

**Trust Board Paper Q**

<b>To:</b>	Trust Board						
<b>From:</b>	Director of Finance & Business Services						
<b>Date:</b>	25 July 2013						
<b>CQC regulation:</b>	As applicable						
<b>Title:</b>	Financial Performance 2013/14 – April to June 2013 (Month 3)						
<b>Author/Responsible Director:</b> Andrew Seddon, Director of Finance & Business Services							
<b>Purpose of the Report:</b> To update the Trust Board on the month 3 (April to June 2013) financial performance							
<b>The Report is provided to the Board for:</b>							
<table border="1"> <tr> <td>Decision</td> <td></td> </tr> </table>		Decision		<table border="1"> <tr> <td>Discussion</td> <td>X</td> </tr> </table>		Discussion	X
Decision							
Discussion	X						
<table border="1"> <tr> <td>Assurance</td> <td>X</td> </tr> </table>		Assurance	X	<table border="1"> <tr> <td>Endorsement</td> <td></td> </tr> </table>		Endorsement	
Assurance	X						
Endorsement							
<b>Summary / Key Points:</b> The key headlines from the financial performance report are:							
<ul style="list-style-type: none"> <li>• A deficit at the end of June 2013 of £6.9m, which is approximately £5.8m adverse to the planned deficit of £1.1m.</li> <li>• CIP savings of £6.2m were delivered YTD, £1.3m adverse to the £7.5m Plan.</li> <li>• Cash balance was £19.1m at the end of June.</li> <li>• The Trust has spent £3.9m of capital at the end of June 2013, approximately 63% of the YTD Plan.</li> </ul>							
<b>Recommendations:</b> The Trust Board is asked to <b>note</b> the financial performance for the period ending 30 June 2013.							
<b>Previously considered at another corporate UHL Committee?</b> Considered on a monthly basis at the Trust Board, Finance & Performance Committee, and the Executive Performance Board							
<b>Board Assurance Framework:</b> Yes		<b>Performance KPIs year to date:</b> Highlighted within the summary / key points section					
<b>Resource Implications (eg Financial, HR):</b>							
<b>Assurance Implications:</b> The report will provide the Trust Board with the appropriate levels of assurance							

**Patient and Public Involvement (PPI) Implications:** N/A

**Stakeholder Engagement Implications:** N/A

**Equality Impact:** N/A

**Information exempt from Disclosure:** None

**Requirement for further review?** Continuous review on a monthly basis

# UNIVERSITY HOSPITALS OF LEICESTER NHS TRUST

**REPORT TO: TRUST BOARD**

**DATE: 25 JULY 2013**

**REPORT FROM: ANDREW SEDDON – DIRECTOR OF FINANCE & BUSINESS SERVICES**

**SUBJECT: FINANCIAL PERFORMANCE 2013/14 – APRIL TO JUNE 2013 (MONTH 3)**

## 1.1. Introduction

1.1.1 This paper summarises the Month 3 financial position. As well as the following commentary, this report contains a number of key financial statements included within Appendix 1:

- Income & Expenditure
- Balance Sheet
- Cash Flow
- Capital Programme
- CIP Performance by Division and CBU

## 1.2. Financial position as at end of June 2013

1.2.1 The Trust is reporting a deficit at the end of June 2013 of £6.9m, which is approximately £5.8m adverse to the planned deficit of £1.1m. The position to date also reflects £5.0m of the contingency release recognised in the Month 3 result – consistent with the Annual Plan assumptions.

The in month position is a £3.4m deficit, £3.2m adverse to the Plan.

1.2.2 Table 1 outlines the current position and Table 2 outlines the Financial Risk Rating (FRR). The consequence of the current financial performance, predominately the £6.9m actual deficit, is that the FRR has fallen to 2.2.

**Table 1 – Income & Expenditure Position**

	June 2013			April - June 2013		
	Plan	Actual	Var	Plan	Actual	Var
	£m	£m	£m	£m	£m	£m
<b>Income</b>						
Patient income	50.0	50.2	0.2	157.9	158.7	0.9
Contingency Release	2.3	2.3	0.0	5.0	5.0	0.0
Teaching, R&D	6.4	6.1	(0.3)	19.1	19.3	0.1
Other operating Income	1.9	1.9	0.1	8.5	9.0	0.5
<b>Total Income</b>	<b>60.5</b>	<b>60.5</b>	<b>(0.0)</b>	<b>190.5</b>	<b>192.0</b>	<b>1.5</b>
<b>Operating expenditure</b>						
Pay	37.6	39.4	(1.8)	111.9	116.7	(4.8)
Non-pay	22.2	23.6	(1.5)	68.6	71.5	(2.9)
<b>Total Operating Expenditure</b>	<b>59.7</b>	<b>63.0</b>	<b>(3.3)</b>	<b>180.5</b>	<b>188.2</b>	<b>(7.6)</b>
<b>EBITDA</b>	<b>3.5</b>	<b>0.2</b>	<b>(3.3)</b>	<b>9.9</b>	<b>3.8</b>	<b>(6.1)</b>
Net interest	0.0	0.0	0.0	0.0	0.1	0.1
Depreciation	(2.7)	(2.6)	0.1	(8.1)	(7.9)	0.2
PDC dividend payable	(1.0)	(1.0)	0.0	(2.9)	(2.9)	0.0
<b>Net deficit</b>	<b>(0.2)</b>	<b>(3.4)</b>	<b>(3.2)</b>	<b>(1.1)</b>	<b>(6.9)</b>	<b>(5.8)</b>
<b>EBITDA %</b>		<b>0.3%</b>			<b>2.0%</b>	

The patient income line includes both NHS and non-NHS patient care income

**Table 2: Financial Risk Rating**

Criteria	Indicator	Weight	Risk Ratings					Reported Position	
			5	4	3	2	1	Year to Date	Forecast Outturn
Underlying performance	EBITDA margin %	25%	11	9	5	1	<1	2	3
Achievement of plan	EBITDA achieved %	10%	100	85	70	50	<50	1	4
Financial efficiency	Net return after financing %	20%	>3	2	-0.5	-5	<-5	3	5
	I&E surplus margin %	20%	3	2	1	-2	<-2	1	2
Liquidity	Liquid ratio days	25%	60	25	15	10	<10	3	3
<b>Weighted Average</b>		<b>100%</b>						<b>2.2</b>	<b>3.3</b>

1.2.3 The **key points** to highlight in the YTD position are:

- Patient care income £0.9m (0.6%) favourable against Plan, mainly due to outpatients
- **Pay costs, £4.8m (4.2%) adverse to Plan.** This represents an increase of £7.8m, 7%, above the same period last year
- **Non pay costs, £2.9m (4.2%) adverse to Plan**
- **CIP performance** of £1.3m adverse to Plan

The **Month 3 YTD position** may be analysed as follows.

### 1.3. Income

1.3.1 NHS patient care income is £0.8m (0.8%) favourable to Plan ytd. The key areas are shown in the following table:

- Elective IP activity 6% down against the activity plan, £122k adverse in value (0.7%)
- Emergency IP activity adverse to Plan by £569k (1.3%), despite the 1.4% over-performance on activity
- Over-performance in outpatients, £1.7m (8.3%) and ED, £0.4m (8.7%)

**Table 3 – Patient Care Activity**

Case mix	Plan to Date (Activity)	Total YTD (Activity)	Variance YTD (Activity)	Variance YTD (Activity %)	Plan to Date (£000)	Total YTD (£000)	Variance YTD (£000)	Variance YTD (Activity %)
Day Case	19,726	20,099	373	1.89	12,035	12,196	160	1.33
Elective Inpatient	5,550	5,225	(325)	(5.86)	16,999	16,877	(122)	(0.72)
Emergency / Non-elective Inpatient	23,712	24,048	336	1.42	44,071	43,502	(569)	(1.29)
Marginal Rate Emergency Threshold (MRET)	0	0	0	0.00	(848)	(848)	(0)	0.00
Outpatient	176,882	187,946	11,064	6.26	19,820	21,470	1,651	8.33
Emergency Department	39,337	42,698	3,361	8.54	4,222	4,591	369	8.73
Other	1,928,741	1,963,554	34,813	1.80	59,772	59,503	(270)	(0.45)
<b>Grand Total</b>	<b>2,193,948</b>	<b>2,243,570</b>	<b>49,622</b>	<b>2.26</b>	<b>156,071</b>	<b>157,290</b>	<b>1,218</b>	<b>0.78</b>

1.3.2 Table 4 below highlights the impact of price and volume changes in activity across the major “points of delivery”. This shows that the overall £1.2m over-performance is as a consequence of volume (activity) increases at a Trust level.

1.3.3 It is important to note that whilst we are seeing significant increases in outpatients and ED attendances, the elective inpatients are below Plan.

**Table 4 – Price and Volume Impact on Patient Care Activity**

Average tariff	Price Variance YTD %	Volume Variance YTD %	Price / Mix Variance (£000)	Volume Variance (£000)	Variance YTD (£000)
Day Case	(0.5)	1.9	(67)	228	160
Elective Inpatient	5.5	(5.9)	873	(995)	(122)
Emergency / Non-elective Inpatient	(2.7)	1.4	(1,194)	624	(569)
Marginal Rate Emergency Threshold (MRET)			(0)	0	(0)
Outpatient	2.0	6.3	411	1,240	1,651
Emergency Department	0.2	8.5	8	361	369
Other			0	(270)	(270)
<b>Grand Total</b>	<b>(1.4)</b>	<b>2.3</b>	<b>31</b>	<b>1,187</b>	<b>1,218</b>

The price variances are greater than would reasonably be expected and are under review by the Divisional teams – key exceptions will be reported back to the August F&P Committee.

**1.3.4 Penalties and Fines**

Within the year to date income position we have made provision for the following penalties. Year to date this amounts to just short of £0.35m

**Breakdown of Penalties**

Item	April £	May £	June £
Ambulance Turnaround	-	-	-
Cancer 62 Day Target (Automatic)	-	-	-
Cancer 62 Day Target (RAP)	-	-	(50,000)
ED Wait Times (Automatic)	(28,000)	(28,000)	(28,000)
ED Wait Times (RAP)	-	-	-
RTT (Automatic)	(48,256)	(17,994)	(66,700)
Other	(42,616)	(16,500)	(17,500)
<b>Total Penalties</b>	<b>(118,872)</b>	<b>(62,494)</b>	<b>(162,200)</b>

The key RTT penalties relate to General Surgery, ENT, Ophthalmology and Orthopaedics. Other includes pressure ulcers, cancelled operations and ED 12 hour trolley breaches.

As can be seen from the table, at the moment we are not assuming any penalties around Ambulance Turnaround times.

## 1.4. Expenditure

1.4.1 **Operating expenditure** for the year is £7.6m (4.2%) adverse to Plan, comprising of pay £4.8m adverse and non-pay £2.8m adverse.

1.4.2 **CIP** savings of £6.2m were delivered ytd, £1.3m adverse to the £7.5m Plan. The 2013/14 CIP paper provides further details on the CIP performance to date, year end forecasts, remedial action plans and RAG ratings.

1.4.3 **The pay position**, YTD position of £4.8m adverse to Plan is as a result of a number of key factors:

- The continued use of extra capacity wards (Fielding Johnson, Ward 1 LRI; Ward 2 LGH; Ward 19 LRI and Odames LRI) to meet the emergency activity levels. Premium spend has covered a significant amount of the staff costs in these areas. Nursing incentives are also being paid to bank and agency to increase the “fill rates”, although these are now restricted to the Emergency Care CBU.
- The Acute Care Division is also rostering more doctors and nurses in Medicine and ED to ensure the flow of patients from ED to support the 4 hour target
- A continued reliance on premium payments as per Chart 1. Whilst premium payments were stable between September 2011 and February 2012, increases have continued into this financial year. Spend is again in excess of £3.4m in the month

**Chart 1 – Non Contracted Spend**

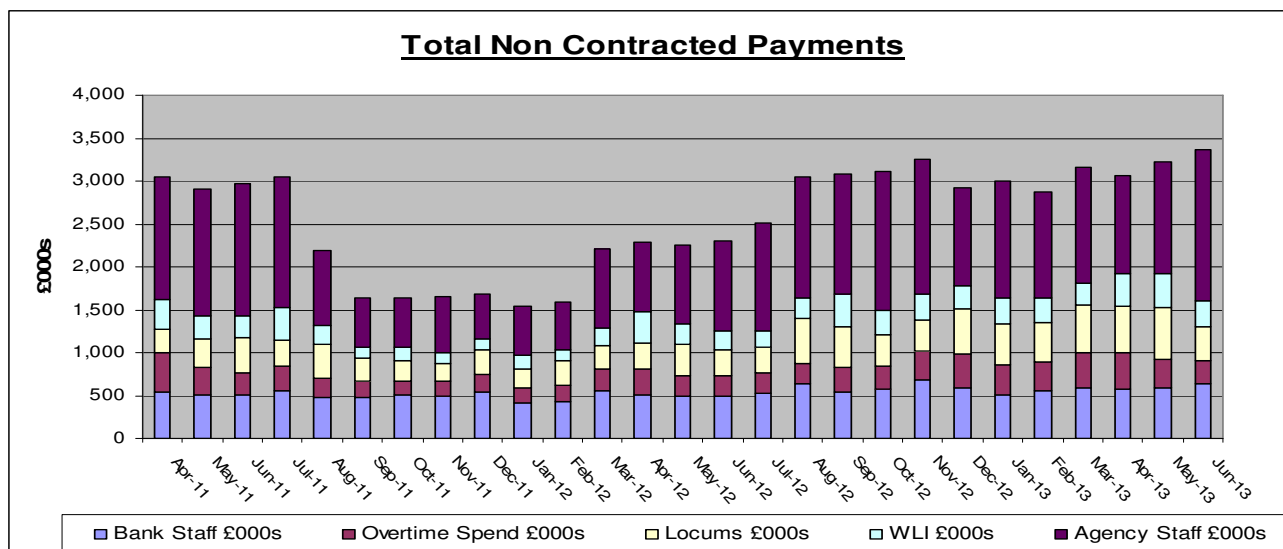


Table 5 identifies the WTE associated with the key areas of premium spend – 647 wte in June 2013.

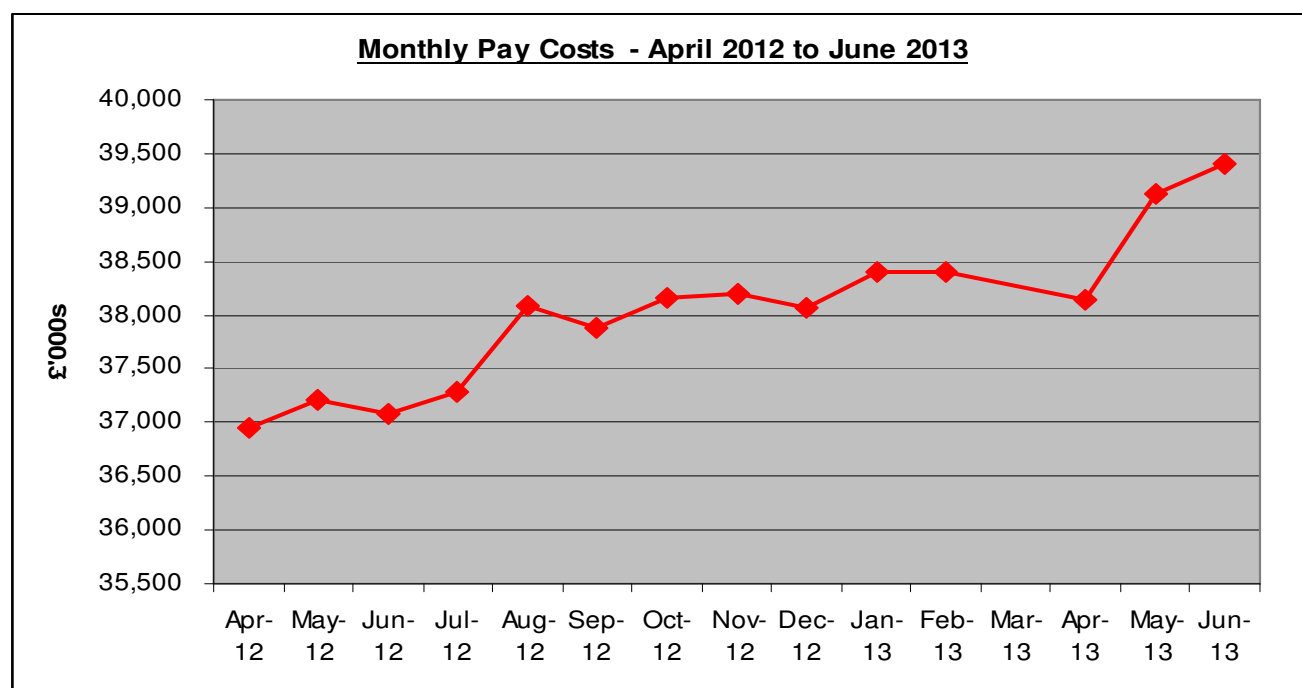
**Table 5 – Premium WTE**

### PREMIUM STAFFING

	WTE	(%)	June 13 WTE	March 12 WTE
BANK	17	6.1	291	274
OVERTIME	(2)	(2.4)	82	84
AGENCY	169	159.4	275	106
<b>TOTAL</b>	<b>184</b>	<b>39.6</b>	<b>647</b>	<b>464</b>

Pay costs have continued to rise steadily since April 2012, and we now report an in month spend of £39.4m – an increase of £0.3m in June following an increase of over £1m from April to May 2013. This monthly spend is not sustainable. Chart 2 shows the pay costs from April 2012 until June 2013.

**Chart 2 – Monthly Pay Costs**



The continued reliance on premium staff comes at the same time as our contracted staff numbers in medical and nursing professions have increased by almost 3%, equivalent to an increase of 164 WTE since March 2012 (Table 6).

**Table 6 – Contracted WTE**

Staff Type	Movement June 13 - March 12		Contracted Staff	
	WTE	(%)	June 13 WTE	March 12 WTE
ADMIN & CLERICAL	(24)	(1.4)	1,762	1,787
ALLIED HEALTH PROFESSIONALS	(17)	(3.7)	441	458
CAREER GRADES	(4)	(6.1)	66	70
CONSULTANT	29	5.5	562	533
HEALTHCARE ASSISTANTS	17	7.8	234	217
HEALTHCARE SCIENTISTS	(24)	(3.2)	717	741
MAINTENANCE & WORKS	(1)	(21.5)	5	6
NURSING QUALIFIED	61	1.8	3,409	3,348
NURSING UNQUALIFIED	60	5.0	1,254	1,195
OTHER MEDICAL & DENTAL STAFF	2	0.2	900	899
OTHER SCIEN, THERAP & TECH	31	11.4	305	274
SENIOR MANAGERS	(31)	(18.3)	140	171
<b>TOTAL</b>	<b>98</b>	<b>1.0</b>	<b>9,797</b>	<b>9,699</b>
MEDICAL & NURSING	164	2.6	6,426	6,262
OTHER STAFF GROUPS	(66)	(1.9)	3,371	3,437
<b>TOTAL</b>	<b>98</b>	<b>1.0</b>	<b>9,797</b>	<b>9,699</b>

## **Non Pay**

Non pay spend is now showing a YTD adverse position to Plan of £2.8m, 4% which is spread across all 4 Divisions.

This is as a result of 4 main factors;

- undelivered CIP - **£0.6m**
- activity related pressures e.g. keeping Ward 19 open, **£1.0m**
- Income backed costs such as NICE/HCT costs (which are 100% backed by income), **£0.6m** e.g. haemophilia patients, high cost devices in Acute and W&C.
- cost pressures, **£0.7m** e.g. Consultancy, Imaging Van

## **CIP Performance**

Performance against the 2013/14 Plan is showing a disappointing adverse position of £1.3m against the Plan of £7.4m – 83% delivery.

In summary, assurance has been sought on the following at a Divisional and Corporate level:

- What process is being applied to make-up the gap?
- What assurance have we that substitute schemes can be found to support the CIP in the event of continued under delivery? If so, what are these schemes?
- What is the trajectory for getting back on track?

Recovery against the CIP trajectory is but part of the task to get back on to financial plan.

## **1.5 Cash**

The Trust's cash balance was £19.1m at the end of June. In mid September and mid October the cash balance is forecast to fall below the £2m minimum allowable level that has been set by the Trust.

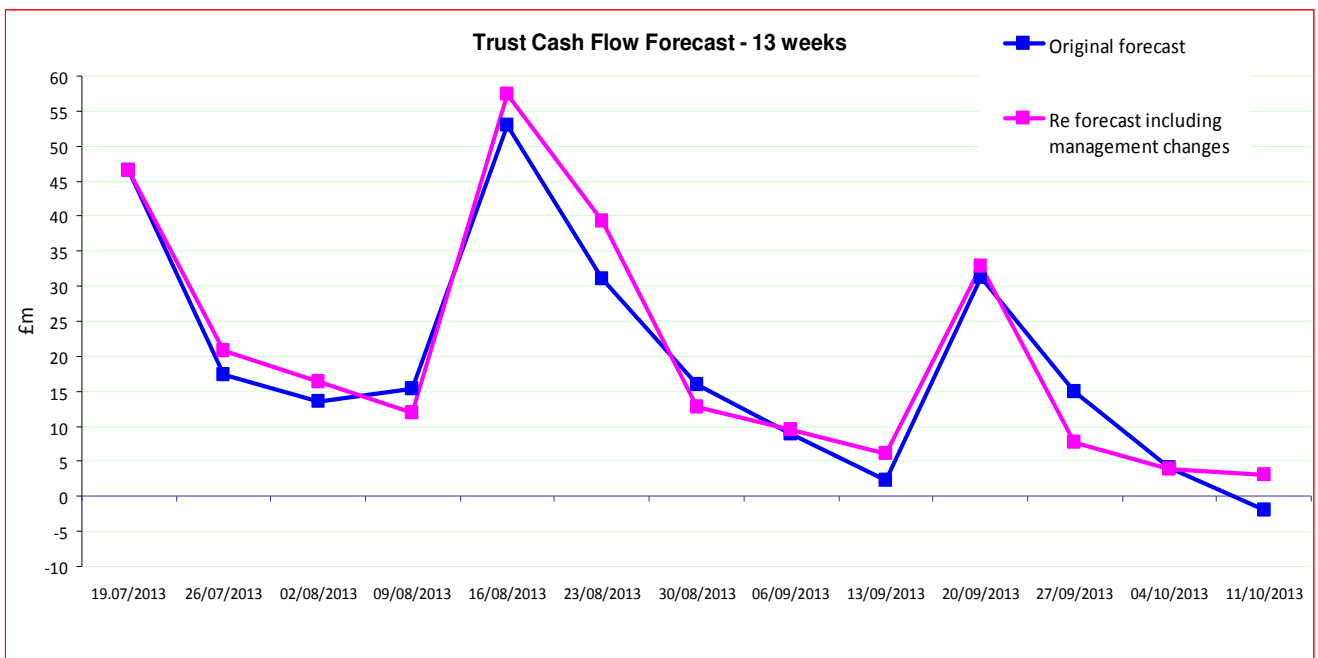
We have a number of actions that we are able to take to mitigate this risk:

- Delaying creditor payment runs
- Adjusting payment terms
- Negotiating with CCGs for an earlier payment of SLA funds within month
- For any longer term pressure on cash, we can rephase expenditure within the capital programme

In addition, the TDA now requires us to report whether our cash balance at the end of each quarter is more than 10 days of annualised operating expenses. Based on the 2012-13 financial year this would equate to a required cash holding of approximately £20.4m at the end of each quarter.

Our average cash balance over the last 12 months was £26m, although there is often a large variation between the minimum and maximum balances within month. We will schedule our payments at the end of each quarter to ensure we hold the required level of cash over the quarter end, whilst minimising the impact on the BPPC performance.





At this stage, the only action proposed is to manage the creditor payment runs around the in-month pressure points and at the end of each quarter.

## 1.6 Capital

The Trust has spent £3.9m of capital at the end of June 2013, approximately 63% of the YTD Plan.

Progress against the Capital Plan will be monitored via the Commercial Executive and actions taken as appropriate to ensure the £37.8m year end plan is achieved.

## 1.5 Conclusion

The Trust has reported to the TDA that we are £5.8m adverse to our planned £1.1m deficit. Plans and actions are urgently required to improve the current run rate and get back to a sustainable financial position, whilst not impacting negatively of the quality of patient care.

**Andrew Seddon**  
**Director of Finance and Business Services**  
**18 July 2013**

## APPENDIX 1 - FINANCIAL APPENDICES

### Income and Expenditure Account for the Period Ended 30 June 2013

	June 2013			April 2013 - June 2013		
	Plan	Actual	Variance (Adv) / Fav	Plan	Actual	Variance (Adv) / Fav
	£ 000	£ 000	£ 000	£ 000	£ 000	£ 000
Elective	5,483	5,548	65	16,999	16,877	(122)
Day Case	3,882	4,068	186	12,035	12,196	160
Emergency	14,371	13,933	(438)	43,223	42,654	(569)
Outpatient	6,392	6,982	590	19,820	21,470	1,651
Contingency Release	2,300	2,300	0	5,000	5,000	0
Other	21,973	21,990	17	63,995	64,094	99
<b>Patient Care Income</b>	<b>54,402</b>	<b>54,822</b>	<b>419</b>	<b>161,071</b>	<b>162,290</b>	<b>1,218</b>
Teaching, R&D income	6,385	6,082	(303)	19,103	19,250	147
Non NHS Patient Care	598	384	(214)	1,783	1,422	(361)
Other operating Income	1,855	1,924	69	8,501	9,010	509
<b>Total Income</b>	<b>63,240</b>	<b>63,212</b>	<b>(29)</b>	<b>190,458</b>	<b>191,972</b>	<b>1,513</b>
<b>Pay Expenditure</b>	<b>37,572</b>	<b>39,397</b>	<b>(1,825)</b>	<b>111,909</b>	<b>116,665</b>	<b>(4,756)</b>
<b>Non Pay Expenditure</b>	<b>22,153</b>	<b>23,611</b>	<b>(1,458)</b>	<b>68,601</b>	<b>71,491</b>	<b>(2,890)</b>
<b>Total Operating Expenditure</b>	<b>59,725</b>	<b>63,008</b>	<b>(3,283)</b>	<b>180,510</b>	<b>188,156</b>	<b>(7,646)</b>
<b>EBITDA</b>	<b>3,515</b>	<b>204</b>	<b>(3,312)</b>	<b>9,948</b>	<b>3,816</b>	<b>(6,133)</b>
Interest Receivable	7	4	(3)	21	103	82
Interest Payable	(5)	(13)	(8)	(15)	(21)	(6)
Depreciation & Amortisation	(2,706)	(2,639)	67	(8,120)	(7,920)	200
<b>Surplus / (Deficit) Before Dividend and Disposal of Fixed Assets</b>	<b>811</b>	<b>(2,444)</b>	<b>56</b>	<b>1,834</b>	<b>(4,022)</b>	<b>(5,857)</b>
Dividend Payable on PDC	(964)	(964)	0	(2,892)	(2,892)	0
<b>Net Surplus / (Deficit)</b>	<b>(153)</b>	<b>(3,408)</b>	<b>56</b>	<b>(1,058)</b>	<b>(6,914)</b>	<b>(5,857)</b>
<b>EBITDA MARGIN</b>		<b>0.32%</b>			<b>1.99%</b>	

## Balance Sheet

	Mar-13 £000's Actual	Apr-13 £000's Actual	May-13 £000's Actual	Jun-13 £000's Actual
<b>BALANCE SHEET</b>				
<b>Non Current Assets</b>				
Intangible assets	5,318	5,160	5,012	4,940
Property, plant and equipment	354,680	353,855	353,723	352,327
Trade and other receivables	3,125	3,183	3,181	3,252
<b>TOTAL NON CURRENT ASSETS</b>	<b>363,123</b>	<b>362,198</b>	<b>361,916</b>	<b>360,519</b>
<b>Current Assets</b>				
Inventories	13,064	13,869	13,257	13,778
Trade and other receivables	44,616	42,408	42,628	35,756
Other Assets	40	40	40	40
Cash and cash equivalents	19,986	19,957	14,257	19,129
<b>TOTAL CURRENT ASSETS</b>	<b>77,706</b>	<b>76,274</b>	<b>70,182</b>	<b>68,703</b>
<b>Current Liabilities</b>				
Trade and other payables	(75,559)	(73,056)	(67,971)	(68,079)
Dividend payable	0	(964)	(1,928)	(2,892)
Borrowings	(2,726)	(2,800)	(2,800)	(2,800)
Provisions for liabilities and charges	(1,906)	(1,906)	(1,906)	(1,906)
<b>TOTAL CURRENT LIABILITIES</b>	<b>(80,191)</b>	<b>(78,726)</b>	<b>(74,605)</b>	<b>(75,677)</b>
<b>NET CURRENT ASSETS (LIABILITIES)</b>	<b>(2,485)</b>	<b>(2,452)</b>	<b>(4,423)</b>	<b>(6,974)</b>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>	<b>360,638</b>	<b>359,746</b>	<b>357,493</b>	<b>353,545</b>
<b>Non Current Liabilities</b>				
Borrowings	(10,906)	(10,958)	(11,190)	(10,809)
Other Liabilities	0	0	0	0
Provisions for liabilities and charges	(2,407)	(2,454)	(2,488)	(2,404)
<b>TOTAL NON CURRENT LIABILITIES</b>	<b>(13,313)</b>	<b>(13,412)</b>	<b>(13,678)</b>	<b>(13,213)</b>
<b>TOTAL ASSETS EMPLOYED</b>	<b>347,325</b>	<b>346,334</b>	<b>343,815</b>	<b>340,332</b>
Public dividend capital	277,733	277,733	277,733	277,733
Revaluation reserve	64,628	64,626	64,628	64,632
Retained earnings	4,960	3,975	1,454	(2,033)
<b>TOTAL TAXPAYERS EQUITY</b>	<b>347,325</b>	<b>346,334</b>	<b>343,815</b>	<b>340,332</b>

## Cash Flow Forecast

Cash Flow for the period ended 30th June				Rolling 12 month cashflow forecast - July 2013 to June 2014											
	2013/14 Apr - Jun Plan £ 000	2013/14 Apr - Jun Actual £ 000	2013/14 Apr - Jun Variance £ 000	2013/14 July Forecast £ 000	2013/14 August Forecast £ 000	2013/14 September Forecast £ 000	2013/14 October Forecast £ 000	2013/14 November Forecast £ 000	2013/14 December Forecast £ 000	2013/14 January Forecast £ 000	2013/14 February Forecast £ 000	2013/14 March Forecast £ 000	2014-15 April Forecast £ 000	2014-15 May Forecast £ 000	2014-15 June Forecast £ 000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>															
Operating surplus before Depreciation and Amortisation	9,786	4,089	(5,697)	5,321	5,321	2,810	6,199	4,566	2,648	5,321	1,279	3,366	2,098	5,468	2,098
Donated assets received credited to revenue and non cash	(250)	(42)	208	(25)	(25)	(25)	(25)	(25)	(25)	(25)	(25)	(26)	(26)	(26)	(26)
Interest paid	(210)	(212)	(2)	(76)	(76)	(76)	(77)	(77)	(77)	(77)	(79)	(78)	(82)	(82)	(81)
Movements in Working Capital:															
- Inventories (Inc)/Dec	(105)	(714)	(609)	-	-	-	-	-	-	-	-	-	-	-	-
- Trade and Other Receivables (Inc)/Dec	1,074	8,524	7,450	17	34	67	14	50	65	20	74	2,937	(2,869)	(10)	41
- Trade and Other Payables Inc/(Dec)	(858)	(3,487)	(2,629)	(65)	(65)	(65)	(65)	(65)	(65)	(65)	(65)	(64)	(83)	(83)	(83)
- Provisions Inc/(Dec)	-	22	22	(8)	(8)	(8)	(8)	(8)	(8)	(8)	(8)	(8)	(8)	(8)	(8)
PDC Dividends paid	-	-	-	-	-	(5,615)	-	-	-	-	-	(5,619)	-	-	-
Other non-cash movements	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Inflow / (Outflow) from Operating Activities</b>	<b>9,437</b>	<b>8,180</b>	<b>(1,257)</b>	<b>5,163</b>	<b>5,180</b>	<b>(2,912)</b>	<b>6,038</b>	<b>4,440</b>	<b>2,537</b>	<b>5,166</b>	<b>1,176</b>	<b>508</b>	<b>(970)</b>	<b>5,259</b>	<b>1,941</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>															
Interest Received	16	23	7	6	7	7	6	7	8	8	8	8	6	6	6
Payments for Property, Plant and Equipment	(7,875)	(7,775)	100	(2,251)	(2,250)	(2,251)	(2,250)	(2,251)	(2,251)	(2,252)	(2,251)	(2,262)	(2,294)	(2,295)	(2,294)
Capital element of finance leases	(1,158)	(1,285)	(127)	(382)	(382)	(382)	(382)	(382)	(382)	(382)	(382)	(384)	(391)	(391)	(391)
<b>Net Cash Inflow / (Outflow) from Investing Activities</b>	<b>(9,017)</b>	<b>(9,037)</b>	<b>(20)</b>	<b>(2,627)</b>	<b>(2,625)</b>	<b>(2,626)</b>	<b>(2,626)</b>	<b>(2,626)</b>	<b>(2,625)</b>	<b>(2,626)</b>	<b>(2,625)</b>	<b>(2,638)</b>	<b>(2,679)</b>	<b>(2,680)</b>	<b>(2,679)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>															
New PDC	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Capital Receipts	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Inflow / (Outflow) from Financing</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Opening cash</b>	<b>18,000</b>	<b>19,986</b>	<b>1,986</b>	<b>15,846</b>	<b>18,382</b>	<b>20,938</b>	<b>15,399</b>	<b>18,811</b>	<b>20,626</b>	<b>20,538</b>	<b>23,078</b>	<b>21,629</b>	<b>19,499</b>	<b>15,850</b>	<b>18,429</b>
<b>Increase / (Decrease) in Cash</b>	<b>420</b>	<b>(857)</b>	<b>(1,277)</b>	<b>2,537</b>	<b>2,555</b>	<b>(5,539)</b>	<b>3,412</b>	<b>1,814</b>	<b>(88)</b>	<b>2,540</b>	<b>(1,449)</b>	<b>(2,130)</b>	<b>(3,649)</b>	<b>2,579</b>	<b>(738)</b>
<b>Closing cash</b>	<b>18,420</b>	<b>19,129</b>	<b>709</b>	<b>18,382</b>	<b>20,938</b>	<b>15,399</b>	<b>18,812</b>	<b>20,626</b>	<b>20,538</b>	<b>23,078</b>	<b>21,629</b>	<b>19,499</b>	<b>15,850</b>	<b>18,429</b>	<b>17,691</b>

## Capital Programme

	Capital Plan 2013/14 £000's	YTD Spend 13/14 £000's	Expenditure Profile												Forecast Out Turn £000's	Variance £'000's
			Actual			Forecast										
			Apr £000's	May £000's	Jun £000's	Jul £000's	Aug £000's	Sep £000's	Oct £000's	Nov £000's	Dec £000's	Jan £000's	Feb £000's	Mar £000's		
<b>Sub Group Budgets</b>																
IM&T	3,375	585	69	226	290	265	468	702	220	616	129	116	146	128	3,375	0
Medical Equipment	4,187	481	264	7	209	402	518	602	709	305	124	290	313	443	4,187	0
Facilities Sub Group	6,000	683	286	204	193	283	326	397	365	500	568	897	919	1,062	6,000	0
<b>Total Sub Groups</b>	<b>13,562</b>	<b>1,749</b>	<b>619</b>	<b>437</b>	<b>693</b>	<b>950</b>	<b>1,312</b>	<b>1,701</b>	<b>1,294</b>	<b>1,421</b>	<b>821</b>	<b>1,303</b>	<b>1,378</b>	<b>1,633</b>	<b>13,562</b>	<b>0</b>
<b>Acute Care</b>																
Divisional Discretionary Capital	200	12	8	1	3	12	12	12	13	21	17	23	23	55	200	0
Emergency Flow	5,000	23	2	7	14	150	150	150	300	386	400	500	500	2,441	5,000	0
Acute Care: Other		132	132	0	0	0	0	0	0	0	0	0	0	0	132	(132)
<b>Total Acute Care</b>	<b>5,200</b>	<b>166</b>	<b>142</b>	<b>8</b>	<b>16</b>	<b>162</b>	<b>162</b>	<b>162</b>	<b>313</b>	<b>407</b>	<b>417</b>	<b>523</b>	<b>523</b>	<b>2,496</b>	<b>5,332</b>	<b>(132)</b>
<b>Planned Care</b>																
Divisional Discretionary Capital	200	167	126	42	0	0	0	11	0	0	11	0	0	11	200	0
Osborne Ventilation	566	0	0	0	0	0	142	142	142	141	0	0	0	0	566	0
Endoscopy Redesign	255	79	0	80	(1)	65	50	61	0	0	0	0	0	0	255	0
Planned Care: Other		(5)	(8)	2	2	0	0	0	0	0	0	0	0	0	(5)	5
<b>Total Planned Care</b>	<b>1,021</b>	<b>242</b>	<b>118</b>	<b>123</b>	<b>2</b>	<b>65</b>	<b>192</b>	<b>213</b>	<b>142</b>	<b>141</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>11</b>	<b>1,016</b>	<b>5</b>
<b>Women's &amp; Children's</b>																
Divisional Discretionary Capital	200	45	16	23	6	12	15	15	15	15	15	15	23	30	200	0
Maternity Interim Development	2,800	30	3	18	9	272	272	300	300	300	300	300	300	425	2,800	(0)
Women's & Children's: Other		170	50	50	70	18	0	0	0	0	0	0	0	0	188	(188)
<b>Total Women's &amp; Children's</b>	<b>3,000</b>	<b>246</b>	<b>69</b>	<b>91</b>	<b>86</b>	<b>302</b>	<b>287</b>	<b>315</b>	<b>315</b>	<b>315</b>	<b>315</b>	<b>315</b>	<b>323</b>	<b>456</b>	<b>3,188</b>	<b>(188)</b>
<b>Reconfiguration Schemes</b>																
LRI Surgical Triage	1,000	0	0	0	0	10	10	10	10	10	91	152	207	500	1,000	0
Theatres Assessment Area (TAA)	1,549	41	4	10	27	200	200	200	200	200	200	200	108	0	1,549	0
Advanced Recovery LRI & LGH	625	112	63	(7)	55	15	24	0	0	0	25	200	200	199	775	(150)
GGH Vascular Surgery	1,656	0	0	0	0	50	50	50	75	100	125	251	455	500	1,656	0
Hybrid Theatre (Vascular)	1,500	0	0	0	0	45	45	45	68	91	114	227	365	500	1,500	0
Daycase / OPD Hub	2,000	0	0	0	0	61	61	61	91	121	152	453	500	500	2,000	0
LRI Additional CEC	1,500	0	0	0	0	0	0	0	0	0	0	500	500	500	1,500	0
GH Imaging	1,500	0	0	0	0	45	45	45	68	91	114	291	400	401	1,500	0
Feasibility Studies	100	0	0	0	0	5	5	5	6	6	9	17	22	25	100	0
<b>Total Reconfiguration</b>	<b>11,430</b>	<b>153</b>	<b>68</b>	<b>3</b>	<b>82</b>	<b>431</b>	<b>440</b>	<b>416</b>	<b>518</b>	<b>619</b>	<b>830</b>	<b>2,291</b>	<b>2,757</b>	<b>3,125</b>	<b>11,580</b>	<b>(150)</b>
<b>Corporate / Other Schemes</b>																
Aseptic Suite	650	8	7	0	1	0	100	100	100	100	100	100	100	92	800	(150)
Diabetes BRU	600	187	0	62	125	150	150	131	0	0	0	0	0	0	618	(18)
Respiratory BRU	500	567	3	809	(245)	133	0	0	0	0	0	0	0	0	700	(200)
MES Installation Costs	1,750	559	38	178	343	250	250	250	250	250	200	250	250	241	2,750	(1,000)
Other Developments	68	69	(10)	29	50	0	0	50	100	100	0	0	0	(2,084)	(1,766)	1,834
	<b>3,568</b>	<b>1,390</b>	<b>38</b>	<b>1,079</b>	<b>273</b>	<b>533</b>	<b>500</b>	<b>531</b>	<b>450</b>	<b>450</b>	<b>300</b>	<b>350</b>	<b>350</b>	<b>(1,752)</b>	<b>3,102</b>	<b>466</b>
<b>Total Capital Programme</b>	<b>37,781</b>	<b>3,946</b>	<b>1,054</b>	<b>1,741</b>	<b>1,152</b>	<b>2,443</b>	<b>2,893</b>	<b>3,339</b>	<b>3,031</b>	<b>3,354</b>	<b>2,694</b>	<b>4,782</b>	<b>5,330</b>	<b>5,969</b>	<b>37,781</b>	<b>(0)</b>

## COST IMPROVEMENT PROGRAMME – June, Year to Date and Year end Forecast

	June			Year to date			Projected Year End Out-turn			Number of Schemes	Average Scheme Value (Actual/forecast) £'000	Financial Risk								
	Plan £000	Actual £000	Surplus / (Deficit) £000	Plan £000	Actual £000	Surplus / (Deficit) £000	Plan £000	Actual £000	Surplus / (Deficit) £000			Red - forecast under-delivery £'000	Red £'000	Amber £'000	Green £'000					
<b>ute</b>																				
Acute Care Division	-88	0	88	-265	0	265	-1,059	0	1,059	0		-1,059	0	0						
Cardiac Renal & Respiratory Cbu	341	193	-149	1,014	758	-256	4,716	4,581	-135	31	148	135	0	2,109	2,472					
Emergency Medicine Cbu	166	160	-6	499	286	-213	1,952	1,927	-25	12	161	25	0	884	1,043					
Specialty Medicine Cbu	162	66	-96	490	265	-225	2,165	1,647	-518	17	97	518	0	258	1,389					
Imaging & Medical Physics Cbu	124	113	-10	361	203	-158	2,241	1,954	-287	18	109	287	0	976	977					
Professional Services Cbu	92	100	8	261	309	48	1,267	1,340	73	26	52	-73	0	78	1,262					
<b>Sub-total - Acute</b>	<b>798</b>	<b>632</b>	<b>-165</b>	<b>2,360</b>	<b>1,820</b>	<b>-539</b>	<b>11,281</b>	<b>11,448</b>	<b>167</b>	<b>104</b>	<b>110</b>	<b>-167</b>	<b>-</b>	<b>4,305</b>	<b>7,143</b>					
		<i>79.3%</i>			<i>77.1%</i>			<i>101.5%</i>				<i>-1.5%</i>	<i>0.0%</i>	<i>38.2%</i>	<i>63.3%</i>					
<b>nned</b>																				
Cancer Haem & Onc Cbu	10	72	62	1	180	179	1,244	2,054	810	20	103	-810	-	1,305	749					
Gi Medicine Surgery Cbu	150	137	-12	448	301	-147	2,136	2,139	3	20	107	-3	-	528	1,611					
Musculo Skeletal Cbu	139	105	-34	324	223	-102	1,986	1,862	-124	22	85	124	-	166	1,696					
Planned Care Division	1	1	0	3	3	0	12	13	1	1	13	-1	-	-	13					
Specialist Surgery Cbu	73	115	41	197	210	14	1,617	1,653	36	22	75	-36	-	821	833					
Itaps Cbu	265	280	14	803	804	1	4,405	4,225	-179	27	156	179	-	1,559	2,666					
<b>Sub-total - Planned</b>	<b>638</b>	<b>710</b>	<b>72</b>	<b>1,775</b>	<b>1,721</b>	<b>-54</b>	<b>11,400</b>	<b>11,946</b>	<b>546</b>	<b>112</b>	<b>107</b>	<b>-546</b>	<b>-</b>	<b>4,378</b>	<b>7,568</b>					
		<i>111.3%</i>			<i>96.9%</i>			<i>104.8%</i>				<i>-4.8%</i>	<i>0.0%</i>	<i>38.4%</i>	<i>66.4%</i>					
<b>inical Support</b>																				
CSD Divisional Management	3	5	2	9	14	5	36	57	21	1	57	-21	-	-	57					
<b>Sub-total - Clinical Support</b>	<b>3</b>	<b>5</b>	<b>2</b>	<b>9</b>	<b>14</b>	<b>5</b>	<b>36</b>	<b>57</b>	<b>21</b>	<b>1</b>	<b>57</b>	<b>-21</b>	<b>-</b>	<b>-</b>	<b>57</b>					
		<i>160.5%</i>			<i>160.5%</i>			<i>160.5%</i>					<i>0.0%</i>	<i>0.0%</i>	<i>100.0%</i>					
<b>men's and Children's</b>																				
Childrens Cbu	123	57	-66	368	264	-104	1,682	1,933	251	17	114	-251	65	423	1,446					
W & C Divisional Management	2	0	-2	6	0	-6	22	0	-22	0	196	22	-	-	-					
Womens Cbu	262	181	-81	738	620	-119	3,553	3,144	-410	16	196	410	-	553	2,590					
<b>Sub-total - Womens &amp; Childrens</b>	<b>387</b>	<b>239</b>	<b>-148</b>	<b>1,112</b>	<b>884</b>	<b>-228</b>	<b>5,258</b>	<b>5,077</b>	<b>-181</b>	<b>33</b>	<b>154</b>	<b>181</b>	<b>65</b>	<b>976</b>	<b>4,036</b>					
		<i>61.7%</i>			<i>79.5%</i>			<i>96.6%</i>				<i>3.4%</i>	<i>1.2%</i>	<i>18.6%</i>	<i>76.8%</i>					
<b>orporate</b>																				
Communications & Ext Relations	1	0	-1	9	5	-4	148	91	-57	3	30	57	-	-	91					
Corporate & Legal	26	26	0	79	79	0	315	317	2	2	159	-2	-	-	317					
Corporate Medical	17	33	15	51	67	16	661	550	-111	7	79	111	-	413	137					
Facilities	178	175	-3	553	525	-28	2,500	2,475	-25	3	825	25	-	145	2,330					
Finance & Procurement	97	118	20	273	261	-12	754	815	62	7	116	-62	-	243	572					
Human Resources	45	66	21	125	154	29	505	597	92	22	27	-92	-	-	597					
IMT	176	65	-111	528	72	-456	2,500	416	-2,084	9	46	2,084	-	160	256					
Corporate Nursing	52	40	-12	142	93	-48	525	359	-166	7	51	166	-	27	332					
Operations	41	50	9	127	94	-32	614	574	-40	8	72	40	-	359	215					
Strategic Devt	21	21	0	62	62	0	247	249	2	2	125	-2	-	-	249					
Pathology Cbu	78	225	146	235	225	-10	940	940	-0	4	235	0	-	635	305					
Corporate Services - General	0	97	97	0	97	97	0	243	243	1	243	-243	-	-	243					
<b>Sub-total - Corporate</b>	<b>732</b>	<b>914</b>	<b>181</b>	<b>2,183</b>	<b>1,733</b>	<b>-449</b>	<b>9,710</b>	<b>7,626</b>	<b>-2,084</b>	<b>75</b>	<b>102</b>	<b>2,084</b>	<b>-</b>	<b>1,981</b>	<b>5,645</b>					
		<i>124.8%</i>			<i>79.4%</i>			<i>78.5%</i>				<i>21.5%</i>	<i>0.0%</i>	<i>20.4%</i>	<i>58.1%</i>					
<b>TRUST TOTAL</b>	<b>2,558</b>	<b>2,500</b>	<b>-59</b>	<b>7,439</b>	<b>6,173</b>	<b>-1,266</b>	<b>37,685</b>	<b>36,155</b>	<b>-1,530</b>	<b>325</b>	<b>111</b>	<b>1,530</b>	<b>65</b>	<b>11,640</b>	<b>24,449</b>					
		<i>97.7%</i>			<i>83.0%</i>			<i>95.9%</i>				<i>4.1%</i>	<i>0.2%</i>	<i>30.9%</i>	<i>64.9%</i>					

**Other opportunities to include:**  
 Stock management 500 500  
 E-Rostering (further) 250 250  
 Accenture procurement (further) 0  
 University Re-imbursement (further) 750 750

**37,685 37,656 -30**

<b>Prior month reported:</b>															
Month - May 13	2,548	1,907	-641	5,076	3,873	-1,204	40,395	35,572	-4,822	320	111	4,822	1,280	12,700	21,071
Month - Apr 13	2,525	1,965	-559	2,525	1,965	-559	40,395	37,958	-2,436	321	118	2,436	7,207	12,583	18,169