,711	5,570	5,602
Other Clinical Pay	Medicine	754	732	733	738	830	811	821	551	578	625	588	649
	Unscheduled Care								292	309	260	237	258
	Surgery	343	336	347	346	362	355	373	375	397	396	361	401
	Women's & Children's	219	207	211	208	214	204	216	218	230	229	226	222
	Clinical Support	234	229	235	228	231	233	238	246	296	262	236	251
	Corporate	26	26	26	26	26	26	25	28	36	29	48	47
Central Income		-	-	-	-	-	-	(9)					
Other Clinical Pay Total		1,575	1,530	1,552	1,546	1,662	1,628	1,664	1,709	1,846	1,801	1,697	1,828
Sci, Tech & Prof	Medicine	127	138	135	160	164	146	174	173	174	159	180	174
	Unscheduled Care							8	8	8	8	8	
	Surgery	325	338	324	361	368	360	416	172	164	163	180	178
	Women's & Children's	6	4	5	4	6	3	5	4	3	3	8	8
	Clinical Support	1,459	1,435	1,416	1,425	1,460	1,474	1,488	1,467	1,440	1,502	1,462	1,437
	Environment	17	45	18	10	19	19	18	17	17	17	17	17
Corporate	102	78	84	83	83	82	51	73	75	82	80	78	
	Central Income	-	-	-	-	-	-	(131)					
Prof&Tech Pay Total		2,036	2,038	1,982	2,043	2,100	2,084	2,019	1,914	1,881	1,935	1,935	1,900
Non-clinical	Medicine	687	688	683	694	730	755	747	572	551	587	588	563
	Unscheduled Care								119	118	119	119	122
	Surgery	297	310	292	317	296	287	317	409	381	382	406	389
	Women's & Children's	225	227	201	201	210	220	221	227	245	225	217	207
	Clinical Support	147	149	153	154	148	152	141	160	160	159	158	155
	Environment	302	286	351	224	351	317	283	316	349	353	330	352
Corporate	1,800	1,957	1,646	1,701	1,685	1,636	1,562	1,603	1,600	1,542	1,481	1,517	
	Central Income	-	-	-	-	-	(25)	(44)					
Senior Manage Pay Total		3,459	3,616	3,326	3,291	3,420	3,342	3,228	3,405	3,403	3,369	3,298	3,306
Phasing Adjustments to Annual Plan								(191)		2,755	(152)		
Grand Total		17,307	17,325	16,975	16,817	17,632	17,759	17,107	17,580	20,883	17,913	17,868	18,148
Cost of beds recharged CCG		157	149	134	138	190	140	126	170	214	193		

		Actuals											
Division	Division	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15
Medicine	Medicine	5,706	5,647	5,739	5,630	5,965	6,138	6,086	3,955	4,025	4,163	4,118	4,315
Unscheduled Care	Unscheduled Care								1,804	1,953	1,777	1,737	1,739
Surgery	Surgery	4,299	4,298	4,363	4,313	4,386	4,381	4,931	4,607	4,757	4,756	4,768	4,795
Women's & Children's	Women's & Children's	2,432	2,411	2,417	2,285	2,475	2,597	2,515	2,574	2,599	2,544	2,545	
Clinical Support	Clinical Support	319	330	369	234	370	336	301	333	366	371	348	369
Environment	Environment	2,238	2,332	2,015	2,062	2,086	1,984	1,827	1,977	2,019	1,915	1,896	1,957
Corporate	Corporate	-	-	(263)	-	-	(46)	(781)					
Central Income	Central Income	-	-	-	-	-	-	-	4	(4)			
Phasing Adjustments	Phasing Adjustments	-	-	-	-	-	-	-	2,755	(152)			
Total		17,307	17,325	16,975	16,817	17,632	17,759	17,107	17,580	20,883	17,913	17,868	18,148

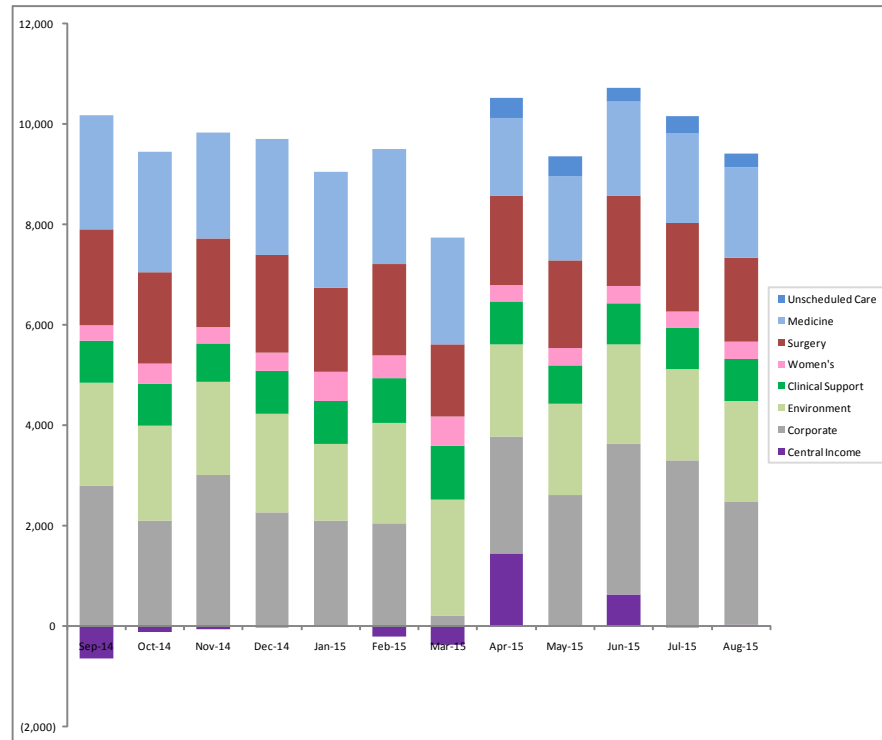


Appendix 5 Trend of Non-Pay Expenditure

	Actuals												
Spend Type	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jun-15	Jul-15	Aug-15
Clinical Supplies													
Medicine	669	694	608	650	595	638	678	477	545	564	564	565	469
Unscheduled Care								131	120	119	119	133	75
Surgery	1,248	1,169	1,048	1,185	981	1,116	933	1,035	965	1,195	1,195	1,102	1,013
Women's & Children's	122	149	116	151	138	133	124	117	132	148	148	142	146
Clinical Support	438	455	443	473	495	468	506	499	434	481	481	455	463
Environment	56	68	106	34	60	60	63	59	67	47	47	54	53
Corporate	33	37	30	41	38	43	(6)	40	34	32	32	32	35
Clinical Supplies Total	2,566	2,572	2,352	2,534	2,308	2,460	2,299	2,359	2,297	2,585	2,585	2,481	2,255
Drugs													
Medicine	1,137	1,218	1,051	1,176	904	1,133	1,208	843	824	897	897	815	955
Unscheduled Care								91	97	87	87	81	80
Surgery	254	267	225	281	253	232	264	259	245	273	273	300	268
Women's & Children's	73	88	79	93	83	73	72	62	78	61	61	84	65
Clinical Support	115	136	116	134	130	139	141	124	111	99	99	111	109
Corporate	4	6	3	1	1	1	7	1	1	1	1	1	1
Drugs Total	1,584	1,715	1,474	1,684	1,370	1,578	1,691	1,379	1,355	1,417	1,417	1,393	1,477
Establishment Costs													
Medicine	65	59	55	42	40	66	68	25	20	29	29	40	34
Unscheduled Care								17	4	14	14	16	11
Surgery	31	8	28	18	27	35	31	37	20	35	35	23	34
Women's & Children's	24	26	14	15	22	24	27	22	20	18	18	21	21
Clinical Support	22	24	22	20	21	19	24	22	4	23	23	28	16
Environment	124	125	110	121	115	113	108	98	118	131	131	151	87
Central Income	-	-	-	-	-	(80)	-	-	-	-	-	-	-
Corporate	75	74	80	16	74	102	113	77	60	434	434	706	56
Establishment Total	342	316	309	232	299	278	371	298	246	683	683	984	260
General Supplies & Services													
Medicine	111	110	101	126	159	164	26	61	71	72	72	62	74
Unscheduled Care								44	43	36	36	37	35
Surgery	219	212	225	232	191	207	202	215	223	190	190	238	245
Women's & Children's	40	37	36	43	42	38	47	33	40	44	44	39	39
Clinical Support	6	12	8	10	9	8	11	8	10	11	11	10	8
Environment	693	561	527	570	523	534	675	546	544	704	704	546	545
Corporate	7	14	14	13	10	10	(17)	16	16	11	11	12	12
General Supplies Total	1,076	946	912	994	933	960	944	924	946	1,068	1,068	944	956
Premises costs													
Medicine	120	85	69	71	91	96	43	7	20	118	118	85	87
Unscheduled Care								62	60	0	0	0	1
Surgery	10	14	8	9	10	18	14	27	7	9	9	14	9
Women's & Children's	5	3	2	1	3	2	14	4	5	4	4	1	2
Clinical Support	76	44	70	72	72	75	100	66	76	50	50	69	71
Environment	589	566	600	700	260	783	867	734	721	642	642	657	900
Corporate	985	650	1,388	727	655	551	585	558	727	985	985	767	608
Central Income	-	-	(32)	-	-	-	-	173	(173)	-	-	-	-
Premises costs Total	1,785	1,362	2,104	1,580	1,090	1,526	1,795	1,287	1,616	1,809	1,809	1,594	1,678
Other costs													
Medicine	162	237	229	231	523	179	113	120	197	196	196	214	183
Unscheduled Care								65	63	16	16	65	72
Surgery	160	149	233	223	213	209	(4)	227	286	90	90	93	90
Women's & Children's	43	85	73	67	287	185	296	76	67	70	70	31	83
Clinical Support	169	163	112	146	132	198	281	133	136	149	149	146	160
Environment	420	389	327	349	387	325	421	348	307	405	405	351	360
Corporate	1,679	1,326	1,494	1,470	1,318	1,333	(477)	1,624	1,767	1,543	1,543	1,778	1,728
Central Income	(640)	(117)	(34)	(4)	7	(119)	(548)	1,622	(2,070)	621	621	(10)	41
Adjustment to plan	257	749	58	(3,097)	279	(304)	(413)	841	(620)	(620)	(620)		
Other costs Total	2,250	2,980	2,491	(615)	3,145	2,006	(330)	4,213	1,593	2,470	2,470	2,670	2,717
Ambulance costs													
Corporate										3	3		
Medicine										1	1		1
Unscheduled Care										3	3	5	(7)
Environment	187	182	183	184	184	183	185	66	65	59	59	65	64
Ambulance Total	187	182	183	184	184	183	185	66	65	65	65	70	58
Grand Total	9,789	10,072	9,824	6,593	9,329	8,991	6,954	10,524	8,124	10,098	10,098	10,138	9,401

	Actuals											
Division	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15
Medicine	2,263	2,403	2,112	2,295	2,311	2,277	2,135	1,532	1,677	1,877	1,782	1,803
Unscheduled Care								411	387	276	338	266
Surgery	1,923	1,817	1,767	1,949	1,676	1,817	1,441	1,799	1,746	1,791	1,769	1,659
Women's	307	389	321	369	574	457	580	314	341	345	319	356
Clinical Support	826	834	771	856	858	906	1,064	852	769	813	819	827
Environment	2,069	1,890	1,853	1,957	1,527	1,998	2,318	1,851	1,823	1,987	1,824	2,009
Corporate	2,784	2,108	3,009	2,268	2,095	2,040	204	2,316	2,604	3,008	3,296	2,445
Central Income	(640)	(117)	(66)	(4)	7	(199)	(376)	1,449		621	(10)	36
Adjustment to plan	257	749	58	(3,097)	279	(304)	(413)		841	(620)		
Total	9,789	10,072	9,824	6,593	9,329	8,991	6,954	10,524	8,124	10,098	10,136	9,401

Rolling analysis of Non-Pay Spend by Division £'000



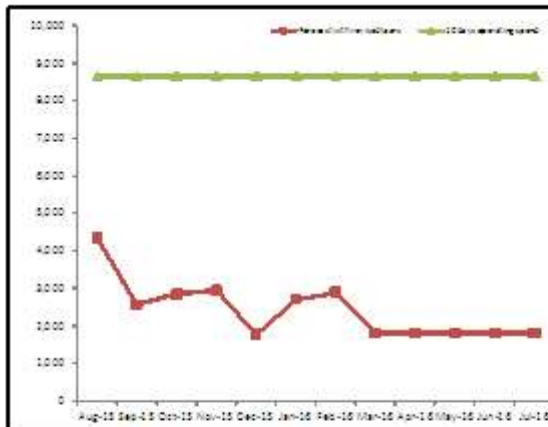
Appendix 6 - Cash and Capital Management

Month end cash balance

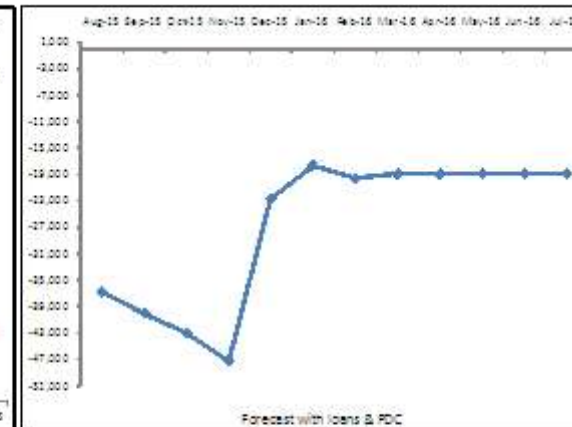
	£m
Opening balance 01/04/15	1.3
Debt raised at 31/03/15	(21.6)
Capital raised	(2.8)
Depreciation	3.1
Resolving financing Capital	9.0
Capital Loss	0.7
Other changes to working capital	11.1
Cash balance as at 31/03/15	4.4

£4.4m represents 5 days of operating expenses. A minimum of 10 days is required to meet FT application criteria.

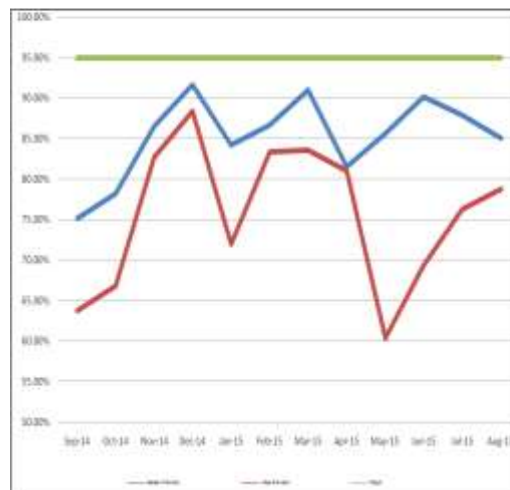
Forecast Cash Balance - Next 12 Months



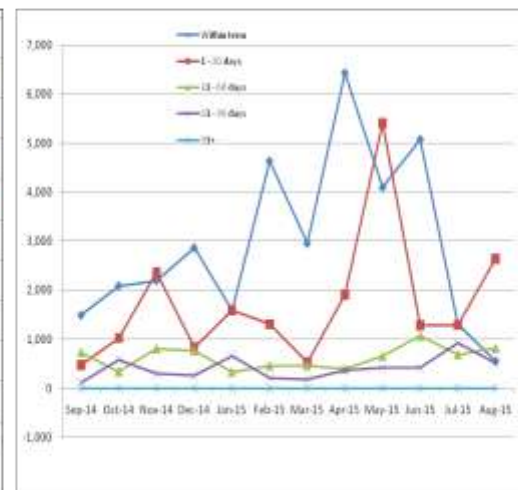
Forecast Liquidity is measured by Net Current Assets/Liabilities for the next 12 months



Payables: Better Practice Payment Code Performance



NH&T Trade Receivables by Age Profile Adjusted for Bad Debt Provision



Capital Programme 2015-16

	2015/16 Budget	YTD Actual
	£m	£m
Equipment purchases 2015-16	5.28	0.74
Maintenance expenditure 2015-16	7.58	2.18
Minority interest capacity	2.70	0.00
MAJIS revenue	3.00	0.00
AME De purchase of improvements	4.00	0.00
Theatres improvements	3.00	0.00
Total	27.56	2.92

Appendix 7 - Statement of Financial Position (Balance Sheet)

	Actual 31/7/15	Actual 31/8/15	Forecast 2015/16	Variance - Actuals
	£'000	£'000	£'000	£'000
Non Current Assets				
Property Plant and Equipment at cost	205,737	205,983	230,596	246
Intangible Assets at cost	7,332	7,378	7,332	46
Property Plant and Equipment depreciation	(44,944)	(45,615)	(50,777)	(671)
Intangible Assets depreciation	(6,726)	(6,735)	(6,876)	(9)
Other Assets	1,511	1,533	1,438	22
Total Non Current Assets	162,910	162,544	181,713	(366)
Current assets				
Inventories	4,442	4,409	4,425	(33)
NHS Trade Receivables	5,375	5,865	4,689	490
Non NHS Trade Receivables	3,883	4,029	4,557	146
Provisions for bad debts	(1,559)	(1,702)	(1,419)	(143)
Other Receivables	104	104	104	0
Income Accruals	7,416	6,362	8,932	(1,054)
Prepayments	6,026	5,564	4,328	(462)
Cash and Cash equivalents	3,257	4,362	1,800	1,105
Current Assets	28,944	28,993	27,416	49
Non Current Assets held for sale	0	0	0	0
Total Current Assets	28,944	28,993	27,416	49
Total Assets	191,854	191,537	209,129	(317)
Current liabilities (amounts due in less than one year)				
NHS Trade Payables	(1,434)	(1,514)	(1,208)	(80)
Non NHS Trade Payables	(7,796)	(7,219)	(5,518)	577
Other Payables	(4,701)	(4,755)	(4,650)	(54)
Capital payables	(54)	(7)	(220)	47
Taxation payable	(1,844)	(1,776)	(1,822)	68
PDC dividend	(1,300)	(1,625)	0	(325)
Interest Payable	(426)	(460)	(120)	(34)
Holiday Pay Accrual	(70)	(70)	(70)	0
Capital Accruals	(1,556)	(1,635)	(1,794)	(79)
Expenditure Accruals	(29,906)	(31,444)	(24,390)	(1,538)
Deferred income	(2,934)	(2,718)	(1,730)	216
DH Working Capital Loan Principal Repayments	(5,700)	(8,990)	0	(3,290)
DH Capital Loan Principal Repayments	(2,772)	(2,772)	(3,781)	0
Provisions for Liabilities and Charges	(828)	(839)	(987)	(11)
Total Current Liabilities	(61,321)	(65,824)	(46,290)	(4,503)
Net Current Assets/(Liabilities)	(32,377)	(36,831)	(18,874)	(4,454)
Total assets less current liabilities	130,533	125,713	162,839	(4,820)
Non Current Liabilities (Due > 1 Year)				
DH Capital Loan Principal Repayments £27m	(5,535)	(5,535)	(2,763)	0
DH Capital Loan New £11.1m	(3,100)	(3,100)	(19,091)	0
Provisions for liabilities and charges	(5,119)	(5,127)	(4,778)	(8)
Total Non Current Liabilities	(13,754)	(13,762)	(26,632)	(8)
TOTAL ASSETS EMPLOYED	116,779	111,951	136,207	(4,828)
FINANCED BY TAXPAYERS EQUITY				
Public Dividend Capital	223,076	223,076	258,576	0
Retained Earnings BF	(124,504)	(124,504)	(124,504)	0
Retained Earnings YTD (rolled up at 31.03.15)	(16,728)	(21,556)	(32,800)	(4,828)
Revaluation reserve	34,935	34,935	34,935	0
TOTAL TAXPAYERS EQUITY	116,779	111,951	136,207	(4,828)



Appendix 8 – Financial Risk Ratings

Monitor/TDA

Continuity of Service - Financial Risk Ratings									
		Month		Aug-15					
Metric	Definition	Weight	4	3	2	1	Risk rating ytd	Forecast rating 15/16	
Liquidity ratio (days)	Working capital balance x 360 Annual operating expenses	50%	-2	-7	-12	<-12	1	1	
Capital servicing capacity (times)	Revenue available for capital service Annual debt service	50%	2.5X	1.75X	1.25X	<1.25X	1	1	
Overall rating	Overall rating						1	1	
	Monitoring frequency	Regulatory activity							
4	Quarterly	None							
3	Monthly	None							
2	Monthly or greater	Potential intervention							
1	Monthly or greater	Potential intervention and initiation of pre-failure planning							

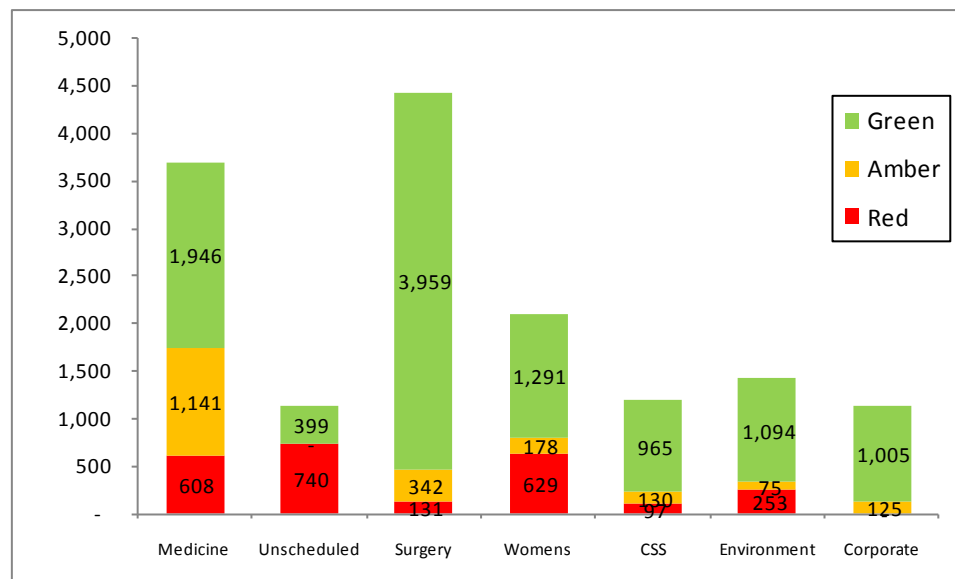
Trust

Financial Risk Ratings												
		Month		Aug-15						Annual Plan 15/16	YTD Risk ratings 15/16	Forecast Risk ratings 15/16
Criteria	Metric	Weight	5	4	3	2	1					
Underlying performance	EBITDA margin %	25%	11	9	5	1	<1		1	1	1	
Achievement of plan	EBITDA achieved %	10%	100	85	70	50	<50		1	1	1	
Financial efficiency	Net return after financing %	20%	3	2	-0.5	-5	<-5		1	1	1	
	I&E surplus margin %	20%	3	2	1	-2	<-2		1	1	1	
Liquidity	Working capital balance x 360 Operating expenses	25%	>0	-2	-7	-12	<-12		1	1	1	
Average	Weighted Average rating								1.0	1.0	1.0	
Overriding rules	Limit due to overriding rules								1	1	1	
Overall rating	Financial Risk Rating For Trust								1	1	1	

Appendix 9 – Delivery of Savings £'000

M5 Performance	In Month			Year to Date			Forecast			Change in Forecast
Division	Target	Actual	Variance	Target	Actual	Variance	Target	Actual	Variance	
Medicine	198	191	(7)	787	782	(5)	3,412	2,349	(1,063)	▼
Clinical Support	201	126	(75)	779	576	(203)	2,894	1,126	(1,767)	▲
ES Dept & Hotels Services	99	100	2	471	480	9	1,474	1,324	(150)	▲
Unscheduled Care	137	63	(74)	396	232	(164)	1,474	631	(843)	▲
Surgery & Anaesthetics	306	195	(111)	1,416	866	(550)	4,171	3,246	(925)	▲
Womens & Children	164	103	(61)	702	528	(174)	2,326	1,410	(915)	▼
Corporate	139	25	(114)	640	446	(194)	2,795	1,275	(1,520)	▲
Plans in progress							639	639		
Grand Total	1,245	803	(442)	5,191	3,909	(1,282)	18,546	12,000	(6,545)	

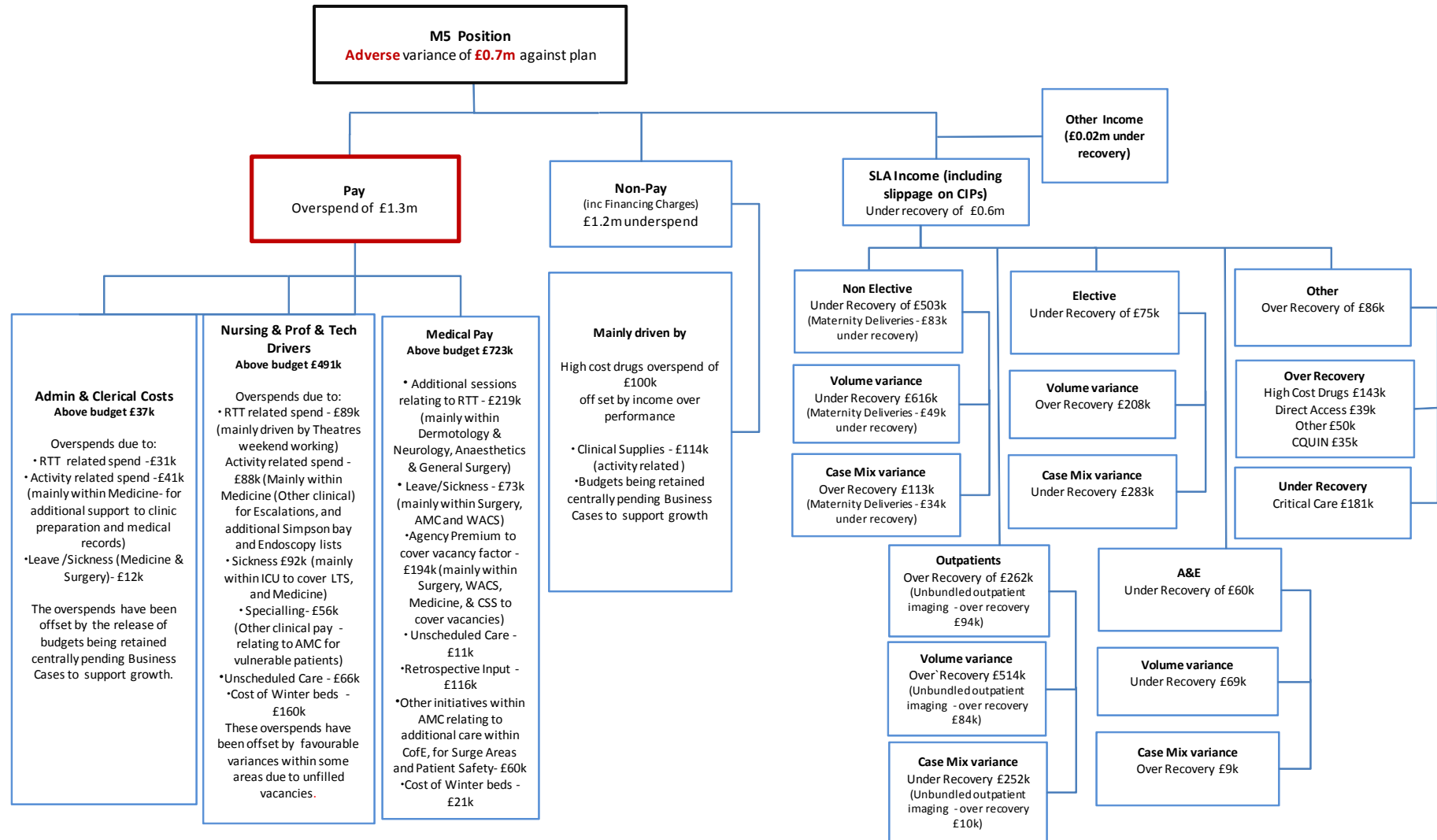
Risk Rated Divisional Plans £'000



Appendix 10 - Phased I&E Plan (Including Stretch target)

Statement of Comprehensive Income	2015/16 Full Year £000s	Apr £000s	May £000s	Jun £000s	Jul £000s	Aug £000s	Sep £000s	Oct £000s	Nov £000s	Dec £000s	Jan £000s	Feb £000s	Mar £000s
Gross Employee Benefits	(211,798)	(18,210)	(18,213)	(18,097)	(18,033)	(17,962)	(18,235)	(17,462)	(17,575)	(17,424)	(17,073)	(17,223)	(16,291)
Other Operating Costs	(117,275)	(9,838)	(9,916)	(10,145)	(9,752)	(10,016)	(11,131)	(9,414)	(9,553)	(9,963)	(9,239)	(9,319)	(8,989)
Revenue from Patient Care Activities	282,497	22,682	22,288	23,953	24,879	22,405	22,999	24,611	23,640	23,684	23,386	23,733	24,237
Other Operating Revenue	22,558	1,772	1,772	1,774	1,772	1,772	2,467	1,711	1,711	1,711	1,721	1,721	2,654
OPERATING SURPLUS/(DEFICIT)	(24,018)	(3,594)	(4,069)	(2,515)	(1,134)	(3,801)	(3,900)	(554)	(1,777)	(1,992)	(1,205)	(1,088)	1,611
Investment Revenue	47	3	3	3	3	3	8	4	4	4	4	4	4
Finance Costs (including interest on PFIs and Finance Leases)	(1,358)	(34)	(34)	(34)	(34)	(34)	(747)	(48)	(48)	(48)	(149)	(98)	(50)
Dividends Payable on Public Dividend Capital (PDC)	(3,900)	(342)	(342)	(342)	(342)	(342)	(240)	(325)	(325)	(325)	(325)	(325)	(325)
RETAINED SURPLUS/(DEFICIT) FOR THE YEAR	(29,229)	(3,967)	(4,442)	(2,888)	(1,507)	(4,174)	(4,879)	(923)	(2,146)	(2,361)	(1,675)	(1,507)	1,240
Cumulative I&E		(3,967)	(8,409)	(11,297)	(12,804)	(16,978)	(21,857)	(22,780)	(24,926)	(27,287)	(28,962)	(30,469)	(29,229)

Appendix 11 – Cost Drivers impacting August Performance

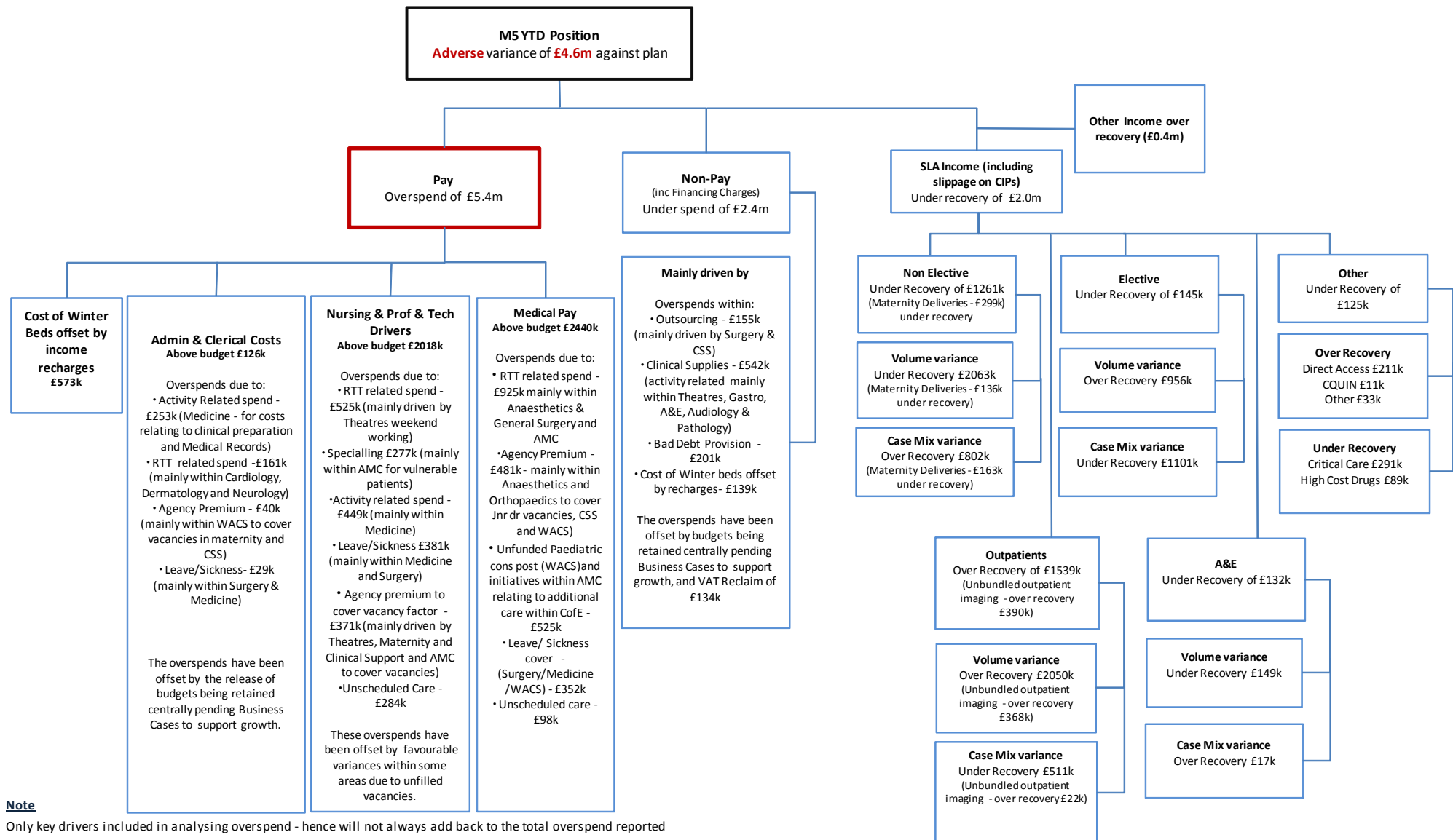


Note

Only key drivers included in analysing overspend - hence will not always add back to the total overspend reported

Slippage on CIP schemes has been included within these variances - a further analysis of the CIP performance can be found in Appendix 9

Appendix 12 – Cost Drivers impacting YTD Performance



Note

Only key drivers included in analysing overspend - hence will not always add back to the total overspend reported

Slippage on CIP schemes has been included within these variances - a further analysis of the CIP performance can be found in Appendix 9

Appendix 13 – Analysis of pay overspend

Trust pay overspend analysis

In Month

Total Pay Overspend - M5		Analysis of Overspend									
Pay Category	Variance	Shrodell	RTT	Leave / Sickness	Unscheduled Care	Agency Premium	Specialling	Retrospective input	Other	Unfunded post	Activity Related
Medical Pay	(723)	(21)	(219)	(73)	(11)	(194)		(116)		(71)	
Nursing/Prof & Tech Pay	(281)	(100)	(89)	(65)	(46)		0		28		(38)
Other Clinical Pay	(210)	(60)	0	(27)	(20)		(56)		6		(50)
Non-Clinical Pay	(37)	0	(31)	(12)	0		0		3		(41)
Grand Total	(1,251)	(181)	(340)	(177)	(77)	(194)	(56)	(116)	37	(71)	(129)

Note: Some of over spends partly offset by vacancies

Year to date

Total Pay Overspend - YTD		Analysis of Overspend									
Pay Category	Variance	Shrodell	RTT	Leave / Sickness	Unscheduled Care	Agency Premium	Specialling	Retrospective input	Other	Unfunded post	Activity Related
Medical Pay	(2,472)	(79)	(925)	(352)	(98)	(481)		0		(525)	
Nursing/Prof & Tech Pay	(1,683)	(484)	(497)	(259)	(168)	(371)	(16)				(213)
Other Clinical Pay	(871)	(232)	(28)	(122)	(116)		(261)		85		(236)
Non-Clinical Pay	(131)	0	(161)	(29)	0	(40)	0				(253)
Grand Total	(5,157)	(795)	(1,612)	(762)	(382)	(893)	(277)	0	85	(525)	(703)

Note: Some of over spends partly offset by vacancies