

2016/17 Financial Performance

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Trust Board paper P

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 30th November 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 £12.6m, £5.0m adverse to plan. This includes £15.6m of STF based on financial and operational performance delivery (on a best endeavours basis) for Q2.
2. Agency expenditure year to date is £16.8m compared to planned expenditure of £14.6m representing a £2.2m 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 8.

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: **02/02/17**

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 £12.6m, £5.0mA 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 Ward capacity to support Winter pressure, theatre sessions and use of the Independent Sector. Non-recurrent benefits of £4.1m and non-operating costs are helping to close the gap and support the Trust financial position. Included in the financial position is STF of £15.6m in line with Plan.
- **Patient Care Income, £4.4mF 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, Orthopaedic Surgery is also driving the under-performance in Elective. The year to date position is supported by £1.5m relating to utilisation of central PCI provisions.
- **Operating Costs, £7.3mA to Plan:** with £3.5m pay overspend, £2.2m of which is driven by agency and a £3.8mA variance on non pay including underspend in E&F together with advanced utilisation of central reserves.
- **CIP £0.1mF to Plan:** efficiency improvement is being delivered by additional income despite being planned as non-pay reductions.
- **Forecast Outturn Deficit of £8.3m:** detailed forecast outturn is £16.5mA which represents a material 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.

Key
F refers to a Favourable variance to plan, A refers to an Adverse variance to plan

Cash

- **Cash balance of £7.9m, £4.9m higher than the target** stipulated by Interim Capital Support Loan driven by receipt of STF.

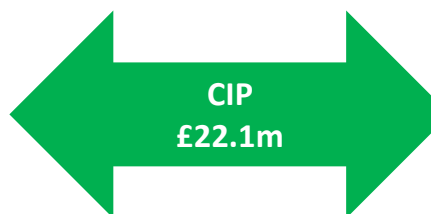
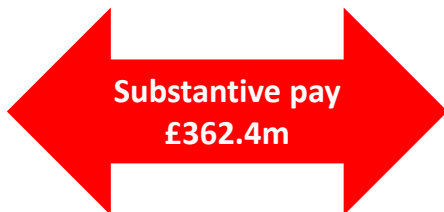
Net deficit funded by drawing down Interim Revolving Working Capital Facility which includes the timing difference on the receipt of STF funds. Working capital is being used to fund capital expenditure.

- **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 was released with a further £10m received in December.

Capital

- **November:** Total capital expenditure of £38.3m
- **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.

November 2016: Year to Date - Key Facts



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 £12.6m, £5.0mA to Plan

	Nov-16				YTD			
	Plan	Actual	F/(A)		Plan	Actual	F/(A)	
				%				%
Day Case	8,956	9,012	56	1%	69,419	68,903	(516)	(1%)
Elective Inpatient	1,954	1,816	(138)	(7%)	15,026	14,080	(946)	(6%)
Emergency / Non-elective Inpatient	8,799	8,793	(6)	(0%)	70,710	71,862	1,152	2%
Emergency Department	21,049	24,790	3,741	18%	171,210	191,649	20,439	12%
Outpatient Procedures	77,843	86,759	8,917	11%	604,897	627,390	22,493	4%
Critical Care Services	4,768	4,579	(189)	(4%)	37,624	36,752	(872)	(2%)
Renal Dialysis and Transplant	14,707	14,220	(487)	(3%)	118,231	115,884	(2,347)	(2%)
Other Activity	723,100	731,567	8,467	1%	5,627,652	5,811,647	183,995	3%
WTE Total	13,558	13,195	363	3%	13,432	12,971	461	3%
WTE Agency	200	321	(120)	(60%)	262	326	(65)	(25%)

	Nov-16				YTD			
	Plan	Actual	F/(A)		Plan	Actual	F/(A)	
	£'000	£'000	£'000	%	£'000	£'000	£'000	%
Patient Care Income	65,137	65,505	368	1%	512,811	517,193	4,381	1%
Non Patient Care Income	569	520	(49)	(9%)	4,521	4,263	(258)	(6%)
Other Operating Income	11,135	10,785	(349)	(3%)	87,814	84,248	(3,567)	(4%)
Total Income	76,841	76,810	(30)	(0%)	605,147	605,703	556	(0%)
Pay Costs	(45,772)	(45,962)	(190)	(0%)	(361,078)	(362,401)	(1,323)	(0%)
Pay Costs: Agency	(1,590)	(2,166)	(576)	(36%)	(14,640)	(16,807)	(2,167)	(15%)
Non Pay	(27,671)	(29,915)	(2,244)	(8%)	(224,543)	(228,304)	(3,761)	(2%)
Total Operating Costs	(75,033)	(78,043)	(3,010)	(4%)	(600,262)	(607,512)	(7,251)	(1%)
EBITDA	1,808	(1,233)	(3,041)	(168%)	4,885	(1,809)	(6,694)	(137%)
Non Operating Costs	(3,507)	(3,486)	20	1%	(28,135)	(26,731)	1,404	5%
Retained deficit	(1,699)	(4,719)	(3,020)	(178%)	(23,249)	(28,540)	(5,290)	(23%)
Adjustments for Donated Assets	45	45	0		7	292	285	
Net Deficit Excluding STF	(1,654)	(4,674)	(3,020)	(183%)	(23,242)	(28,247)	(5,005)	(22%)
Sustainability & Transformation Funding	1,950	1,950	0	0%	15,600	15,600	0	0%
Net Deficit Including STF	296	(2,724)	(3,020)	1020%	(7,642)	(12,647)	(5,005)	(65%)
Agency: Total Pay	3.47%	4.71%			4.05%	4.64%		
EBITDA: Income	2.35%	(1.61%)			0.81%	(0.30%)		
Net Deficit: Income	(2.15%)	(6.08%)			(3.84%)	(4.66%)		

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

• **NHS Patient Care Income: £517.2m, £4.4mF** including £1.5mF advanced use of contingency and central coding provision. Underlying performance £2.9mF with over-performance in Non-elective, ECMO, Outpatients and Direct Access offsetting under-performance in Elective activity particularly MSS & RRCV and Critical Care predominantly in W&C and ITAPS.

• **Non Patient Care Income & Other Income: £88.5m, £3.8mA** with £3.5mA 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 £0.6m shortfall in Private Patient income partially offset by other income.

• **Pay Costs: £362.4m, £1.3mA** with £5.6m 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 £1mF advanced use of central reserves.

• **Agency: £16.8m, £2.2mA** overspend predominantly in ESM across medical and nursing. The Trust is forecast to spend £24.3m and therefore in breach of the £20.6m NHSI ceiling.

• **Non-Pay: £228.3m, £3.8mA** including £2.1mF use of reserves and advanced use of contingency. Underlying over-spend of £5.9m with £4.6mF in E&F from budget misalignment and underspend on Utilities. Whilst there is continued non pay CIP shortfall delivered through income, non-pay is demonstrating an upward trend representing a risk to financial commitments and needs tightened controls.

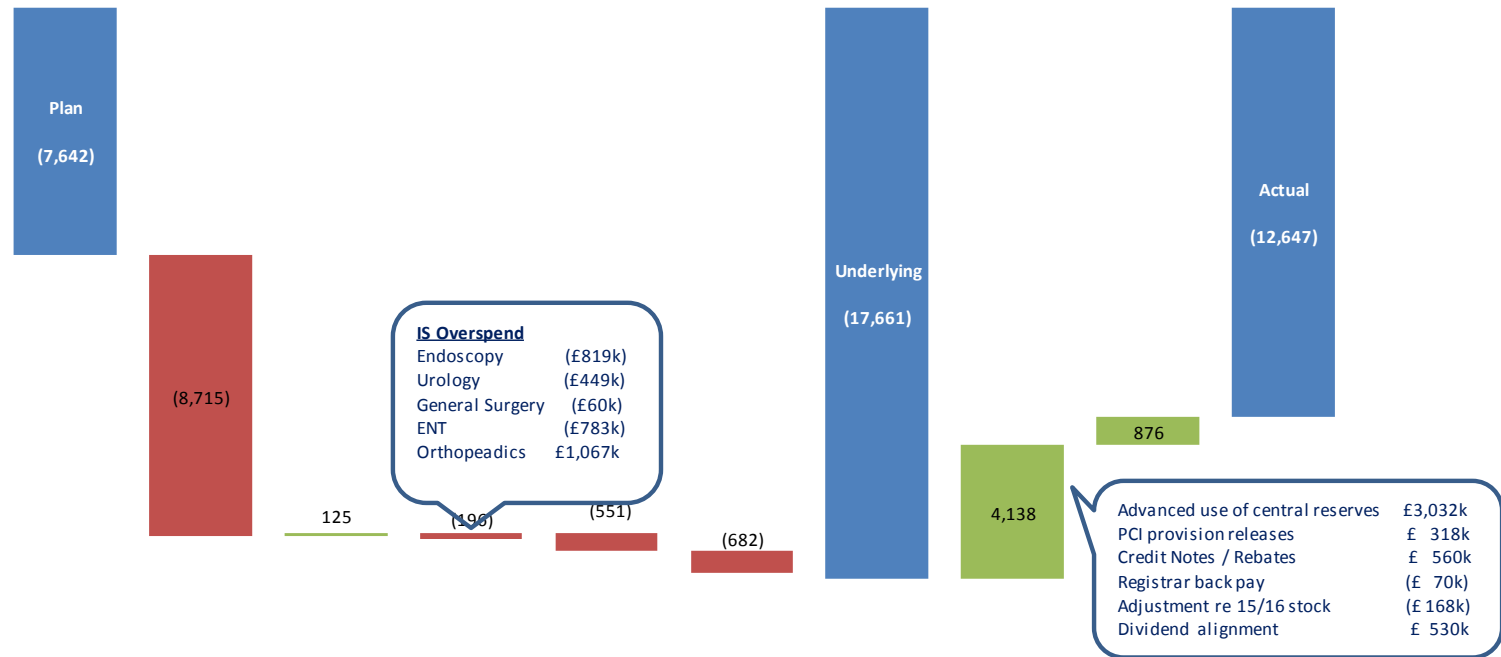
• **EBITDA: deficit of £1.8m, £6.7mA**

• **Non-Operating Costs: £26.7m, £1.4mF** from depreciation and dividend alignment.

• **Sustainability and Transformation Funding: £15.6m** has been recognised – see page 13.

I&E Bridge: significant adverse variance, £5.0mA to Plan

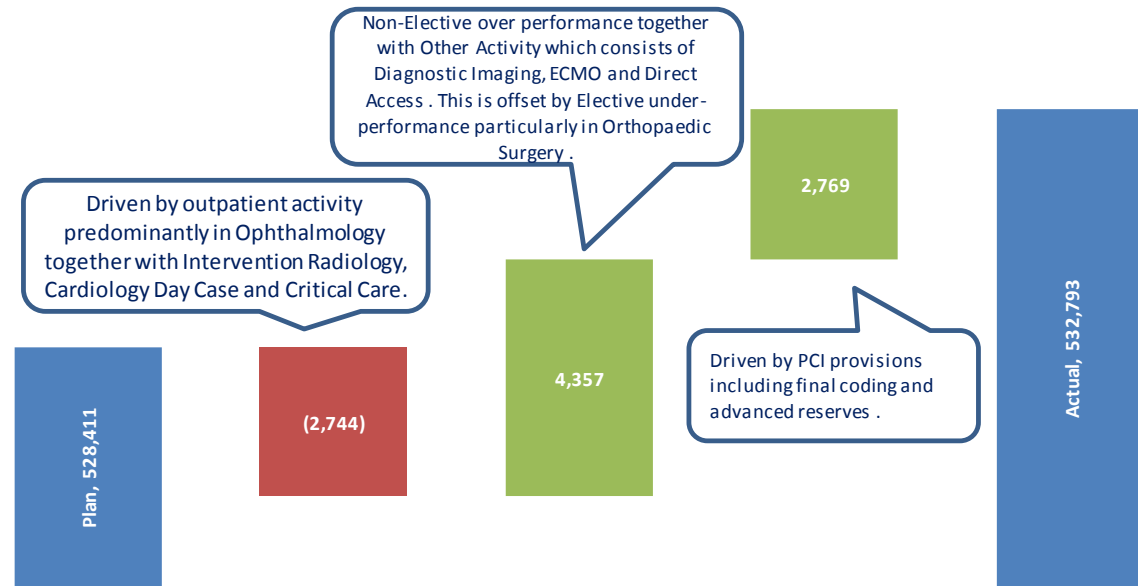
Underlying performance is adverse to plan with over delivery of Patient Care Income offset by the cost to deliver higher levels of activity including additional Ward capacity to support Winter pressures, theatre sessions and the use of the Independent Sector. Non-recurrent benefits of £4.1m and non-operating 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	528,411	(141)	2,507	848	0	(0)	531,625	1,168	0	532,793	4,381
Other Income	91,980	(3,777)	(368)	0	0	537	88,372	66	(0)	88,438	(3,542)
Pay	(361,078)	(1,870)	(358)	0	(242)	205	(363,344)	943	0	(362,401)	(1,323)
Pay: Agency	(14,640)	(2,297)	0	0	0	40	(16,897)	90	0	(16,807)	(2,167)
Non Pay	(224,543)	(629)	(1,655)	(1,044)	(308)	(1,465)	(229,644)	1,340	0	(228,304)	(3,760)
Non-Operating Costs	(27,772)	(0)	0	0	0	(0)	(27,773)	530	876	(26,367)	1,406
Net Deficit	(7,642)	(8,715)	125	(196)	(551)	(682)	(17,661)	4,138	876	(12,647)	(5,005)

NHS Patient Income: YTD £532.8m, £4.4mF 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 drivers of under-delivery in Day Case is Orthopaedic Surgery and General Surgery, Orthopaedic Surgery is also driving the under-performance in Elective. The year to date position includes £15.6m STF and is supported by utilisation of central PCI provisions.



£(m)	Plan	Rate	Volume	Other	Actual	Var F / (A)
Day Case	40,329	(741)	(294)	0	39,293	(1,035)
Elective Inpatient	50,117	(27)	(3,153)	0	46,937	(3,180)
Emergency / Non-elective Inpatient	125,522	(200)	2,042	0	127,364	1,842
Marginal Rate Emergency Threshold	(2,983)	0	0	(604)	(3,588)	(604)
Emergency Department	16,409	(301)	1,923	0	18,031	1,622
Outpatient	76,369	(1,278)	2,792	0	77,883	1,514
Drugs and Devices excluded from Tariff	63,502	0	0	(148)	63,355	(148)
Critical Care Services	36,781	(870)	(832)	0	35,079	(1,702)
Renal Dialysis and Transplant	18,779	17	(373)	0	18,423	(356)
CQUIN	10,532	0	0	420	10,952	420
Other Activity	68,239	656	2,253	0	71,147	2,908
Other Financial Values	24,815	0	0	3,101	27,916	3,101
Total	528,411	(2,744)	4,357	2,769	532,793	4,381

Activity & Income: Performance versus Contract

Case mix	City	East	West	Specialised Services	Other	Alliance	Total
Day Case	570	500	1,340	(161)	(30)	(2,735)	(516)
Elective Inpatient	(182)	(253)	(196)	(177)	(137)	-	(946)
Emergency / Non-elective Inpatient	346	1,049	478	(531)	(191)	-	1,152
Marginal Rate Emergency Threshold (MRET)	-	-	-	-	-	-	0
Emergency Department	10,376	2,860	2,801	4,402	-	-	20,439
Outpatient	10,763	9,787	6,497	(1,833)	376	(3,097)	22,493
Excluded Drugs and Devices	-	-	-	-	-	-	0
Critical Care Services	(180)	(790)	670	(891)	319	-	(872)
Renal Dialysis and Transplant	-	-	-	(204)	(2,143)	-	(2,347)
CQUIN	-	-	-	-	-	-	0
Other Activity	75,634	78,882	27,567	(3,527)	3,510	1,929	183,995
Other Financial Values	954	346	84	2,974	(39)	297	4,617

Case mix	City (£000)	East (£000)	West (£000)	Specialised Services (£000)	Other (£000)	Alliance (£000)	Total (£000)
Day Case	166	34	217	179	(372)	(1,258)	(1,035)
Elective Inpatient	(732)	(704)	(455)	(664)	(625)	-	(3,180)
Emergency / Non-elective Inpatient	725	1,592	331	4	(811)	-	1,842
Marginal Rate Emergency Threshold (MRET)	(118)	(339)	(105)	-	(42)	-	(604)
Emergency Department	808	385	273	-	156	-	1,622
Outpatient	843	1,008	586	(39)	(554)	(330)	1,514
Excluded Drugs and Devices	(339)	(617)	189	70	550	-	(148)
Critical Care Services	(518)	(997)	520	(42)	(666)	-	(1,702)
Renal Dialysis and Transplant	-	-	-	(290)	(66)	-	(356)
CQUIN	32	31	40	(9)	350	(24)	420
Other Activity	431	572	555	1,767	(456)	39	2,908
Other Financial Values	328	311	199	381	1,858	24	3,101
Grand Total	1,626	1,277	2,349	1,357	(678)	(1,549)	4,381

• CCG Contracts:

- **Non-elective / Emergency:** 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.
- **Outpatient:** over-performance mainly within Trauma and Dermatology.
- **Critical Care:** under-performance of ITU activity.
- **Other Activity:** over-performance driven by Direct Access Pathology and Diagnostic Imaging.
- **Specialised Services:**
 - **Elective:** under-performance in Cardiothoracic surgery activity.
 - **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 £0.6m provision for final coding plus £0.9m advanced use of central contingency.

Pay: YTD £379.2m, £3.5mA to Plan

	Nov-16						YTD						
	£'000			WTE			£'000			WTE			
	Plan	Actual	F/(A)	Plan	Actual	F/(A)	Plan	Actual	F/(A)	Plan	Actual	F/(A)	
Agency	Medical	678	831	(153)	26	74	(48)	5,342	6,320	(978)	27	73	(47)
	Nursing & Midwifery	606	1,027	(421)	107	182	(74)	6,833	7,690	(857)	166	187	(21)
	Other Clinical	217	231	(14)	67	31	36	1,737	2,070	(333)	69	46	23
	Non Clinical	89	77	12	0	34	(34)	729	727	1	0	21	(21)
Total: Agency	1,590	2,166	(576)	200	321	(120)	14,640	16,807	(2,167)	262	326	(65)	
Other Non-contracted	Medical		1,165	(1,165)		0	(0)		9,398	(9,398)		0	(0)
	Nursing & Midwifery		1,308	(1,308)		298	(298)		8,887	(8,887)		311	(311)
	Other Clinical		226	(226)		46	(46)		1,735	(1,735)		47	(47)
	Non Clinical		506	(506)		172	(172)		3,359	(3,359)		136	(136)
Total: Other Non-contracted	0	3,206	(3,206)	0	516	(516)	0	23,380	(23,380)	0	494	(494)	
Total Non-contracted	Medical	678	1,997	(1,318)	26	74	(48)	5,342	15,718	(10,376)	27	73	(47)
	Nursing & Midwifery	606	2,335	(1,729)	107	480	(372)	6,833	16,577	(9,744)	166	498	(332)
	Other Clinical	217	457	(240)	67	76	(10)	1,737	3,805	(2,068)	69	93	(24)
	Non Clinical	89	583	(494)	0	207	(207)	729	4,087	(3,358)	0	157	(157)
Total: Non-contracted	1,590	5,372	(3,782)	200	837	(637)	14,640	40,187	(25,546)	262	821	(559)	
Substantive	Medical	14,323	13,771	552	1,808	1,718	90	112,829	108,235	4,594	1,806	1,697	109
	Nursing & Midwifery	17,022	15,401	1,621	5,790	5,063	727	133,337	123,155	10,182	5,770	5,020	750
	Other Clinical	5,900	5,670	230	1,929	1,846	84	46,986	43,277	3,709	1,919	1,795	125
	Non Clinical	8,527	7,914	613	3,830	3,732	99	67,926	64,354	3,572	3,675	3,639	36
Total: Substantive	45,772	42,756	3,016	13,357	12,358	999	361,078	339,021	22,057	13,170	12,151	1,020	
Total	Medical	15,001	15,768	(767)	1,834	1,792	42	118,171	123,953	(5,782)	1,833	1,770	63
	Nursing & Midwifery	17,628	17,736	(108)	5,897	5,542	355	140,170	139,732	438	5,936	5,518	418
	Other Clinical	6,118	6,128	(10)	1,996	1,922	74	48,723	47,082	1,641	1,988	1,887	101
	Non Clinical	8,616	8,497	119	3,830	3,939	(108)	68,654	68,440	214	3,675	3,796	(121)
TOTAL: Pay	47,362	48,128	(766)	13,558	13,195	363	375,718	379,208	(3,490)	13,432	12,971	461	

Agency Pay

- Year to date cost of £16.8m, £2.2mA to Plan.
- Overspend driven by ESM on Medical staff and Nursing.

Other Non-contracted Pay

- Year to date expenditure of £23.4m 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

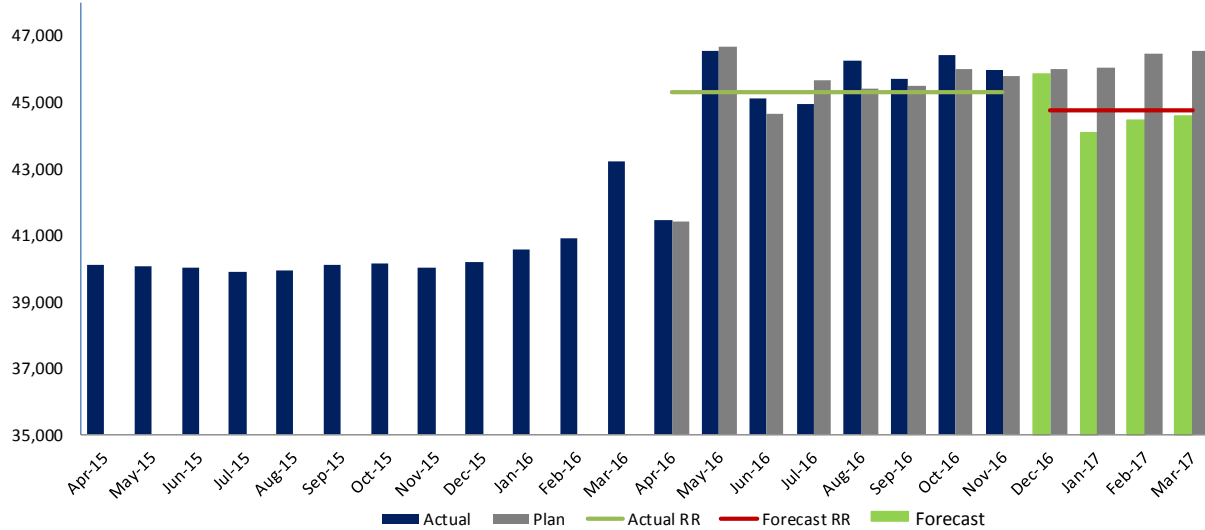
- Combined with other non-contracted, expenditure of £362.4m, £1.3mA.
- Medical Pay: Non agency costs are £4.8mA (£9.4mA non-contracted offset by £4.6MF substantive) with overspend in every CMG particularly in CSI, ITAPS and RRCV. Combined with £1mA in Agency, Medical has a total overspend of £5.8m.
- Central Reserves: Pay position includes £3.1mF release of central contingency in line with plan together with £1m advanced use of reserves. Underlying pay costs are £7.6mA driven by £5.8m over-spend in 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 Run Rates: Improvement needed to deliver Plan

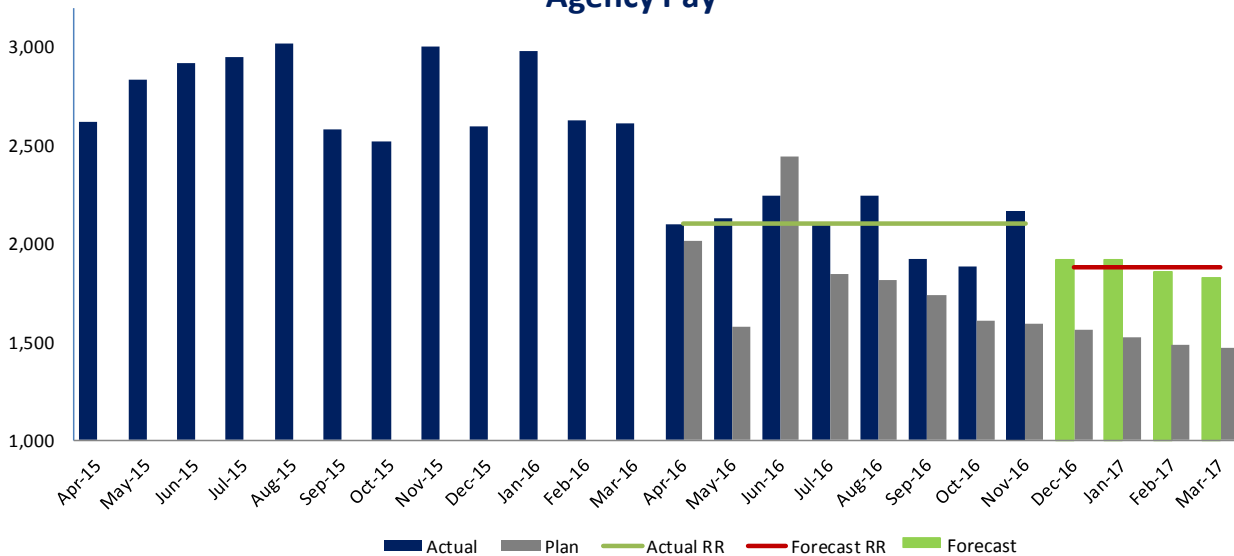
Total Pay Excluding Agency Pay



Total Pay excluding Agency Pay

- Year to date cost of £362.4m, £1.3mA to Plan. The Forecast includes the impact of Recovery actions and requires the run rate (RR) to improve from £45.3m spend per month to £44.7m over a potentially challenging winter period.
- 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 non-pay.
- 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 £16.8m , £2.2mA to Plan with the RR forecast to reduce from £2.1m spend per month to £1.9m. Increase in Month 8 is driven by additional Ward capacity to support winter pressures.
- Phasing of agency plan is prescribed by NHSI.
- Whilst 2016/17 expenditure is lower than prior year and is on a decreasing trajectory it remains in excess of that required to achieve planned annual ceiling of £20.6m representing a risk of £3.7m.

Non-Pay: YTD £228m, £3.8mA to Plan with upward trend

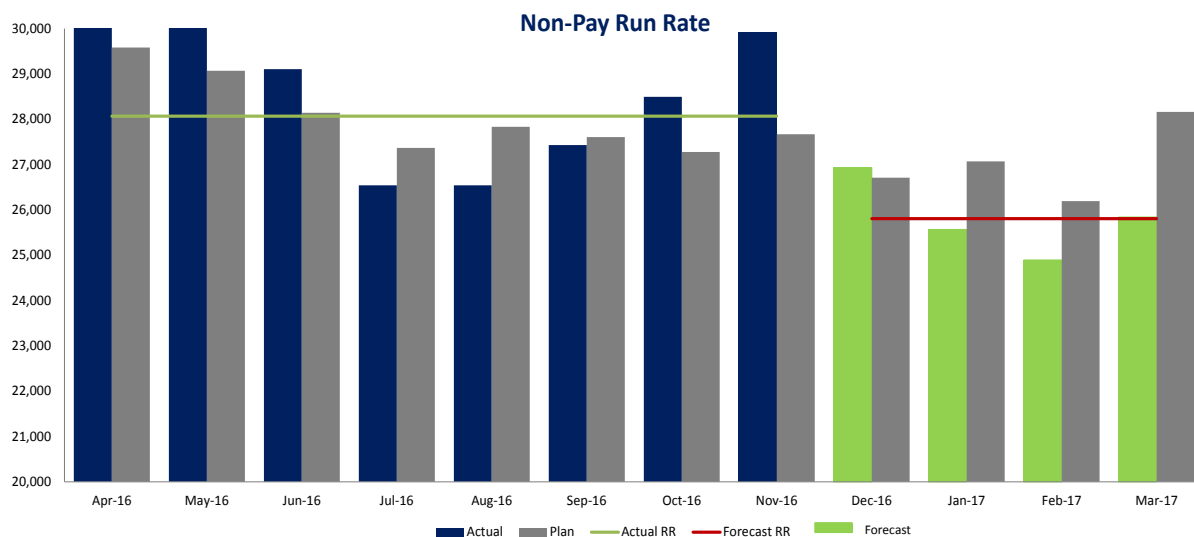
	Nov-16				YTD				
	Plan £'000	Actual £'000	F / (A) £'000	%	Plan £'000	Actual £'000	F / (A) £'000	%	
Direct	Blood Products	94	90	4	4%	755	848	(93)	(12%)
	Drugs	7,824	8,733	(909)	(12%)	63,102	67,228	(4,126)	(7%)
	Clinical Supplies & Services	8,492	9,172	(680)	(8%)	67,829	70,534	(2,705)	(4%)
	Transport	185	267	(81)	(44%)	1,483	1,874	(392)	(26%)
	Recharges	125	80	45	36%	916	1,990	(1,073)	(117%)
	Misc & General Supplies	3,490	2,949	541	16%	26,829	20,267	6,562	24%
External Providers	Healthcare	798	1,377	(579)	(73%)	6,386	8,017	(1,631)	(26%)
	Non Healthcare	1,265	1,384	(120)	(9%)	10,664	10,946	(282)	(3%)
Overheads	Establishment, Premises & Plant	3,326	3,818	(492)	(15%)	29,071	29,121	(50)	(0%)
	Consultancy	94	67	27	29%	1,691	1,663	27	2%
	Clinical Negligence	1,977	1,977	(0)	(0%)	15,816	15,816	-	0%
Total: Non Pay	27,671	29,915	(2,244)	(8%)	224,543	228,304	(3,761)	(2%)	

- Direct Costs: YTD £162.7m, £1.8mA to Plan**
YTD spend on Activity related costs (Blood, Drugs, Clinical Supplies and Recharges) of £140.6m, £8mA to Plan to over-deliver income of £4.4m.

Central Reserves: YTD expenditure includes £2.1mF 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 £19m, £1.9mA to Plan driven by continued use of the IS by MSS and CHUGGS.
- Overheads:** YTD expenditure of £46.6m, in line with 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. The RR is required to improve from a YTD average of £28.1m spend per month to £25.8m spend per month compared to the recent upward trajectory.

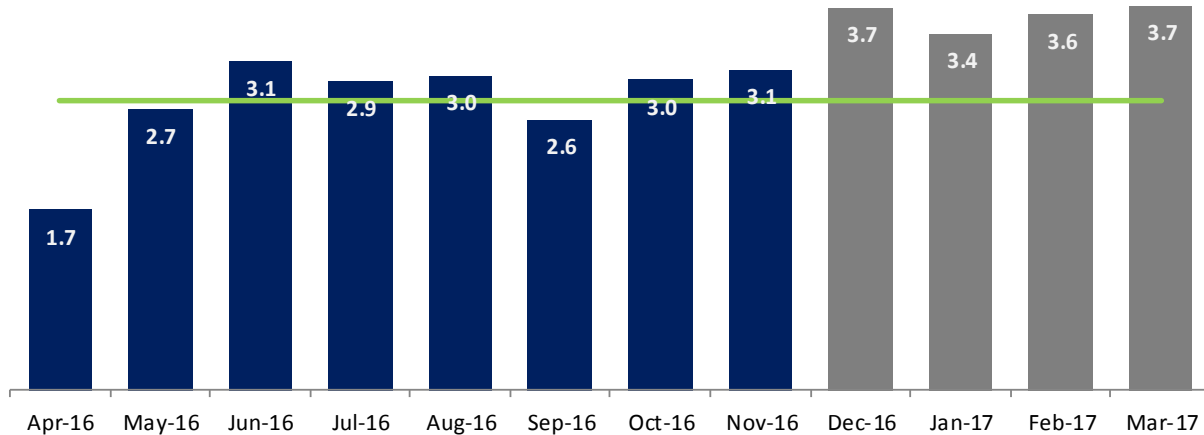


CIP: YTD £22.1, £0.1mF to Plan

	Nov-16				YTD				FY Plan £'000
	Plan £'000	Actual £'000	F / (A) £'000	%	Plan £'000	Actual £'000	F / (A) £'000	%	
CHUGGS	330	397	66	20%	2,469	2,754	285	12%	3,810
CSI	390	288	(101)	(26%)	2,745	2,750	5	0%	4,370
ESM	519	558	39	8%	3,765	3,840	76	2%	5,845
ITAPS	390	370	(21)	(5%)	2,233	2,443	210	9%	3,794
MSS	383	257	(126)	(33%)	2,498	1,914	(583)	(23%)	4,011
RRCV	494	542	48	10%	3,837	3,565	(272)	(7%)	5,814
Womens & Childrens	457	292	(165)	(36%)	2,064	1,716	(348)	(17%)	3,924
Total: CMG	2,964	2,704	(260)	(9%)	19,611	18,982	(628)	(3%)	31,569
Facilities	8	133	125	1595%	799	1,416	617	77%	830
Corporate Total	273	223	(50)	(18%)	1,550	1,687	136	9%	2,641
Total CIP	3,245	3,059	(186)	(6%)	21,960	22,085	125	1%	35,040

- Within Income and Costs there is a year to date delivery of £19.0m, representing a variance of £0.1mF to Plan.
- 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.

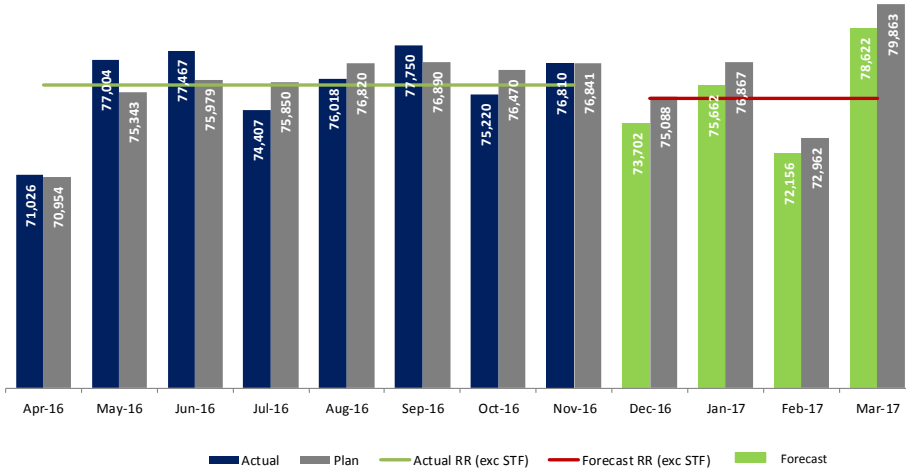
CIP Delivery



I&E Run Rates

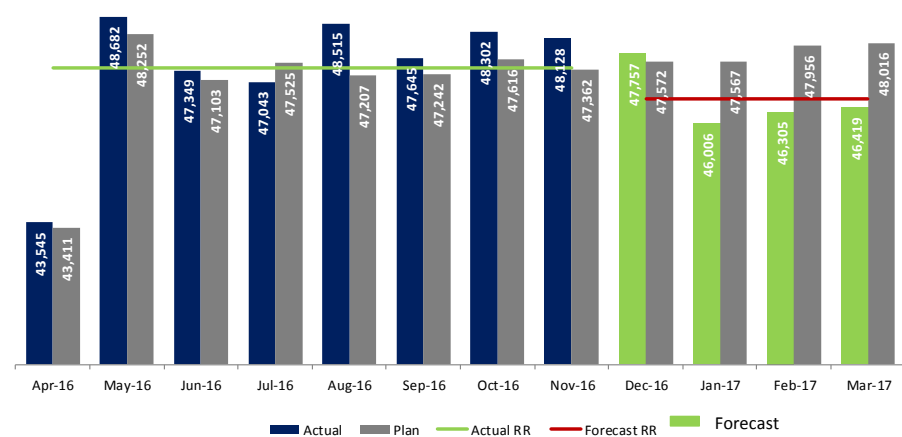
Income excluding STF

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



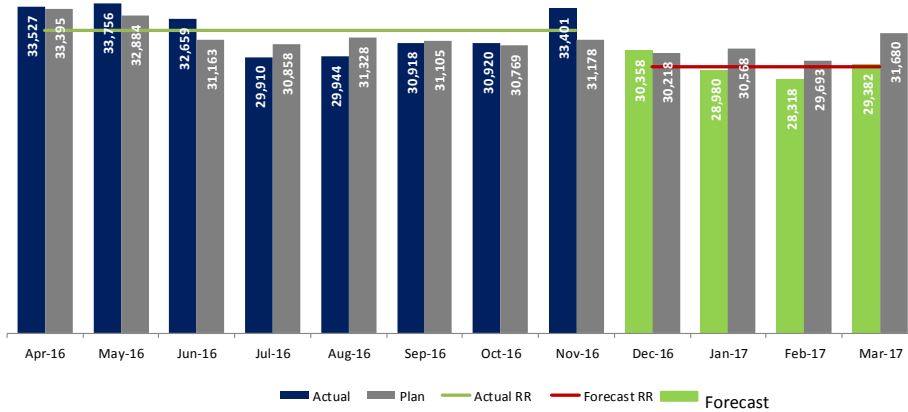
Pay

The step-change in May reflects the impact of E&F services integration. To deliver Plan, forecast run rate is required to reduce by £0.8m per month for the remainder of the financial year.



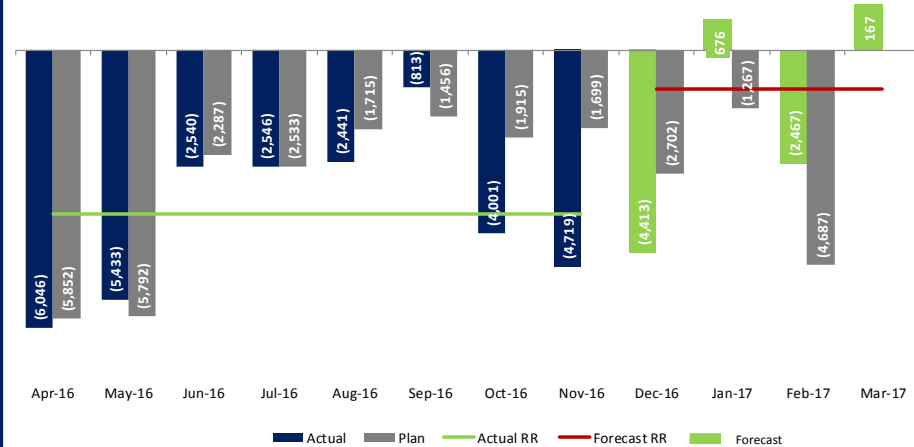
Non-Pay

High non-pay year to date due to over-performance in activity. Forecast RR reduces by £2.6m per month representing a significant risk to delivering the Trust financial commitments.



Net Deficit excluding STF

Cumulative deficit of £28.2m (£12.6m with STF) is not sustainable. To deliver Planned deficit of £31.7m the RR is required to improve by £2.7m per month.



STF: Financial & Operational Trajectories

Year to date position includes £15.6m of STF based on financial and operational performance delivery (on a best endeavours basis) for Q2. However, it is now extremely unlikely that the Trust position will be back on plan at Q3 which is required for 70% of STF for Q3 to be recognised, regardless of operational performance. Whilst the underlying position won't be affected by this the headline financial performance against the £8.3m deficit could be.

	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)	(7,642)				
YTD Actual (£k)	(6,003)	(11,368)	(8,070)	(8,620)	(9,095)	(7,912)	(9,924)	(12,647)				
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%	77.60%				
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%	92.20%				
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%	73.94%					
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%	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	103,565	65	0.1%
	Elective Inpatient	22,459	21,643	(816)	(3.6%)
	Emergency / Non-elective Inpatient	106,432	108,604	2,172	2.0%
	Emergency Department	256,108	286,827	30,719	12.0%
	Outpatient Procedures	901,976	942,594	40,618	4.5%
	Critical Care Services	56,989	55,911	(1,078)	(1.9%)
	Renal Dialysis & Transplant	178,494	173,604	(4,890)	(2.7%)
	Other	8,394,540	8,744,022	349,482	4.2%
	FOT				
	Plan £'000	Outturn £'000	F / (A) £'000 %		
I&E £'000	Patient Care Income	770,569	771,732	1,163	0.2%
	Non Patient Care Income	139,359	134,113	(5,247)	(3.8%)
	Total Income	909,928	905,845	(4,083)	(0.4%)
	Pay Costs	(546,150)	(541,355)	4,794	0.9%
	Pay Costs: Agency	(20,680)	(24,339)	(3,659)	(17.7%)
	Non-Pay	(332,682)	(331,575)	1,107	0.3%
	Total Operating Costs	(899,512)	(897,270)	2,242	0.2%
	EBITDA	10,416	8,575	(1,841)	(17.7%)
	Non-Operating Costs	(42,155)	(40,496)	1,659	3.9%
	Retained Deficit	(31,739)	(31,921)	(183)	(0.6%)
	Adjustments for Donated Assets	39	221	183	
	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%	4.3%	0.7%	
	EBITDA: Income	1.1%	0.9%	(0.2%)	
	Net Deficit: Income	(3.5%)	(3.5%)	(0.0%)	

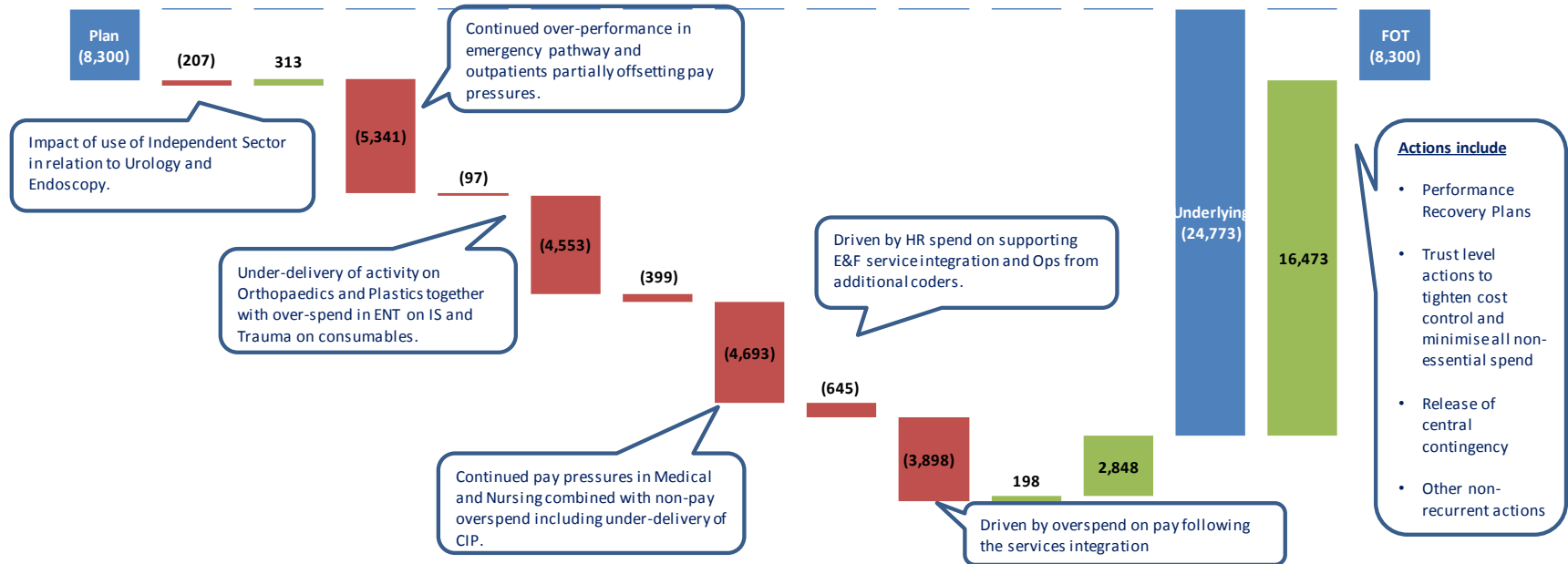
Key

- 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
 - **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 £24.8m, £16.5mA 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 and temporary/fixed term contract review. There are no options to launch MARS/VRS initiatives this year.
 - 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
- **Additional investments:** there is no headroom to fund additional investments this financial year.

Forecast Outturn Bridge: Intervention required

Underlying Outturn is £16.5mA to Plan representing a material 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	3,669	2,268	2,851	973	(1,730)	151	807	40	0	(0)	(7,866)	795,132		795,132	1,163
Other Income	139,359	(182)	253	745	416	(92)	(306)	(1,177)	938	(6,030)	81	(154)	133,853	260	134,113	(5,247)
Pay	(546,150)	(115)	541	(1,748)	(946)	8	(1,426)	(2,451)	(525)	(3,286)	260	6,245	(549,593)	8,237	(541,355)	4,794
Pay: Agency	(20,680)	(77)	0	(2,793)	(240)	465	133	66	(34)	(291)	65	(953)	(24,339)		(24,339)	(3,659)
Non Pay	(332,682)	(3,504)	(2,750)	(4,396)	(281)	(3,204)	1,049	(1,938)	(1,045)	5,710	(208)	4,029	(339,221)	7,646	(331,575)	1,107
Non-Operating Costs	(42,116)	0	0	0	(19)	0	1	1	(18)	(0)	0	1,547	(40,605)	330	(40,275)	1,841
Net Deficit	(8,300)	(207)	313	(5,341)	(97)	(4,553)	(399)	(4,693)	(645)	(3,898)	198	2,848	(24,773)	16,473	(8,300)	(0)

November 2016: Statement of Financial Position

Statement of Financial Position

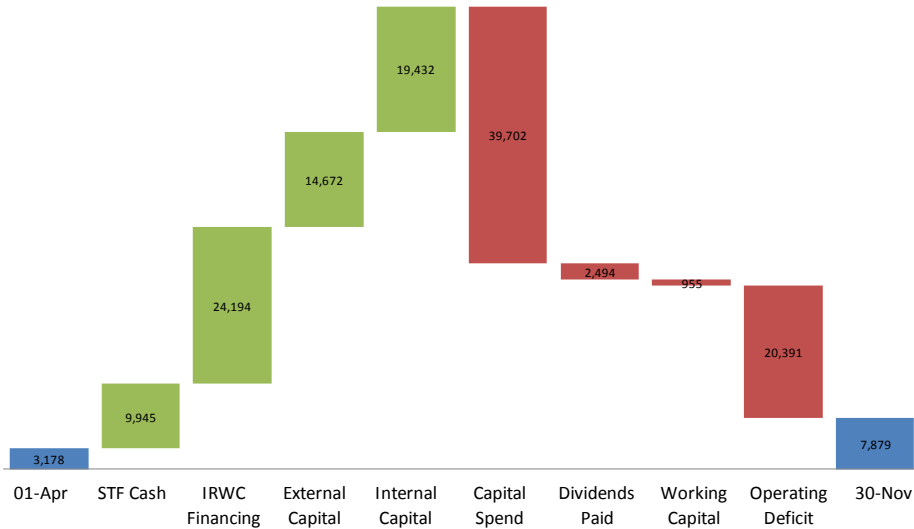
	Mar-16 £000's Actual	Nov-16 £000's Actual	Movement £000's Actual
Non Current Assets			
Property, plant and equipment	391,358	411,112	19,754
Intangible assets	10,452	9,548	(904)
Trade and other receivables	2,727	2,849	122
TOTAL NON CURRENT ASSETS	404,537	423,509	18,972
Current Assets			
Inventories	18,605	20,042	1,437
Trade and other receivables	45,106	56,325	11,219
Cash and cash equivalents	3,178	7,879	4,701
TOTAL CURRENT ASSETS	66,889	84,246	17,357
Current Liabilities			
Trade and other payables	(120,985)	(131,757)	(10,772)
Dividend payable	0	(1,445)	(1,445)
Borrowings / Finance Leases	(4,315)	(3,280)	1,035
Other Liabilities / Loan	(545)	(545)	0
Provisions for liabilities and charges	(633)	(354)	279
TOTAL CURRENT LIABILITIES	(126,478)	(137,381)	(10,903)
NET CURRENT ASSETS (LIABILITIES)	(59,589)	(53,135)	6,454
TOTAL ASSETS LESS CURRENT LIABILITIES	344,948	370,374	25,426
Non Current Liabilities			
Borrowings / Finance Leases	(3,930)	(3,666)	264
Other Liabilities / Loan	(55,010)	(93,603)	(38,593)
Provisions for liabilities and charges	(1,678)	(1,714)	(36)
TOTAL NON CURRENT LIABILITIES	(60,618)	(98,983)	(38,365)
TOTAL ASSETS EMPLOYED	284,330	271,391	(12,939)
Public dividend capital	329,856	329,856	0
Revaluation reserve	81,133	81,133	0
Retained earnings	(126,659)	(139,598)	(12,939)
TOTAL TAXPAYERS EQUITY	284,330	271,391	(12,939)

- **Total Assets Employed:** Negative movement of £12.9m representing year to date Trust deficit (before donated asset adjustment).
- **Non-Current Assets :** Increased by £19.0m reflecting spend on the emergency floor, vascular scheme and Robert Kilpatrick building.
- **Working capital:**
 - Stock growth in non pharmacy stock holding locations
 - Receivables have increased by £11.2m
 - Payables have increased by £10.8m
- **Cash:** November balance of £7.9m is above the £3m minimum stipulated by our loan agreements due to late receipt of £4.1m STF funding.
- **Dividend payable:** £1.4m represents two months PDC dividend accrued with cash payment due in March.
- **Non-current liabilities:**
 - Drawdown of £24.1m revolving working capital facility
 - Drawdown of £14.6 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.

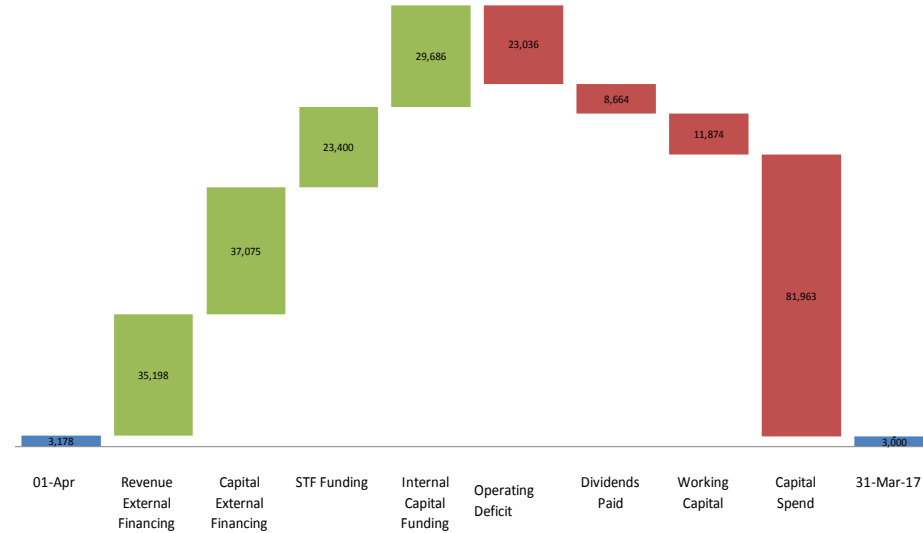
Score range from 1 (High Risk) to 4 (Low Risk).

Cash

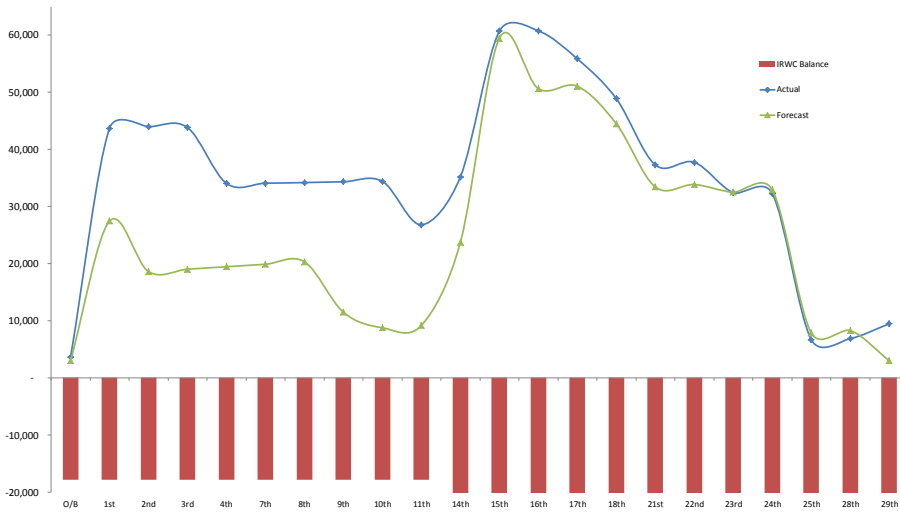
Year to Date Cash Bridge £'000



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 £12.9m by drawing down £24.1m of our Interim Revolving Working Capital Facility (IRWC), which also covers the timing difference on the receipt of STF funding.
- Working capital and internal capital funding enabled interest payment and capital expenditure of £39.7m.

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 27th of each month reflected by the cash reduction on 27th November.

Liquidity

	Liquidity			Ageing				Ageing	
	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	34,717	(9,366)	30,078	1,123	414	3,102	9%
	Non-NHS receivables - revenue	13,097	10,506	2,591	3,075	1,244	1,025	5,162	49%
	Provision for the impairment of receivables	(764)	(1,225)	461	(1,225)				0%
	Non-NHS prepayments and accrued income	3,068	11,651	(8,583)	11,651				0%
	PDC dividend prepaid to DH	1,307	0	1,307	0				-
	VAT	2,622	333	2,289	333				0%
	Other receivables	425	343	82	343				0%
	TOTAL	45,106	56,325	(11,219)	44,255	2,367	1,439	8,264	15%
Accounts Payable	NHS payables - revenue	(9,502)	(30,488)	20,986	(13,839)	(2,154)	(1,980)	(12,515)	41%
	NHS accruals and deferred income	(5,889)	0	(5,889)	0				-
	Non-NHS payables - revenue	(43,305)	(51,657)	8,352	(30,704)	(11,172)	(4,092)	(5,689)	11%
	Non-NHS payables - capital	(14,052)	(4,112)	(9,940)	1,698	0	(3,764)	(2,046)	50%
	Non-NHS accruals and deferred income	(31,368)	(24,909)	(6,459)	(12,215)	(5,564)	(2,669)	(4,461)	18%
	Social security costs	(4,740)	(6,200)	1,460	(6,200)				0%
	Dividends payable	0	(1,445)	1,445	(1,445)				0%
	Accrued Interest on DH Loans	(126)	(637)	511	(637)				0%
	Tax	(5,054)	(5,481)	427	(5,481)				0%
	Other	(6,949)	(8,273)	1,324	(8,273)				0%
TOTAL	(120,985)	(133,202)	12,217	(77,096)	(18,890)	(12,505)	(24,711)	19%	
Total Liquidity	(75,879)	(76,877)	998						

Liquidity: movement of £1.0m from opening position driven by:

- Accounts receivable: increased by £11.2m driven by increase in NHS receivables and Non-NHS prepayments and accrued income.
- Accounts payable: increase of £12.2m 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: 9% representing £3.1m being over 90 days with Leicestershire Partnership NHS Trust at £1.4m; NHS England Central Commissioning at £1.7m.
- Non-NHS receivables: 49% representing £5.2m being over 90 days with the largest component being Overseas Visitors at £2.1m (40%). The balance consists of various items which in isolation are not material.
- NHS payables-revenue: £12.5m, representing 41% in excess of 90 days with NHS Business Services Authority at £9.7m (78%).
- Further analysis of receivables is provided in the separate cash report.

Better Payments Practice Code: Non-compliant

Better Payment Practice Code - Measure of Compliance	November YTD		Prior month YTD	
	Number	£000s	Number	£000s
All				
Total Invoices Paid in the Year	93,279	502,130	79,283	443,140
Total Invoices Paid Within Target	16,917	341,917	14,837	304,636
Percentage Invoices Paid Within Target (target 95%)	18%	68%	19%	69%
Non-NHS Payables				
Total Non-NHS Invoices Paid in the Year	88,463	415,218	74,754	364,850
Total Non-NHS Invoices Paid Within Target	16,050	277,420	14,056	245,917
Percentage of Non-NHS Invoices Paid Within Target	18%	67%	19%	67%
Local SME payables				
Total SME Invoices Paid in the Year	2,416	8,394	2,329	7,489
Total SME Invoices Paid Within Target	607	1,841	594	1,774
Percentage of Local SME Invoices Paid Within Target	25%	22%	26%	24%
NHS Payables				
Total NHS Invoices Paid in the Year	2,400	78,518	2,200	70,801
Total NHS Invoices Paid Within Target	260	62,656	187	56,945
Percentage of NHS Invoices Paid Within Target	11%	80%	9%	80%

- **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 £10m received in December. The Trust is expecting the additional drawdown to be £10m, dialogue is on going with NHSI.

Capital: £38.3m spend

	Scheme Name	YTD Spend	YTD Committed	Annual Budget
Funded	Estates & Facilities	2,768	1,489	5,758
	MES Installation Costs	517	183	1,347
	IFM Facilities Asset Purchase	1,548	0	1,376
	Paediatric Daycase / Dentistry	1,009	46	1,229
	Ward 9 & 7 Change of Use	132	13	150
	Robert Kilpatrick	2,200	0	2,200
	Sub-total: Estates & Facilities	8,173	1,731	12,060
	IM&T Infrastructure	948	1,353	3,712
	Heartsuite System	26	91	272
	Electronic Blood Tracking System	134	66	696
	Renal Transplant Lab System	100	0	100
	Learning Mgt System	72	0	70
	EF EPR Plan B	180	169	500
	Sub-total: IM&T Schemes	1,461	1,679	5,350
	Medical Equipment Executive	1,879	471	4,500
	Linear Accelerator	224	2,603	3,300
	Sub-total: Medical Equipment	2,103	3,074	7,800
	Emergency Floor	14,060	2,527	21,700
	Vascular	6,693	2,092	8,908
	ICU	472	30	3,020
	EMCH Interim Solution	484	4	683
	Ward Capacity	0	0	4,400
	Infrastructure Costs	0	0	1,500
	Business Case Development	497	201	2,128
	EPR Programme	16	0	8,690
	ED Floor: Phase II Enabling	1	0	0
Sub-total: Reconfiguration	22,222	4,855	51,029	
Diabetes Conversion of Ward 2	259	144	1,122	
Donations	72	0	300	
Paediatric & Genetic CRF	58	322	328	
Ophthalmology	0	19	0	
Sub-total: Corporate / Other	390	485	1,750	
MES Finance Lease Additions	1,849	0	2,774	
Hybrid Theatre Addition	0	0	1,200	
Sub-total: Finance Leases	1,849	0	3,974	
Total Secured Funding	36,197	11,823	81,963	
Unfunded	EDRM	580	0	0
	Other Expenditure	1,499	43	0
	TOTAL UNFUNDED EXPENDITURE	2,080	43	0
TOTAL CAPITAL EXPENDITURE	38,277	11,866	81,963	

- **November:** Total capital expenditure of £38.3m
- **Material spend:**
 - **Emergency Floor:** Total spend of £14.1m with a further commitment of £2.5m
 - **Vascular:** Spend of £6.7m and committed spend of a further £2.1m
 - **Estates and Facilities:** Spend of £8.2m with £1.7m 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.
 - **National funding:** confirmation has been provided that additional funding of £2m will be received in year to fund the Trust investment in the replacement Linear Accelerator. This funding is part of a National funding programme.

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 NHSI 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>	(29)	4
Financial efficiency	EBITDA margin	I&E Surplus or Deficit / Total Revenue	(2.04%)	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>Difference between I&E Plan Margin and I&E Actual Margin</i>	(0.80%)	2
	Agency spend	Distance from agency ceiling <i>Year to date variance to Ceiling / Year to date Ceiling</i>	(15.04%)	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

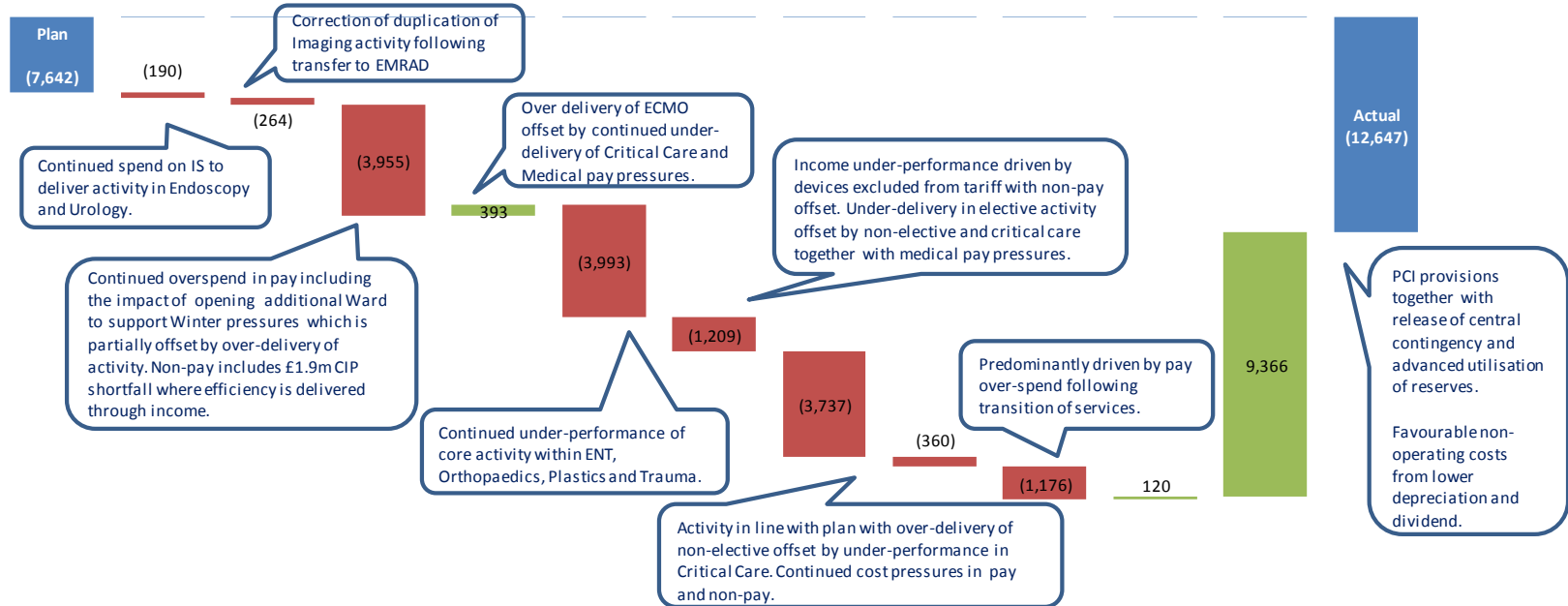
Risks & Mitigation

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"> Financial Recovery plans: continued under-performance and deterioration of CMGs and Corporate driving Trust level risk to deliver on planned deficit. 	<ul style="list-style-type: none"> Trust-wide Financial Actions are in place and monitored through EPB.
<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

November 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	528,411	3,089	1,047	1,571	1,009	(2,856)	(522)	240	27	0	(0)	777	532,793	4,381
Other Income	91,980	(158)	214	517	297	(41)	(420)	(1,106)	572	(3,526)	75	35	88,438	(3,542)
Pay	(361,078)	(85)	402	(1,017)	(741)	390	(814)	(1,710)	(226)	(2,102)	260	4,320	(362,401)	(1,323)
Pay: Agency	(14,640)	(76)	(105)	(2,221)	(26)	174	(42)	75	(25)	(162)	40	202	(16,807)	(2,167)
Non Pay	(224,543)	(2,961)	(1,822)	(2,803)	(127)	(1,660)	590	(1,236)	(695)	4,615	(255)	2,594	(228,304)	(3,761)
Non-Operating Costs	(27,772)				(19)				(13)			1,438	(26,366)	1,406
Net Deficit	(7,642)	(190)	(264)	(3,955)	393	(3,993)	(1,209)	(3,737)	(360)	(1,176)	120	9,366	(12,647)	(5,005)