

2016/17 Financial Performance

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Trust Board paper O

Executive Summary

Context

The Trust is planning for a deficit of £8.3m in 2016/17 with a capital plan of £82.0m

Questions

1. What is our financial performance for the period end 31st October 2016?
2. What is our performance against the agency ceiling?
3. What is our forecast financial performance for the 2016/17 financial year?

Conclusion

1. We have recorded a year to date deficit of £9.9m, £2.0m adverse to plan. This includes £13.7m of STF based on financial and operational performance delivery (on a best endeavours basis) for Q2
2. Agency expenditure year to date is £14.6m compared to planned expenditure of £13.0m representing a £1.6m adverse variance to plan
3. We are forecasting to deliver our planned year end deficit of £8.3m

Input Sought

Note the financial performance at Month 7

For Reference

Edit as appropriate:

1.The following objectives were considered when preparing this report:

Safe, high quality, patient centred healthcare	[Yes / No / Not applicable]
Effective, integrated emergency care	[Yes / No / Not applicable]
Consistently meeting national access standards	[Yes / No / Not applicable]
Integrated care in partnership with others	[Yes / No / Not applicable]
Enhanced delivery in research, innovation & ed'	[Yes / No / Not applicable]
A caring, professional, engaged workforce	[Yes / No / Not applicable]
Clinically sustainable services with excellent facilities	[Yes / No / Not applicable]
Financially sustainable NHS organisation	[Yes / No / Not applicable]
Enabled by excellent IM&T	[Yes / No / Not applicable]

2.This matter relates to the following governance initiatives:

Organisational Risk Register	[Yes / No / Not applicable]
Board Assurance Framework	[Yes / No / Not applicable]

3.Related Patient and Public Involvement actions taken, or to be taken: **Considered but not applicable**

4.Results of any Equality Impact Assessment, relating to this matter: **Considered but not applicable**

5.Scheduled date for the next paper on this topic: **05/01/2017**

6.Executive Summaries should not exceed 1 page. [~~My paper does/does not~~ **comply**]

7.Papers should not exceed 7 pages. [~~My paper does/does not~~ **comply**]

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Executive Summary

Financial performance

Statutory duties

- Delivering the planned deficit: at risk
- Achieving the External Funding Limit: on track
- Achieving the Capital Resource Limit: on track

Financial Performance

- **Deficit of £9.9m, £2.0mA to Plan:** underlying performance is adverse to plan with over delivery of Patient Care Income offset by the cost to deliver higher levels of activity including additional theatre sessions and use of the Independent Sector. Non-recurrent benefits of £3.4m and non-operating costs are helping to close the gap and support the Trust financial position.
- **Patient Care Income, £4.0mF to Plan:** Non elective, ED and ECMO over-performance is offset by under-performance in Elective and Day Case presenting an on-going risk. The main driver of under-delivery in Day Case is General Surgery and Orthopaedic Surgery with the latter driving the under-performance in Elective along with Cardio-Thoracic Surgery. The year to date position is supported by utilisation of central PCI provisions.
- **Operating Costs, £4.2mA to Plan:** with £2.7m pay overspend, £1.6m of which is driven by agency and a £1.5mA variance on non pay including seasonal underspend on Utilities together with advanced utilisation of central reserves.
- **CIP £0.3mF to Plan:** efficiency improvement is being delivered by additional income despite being planned as non-pay reductions.
- **Forecast Outturn £8.3m:** detailed forecast outturn is £14.2mA including continued over-performance of activity to partially absorb cost pressures. This represents a risk to achieving the full year planned deficit with additional mechanisms identified which need prompt execution and careful monitoring to ensure delivery of the Trust planned deficit.

Cash

- **Cash balance of £3.6m, £0.6m higher than the target** stipulated by Interim Capital Support Loan driven by income received in advance from local CCGs.

Net deficit funded by drawing down Interim Revolving Working Capital Facility which includes the timing difference on the receipt of STF funds. Improvement in working capital has enabled capital expenditure.

- **Liquidity:** Opening cash deficit due to 2015/16 actions to achieve £3m cash balance. The impact of the lack of certainty on utilisation of working capital facility, STF and Capital drawdowns means the Trust is unable to pay creditors within Better Payments Practice Code (BPPC) standards. However, in November, £5m of working capital facility has been released with a further drawdown expected to be possible in December.

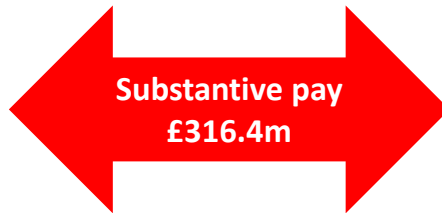
Capital

- **October:** Total capital expenditure of £33.1m
- **Annual Plan:**
 - **Capital Plan:** total capital expenditure of £82m.
 - **External funding:** The external borrowing required to execute this plan is £46.4m of which £21.7m is secured for the Emergency Floor development and £16.0m is required for reconfiguration schemes including Vascular and ICU business cases plus £8.7m CRL for EPR.

October 2016: Year to Date - Key Facts



UHL



Key

- EBITDA refers to Earnings Before Interest, Taxes, Depreciation and Amortisation
- Colour indicates status of variance on planned position (Green is Favourable/In Line and Red is Adverse)
- Number relates to value in month

Financial Performance: YTD Deficit £9.9m, £2.0mA to Plan

Value Drivers	Oct-16				YTD			
	Plan	Actual	F/(A)		Plan	Actual	F/(A)	
Day Case	8,559	8,636	77	1%	60,464	59,891	(573)	(1%)
Elective Inpatient	1,901	1,669	(232)	(12%)	13,072	12,264	(808)	(6%)
Emergency / Non-elective Inpatient	9,051	9,035	(16)	(0%)	61,911	63,069	1,158	2%
Emergency Department	21,751	23,863	2,112	10%	150,161	166,859	16,698	11%
Outpatient Procedures	75,212	78,772	3,560	5%	527,054	540,631	13,577	3%
Critical Care Services	4,832	4,584	(249)	(5%)	32,856	32,174	(683)	(2%)
Renal Dialysis and Transplant	15,166	14,346	(820)	(5%)	103,524	101,664	(1,860)	(2%)
Other Activity	693,080	694,741	1,661	0%	4,904,552	5,080,080	175,528	4%
WTE Total	13,611	13,089	522	4%	13,446	12,939	507	4%
WTE Agency	254	308	(54)	(21%)	295	327	(32)	(11%)

I&E £'000	Oct-16				YTD			
	Plan	Actual	F/(A)		Plan	Actual	F/(A)	
	£'000	£'000	£'000	%	£'000	£'000	£'000	%
Patient Care Income	64,670	64,015	(656)	(1%)	447,674	451,687	4,013	1%
Non Patient Care Income	569	621	52	9%	3,952	3,743	(209)	(5%)
Other Operating Income	11,231	10,584	(646)	(6%)	76,680	73,462	(3,218)	(4%)
Total Income	76,470	75,220	(1,250)	(2%)	528,306	528,893	587	(0%)
Pay Costs	(46,008)	(46,414)	(407)	(1%)	(315,306)	(316,439)	(1,132)	(0%)
Pay Costs: Agency	(1,609)	(1,887)	(278)	(17%)	(13,050)	(14,641)	(1,591)	(12%)
Non Pay	(27,276)	(28,493)	(1,217)	(4%)	(196,873)	(198,389)	(1,517)	(1%)
Total Operating Costs	(74,892)	(76,795)	(1,902)	(3%)	(525,229)	(529,469)	(4,240)	(1%)
EBITDA	1,577	(1,575)	(3,152)	(200%)	3,078	(576)	(3,654)	(119%)
Non Operating Costs	(3,493)	(2,427)	1,066	31%	(24,628)	(23,244)	1,384	6%
Retained deficit	(1,915)	(4,001)	(2,086)	(109%)	(21,550)	(23,820)	(2,270)	(11%)
Adjustments for Donated Assets	(44)	39	84		(38)	246	284	
Net Deficit Excluding STF	(1,960)	(3,962)	(2,002)	(102%)	(21,588)	(23,574)	(1,986)	(9%)
Sustainability & Transformation Funding	1,950	1,950	0	0%	13,650	13,650	0	0%
Net Deficit Including STF	(10)	(2,012)	(2,002)	(20746%)	(7,938)	(9,924)	(1,986)	(25%)

Ratios	Oct-16		YTD	
	Plan	Actual	Plan	Actual
Agency: Total Pay	3.50%	4.07%	4.14%	4.63%
EBITDA: Income	2.06%	(2.09%)	0.58%	(0.11%)
Net Deficit: Income	(2.56%)	(5.27%)	(4.09%)	(4.46%)

- **NHS Patient Care Income: £451.7m, £4.0mF** including £1.2mF advanced use of contingency and £0.2mA relating to drugs and devices excluded from tariff . Underlying performance £3.0mF with over-performance in Non-elective, ECMO and Outpatients offsetting under-performance in Elective activity particularly MSS & RRCV and Critical Care predominantly in W&C and ITAPS.

- **Non Patient Care Income & Other Income: £77.2m, £3.4mA** with £2.9mA in Estates and Facilities (E&F) driven income/non-pay budget misalignment due to the complexity of the service integration. Underlying adverse position due to £0.5m shortfall in Private Patient income.

- **Pay Costs: £316.4m, £1.1mA** with £4.6m unplanned expenditure across all CMGs and E&F with the exception of CSI and MSS. This over-spend is offset by £3.1mF planned use of contingency together with £0.4mF advanced use of Central reserves.

- **Agency: £14.6m, £1.6mA** overspend predominantly in ESM across medical and nursing plus sonographers in CSI. The Trust is forecast to spend £23.5m and therefore breach the £20.6m NHSI ceiling.

- **Non-Pay: £198.4m, £1.5mA** including £1.2mF use of reserves and advanced use of contingency together with £0.2mF under-spend on drugs and devices excluded from tariff. Underlying over-spend of £2.9m with £4.4mF in E&F from budget misalignment and underspend on Utilities. There is continued non pay CIP shortfall where efficiency improvement is delivered through income.

- **EBITDA: deficit of £0.6m, £3.7mA**

- **Non-Operating Costs: £23.2m, £1.4mF** from depreciation and dividend alignment.

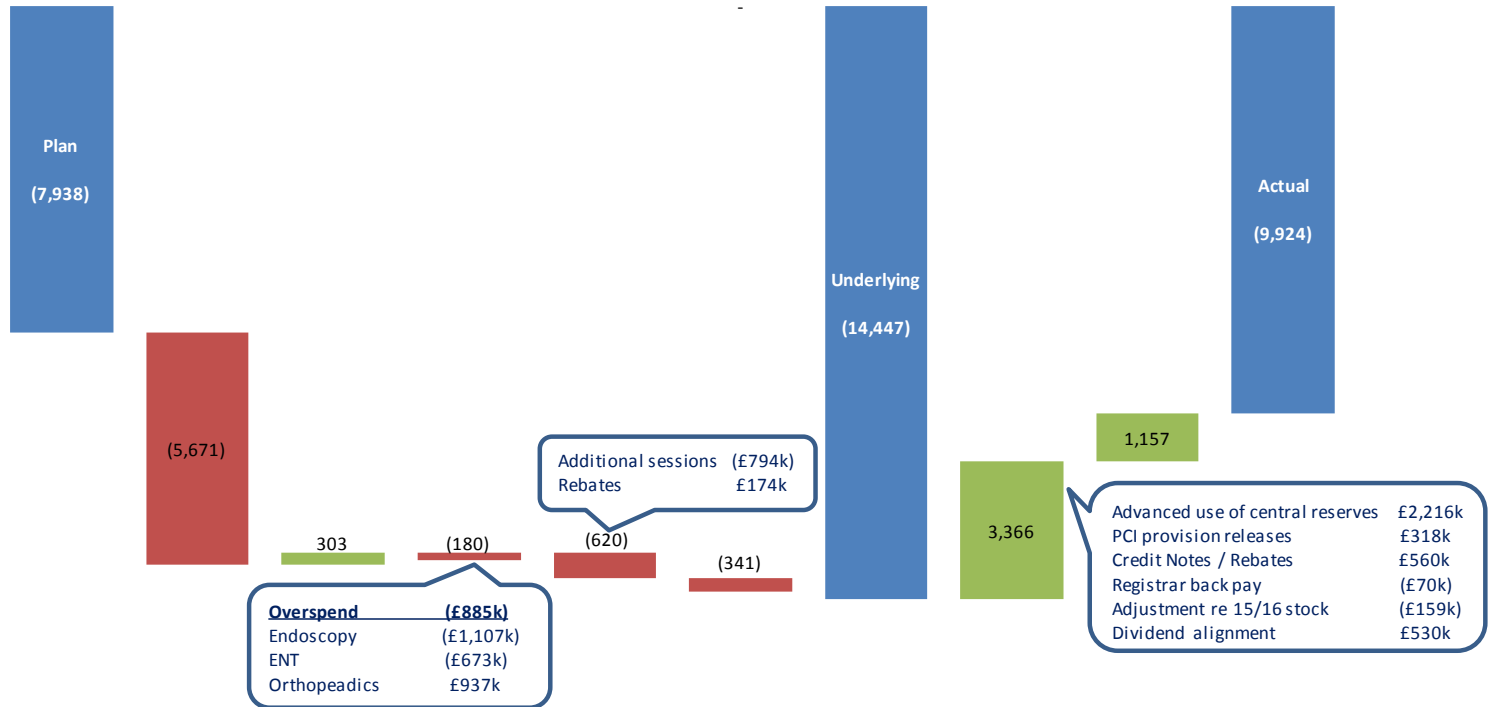
- **Sustainability and Transformation Funding: £13.7m** has been recognised – see page 13.

Key

- EBITDA refers to Earnings Before Interest, Taxes, Depreciation and Amortisation
- F refers to a Favourable variance to plan
- A refers to an Adverse variance to plan

I&E Bridge: October 2016, £2.0mA to Plan

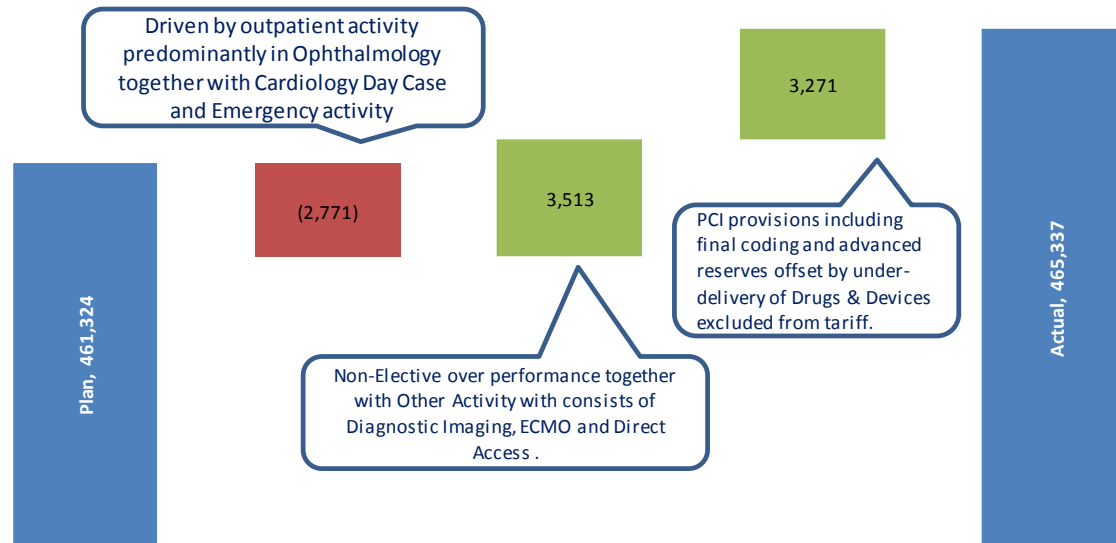
Underlying performance is adverse to plan with over delivery of Patient Care Income offset by the cost to deliver higher levels of activity including additional theatre sessions and use of the Independent Sector. Non-recurrent benefits of £3.4m and non-operating costs are helping to close the gap and support the Trust financial position.



£(000)	Plan	Underlying	CIP Delivery	Independent Sector	Theatre Sessions	Other	Underlying	Non-recurrent Items	Non-Operating Costs	Actual	Var F/(A)
NHS PCI	461,324	(488)	2,362	705	0	(0)	463,903	1,434	0	465,337	4,013
Other Income	80,277	(3,108)	(552)	0	0	168	76,785	66	283	77,133	(3,144)
Pay	(315,306)	(1,520)	160	0	(333)	292	(316,707)	268	0	(316,439)	(1,132)
Pay: Agency	(13,050)	(1,681)	26	0	0	(26)	(14,731)	90	0	(14,641)	(1,591)
Non Pay	(196,873)	1,126	(1,693)	(885)	(287)	(775)	(199,386)	977	19	(198,389)	(1,517)
Non-Operating Costs	(24,311)	0	0	0	0	0	(24,311)	530	856	(22,925)	1,386
Net Deficit	(7,938)	(5,671)	303	(180)	(620)	(341)	(14,447)	3,366	1,157	(9,924)	(1,986)

NHS Patient Income: YTD £465.3m, £4.0mF to Plan

Non elective, ED and ECMO over-performance is offset by under-performance in Elective and Day Case presenting an on-going risk. The main driver of under-delivery in Day Case is Orthopaedic Surgery and General Surgery the with latter also driving the under-performance in Elective. The year to date position includes £13.7m STF and is supported by utilisation of central PCI provisions.



£(m)	Plan	Rate	Volume	Other	Actual	Var F / (A)
Day Case	35,121	(781)	(325)	0	34,015	(1,106)
Elective Inpatient	43,610	(228)	(2,683)	0	40,699	(2,911)
Emergency / Non-elective Inpatient	109,870	(757)	2,042	0	111,155	1,285
Marginal Rate Emergency Threshold	(2,616)	0	0	(280)	(2,896)	(280)
Emergency Department	14,392	(245)	1,573	0	15,720	1,329
Outpatient	66,539	(981)	1,689	0	67,247	708
Drugs and Devices excluded from Tariff	55,332	0	0	(198)	55,134	(198)
Critical Care Services	32,098	(599)	(654)	0	30,844	(1,254)
Renal Dialysis and Transplant	16,451	(60)	(294)	0	16,097	(354)
CQUIN	9,216	0	0	377	9,592	377
Other Activity	59,667	879	2,167	0	62,713	3,046
Other Financial Values	21,645	0	0	3,372	25,017	3,372
Total	461,324	(2,771)	3,513	3,271	465,337	4,013

Activity & Income: Performance versus Contract

Activity	Case mix	City	East	West	Specialised Services	Other	Alliance	Total
	Day Case		351	477	1,159	15	(71)	(2,503)
Elective Inpatient		(151)	(206)	(175)	(142)	(134)		(808)
Emergency / Non-elective Inpatient		495	987	285	(151)	(456)		1,158
Marginal Rate Emergency Threshold (MRET)		-	-	-	-	-		0
Emergency Department		8,639	2,324	2,244		3,491		16,698
Outpatient		7,735	7,465	4,824	(412)	(2,345)	(3,691)	13,577
Excluded Drugs and Devices		-	-	-	-	-		0
Critical Care Services		260	(614)	659	(327)	(661)		(683)
Renal Dialysis and Transplant		-	-	-	(1,684)	(176)		(1,860)
CQUIN		-	-	-	-	-		0
Other Activity		76,134	74,807	22,394	4,130	(3,708)	1,771	175,528
Other Financial Values		685	270	8	(36)	3,059	426	4,411

Financial	Case mix	City (£000)	East (£000)	West (£000)	Specialised Services (£000)	Other (£000)	Alliance (£000)	Total (£000)
	Day Case		84	(4)	171	124	(298)	(1,183)
Elective Inpatient		(598)	(639)	(551)	(665)	(458)	-	(2,911)
Emergency / Non-elective Inpatient		505	1,300	170	(61)	(629)	-	1,285
Marginal Rate Emergency Threshold (MRET)		(38)	(195)	(18)	-	(29)	-	(280)
Emergency Department		678	319	217	-	115	-	1,329
Outpatient		553	753	418	(144)	(486)	(384)	708
Excluded Drugs and Devices		(412)	(544)	185	(70)	560	81	(198)
Critical Care Services		5	(720)	554	(604)	(489)	-	(1,254)
Renal Dialysis and Transplant		-	-	-	(297)	(57)	-	(354)
CQUIN		32	25	25	(32)	352	(26)	377
Other Activity		557	556	533	1,867	(513)	45	3,046
Other Financial Values		(61)	19	(79)	(153)	3,601	45	3,372
Grand Total		1,305	869	1,625	(34)	1,670	(1,423)	4,013

• CCG Contracts:

- **Non-elective:** over-performance where the majority of QIPP schemes are included in the plans and is reflective of the demands upon the emergency pathway.
- **Elective:** under-performance predominantly relates to Orthopaedic surgery, net of spinal activity, being behind plan.
- **Other Activity:** over-performance driven by Direct Access Pathology and Diagnostic Imaging.

• Specialised Services:

- **Elective:** under-performance in Cardiothoracic surgery activity.
- **Drugs and devices excluded from tariff** under-performance in cardiology implantable defibrillators.
- **Other Activity:** over-performance relates to ECMO which is favourable to plan.
- **Other:**
 - **Drugs and devices excluded from tariff** performance is due to increased income on new Hepatitis C therapies which are funded outside of the main Specialised contract
 - **Other Financial Values:** includes £0.8m provision for final coding plus £1.2m advanced use of central contingency and £1.4m offset to compensate for the Alliance underperformance against contract plan.

Pay: YTD £331.1m, £2.7mA to Plan

	Oct-16						YTD						
	£'000			WTE			£'000			WTE			
	Plan	Actual	F/(A)	Plan	Actual	F/(A)	Plan	Actual	F/(A)	Plan	Actual	F/(A)	
Agency	Medical	663	649	14	62	61	1	4,663	5,488	(825)	62	73	(11)
	Nursing & Midwifery	639	1,006	(366)	127	200	(73)	6,227	6,663	(436)	175	188	(12)
	Other Clinical	217	125	92	49	28	21	1,520	1,839	(319)	39	48	(8)
	Non Clinical	89	108	(18)	16	19	(3)	639	650	(11)	18	19	(0)
Total: Agency	1,609	1,887	(278)	254	308	(54)	13,050	14,641	(1,591)	295	327	(32)	
Other Non-Contracted	Medical		1,294	(1,294)		0	0		8,233	(8,233)		(0)	0
	Nursing & Midwifery		1,329	(1,329)		341	(341)		7,579	(7,579)		313	(313)
	Other Clinical		229	(229)		56	(56)		1,509	(1,509)		47	(47)
	Non Clinical		518	(518)		184	(184)		2,853	(2,853)		131	(131)
Total: Other Non-Contracted	0	3,370	(3,370)	0	581	(581)	0	20,173	(20,173)	0	491	(491)	
Total Premium	Medical	663	1,943	(1,280)	62	61	1	4,663	13,721	(9,058)	62	73	(11)
	Nursing & Midwifery	639	2,335	(1,695)	127	540	(413)	6,227	14,242	(8,015)	175	501	(326)
	Other Clinical	217	354	(137)	49	84	(35)	1,520	3,348	(1,828)	39	95	(55)
	Non Clinical	89	626	(537)	16	203	(187)	639	3,503	(2,864)	18	149	(131)
Total: Premium	1,609	5,257	(3,649)	254	888	(635)	13,050	34,814	(21,764)	295	818	(523)	
Substantive	Medical	14,124	13,720	404	1,808	1,755	53	98,506	94,464	4,042	1,806	1,694	112
	Nursing & Midwifery	16,890	15,232	1,658	5,790	4,883	907	116,315	107,755	8,560	5,767	5,014	754
	Other Clinical	5,893	5,531	362	1,929	1,832	97	41,086	37,606	3,480	1,918	1,787	131
	Non Clinical	9,101	8,561	540	3,830	3,730	101	59,399	56,440	2,959	3,660	3,626	34
Total: Substantive	46,008	43,044	2,963	13,357	12,201	1,157	315,306	296,265	19,041	13,151	12,121	1,030	
Total	Medical	14,788	15,663	(876)	1,871	1,816	54	103,170	108,185	(5,015)	1,868	1,767	101
	Nursing & Midwifery	17,529	17,567	(38)	5,917	5,424	493	122,542	121,996	546	5,943	5,515	428
	Other Clinical	6,110	5,885	225	1,978	1,916	62	42,606	40,954	1,652	1,957	1,882	75
	Non Clinical	9,190	9,187	3	3,846	3,933	(87)	60,038	59,943	95	3,678	3,775	(97)
TOTAL: Pay	47,616	48,302	(685)	13,611	13,089	522	328,356	331,080	(2,723)	13,446	12,939	507	

Agency Pay

- Year to date cost of £14.6m, £1.6mA to Plan.
- Overspend driven by ESM on Medical staff and Nursing together with Other Clinical staff driven by sonographers.

Other Non-contracted Pay

- Year to date expenditure of £20.2m with Medical and Nursing driving 78% of spend. Whilst this is adverse to plan, this is offset in Substantive Pay as the Plan assumes a fully established position. See below.

Substantive Pay

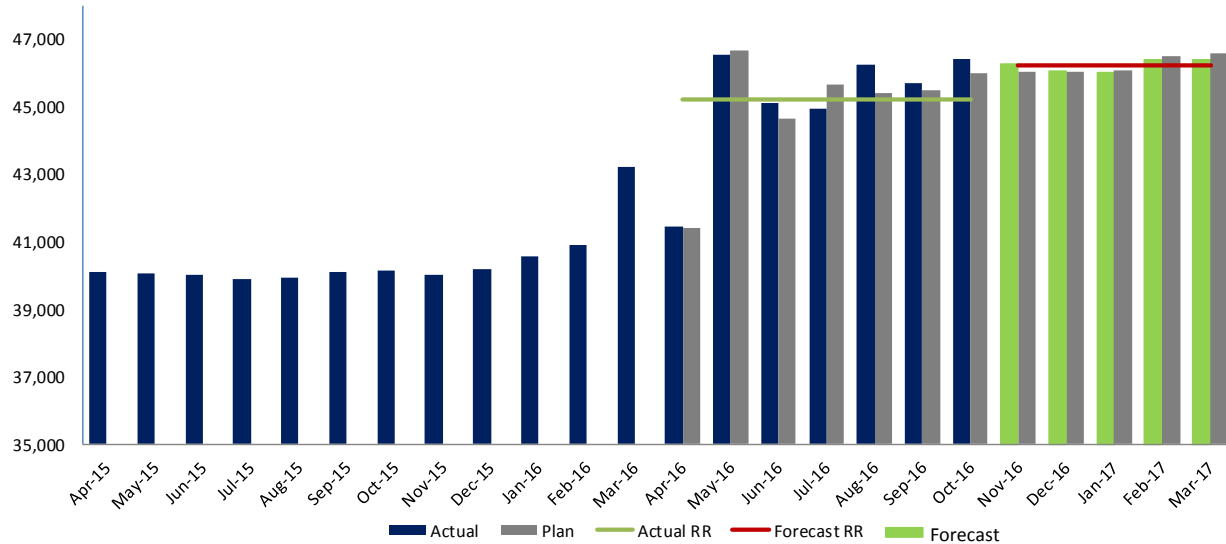
- Combined with other non-contracted, expenditure of £316.4m, £1.1mA.
- Medical Pay: Non agency costs are £4.2mA (£8.2mA non-contracted offset by £4mF substantive) with overspend in every CMG particularly in CSI, ITAPS and RRCV. Combined with £0.8mA in Agency, Medical has a total overspend of £5.0m.
- Central Reserves: Pay position includes £3.1mF release of central contingency in line with plan together with £0.4m advanced use of reserves. Underlying pay costs are £4.6mA driven by Medical.

Note

Other non-contracted medical pay is not represented by a WTE value as it represents an aggregate of payments like Waiting List Initiatives (WLI), on call, acting down payments across different grades of medical workforce where individuals often already represent 1 WTE in a substantive, contracted, role.

Pay Costs: Run Rates, Agency spend driving risk

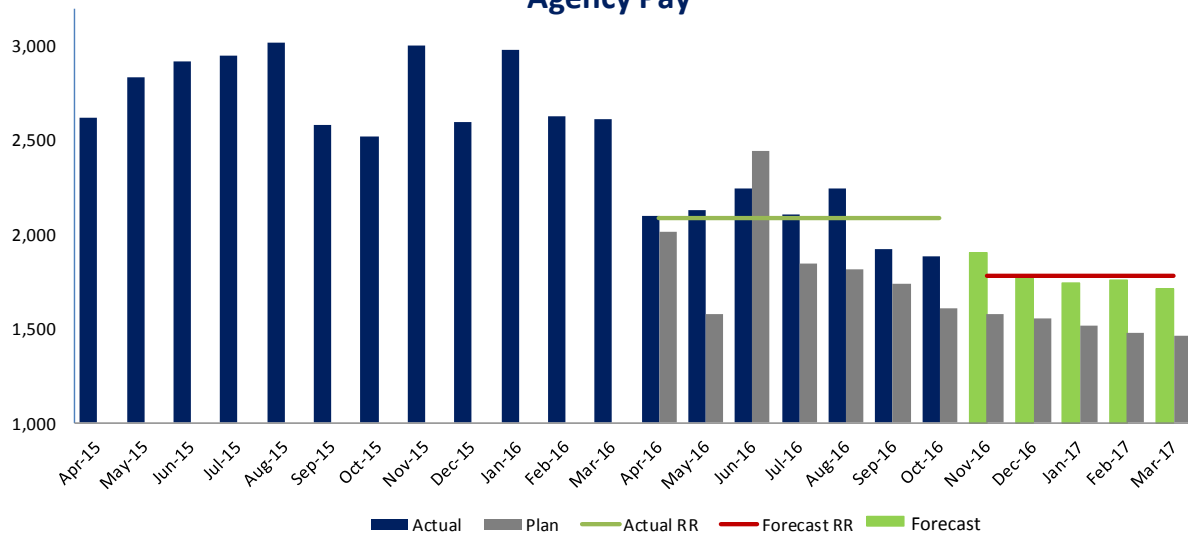
Total Pay Excluding Agency Pay



Total Pay excluding Agency Pay

- Year to date cost of £316.4m, £1.1mA to Plan with the run rate (RR) forecast to increase.
- Plan and Actuals reflect an increase in pay from May due to the impact of E&F services integration where costs were previously reflected within in non-pay.
- Forecast reflects recruitment and is offset by decrease in agency trajectory.
- There is uncertainty and therefore risk relating to pay associated with staffing winter capacity, this has been forecast but there may be variation in the split between substantive and agency costs.

Agency Pay



Agency Pay

- Year to date cost of £14.6m , £1.6mA to Plan with the run rate (RR) forecast to reduce.
- Phasing of agency plan is prescribed by NHSI.
- Whilst 2016/17 expenditure is lower than prior year and is on a decreasing trajectory run-rate is still in excess of that required to achieve planned annual ceiling of £20.6m.
- Current monthly run-rate has reduced but still represents a risk compared to NHSI trajectory of £2.9m risk.

Non-Pay: YTD £198m, £1.5mA to Plan

	Oct-16				YTD				
	Plan £'000	Actual £'000	F / (A) £'000	%	Plan £'000	Actual £'000	F / (A) £'000	%	
Direct	Blood Products	82	93	(11)	(13%)	660	757	(97)	(15%)
	Drugs	8,087	8,524	(437)	(5%)	55,279	58,495	(3,216)	(6%)
	Clinical Supplies & Services	8,219	8,820	(601)	(7%)	59,336	61,362	(2,025)	(3%)
	Transport	185	202	(17)	(9%)	1,297	1,607	(310)	(24%)
	Recharges	83	521	(438)	(528%)	791	1,910	(1,119)	(141%)
	Misc & General Supplies	3,154	2,734	420	13%	23,340	17,317	6,022	26%
External Providers	Healthcare	798	1,225	(426)	(53%)	5,588	6,640	(1,052)	(19%)
	Non Healthcare	1,265	1,236	28	2%	9,399	9,561	(162)	(2%)
Overheads	Establishment, Premises & Plant	3,332	3,212	121	4%	25,745	25,303	442	2%
	Consultancy	94	(51)	145	154%	1,597	1,597	0	0%
	Clinical Negligence	1,977	1,977	-	0%	13,839	13,839	0	0%
Total: Non Pay	27,276	28,493	(1,217)	(4%)	196,873	198,389	(1,517)	(1%)	

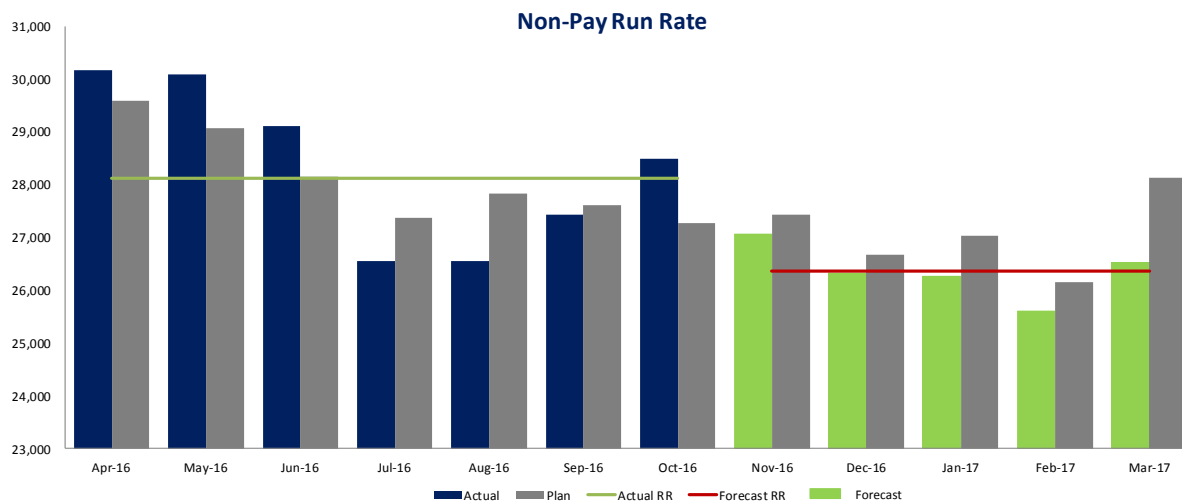
- Direct Costs:** YTD £141.5m, £0.8mA to Plan

YTD spend on Activity related costs (Blood, Drugs, Clinical Supplies and Recharges) of £122.5m, £6.5mA to Plan to over-deliver income of £4m.

Central Reserves: YTD expenditure includes £1.4mF use of contingency reserves.

CIP: included in Plan was CIP delivery through non-pay where efficiency has been delivered through income.

- External Providers:** YTD cost of £16.2m, £1.2mA to Plan with £0.8mA driven by continued use of the IS by MSS and CHUGGS.
- Overheads:** YTD expenditure of £40.7m, £0.4mF to plan.
- Run Rate:** In order to achieve the Trust financial commitment, the forecast run rates (RR) needs to improve which reflects the impact of Corporate Recovery actions on improved financial controls.

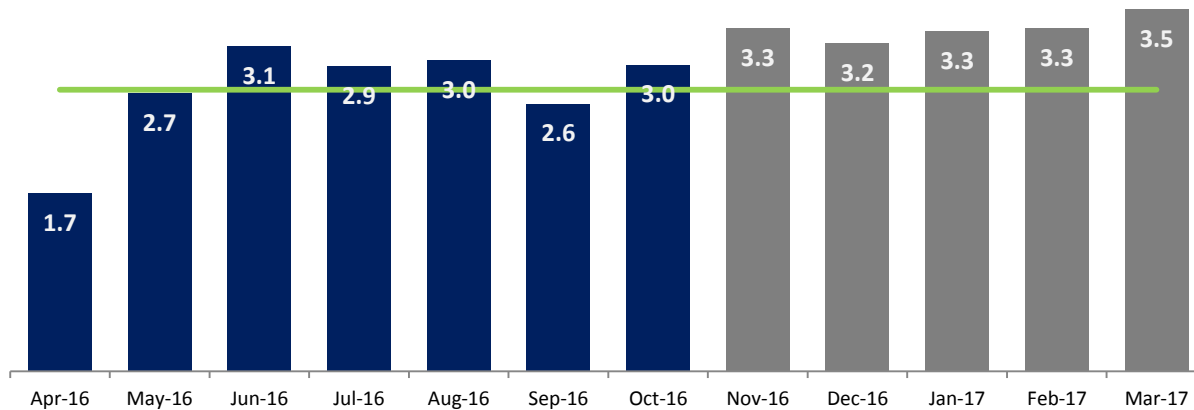


CIP: YTD £19.0, £0.3mF to Plan

	Oct-16				YTD				FY Plan £'000
	Plan £'000	Actual £'000	F / (A) £'000	%	Plan £'000	Actual £'000	F / (A) £'000	%	
CHUGGS	338	494	156	46%	2,139	2,350	211	10%	3,810
CSI	493	470	(23)	(5%)	2,355	2,462	107	5%	4,370
ESM	519	427	(92)	(18%)	3,246	3,283	37	1%	5,845
ITAPS	388	396	8	2%	1,843	2,074	231	13%	3,794
MSS	382	260	(122)	(32%)	2,115	1,657	(458)	(22%)	4,011
RRCV	494	287	(207)	(42%)	3,343	3,023	(320)	(10%)	5,814
Womens & Childrens	457	324	(133)	(29%)	1,607	1,424	(183)	(11%)	3,924
Total: CMG	3,071	2,658	(413)	(13%)	16,647	16,271	(376)	(2%)	31,569
Facilities	8	73	65	829%	791	1,283	492	62%	830
Corporate Total	272	228	(45)	(16%)	1,278	1,464	186	15%	2,641
Total CIP	3,351	2,958	(393)	(12%)	18,716	19,018	303	2%	35,040

- Within Income and Costs there is year to date delivery of £19.0m, a variance of £0.3mF.
- Under-delivery in three CMGs – MSS, RRCV and W&C is offset by over-delivery in other areas including E&F driven by Utilities, together with over performance across other CMGs.
- The specific CIP Paper provides further insight into the performance of CIP.

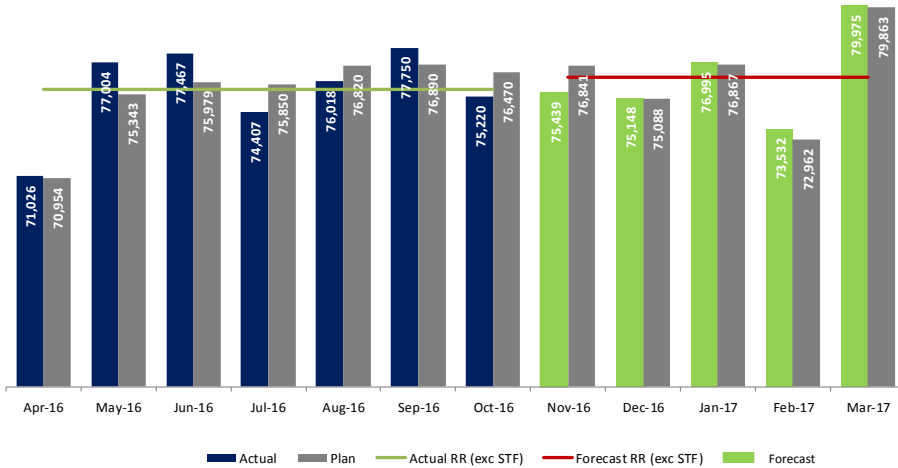
CIP Delivery



Run Rates

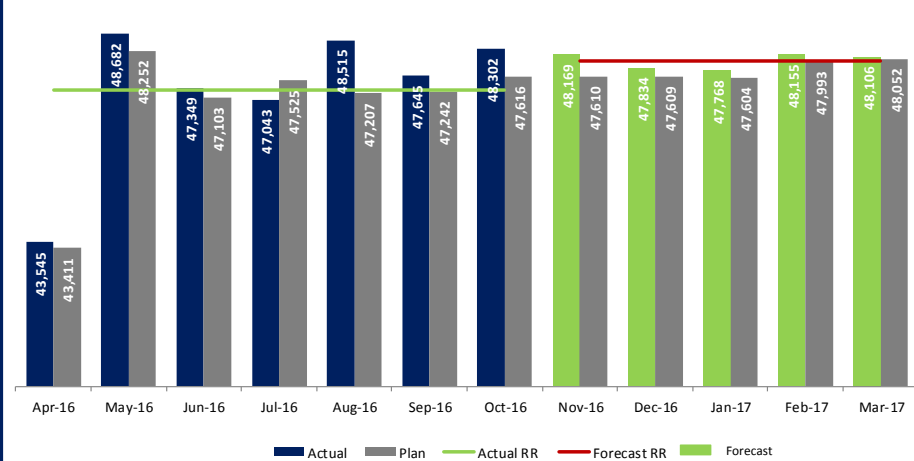
Income excluding STF

Underlying income fluctuates in line with working days and calendar days.



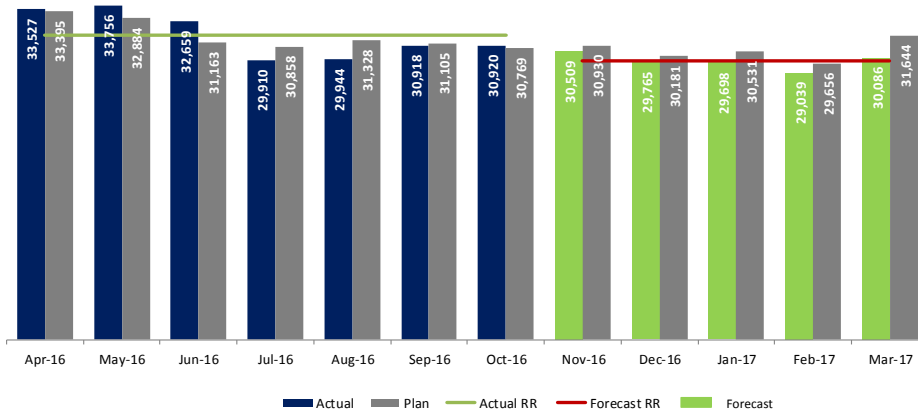
Pay

The step-change in May reflects the impact of E&F services integration. On-going stable cost base planned.



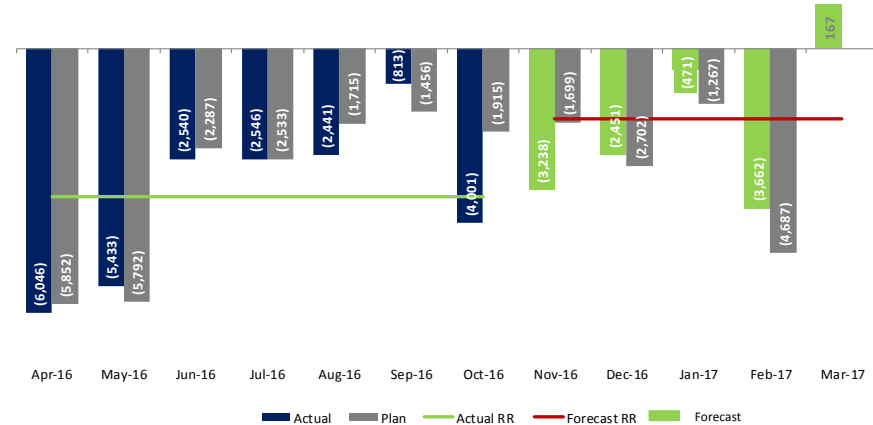
Non-Pay

High non-pay year to date due to over-performance in activity. Plan reflects an overall downward trend in non-pay which needs on-going control.



Net Deficit excluding STF

Cumulative deficit of £23.8m (£10.2m with STF) is not sustainable which needs tight financial discipline over costs and non-essential spend.



STF: Financial & Operational Trajectories

Agreement of Sustainability and Transformation Fund (STF) performance measures underpinned recognition of STF in full in Q1 & Q2. Whilst Q2 & M7 performance vs target has been challenging STF has been recognised in full based on cumulative performance, 'best endeavors' trajectories and evidence of external causation as agreed with NHSI locally. Full year forecast (£23.4m) remains in Trust trajectory

	Quarter 1 ¹			Quarter 2			Quarter 3			Quarter 4		
	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Financial performance (70%, £16.4m)												
YTD Trajectory (£k)	(5,823)	(11,561)	(8,090)	(8,650)	(8,431)	(7,929)	(7,938)					
YTD Actual (£k)	(6,003)	(11,368)	(8,070)	(8,620)	(9,095)	(7,912)	(9,924)					
ED: 4 hour turnaround (12.5%, £2.9m)												
Monthly Trajectory ²	78.00%	78.00%	79.00%	79.00%	80.00%	85.00%	85.00%	85.00%	85.00%	89.00%	89.00%	91.20%
Monthly Actual	81.20%	79.90%	80.60%	76.90%	80.10%	79.80%	78.00%					
RTT: 18 Week Pathway (12.5%, £2.9m)												
Monthly Trajectory ³	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%
Monthly Actual	92.70%	92.70%	92.40%	92.40%	92.10%	91.70%	91.50%					
Cancer: 62 Day Pathway (5%, £12m)												
Monthly Trajectory ⁴	70.20%	74.00%	85.10%	85.10%	85.10%	85.10%	85.10%	85.10%	85.10%	85.10%	85.10%	85.10%
Monthly Actual	75.90%	74.90%	77.30%	83.70%	78.40%	77.90%						
Diagnostics: 6 week wait (0%, £0.0m)												
Monthly Trajectory	0.98%	0.98%	0.98%	0.98%	0.98%	0.98%	0.98%	0.98%	0.98%	0.98%	0.98%	0.98%
Monthly Actual	0.70%	0.60%	0.70%	0.60%	1.40%	1.50%	0.60%					

Notes

¹ Quarter 1 operational trajectories were delivered (green) by virtue of agreeing a trajectory with NHSI, regardless of performance

² Trajectory submitted on a "best endeavours basis" for the full year

³ Trajectory submitted on a "best endeavours basis" April to June

⁴ Trajectory submitted on a "best endeavours basis" June to August

Forecast Outturn: In line with Plan with delivery risk

	FOT				
	Plan	Outturn	F / (A)		
Value Drivers	Day Case	103,500	104,192	692	0.7%
	Elective Inpatient	22,459	21,814	(644)	(2.9%)
	Emergency / Non-elective Inpatient	106,432	108,448	2,017	1.9%
	Emergency Department	256,108	285,648	29,540	11.5%
	Outpatient Procedures	901,976	937,976	36,000	4.0%
	Critical Care Services	56,989	56,077	(912)	(1.6%)
	Renal Dialysis & Transplant	178,494	173,572	(4,923)	(2.8%)
	Other	8,394,540	8,774,861	380,321	4.5%
	FOT				
	Plan	Outturn	F / (A)		
	£'000	£'000	£'000	%	
I&E £'000	Patient Care Income	770,569	776,129	5,560	0.7%
	Non Patient Care Income	139,359	133,853	(5,506)	(4.0%)
	Total Income	909,928	909,982	54	0.0%
	Pay Costs	(546,590)	(547,579)	(989)	(0.2%)
	Pay Costs: Agency	(20,635)	(23,533)	(2,898)	(14.0%)
	Non-Pay	(332,287)	(330,211)	2,076	0.6%
	Total Operating Costs	(899,512)	(901,323)	(1,811)	(0.2%)
	EBITDA	10,416	8,659	(1,757)	(16.9%)
	Non-Operating Costs	(42,155)	(40,519)	1,636	3.9%
	Retained Deficit	(31,739)	(31,859)	(121)	(0.4%)
	Adjustments for Donated Assets	39	159	120	
	Net Deficit Excluding STF	(31,700)	(31,700)	(0)	(0.0%)
	Sustainability & Transformation Funding	23,400	23,400	0	0.0%
	Net Deficit Including STF	(8,300)	(8,300)	(0)	(0.0%)
	Ratios	Agency: Total Pay	3.6%	4.1%	0.5%
EBITDA: Income		1.1%	1.0%	(0.2%)	
Net Deficit: Income		(3.5%)	(3.5%)	0.0%	

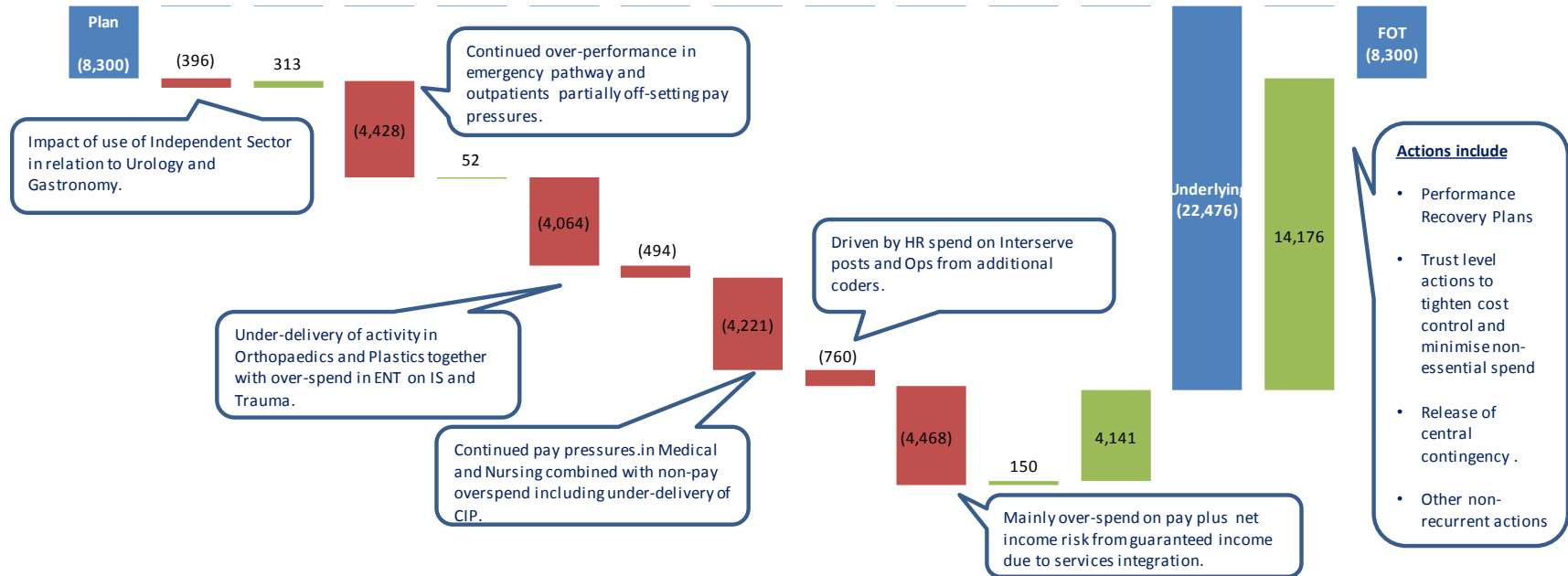
Key

- EBITDA refers to Earnings Before Interest, Taxes, Depreciation and Amortisation
- F refers to a Favourable variance to plan
- A refers to an Adverse variance to plan

- **Overall: Net Deficit of £8.3m** which embeds bottom up forecasting assumptions which have led to focus on the following CMGs/Corporate areas:
 - **ESM** driven by continued pay and non-pay pressures
 - **MSS** with under-delivery due to costly increased use of the Independent Sector and under-delivery of core activity
 - **RRCV** driven by continuation of year to date pay pressures combined with additional investment in ANPs and consultants
 - **W&C** continued cost pressures in excess of plan without offsetting income to support it
 - **Estates & Facilities** due to overspend in pay from the services integration
- Detailed forecast: Net deficit of £22.5m, £14.2mA to Plan representing a delivery risk to the financial plan. Support to areas of the business not forecasting delivery is in place, together with Corporate sponsored financial recovery actions to tighten financial controls, including:
 - Enhanced workforce controls including agency reduction, internal locum rates review, temporary/fixed term contract review and exploring VRS/MARS options.
 - Elective throughput review including insourced and outsourced independent sector usage.
 - Managed slippage of 2016/17 approved investments.
 - Corporate directorate, including estates and facilities, financial delivery.
 - Detailed budget line review.
 - Non pay approval limit escalation including full review of discretionary spend areas.
 - Release of remaining Central Contingency to absorb underlying cost pressures net of £1.5m Winter costs
- **Additional investments:** due to the above actions taken to deliver a forecast outturn in line with plan many investments previously assumed are now being scaled back. Without any further improvement there is minimal headroom to fund additional investments.

Forecast Outturn: CMG and Directorates

Underlying Outturn is £14.2mA to Plan including continued over-performance of activity to absorb cost pressures and £4.5mA within E&F driven by pay pressures. This represents a risk to achieving the full year planned deficit of £8.3m - additional actions have been identified which need prompt execution and careful monitoring to ensure delivery of the Trust planned deficit.



£(000)	Plan	CHUGGS	CSI	ESM	ITAPS	MSS	RRCV	W&C	Corporate	Facilities	R&I	Centre	Underlying	Intervention	FOT	Var F/(A)
NHS PCI	793,969	3,161	2,336	2,056	747	(1,300)	(205)	614	40	0	(0)	(1,888)	799,529	0	799,529	5,560
Other Income	139,359	(211)	230	802	397	(264)	(428)	(971)	968	(6,023)	(155)	(174)	133,530	323	133,853	(5,506)
Pay	(546,590)	(47)	323	(1,348)	(1,478)	(298)	(1,472)	(2,246)	(629)	(3,248)	230	4,015	(552,789)	5,210	(547,579)	(989)
Pay: Agency	(20,635)	(70)	0	(2,613)	17	862	186	121	(273)	(294)	65	(900)	(23,533)	0	(23,533)	(2,898)
Non Pay	(332,287)	(3,228)	(2,576)	(3,325)	388	(3,064)	1,424	(1,740)	(849)	5,098	10	1,626	(338,524)	8,313	(330,211)	2,076
Non-Operating Costs	(42,116)	0	0	0	(19)	0	1	1	(18)	(0)	0	1,463	(40,689)	330	(40,359)	1,757
Net Deficit	(8,300)	(396)	313	(4,428)	52	(4,064)	(494)	(4,221)	(760)	(4,468)	150	4,141	(22,476)	14,176	(8,300)	(0)

October 2016: Statement of Financial Position

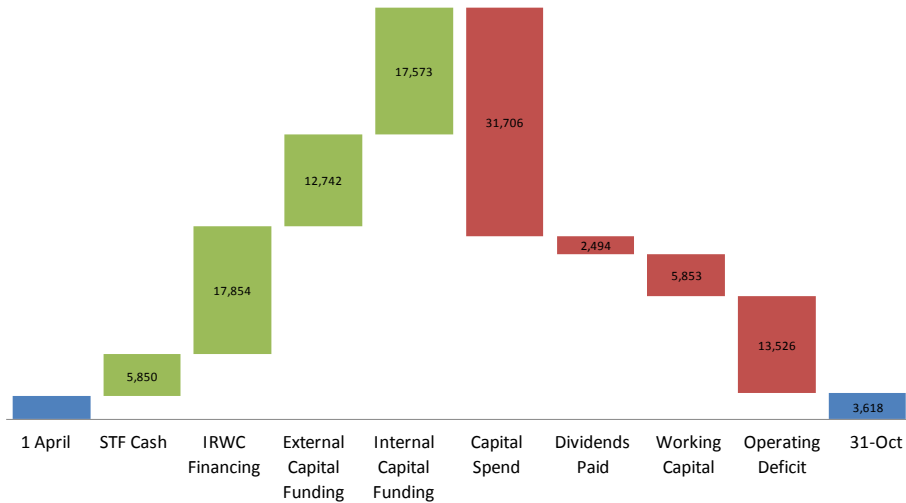
	Mar-16 £000's Actual	Oct-16 £000's Actual	Movement £000's Actual
Non Current Assets			
Property, plant and equipment	391,358	407,440	16,082
Intangible assets	10,452	9,862	(590)
Trade and other receivables	2,727	3,897	1,170
TOTAL NON CURRENT ASSETS	404,537	421,199	16,662
Current Assets			
Inventories	18,605	19,796	1,191
Trade and other receivables	45,106	55,732	10,626
Cash and cash equivalents	3,178	3,618	440
TOTAL CURRENT ASSETS	66,889	79,146	12,257
Current Liabilities			
Trade and other payables	(120,985)	(130,362)	(9,377)
Dividend payable	0	(722)	(722)
Borrowings / Finance Leases	(4,315)	(3,280)	1,035
Other Liabilities / Loan	(545)	(545)	0
Provisions for liabilities and charges	(633)	(207)	426
TOTAL CURRENT LIABILITIES	(126,478)	(135,116)	(8,638)
NET CURRENT ASSETS (LIABILITIES)	(59,589)	(55,970)	3,619
TOTAL ASSETS LESS CURRENT LIABILITIES	344,948	365,229	20,281
Non Current Liabilities			
Borrowings / Finance Leases	(3,930)	(3,803)	127
Other Liabilities / Loan	(55,010)	(85,333)	(30,323)
Provisions for liabilities and charges	(1,678)	(1,933)	(255)
TOTAL NON CURRENT LIABILITIES	(60,618)	(91,069)	(30,451)
TOTAL ASSETS EMPLOYED	284,330	274,160	(10,170)
Public dividend capital	329,856	329,856	0
Revaluation reserve	81,133	81,133	0
Retained earnings	(126,659)	(136,829)	(10,170)
TOTAL TAXPAYERS EQUITY	284,330	274,160	(10,170)
Ratios			
Liquidity Ratio Days (Working Capital Balance / Annual Operating Expenses)	(33)	(30)	(31)
Liquidity Ratio Metric	1	1	1

- **Total Assets Employed:** Movement of £10.2m representing year to date Trust deficit (before donated asset adjustment).
- **Non-Current Assets :** Increased by £16.7m reflecting spend on the emergency floor, vascular scheme and Robert Kilpatrick building less depreciation charged.
- **Working capital: net movement of £2.4m**
 - Stock growth in non pharmacy stock holding locations
 - Receivables have increased by £10.6m
 - Payables have increased by £9.4m
- **Cash:** August balance of £3.6m is above the £3m minimum stipulated by our loan agreements.
- **Dividend payable:** £0.7m represents one months PDC dividend accrued with cash payment due in March.
- **Non-current liabilities:**
 - Drawdown of £17.9m revolving working capital facility
 - Drawdown of £12.7 emergency floor capital loan.
- **Liquidity Ratio:** We continue to be high risk in terms of our continuity of service risk rating relating to liquidity days and have achieved a score of 1, which is in line with our plan.

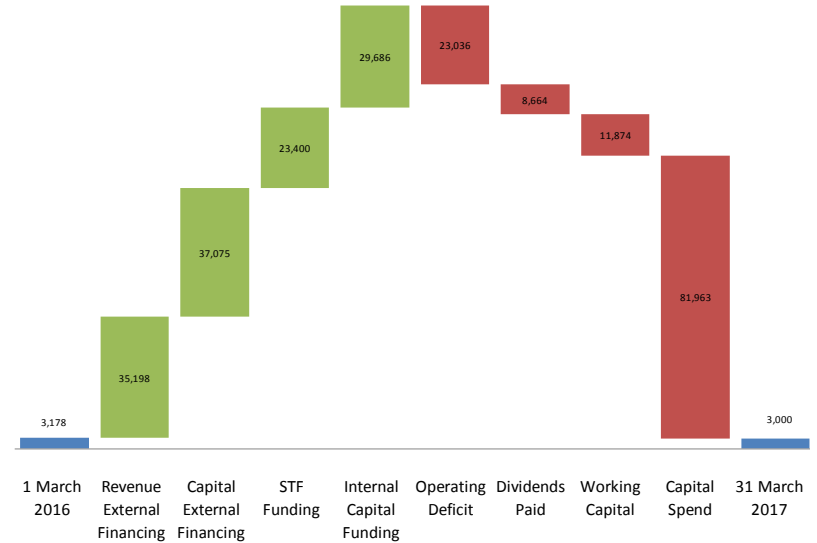
Score range from 1 (High Risk) to 4 (Low Risk).

Cash

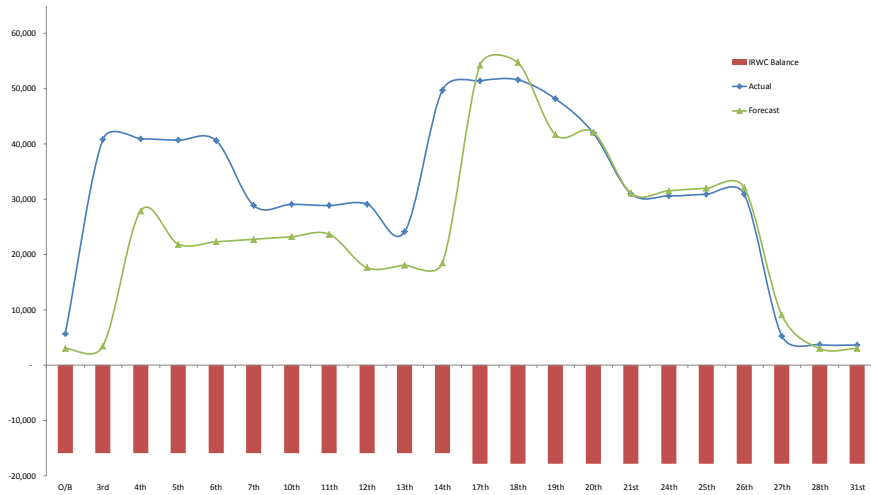
Year to Date Cash Bridge



Cash Forecast £'000



Daily Cash Balance



Comments

Cash Bridge:

- Opening cash balance of £3.2m, in line with our plan.
- Funded YTD net deficit of £10.2m by drawing down £17.9m of our Interim Revolving Working Capital Facility (IRWC), which also covers the timing difference on the receipt of STF funding.
- In November £5m of working capital facility has been released with a further drawdown expected to be made possible in December.
- Improvement in working capital and internal capital funding enabled interest payment and capital expenditure of £31.7m.

Full Year Forecast

- Forecast of £3m in line with Plan after funding of Trust deficit, Capital Expenditure, Dividends and interest.

Daily Cash Balance

- In line with forecast with mid-month peak driven by receipt of SLA income. Staff are paid on the last Thursday of each month (moving to the 26th from November) reflected by the cash reduction on 27th October.

Liquidity

	Liquidity			Ageing				% over	
	Opening	YTD	Movement	0 - 30 Days	31 - 60 Days	61 - 90 Days	Over 90 days	90 days	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Accounts Receivable	NHS receivables - revenue	25,351	30,442	(5,091)	25,327	1,827	380	2,908	10%
	Non-NHS receivables - revenue	13,097	15,149	(2,052)	8,299	1,350	916	4,584	30%
	Provision for the impairment of receivables	(764)	(1,254)	490	(1,254)				0%
	Non-NHS prepayments and accrued income	3,068	9,252	(6,184)	9,252				0%
	PDC dividend prepaid to DH	1,307	0	1,307	0				-
	VAT	2,622	1,841	781	1,841				0%
	Other receivables	425	302	123	302				0%
	TOTAL	45,106	55,732	(10,626)	43,767	3,177	1,296	7,492	13%
Accounts Payable	NHS payables - revenue	(9,502)	(29,194)	19,692	(14,059)	(1,225)	(2,743)	(11,167)	38%
	NHS accruals and deferred income	(5,889)	0	(5,889)	0				0%
	Non-NHS payables - revenue	(43,305)	(48,368)	5,063	(26,323)	(11,247)	(6,078)	(4,720)	10%
	Non-NHS payables - capital	(14,052)	(5,342)	(8,710)	(2,977)	(834)	(1,174)	(357)	7%
	Non-NHS accruals and deferred income	(31,368)	(27,032)	(4,336)	(13,007)	(8,237)	(2,889)	(2,899)	11%
	Social security costs	(4,740)	(6,236)	1,496	(6,236)				0%
	Dividends payable	0	(722)	722	(722)				0%
	Accrued interest on DH Loans	(126)	(472)	346	(472)				0%
	Tax	(5,054)	(5,513)	459	(5,513)				0%
	Other	(6,949)	(8,205)	1,256	(8,205)				0%
	TOTAL	(120,985)	(131,084)	10,099	(77,514)	(21,543)	(12,884)	(19,143)	15%
Total Liquidity	(75,879)	(75,352)	(527)						

Liquidity: movement of £0.5m from opening position driven by:

- Accounts receivable: increased by £10.6m driven by increase in NHS receivables and Non-NHS prepayments and accrued income.
- Accounts payable: increase of £10.1m with material movement in NHS payables offset by decrease in Non-NHS payables capital.

Ageing: NHSI target of 5% or less within over 90 days, key areas of under-performance:

- NHS receivables: 10% representing £2.9m being over 90 days with Leicestershire Partnership NHS Trust at £1.3m; NHS East Leicestershire and Rutland CCG at £0.4m.
- Non-NHS receivables: 30% representing £4.6m being over 90 days with the largest component being Overseas Visitors at £2.0m (46%). The balance consists of various items which in isolation are not material.
- NHS payables-revenue: £11.2m, representing 38% in excess of 90 days with NHS Business Services Authority at £9.4m (84%).
- Further analysis of receivables is provided in the separate cash report.

Better Payments Practice Code: Non-compliant

Better Payment Practice Code - Measure of Compliance	October YTD		Prior month YTD	
	Number	£000s	Number	£000s
All				
Total Invoices Paid in the Year	79,283	443,140	66,832	388,109
Total Invoices Paid Within Target	14,837	304,636	13,947	269,216
Percentage Invoices Paid Within Target (target 95%)	19%	69%	21%	69%
Non-NHS Payables				
Total Non-NHS Invoices Paid in the Year	74,754	364,850	62,693	318,642
Total Non-NHS Invoices Paid Within Target	14,056	245,917	13,201	216,380
Percentage of Non-NHS Invoices Paid Within Target	19%	67%	21%	68%
Local SME payables				
Total SME Invoices Paid in the Year	2,329	7,489	2,244	6,374
Total SME Invoices Paid Within Target	594	1,774	585	1,714
Percentage of Local SME Invoices Paid Within Target	26%	24%	26%	27%
NHS Payables				
Total NHS Invoices Paid in the Year	2,200	70,801	1,895	63,093
Total NHS Invoices Paid Within Target	187	56,945	161	51,121
Percentage of NHS Invoices Paid Within Target	9%	80%	8%	81%

- **Cash:** Year to date cash availability has been affected by lack of clarity surrounding:
 - Utilisation of working capital facility restricted to in-month planned deficit;
 - Timing of STF drawdowns; and
 - Capital drawdown for pre-approved Emergency Floor.
- **BPPC performance:** As a result of cash constraints the Trust is unable to achieve the BPPC performance target of 95%.

The low volume compliance has been driven by the requirement to settle high value invoices, impacting our ability to pay the larger volume of small invoices within 30 days.

In November £5m of working capital facility has been released with a further drawdown expected to be made possible in December. The Trust are expecting the additional drawdown to be £10m, dialogue is on going with NHSI.

Capital: £33.1m spend

	Scheme Name	YTD Spend	YTD Committed	Annual Budget
Funded	Estates & Facilities	1,711	1,926	3,776
	MES Installation Costs	308	206	1,000
	IFM Facilities Asset Purchase	1,548	0	1,376
	Paediatric Daycase / Dentistry	986	78	1,229
	Robert Kilpatrick	2,200	0	2,200
	Sub-total: Estates & Facilities	6,752	2,209	9,581
	IM&T Infrastructure	545	1,432	3,862
	Heartsuite System	0	105	272
	Electronic Blood Tracking System	130	66	696
	Renal Transplant Lab System	100	0	100
	Learning Mgt System	72	0	70
	Sub-total: IM&T Schemes	846	1,604	5,000
	Medical Equipment Executive	1,687	446	4,000
	Linear Accelerator	76	2,750	798
	Sub-total: Medical Equipment	1,763	3,196	4,798
	Emergency Floor	11,800	4,632	21,700
	Vascular	6,060	2,859	8,908
	ICU	457	30	379
	EMCH Interim Solution	450	5	549
	Business Case Development	385	164	615
	Sub-total: Reconfiguration	19,153	7,690	32,151
Diabetes Conversion of Ward 2	366	152	1,122	
Donations	72	0	300	
Paediatric & Genetic CRF	6	370	328	
Sub-total: Corporate / Other	444	522	1,750	
MES Finance Lease Additions	1,618	0	2,774	
Hybrid Theatre Addition	0	0	1,200	
Sub-total: Finance Leases	1,618	0	3,974	
Total Secured Funding	30,577	15,221	57,254	
Planned but not yet funded	Estates & Facilities	739	14	1,982
	MES Installation Costs	0	0	347
	Ward 9 & 7 Change of Use	114	26	150
	EF EPR Plan B	0	339	500
	Medical Equipment Executive	0	0	500
	Linear Accelerator	0	0	2,502
	Business Case Development	0	0	1,363
	ICU	0	0	2,641
	Ward Capacity	0	0	4,091
	Infrastructure Costs	0	0	1,943
	EPR Programme	16	160	8,690
Planned Expenditure	869	539	24,709	
Unfunded	EDRM	361	0	0
	Other Expenditure	1,294	64	0
	TOTAL UNFUNDED EXPENDITURE	1,655	64	0
TOTAL CAPITAL EXPENDITURE	33,101	15,824	81,963	

- **October:** Total capital expenditure of £33.1m
- **Material spend:**
 - **Emergency Floor:** Total spend of £11.8m with a further commitment of £4.6m
 - **Vascular:** Spend of £6.1m and committed spend of a further £2.9m
 - **Estates and Facilities:** Spend of £6.8 with £2.2m further committed spend
- **Annual Plan:**
 - **Capital Plan:** Total capital expenditure of £82m.
 - **External funding:** The external borrowing requirement to execute this plan is £45.8m of which
 - £21.7m is secured for the Emergency Floor development
 - £16.0m is required for reconfiguration schemes including Vascular and ICU business cases; and £8.7m CRL is required for EPR.

Finance and use of resources metrics

In September 2016 NSHI published the final Single Oversight Framework. Within this there are a series of financial measures, below we have shown the Trust score against these measures based on NHS definitions. Whilst each metric carries equal weighting if any metric scores a 4 the overall score cannot be any higher than 3.

	Metric	Definition	Actual	Score
Financial Sustainability	Capital Service Capacity	Degree to which generated income covers financial obligations <i>EBITDA + Interest receivable / Annual Debt Service (Interest Payable + Dividend + borrowings repaid)</i>	1	4
	Liquidity (days)	Days of operating costs held in cash or cash equivalent forms including wholly committed lines of credit available for drawdown <i>Working Capital Balance / Year to Date Operating Costs</i>	(30)	4
Financial efficiency	EBITDA margin	I&E Surplus or Deficit / Total Revenue	(1.83%)	4
Financial Controls	Distance from financial plan	Year to date actual I&E surplus/deficit in comparison to year to date planned I&E surplus/deficit <i>Year to date I&E variance to Plan / Year to date I&E Plan</i>	(0.36%)	2
	Agency spend	Distance from agency ceiling <i>Year to date variance to Ceiling / Year to date Ceiling</i>	(12.31%)	2
Overall	Total (weighted) score	All five metrics are equally weighted to give an overall mean score however scoring a 4 on any measure results in a 3 overall at best		3

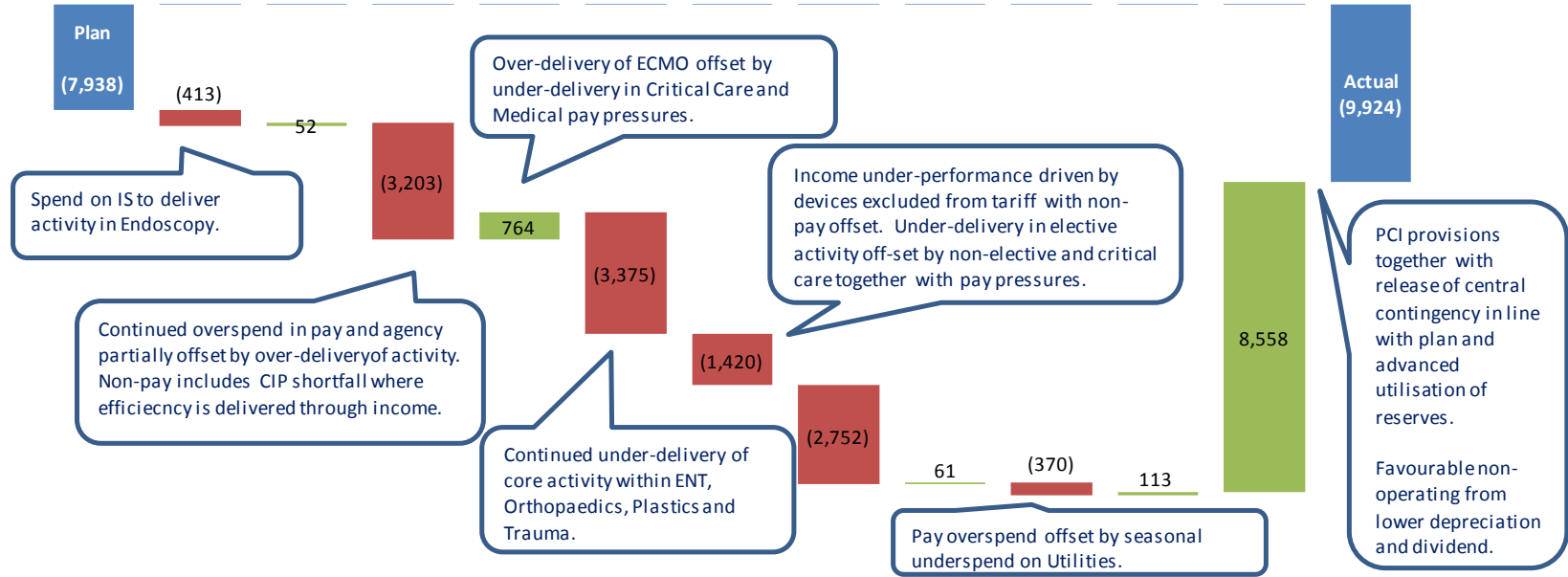
Risks & Mitigation

RISK	MITIGATION
<ul style="list-style-type: none"> • Cost Pressures: Current over-delivery of activity and use of central contingency is offsetting underlying pay and non-pay pressures. A significant improvement to run rates is required to achieve the financial target. 	<ul style="list-style-type: none"> • On-going tight financial discipline is required over costs and non-essential spend. • Trust measures to tighten financial controls on non essential costs.
<ul style="list-style-type: none"> • CMG Recovery plans: continued under-performance and deterioration of CMGs driving Trust level risk to deliver on planned deficit. 	<ul style="list-style-type: none"> • The “at risk” under-performing CMGs are in Performance Recovery with regular director oversight to ensure recovery plans are robust, executed and monitored.
<ul style="list-style-type: none"> • Contractual over performance: continued over-performance and associated financial pressures within local CCGs. 	<ul style="list-style-type: none"> • Close monitoring of contractual and financial performance at monthly Contract Performance Meeting. • Contractual mechanisms i.e. AQN have been followed
<ul style="list-style-type: none"> • CIP: remains key to meeting income and expenditure commitments. Whilst currently in line with plan CIP delivery remains a key dependency. 	<ul style="list-style-type: none"> • An established PMO function and associated governance arrangements are in place. Full details of the 2016/17 programme are supplied within the separate CIP paper.
<ul style="list-style-type: none"> • Sustainability & Transformation Funding: inability to achieve financial control total (70%) and operational performance target trajectory (30%) 	<ul style="list-style-type: none"> • Close monitoring of financial performance and operational performance targets through internal confirm and challenge meetings
<ul style="list-style-type: none"> • Agency Pay: Current and forecast over spend against the £20.6m agency ceiling creates a risk of further escalation actions with NHSI. 	<ul style="list-style-type: none"> • The workforce work stream and premium pay sub-work stream are concentrating on delivery of savings through the monitoring and compliance of recruitment initiatives, workforce planning and the application of internal controls.
<ul style="list-style-type: none"> • Cash: planned deficit position means there is insufficient cash to support expenditure. 	<ul style="list-style-type: none"> • The Trust has access to an Interim Revolving Working Capital Support (temporary borrowing) to meet immediate cash requirements.
<ul style="list-style-type: none"> • Capital: Capital Plan requires further borrowing that is yet to be approved. 	<ul style="list-style-type: none"> • Alternative scenarios within the capital programme until additional borrowing is approved. This plan has been agreed at the Capital Management and Investment Committee.

Appendix

YTD: CMG and Directorates

The YTD performance by CMG and Corporate Directorate is shown below.



£(000)	Plan	CHUGGS	CSI	ESM	ITAPS	MSS	RRCV	W&C	Corporate	Facilities	R&I	Centre	Actual	Var F/(A)
NHS PCI	461,324	2,212	1,164	1,071	1,151	(2,678)	(832)	328	23	0	(0)	1,574	465,337	4,013
Other Income	80,277	(181)	213	516	256	(108)	(412)	(881)	484	(2,894)	(87)	(51)	77,133	(3,144)
Pay	(315,306)	(67)	525	(839)	(704)	451	(737)	(1,452)	(50)	(1,767)	282	3,225	(316,439)	(1,132)
Pay: Agency	(13,050)	(63)	(143)	(1,878)	(14)	131	(35)	130	(42)	(134)	34	422	(14,641)	(1,591)
Non Pay	(196,873)	(2,315)	(1,708)	(2,073)	94	(1,171)	595	(878)	(344)	4,425	(117)	1,973	(198,389)	(1,517)
Non-Operating Costs	(24,310)				(19)				(11)			1,415	(22,926)	1,384
Net Deficit	(7,938)	(413)	52	(3,203)	764	(3,375)	(1,420)	(2,752)	61	(370)	113	8,558	(9,924)	(1,986)