

UNIVERSITY HOSPITALS OF LEICESTER NHS TRUST

REPORT TO: TRUST BOARD

DATE: 7 MAY 2015

REPORT FROM: PAUL TRAYNOR – DIRECTOR OF FINANCE

SUBJECT: 2015-16 FINANCIAL PLAN AND BUDGET BOOK

1. INTRODUCTION

- 1.1 This paper updates the Trust Board on the financial plan for 2015/16. It also includes the full budget book and details the likely areas of risk in 2015/16.
- 1.2 The draft plan has been received by both IFPIC and Trust Board in March and this plan is consistent with what has been received and approved previously.

2. 2015/16 FINANCIAL PLAN

- 2.1 The Trust has submitted a draft financial plan to the TDA prior to the full and final submission on 14th May 2015.
- 2.2 The Trust is planning for a £36.1m deficit in 2015/16 and a capital plan of £121.9m. Cash required to support this will be £128.8m (£41m needed for deficit and working capital).
- 2.3 The business planning process has built the plan from a bottom up basis, ensuring that each CMG has plans that triangulate across activity, workforce and finance.

3. INCOME AND EXPENDITURE ACCOUNT

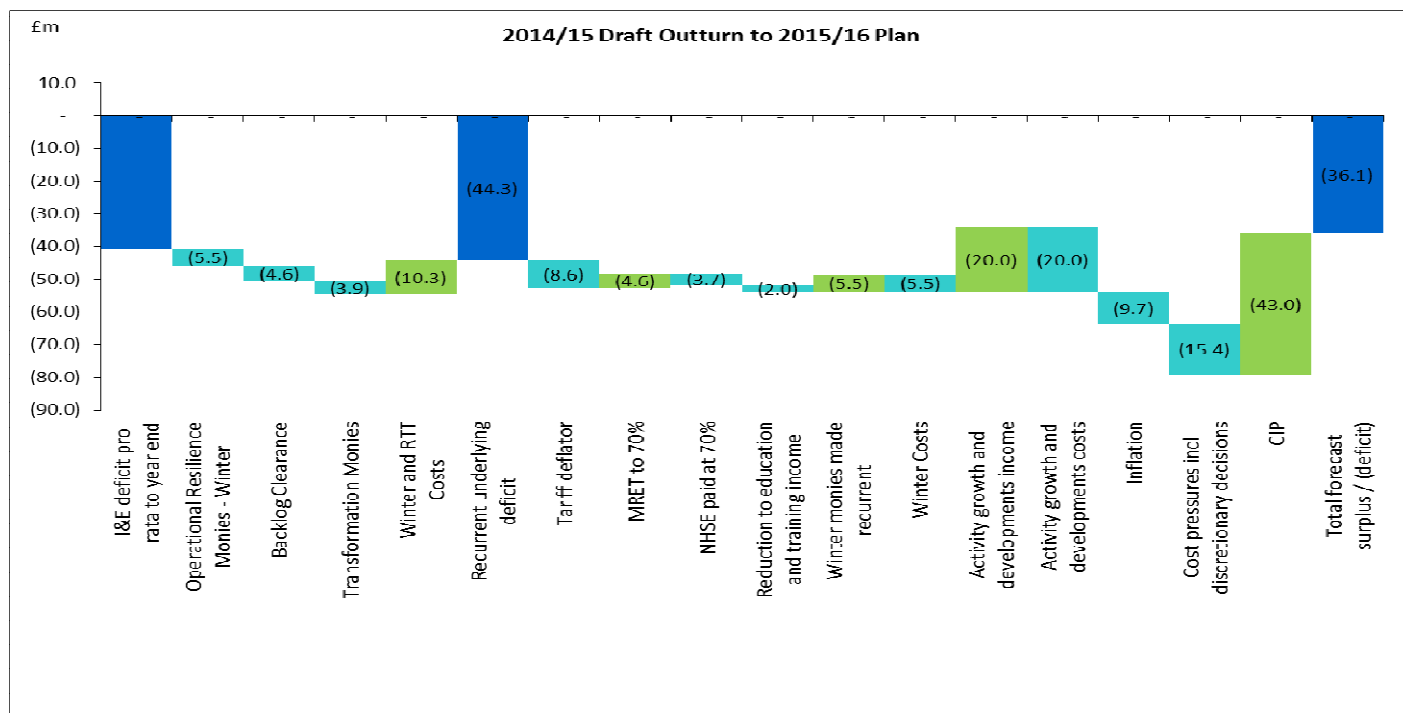
- 3.1 The income and expenditure account can be seen in table 1 below.

Table 1 – Income and Expenditure account 2015/16

	April 2014 to March 2015 Draft Outturn			April 2015 - March 2016	Increase / (Decrease) from 2014/15 Outturn
	Plan	Actual	Variance (Adv) / Fav	Plan	Plan
	£ 000	£ 000	£ 000	£ 000	£ 000
NHS Patient Care Income	701,721	707,152	5,431	723,587	16,435
Non NHS Patient Care	5,660	6,376	716	6,325	(51)
Teaching, R&D income	81,429	82,096	667	75,377	(6,719)
Other operating Income	37,429	38,752	1,323	37,161	(1,591)
Total Income	826,239	834,376	8,137	842,450	8,074
Pay Expenditure	497,630	497,278	352	503,744	6,466
Non Pay Expenditure	325,733	334,298	(8,565)	329,275	(5,023)
Total Operating Expenditure	823,363	831,576	(8,213)	833,018	1,442
EBITDA	2,876	2,800	(76)	9,432	6,632
Interest Receivable	96	83	(13)	77	(6)
Interest Payable	0	(27)	(27)	(1,682)	(1,655)
Depreciation & Amortisation	(33,887)	(33,232)	655	(33,019)	213
Impairment	(1,445)	(6,761)	(5,316)	0	6,761
Surplus / (Deficit) Before Dividend and Disposal of Fixed Assets	(32,360)	(37,137)	(4,777)	(25,192)	5,184
Profit / (Loss) on Disposal of Fixed Assets	(14)	13	27	0	(13)
Dividend Payable on PDC	(10,428)	(10,369)	59	(11,514)	(1,145)
Net Surplus / (Deficit)	(42,802)	(47,493)	(4,691)	(36,706)	10,787
EBITDA MARGIN		0.34%		1.12%	
Less: Impairments	1,445	6,761	5,316	0	(6,761)
Less: Adjustments in respect of donated assets	612	84	(528)	606	
RETAINED SURPLUS / (DEFICIT)	(40,745)	(40,648)	97	(36,100)	4,548

3.2 Chart 1 below details the bridge between years.

Chart 1 – Bridge between 2014/15 draft outturn and 2015/16 plan



3.5 Significant movements between years are as follows:

- An underlying recurrent deficit of £44.3m, after adjustment for non recurrent income and spend on winter and RTT in 2014/15.
- Tariff deflator of £8.6m as per the ETO.
- MRET is rebased to 70% (£4.6m)
- NHSE growth (incl high cost drugs and devices) is paid at 70% - £3.7m
- Reduction to education and training income of £2m as new tariffs for this area are introduced and transitional funding is reduced.
- Winter monies of £5.5m are made recurrent as these are now included in CCG allocations, with equivalent cost made recurrent
- Demographics, RTT and internally approved business cases mean growth of £20m with equal cost to deliver. Any contribution from growth is included within the CIP plan.
- Inflation costs of £9.7m for pay and non pay.
- Cost pressures of £15.4m, including quality investments (see 3.6), financing costs, IBM costs, reconfiguration costs and other unavoidable costs
- Delivery of £43m of CIP

3.6 A number of cost pressures were submitted by CMGs and Directorates in support of quality and performance. A process led by the executive team, established priorities within this list and agreed funding as per table 2 below. These costs will be funded through an increase in the CIP target by £2.3m and repatriation of work from outside the area and the independent sector.

Table 2 – Discretionary decisions funding

Scheme	CMG / Directorate	2015/16 cost
CDU flow, including Cardiologist, Ward Clerks, Nurse led triage, discharge coordinators, flow coordinators, pharmacists, additional matron	RRC	1,195
Acuity	CHUGGS	500
Development of a sustainable trauma service	MSS	350
Cancer centre staffing	Ops	80
Ambulance charges	Ops	720
ESR admin posts to support pay award and increment policy	HR	20
Policy and Guidelines administrator	Nursing	20
April funding - emergency pressures	Ops	80
Emergency performance Q1	Ops	160
Additional nurses for assessment	ESM	325
Total		3,450

3.7 The full budget book for the I&E can be seen in Appendix 1.

4. CAPITAL PLAN

4.1 The capital plan can be seen in the table below. In total an estimated £122m will be committed, with £88m requiring borrowing to support.

CAPITAL EXPENDITURE	UHL Approval	CMG	£k
INTERNALLY FUNDED CAPITAL			
Estates & Facilities			
Facilities Sub-Group	N/A	UHL	5,355
MES Installation Costs	N/A	UHL	1,500
Aseptic Suite	Approved	CSI	440
Lloyds Pharmacy Extension	Approved	CSI	126
Theatre Recovery LRI	Approved	ITAPS	2,750
Life Studies Centre	Approved	W&C	850
Sub-total: Estates & Facilities			11,021
IM&T Schemes			
IM&T Sub-Group	N/A	UHL	4,000
LRI Managed Print	Under review	UHL	1,323
EDRM	Under review	UHL	3,000
Safecare Software System	Approved	UHL	58
Electronic Blood Tracking System	Approved	CSI	996
Sub-total: IM&T Schemes			9,377
Medical Equipment Schemes			
Medical Equipment Executive Budget	N/A	UHL	5,500
Linear Accelerators	Not Approved		3,000
Sub-total: Medical Equipment			8,500
Reconfiguration Schemes			
Relocation of ICU level 3	Not Approved	UHL	3,000
Sub-total: Reconfiguration Schemes			3,000
Corporate / Other Schemes			
Stock Management Project	Under review	UHL	0
Donations	N/A	UHL	300
LiA Schemes	Not Approved	UHL	250
Contingency	Not Approved	UHL	1,671
Sub-total: Corporate / Other Schemes			2,221
Sub total: Internally funded capital expenditure			34,119
EXTERNALLY FUNDED CAPITAL			
Emergency Floor	Approved	ESM	17,698
EPR Programme	Approved	UHL	33,511
Imaging GH	Not Approved	CSI	3,000
Theatres LRI	Not Approved	ITAPS	1,650
ICU interim solution & Vascular Hybrid Theatre	Not Approved	UHL	9,778
Multi-storey Car Park Development	Not Approved	UHL	4,229
Treatment Centre	Not Approved	UHL	5,000
Wards / Beds LRI	Not Approved	UHL	2,000
Wards / Beds GH	Not Approved	UHL	6,000
Women's service	Not Approved	W&C	1,000
EMCH Interim Solution	Not Approved	W&C	3,500
Children's Hospital	Not Approved	W&C	400
Sub total: Externally funded capital expenditure			87,766
GRAND TOTAL CAPITAL EXPENDITURE			121,885

5. CASH

- 5.1 In order to support the planned deficit and the capital programme there will be a need for further borrowing in 2015/16. Currently it is forecast that £129m of borrowing will be required to support the deficit, capital programme and improvements in working capital. This will be refined as business cases for large projects are approved and the mechanisms for application of loans are finalised by the TDA. This is consistent with the working capital strategy received in March.

6. RISKS

6.1 There are a number of risks, both in finalising the plan and delivering in 2015/16. These are detailed below with mitigation.

6.1.1 CIP delivery is key to delivery of the planned I&E position, any under delivery is a risk to this.

Mitigation – EY continue to support the identification and management of the CIP programme, with recruitment having been undertaken for specific individuals to support this going forward. CIP performance is monitored on a monthly basis through CMG performance meetings and reporting to EPB and IFPIC.

6.1.2 There is a risk that the paybill continues to increase and is in excess of budget. This is a particular risk for medical staffing

Mitigation – The workforce workstream is concentrating on delivery of savings on the paybill, with focus on nursing, medical staffing and premium pay. In addition performance management with CMGs will remain in place to tackle areas of pressure.

6.1.3 There is a risk in year of there being unidentified cost pressures that place pressure on delivery of the plan

Mitigation – The planning process has been robust in identification of costs required to deliver activity as well as the communication of what is not supported. The Trust holds a small contingency (£3.5m) for the support of unavoidable cost pressures identified in year. Any new costs above this will require identification of a specific funding source

6.1.4 CMGs and Directorates do not deliver to within their plan

Mitigation – CMGs and Directorates will have finalised plans for 31st March, with any remaining items being based on decisions from commissioners. CMG financial positions will be reported through the performance meetings, as well as overall Trust positions at EPB and IFPIC.

6.1.5 The planned deficit position means there is insufficient cash to support expenditure

Mitigation – The Trust has access to Interim Revolving Working Capital Support (temporary borrowing) to meet cash requirements, prior to a full application to the Integrated Trust Financing Facility. The cash requirement for the Trust has been well identified outside the organisation.

7. CONCLUSION AND RECOMMENDATIONS

7.1 The Trust Board is asked to

- **Approve** the final budget for 2015/16
- **Note** the risks to delivery

2015/16 FINANCIAL PLAN BUDGET BOOK

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Trust Level Income & Expenditure Position	1
Income & Expenditure Position by CMG and Corporate Directorate	2
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Patient Care Activity and Income	7
Cost Improvement Programme	8
Capital Programme	9

Planned Income and Expenditure Account for the Period Ended 31 March 2016

	April 2014 to March 2015 Draft Outturn			April 2015 - March 2016	Increase / (Decrease) from 2014/15 Outturn
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CMG and Directorate budgets

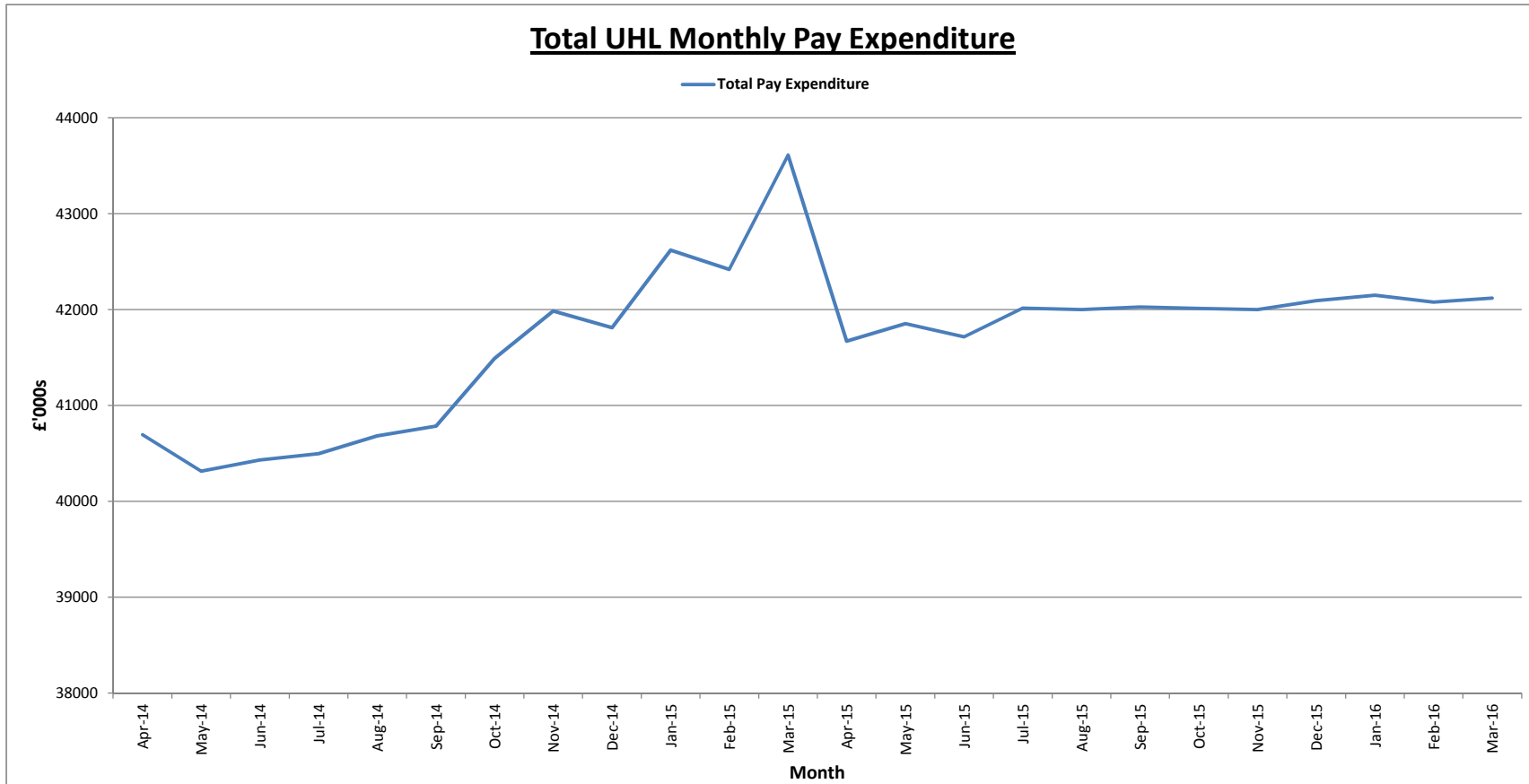
CMG / Directorate	2014/15 Draft Outturn £000s				Plan 2015/16 £000s				Income Change	Pay and Non Pay Change	I&E Movement
	Income	Pay	Non Pay	Net I&E	Income	Pay	Non Pay	Net I&E			
C.H.U.G.S	137,394	48,738	43,788	44,868	140,556	49,394	44,508	46,654	3,162	1,376	1,786
Clinical Support & Imaging	41,618	73,264	5,088	(36,735)	43,196	72,326	2,436	(31,566)	1,578	(3,591)	5,169
Emergency & Specialist Med	132,885	75,478	38,896	18,510	145,304	73,718	41,155	30,431	12,419	498	11,921
I.T.A.P.S	33,944	57,202	22,132	(45,391)	39,720	56,949	20,926	(38,155)	5,776	(1,459)	7,235
Musculo & Specialist Surgery	107,451	48,976	22,428	36,047	101,242	49,401	20,495	31,346	(6,209)	(1,507)	(4,702)
Renal, Respiratory & Cardiac	142,125	61,299	49,445	31,380	150,423	61,922	46,628	41,873	8,298	(2,195)	10,492
Womens & Childrens	144,307	75,431	25,170	43,705	144,867	75,811	25,936	43,120	560	1,145	(586)
CMG Total	739,723	440,389	206,948	92,385	765,306	439,522	202,084	123,701	25,583	(5,732)	31,316
Communications & Ext Relations	45	583	117	(655)	49	626	79	(656)	4	4	(0)
Corporate & Legal	0	2,302	1,281	(3,583)	0	2,301	1,182	(3,483)	(0)	(100)	100
Corporate Medical	3,148	4,014	785	(1,651)	2,731	3,683	633	(1,585)	(418)	(483)	66
Divisional Management Codes	0	(5)	1	5	0	0	0	0	0	5	(5)
Facilities	13,929	1,273	52,601	(39,946)	13,819	1,456	51,948	(39,586)	(110)	(470)	360
Finance & Procurement	59	4,470	2,207	(6,617)	50	4,784	2,159	(6,893)	(9)	267	(276)
Human Resources	1,727	5,253	1,844	(5,369)	1,418	5,401	1,199	(5,182)	(309)	(496)	187
Im&T	114	798	9,131	(9,816)	122	903	10,161	(10,942)	7	1,134	(1,127)
Nursing	1,590	7,571	13,874	(19,855)	179	8,035	12,122	(19,978)	(1,412)	(1,289)	(123)
Operations	511	5,936	6,047	(11,472)	2	6,476	2,995	(9,469)	(508)	(2,512)	2,004
Strategic Devt	15	522	370	(877)	0	1,080	36	(1,116)	(15)	224	(239)
Alliance	21,485	9,675	11,327	482	23,038	9,722	13,315	0	1,553	2,036	(482)
Directorate Total	42,623	42,391	99,586	(99,354)	41,406	44,468	95,829	(98,890)	(1,216)	(1,681)	464
R&D Total	37,857	12,960	24,569	328	35,713	12,484	22,975	254	(2,143)	(2,069)	(74)
Central Total	14,173	1,538	46,643	(34,007)	24	7,270	53,919	(61,165)	(14,149)	13,008	(27,157)
Trust Total	834,376	497,278	377,747	(40,648)	842,450	503,744	374,807	(36,100)	8,074	3,526	4,548

BUDGET BOOK 2015/16

Pay Trends

	2014/15 draft	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Total Plan	Increase /
CMG / Directorate	Pay outturn £000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	2015/16	(decrease)
C.H.U.G.S	48,738	4,041	4,046	4,017	4,105	4,121	4,126	4,151	4,151	4,156	4,161	4,161	4,161	49,394	656
Clinical Support & Imaging	73,264	6,032	6,021	6,029	6,010	6,010	6,011	6,024	6,034	6,042	6,040	6,036	6,037	72,326	(939)
Emergency & Specialist Med	75,478	6,195	6,203	6,203	6,126	6,126	6,163	6,040	6,109	6,187	6,149	6,109	6,109	73,718	(1,760)
I.T.A.P.S	57,202	4,753	4,791	4,715	4,715	4,782	4,722	4,741	4,734	4,749	4,768	4,721	4,759	56,949	(253)
Musculo & Specialist Surgery	48,976	3,765	3,745	3,806	4,276	4,212	4,252	4,252	4,232	4,220	4,201	4,220	4,220	49,401	426
Renal, Respiratory & Cardiac	61,299	5,297	5,322	5,294	5,129	5,101	5,101	5,121	5,095	5,095	5,123	5,122	5,123	61,922	623
Womens & Childrens	75,431	6,224	6,360	6,303	6,308	6,297	6,300	6,336	6,297	6,297	6,363	6,363	6,363	75,811	379
CMG Total	440,389	36,306	36,488	36,367	36,668	36,649	36,675	36,664	36,652	36,747	36,804	36,732	36,772	439,522	(868)
Communications & Ext Relations	583	53	53	53	53	53	53	51	51	51	51	51	51	626	43
Corporate & Legal	2,302	192	192	192	192	192	192	192	192	192	192	192	192	2,301	(1)
Corporate Medical	4,014	307	307	307	307	307	307	307	307	307	307	307	307	3,683	(331)
Divisional Management Codes	5	-	-	-	-	-	-	-	-	-	-	-	-	-	5
Facilities	1,273	121	121	121	121	121	121	121	121	121	121	121	121	1,456	183
Finance & Procurement	4,470	399	399	399	399	399	399	399	399	399	399	399	399	4,784	315
Human Resources	5,253	448	448	448	448	448	451	451	451	451	451	451	451	5,401	149
Im&T	798	77	77	77	77	77	77	74	74	74	74	74	74	903	105
Nursing	7,571	668	668	668	668	670	670	670	670	670	670	670	670	8,035	464
Operations	5,936	565	565	535	535	535	535	535	535	535	535	535	535	6,476	540
Strategic Devt	522	90	90	90	90	90	90	90	90	90	90	90	90	1,080	558
Alliance	9,675	810	810	810	810	810	810	810	810	810	810	810	810	9,722	47
Directorate Total	42,391	3,730	3,730	3,700	3,700	3,703	3,706	3,700	3,700	3,700	3,700	3,700	3,700	44,468	2,076
R&D Total	12,960	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	12,484	(475)
Central Total	1,538	596	596	608	608	608	608	608	608	608	608	608	608	7,270	5,732
Trust Total	497,278	41,672	41,854	41,716	42,017	42,000	42,029	42,012	42,000	42,095	42,152	42,080	42,120	503,744	6,466

Pay Trends



Non Pay Trends

CMG / Directorate	2014/15 draft	Apr-15 £000s	May-15 £000s	Jun-15 £000s	Jul-15 £000s	Aug-15 £000s	Sep-15 £000s	Oct-15 £000s	Nov-15 £000s	Dec-15 £000s	Jan-16 £000s	Feb-16 £000s	Mar-16 £000s	Total Plan 2015/16	Increase / (decrease)
	Non Pay outturn £000s														
C.H.U.G.S	43,788	3,598	3,479	3,838	3,946	3,585	3,827	3,827	3,706	3,706	3,585	3,706	3,706	44,508	720
Clinical Support & Imaging	5,088	124	177	271	164	239	207	140	295	272	238	344	213	2,436	(2,652)
Emergency & Specialist Med	38,896	3,054	3,184	3,553	3,711	3,192	2,939	3,622	3,923	3,507	3,498	3,488	3,484	41,155	2,259
I.T.A.P.S	22,132	1,720	1,727	1,776	1,891	1,695	1,825	1,876	1,641	1,580	1,692	1,692	1,810	20,926	(1,207)
Musculo & Specialist Surgery	22,428	1,636	1,578	1,771	1,847	1,645	1,771	1,780	1,703	1,713	1,645	1,694	1,713	20,495	(1,933)
Renal, Respiratory & Cardiac	49,445	3,890	3,908	3,903	3,934	3,826	3,856	3,937	3,843	3,908	3,894	3,823	3,905	46,628	(2,818)
Womens & Childrens	25,170	2,136	2,044	2,158	2,197	2,170	2,178	2,204	2,161	2,174	2,184	2,135	2,195	25,936	766
CMG Total	206,948	15,910	16,098	17,269	17,691	16,352	16,602	17,386	17,272	16,859	16,736	16,882	17,026	202,084	(4,865)
Communications & Ext Relations	117	7	7	7	7	7	7	7	7	7	7	7	7	79	(39)
Corporate & Legal	1,281	99	99	99	99	99	99	99	99	99	99	99	99	1,182	(99)
Corporate Medical	785	53	53	53	53	53	53	53	53	53	53	53	53	633	(152)
Divisional Management Codes	1	-	-	-	-	-	-	-	-	-	-	-	-	-	(1)
Facilities	52,601	4,329	4,329	4,329	4,329	4,329	4,329	4,329	4,329	4,329	4,329	4,329	4,329	51,948	(653)
Finance & Procurement	2,207	180	180	180	180	180	180	180	180	180	180	180	180	2,159	(48)
Human Resources	1,844	100	100	100	100	100	100	100	100	100	100	100	100	1,199	(645)
Im&T	9,131	867	859	863	843	849	839	841	839	839	841	839	846	10,161	1,030
Nursing	13,874	1,010	1,010	1,010	1,010	1,010	1,010	1,010	1,010	1,010	1,010	1,010	1,010	12,122	(1,753)
Operations	6,047	394	394	394	394	394	394	105	105	105	105	105	105	2,995	(3,052)
Strategic Devt	370	3	3	3	3	3	3	3	3	3	3	3	3	36	(334)
Alliance	11,327	1,110	1,110	1,110	1,110	1,110	1,110	1,110	1,110	1,110	1,110	1,110	1,110	13,315	1,989
Directorate Total	99,586	8,150	8,142	8,146	8,126	8,132	8,122	7,835	7,833	7,833	7,835	7,833	7,840	95,829	(3,757)
R&D Total	24,569	1,915	1,915	1,915	1,915	1,915	1,915	1,915	1,915	1,915	1,915	1,915	1,915	22,975	(1,594)
Central Total	46,643	4,463	4,474	4,480	4,475	4,480	4,485	4,497	4,504	4,517	4,491	4,509	4,546	53,919	7,275
Trust Total	377,747	30,437	30,628	31,809	32,207	30,878	31,123	31,633	31,524	31,124	30,977	31,139	31,327	374,807	(2,940)

Income Trends

CMG / Directorate	2014/15 draft	Apr-15 £000s	May-15 £000s	Jun-15 £000s	Jul-15 £000s	Aug-15 £000s	Sep-15 £000s	Oct-15 £000s	Nov-15 £000s	Dec-15 £000s	Jan-16 £000s	Feb-16 £000s	Mar-16 £000s	Total Plan 2015/16	Increase / (decrease)
	Income outturn £000s														
C.H.U.G.S	137,394	11,286	11,029	12,015	12,488	11,394	12,015	12,140	11,667	11,775	11,411	11,559	11,775	140,556	3,162
Clinical Support & Imaging	41,618	3,472	3,405	3,634	3,736	3,475	3,632	3,671	3,563	3,664	3,618	3,641	3,685	43,196	1,578
Emergency & Specialist Med	132,885	11,824	11,629	12,202	12,593	11,976	12,384	12,422	12,155	12,242	11,926	11,783	12,168	145,304	12,419
I.T.A.P.S	33,944	3,251	3,300	3,297	3,392	3,323	3,297	3,369	3,274	3,346	3,323	3,202	3,346	39,720	5,776
Musculo & Specialist Surgery	107,451	8,109	7,856	8,715	9,067	8,159	8,715	8,764	8,412	8,462	8,159	8,363	8,462	101,242	(6,209)
Renal, Respiratory & Cardiac	142,125	12,207	12,223	12,634	13,077	12,436	12,634	12,864	12,421	12,650	12,436	12,191	12,650	150,423	8,298
Womens & Childrens	144,307	11,744	11,881	12,049	12,454	11,996	12,049	12,308	11,902	12,267	12,157	11,804	12,255	144,867	560
CMG Total	739,723	61,893	61,323	64,546	66,807	62,759	64,726	65,537	63,394	64,406	63,030	62,544	64,340	765,306	25,583
Communications & Ext Relations	45	4	4	4	4	4	4	4	4	4	4	4	4	49	4
Corporate & Legal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(0)
Corporate Medical	3,148	228	228	228	228	228	228	228	228	228	228	228	228	2,731	(418)
Divisional Management Codes	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Facilities	13,929	1,152	1,152	1,152	1,152	1,152	1,152	1,152	1,152	1,152	1,152	1,152	1,152	13,819	(110)
Finance & Procurement	59	4	4	4	4	4	4	4	4	4	4	4	4	50	(9)
Human Resources	1,727	118	118	118	118	118	118	118	118	118	118	118	118	1,418	(309)
Im&T	114	10	10	10	10	10	10	10	10	10	11	10	10	122	7
Nursing	1,590	15	15	15	15	15	15	15	15	15	15	15	15	179	(1,412)
Operations	511	0	0	0	0	0	0	0	0	0	0	0	0	2	(508)
Strategic Devt	15	0	0	0	0	0	0	0	0	0	0	0	0	0	(15)
Alliance	21,485	1,836	1,753	2,003	2,087	1,836	2,003	2,003	1,920	1,920	1,836	1,920	1,920	23,038	1,553
Directorate Total	42,623	3,367	3,284	3,534	3,617	3,367	3,534	3,534	3,450	3,450	3,368	3,450	3,450	41,406	(1,216)
R&D Total	37,857	2,976	2,976	2,976	2,976	2,976	2,976	2,976	2,976	2,976	2,976	2,976	2,976	35,713	(2,143)
Central Total	14,173	13	(20)	21	(5)	(17)	21	(9)	17	(13)	(17)	46	(13)	24	(14,149)
Trust Total	834,376	68,249	67,563	71,077	73,395	69,085	71,257	72,038	69,838	70,820	69,358	69,017	70,754	842,450	8,074

Patient Care Activity and Income

Clinical Management Group	Activity Type	15/16 SLA Activity	15/16 SLA Value £000s
Alliance	IP	10,410	6,607,111
	OP	110,656	11,411,550
	DA	62,453	2,162,355
	DI	8,744	836,636
	Other	8,663	1,535,592
	CQUIN	-	484,419
Alliance Total		200,925	23,037,662
Central	IP	-	(10,822,792)
	O/S Coding & Counting	-	(467,871)
	Other	-	(12,103,799)
	CQUIN	-	15,039,254
Central Total		-	(8,355,208)
CHUGGS	IP	71,685	67,085,086
	OP	159,711	16,291,968
	BMT	80	2,957,626
	CC	757	712,851
	O/S Coding & Counting	-	252,000
	Other	3,141	31,865,526
	RT	38,246	6,195,461
	UB	55,959	6,954,614
CHUGGS Total		329,579	132,315,132
CSI	IP	266	440,659
	OP	102	33,041
	DA	7,763,001	14,735,854
	DI	116,454	10,445,822
	Other	163,388	6,290,910
CSI Total		8,043,211	31,946,286
Emergency and Specialist Medicine	IP	34,604	53,617,166
	OP	153,396	22,501,970
	AE	131,052	16,683,168
	CC	2,944	2,486,217
	DA	5,040	325,179
	Other	668	34,107,885
	UB	11,536	4,292,004
Emergency and Specialist Medicine Total		339,241	134,013,588
Facilities	Other	-	371,880
Facilities Total		-	371,880
ITAPS	IP	4,202	2,550,469
	OP	22,442	2,240,080
	CC	22,129	25,757,134
	O/S Coding & Counting	-	-
	Other	432	5,668,432
	UB	2	1,821
ITAPS Total		49,207	36,217,937
Musculoskeletal and Specialist Surgery	IP	30,020	58,027,955
	OP	273,155	25,596,688
	AE	18,033	1,556,426
	O/S Coding & Counting	-	219,000
	Other	96,857	10,217,300
	UB	3	336
Musculoskeletal and Specialist Surgery Total		418,068	95,617,705
Renal Respiratory and Cardiac	IP	32,830	71,901,224
	OP	88,200	13,047,248
	CC	8,417	7,050,152
	DA	8,333	639,238
	DI	12,052	691,674
	Other	14,915	19,650,577
	PTS	-	1,263,828
	RL	187,485	29,140,307
	UB	4,525	35,531
	Renal Respiratory and Cardiac Total		356,757
Women's and Children's	IP	43,623	61,453,628
	OP	120,828	18,853,751
	CC	21,979	18,639,739
	DA	1,504	42,387
	Maternity Tariffs	26,442	22,795,584
	O/S Coding & Counting	-	630,963
	Other	6,207	12,543,474
	UB	1,195	238,712
Women's and Children's Total		221,780	135,198,239
Grand Total		9,958,767	723,783,000

BUDGET BOOK 2015/16

Cost Improvement Programme

CMG or Corporate	CMG Name	TOTAL
		£'000
CMG	CHUGGS	5,532
	CSI	4,867
	ESM	7,168
	ITAPS	4,123
	MSS	4,875
	RRC	6,577
	W&C	4,751
CMG Total		37,893
Corporate	Communications	49
	Corporate & Legal	69
	Corporate Medical	148
	Corporate Nursing	493
	Facilities	523
	Finance & Procurement	301
	Human Resources	429
	IMT	18
	Operations	344
	Research and Development	250
	Strategic Development	193
To be allocated	2,290	
Corporate Total		5,107
CIP Total		43,000

BUDGET BOOK 2015/16

CAPITAL EXPENDITURE	UHL Approval	CMG	£k
INTERNALLY FUNDED CAPITAL			
Estates & Facilities			
Facilities Sub-Group	N/A	UHL	5,355
MES Installation Costs	N/A	UHL	1,500
Aseptic Suite	Approved	CSI	440
Lloyds Pharmacy Extension	Approved	CSI	126
Theatre Recovery LRI	Approved	ITAPS	2,750
Life Studies Centre	Approved	W&C	850
Sub-total: Estates & Facilities			11,021
IM&T Schemes			
IM&T Sub-Group	N/A	UHL	4,000
LRI Managed Print	Under review	UHL	1,323
EDRM	Under review	UHL	3,000
Safecare Software System	Approved	UHL	58
Electronic Blood Tracking System	Approved	CSI	996
Sub-total: IM&T Schemes			9,377
Medical Equipment Schemes			
Medical Equipment Executive Budget	N/A	UHL	5,500
Linear Accelerators	Not Approved		3,000
Sub-total: Medical Equipment			8,500
Reconfiguration Schemes			
Relocation of ICU level 3	Not Approved	UHL	3,000
Sub-total: Reconfiguration Schemes			3,000
Corporate / Other Schemes			
Stock Management Project	Under review	UHL	0
Donations	N/A	UHL	300
LiA Schemes	Not Approved	UHL	250
Contingency	Not Approved	UHL	1,671
Sub-total: Corporate / Other Schemes			2,221
Sub total: Internally funded capital expenditure			34,119
EXTERNALLY FUNDED CAPITAL			
Emergency Floor	Approved	ESM	17,698
EPR Programme	Approved	UHL	33,511
Imaging GH	Not Approved	CSI	3,000
Theatres LRI	Not Approved	ITAPS	1,650
ICU interim solution & Vascular Hybrid Theatre	Not Approved	UHL	9,778
Multi-storey Car Park Development	Not Approved	UHL	4,229
Treatment Centre	Not Approved	UHL	5,000
Wards / Beds LRI	Not Approved	UHL	2,000
Wards / Beds GH	Not Approved	UHL	6,000
Women's service	Not Approved	W&C	1,000
EMCH Interim Solution	Not Approved	W&C	3,500
Children's Hospital	Not Approved	W&C	400
Sub total: Externally funded capital expenditure			87,766
GRAND TOTAL CAPITAL EXPENDITURE			121,885