

# 2020/21 Financial Performance

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## Purpose of Report:

Trust Board paper G5

This paper is for:	Description	Select (X)
Decision	To formally receive a report and approve its recommendations OR a particular course of action	
Discussion	To discuss, in depth, a report noting its implications without formally approving a recommendation or action	
Assurance	To assure the Board that systems and processes are in place, or to advise a gap along with treatment plan	
Noting	For noting without the need for discussion	X

## Previous Consideration:

Meeting	Date	Please clarify the purpose of the paper to that meeting using the categories above
CMG Board (specify which CMG)		
FRB	20/01/21	Decision
Trust Board Committee		
Trust Board		

## Executive Summary

### Context:

This paper updates the Trust Board on the financial performance of the Trust at Month 9 of 2020/21.

To support the Trust during COVID-19, NHSE/I is providing an upfront Top Up payment. This was estimated from the Trust's underlying financial position.

The financial position reported reflects the £8m improvement to the Month 7-12 financial plan to a £22.1m deficit plan, approved by the Trust Board on 5<sup>th</sup> November 2020.

### Questions:

#### 1. What is the financial performance for the period ending 31<sup>st</sup> December 2020?

The actual position including Top Up funding is a £17.8m surplus, which is a £28.6m favourable surplus to the Trust's plan. This is £7m favourable to forecast.

## 2. What are the main issues to note in the year to date (Month 7-9) financial performance?

The main issues are as follows:

- Higher excluded drugs and devices income than plan of £5.1m
- Lower pay expenditure than plan of £9.7m, reflecting lower expenditure on restoration and recovery (£2.3m), winter (£2.7m), COVID-19 (£2.6m) and baseline costs (£2.0m)
- Lower non pay expenditure of £10m, reflecting lower expenditure on COVID-19 (£4m) and restoration and recovery (£3.9m)

## 3. What are the risks to financial performance in the remainder of the year?

- Cost improvement plans need to be finalised and implemented to deliver savings and reduce the Trust's underlying deficit
- The scale and duration of the impact of COVID-19 on patient activity, income and expenditure is uncertain and will require ongoing refinement to forecasting of financial performance throughout the year aligned to restoration and recovery.

## Input Sought:

The Trust Board is asked to:

- **Note** the Month 9 (2020/21) reported financial position
- **Note** the risks to financial forecasting and financial performance for the remainder of the year

## For Reference:

This report relates to the following UHL quality and supporting priorities:

### 1. Quality priorities

Safe, surgery and procedures  
Safely and timely discharge  
Improved Cancer pathways  
Streamlined emergency care  
Better care pathways  
Ward accreditation

Not applicable  
Not applicable  
Not applicable  
Not applicable  
Not applicable  
Not applicable

### 2. Supporting priorities

People strategy implementation  
Estate investment and reconfiguration  
e-Hospital  
More embedded research  
Better corporate services  
Quality strategy development

Not applicable  
Not applicable  
Not applicable  
Not applicable  
Not applicable  
Not applicable

### 3. Equality Impact Assessment and Patient and Public Involvement considerations

- What was the outcome of your Equality Impact Assessment (EIA)? **Not applicable**
- Briefly describe the Patient and Public Involvement (PPI) activities undertaken in relation to this report, or confirm that none were required. **None required**
- How did the outcome of the EIA influence your Patient and Public Involvement? **Not applicable**
- If an EIA was not carried out, what was the rationale for this decision? **Not applicable**

### 4. Risk and Assurance

Risk Reference:

Does this paper reference a risk event?	Select (X)	Risk Description:
<b>Strategic:</b> Does this link to a <i>Principal Risk</i> on the BAF?	<b>X</b>	Principal Risk 4 – Financial Sustainability
<b>Organisational:</b> Does this link to an <i>Operational/Corporate Risk</i> on Datix Register		
<b>New Risk identified in paper:</b> What <i>type</i> and <i>description</i> ?		
<b>None</b>		

5. Scheduled date for the **next paper** on this topic: 4<sup>th</sup> March 2021

6. Executive Summaries should not exceed **5 sides** [My paper does/~~does not~~ comply]



# Financial Performance Report

December 2020

One team shared values



# Exec summary

*Caring at its best*

- The Trust has reported a YTD surplus of £17.7m. This is a £28.6m favourable variance to to the planned deficit of £10.9m. The YTD month 9 position is £7m favourable to the forecast. (Page 5 breaks this down by category)
- After additional provisions of £9.3m which will be validated by month 10 the trust is forecasting a £0.1m surplus.
- The driver for this improvement is lower recruitment levels than planned, reduced restoration and recovery activity, reduced winter fill due to staff shortages and significant underspends in non-pay as a result of reduced elective activity (Page 10 shows the detail by category).
- The Trust has reported a risk adjusted YTD CIP cash releasing position in line with plan of £3.2m. The end of year forecast projection for non risk adjusted cash releasing CIP is £8.5m. (Page 12-13 details CIP delivery)

# Key highlights (1/2)

## **Forecast**

The forecast reflects CMG and Directorate forecast outturns at month 9. The detail broken down by category is shown on page 10.

CMGs have forecasted the ongoing impact of Covid-19 on restoration and recovery and elective activity, with an assumed increase in activity and expenditure in March.

A £7m forecast provision has been included to reflect the risk of the 2019/20 accounts audit.

A £2m forecast provision is included relating to Grant Thornton audit fees, KPMG and Deloitte fees, and the extension of Kingsgate

Additional provisions totalling £9.3m are included, which are subject to validation in month 10 by the Senior Finance Team

The forecast assumes a risk of £1.4m of the loss of patient care income for the elective incentive scheme

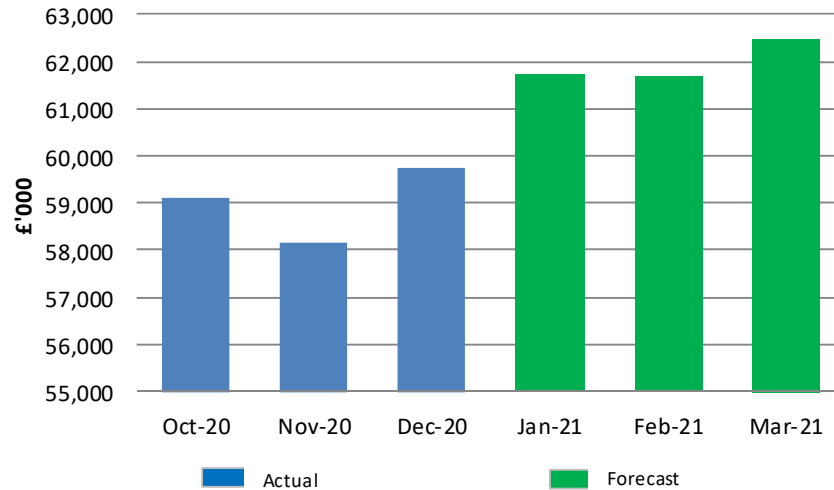
The impact of the Covid-19 vaccination programme is not included in the forecast. It is expected that additional expenditure will be fully funded. This will be captured in the month 9 submission to NHSE&I.

## **Cash flow & Underlying Cash Position vs Operating Deficit**

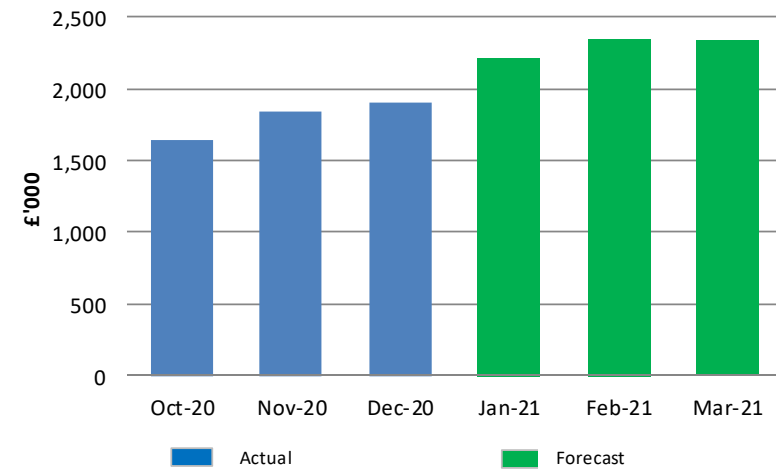
The Trust cash position at the end of month 9 is £126.5m. After adjusting for payments received in advance the Trust underlying cash position is £39.9m.

# Key highlights (2/2)

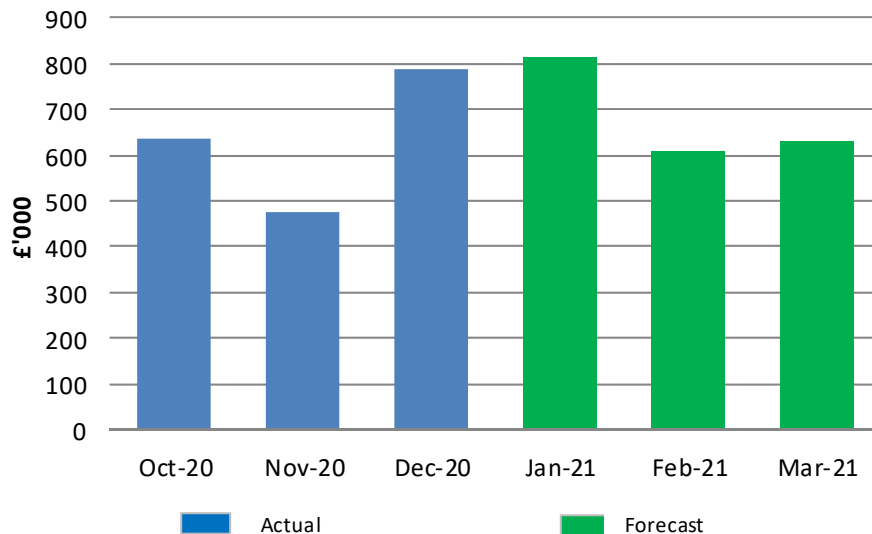
## Pay Run Rate



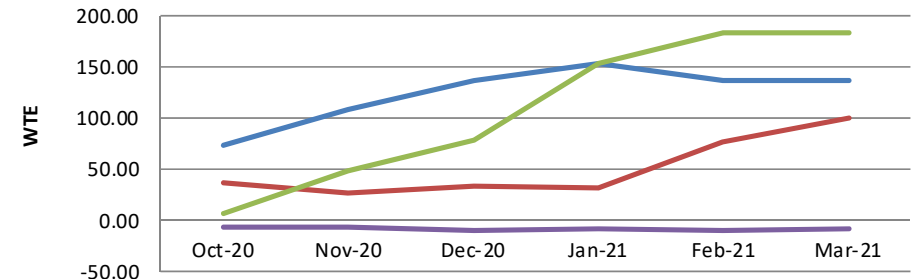
## Agency Run Rate



## WLIs – Restoration and Recovery



## WTE Run Rate as per CMGs



	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
— Covid-19	72.61	107.51	135.82	152.55	135.79	135.79
— Restoration and recovery	35.89	26.66	33.25	32.05	76.80	100.33
— Winter	6.61	48.58	77.58	152.03	182.59	182.59
— CIP	-7.30	-7.30	-10.88	-9.47	-10.15	-8.50

# Summary financial position

	In month			YTD			FOT		
	Forecast	Actual	Variance	Forecast	Actual	Variance	Forecast (M8)	Potential Outturn (M9)	Variance
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Patient care income	78,892	78,887	(6)	239,362	239,359	(3)	478,315	481,106	2,791
Non NHS patient care	(57)	459	516	378	894	516	4,225	1,113	(3,113)
Other income	23,826	25,287	1,461	75,162	76,623	1,461	146,035	149,556	3,522
<b>Total income</b>	<b>102,661</b>	<b>104,632</b>	<b>1,971</b>	<b>314,902</b>	<b>316,876</b>	<b>1,974</b>	<b>628,575</b>	<b>631,775</b>	<b>3,200</b>
Pay costs	(62,865)	(61,648)	1,218	(183,593)	(182,375)	1,218	(377,566)	(375,171)	2,396
Non-pay costs	(35,204)	(31,620)	3,584	(106,031)	(102,449)	3,581	(225,374)	(231,286)	(5,912)
<b>Total costs</b>	<b>(98,069)</b>	<b>(93,267)</b>	<b>4,802</b>	<b>(289,624)</b>	<b>(284,825)</b>	<b>4,799</b>	<b>(602,941)</b>	<b>(606,457)</b>	<b>(3,516)</b>
<b>EBITDA</b>	<b>4,592</b>	<b>11,365</b>	<b>6,773</b>	<b>25,279</b>	<b>32,052</b>	<b>6,773</b>	<b>25,635</b>	<b>25,319</b>	<b>(316)</b>
Non-operating costs	(3,741)	(3,458)	283	(12,110)	(11,827)	283	(23,320)	(22,987)	333
<b>Retained surplus / (deficit)</b>	<b>851</b>	<b>7,907</b>	<b>7,056</b>	<b>13,168</b>	<b>20,224</b>	<b>7,056</b>	<b>2,315</b>	<b>2,332</b>	<b>17</b>
Donated assets	77	50	(27)	(2,450)	(2,477)	(27)	(2,219)	(2,246)	(27)
<b>Net surplus / (deficit)</b>	<b>928</b>	<b>7,957</b>	<b>7,029</b>	<b>10,718</b>	<b>17,748</b>	<b>7,029</b>	<b>96</b>	<b>86</b>	<b>(10)</b>
Provider sustainability fund	0	0	0	0	0	0	0	0	0
<b>Surplus/(deficit) against control total</b>	<b>928</b>	<b>7,957</b>	<b>7,029</b>	<b>10,718</b>	<b>17,748</b>	<b>7,029</b>	<b>96</b>	<b>86</b>	<b>(10)</b>

- **Patient Care Income (PCI):** Primarily due to EDD over performance in the main relating to specialised drugs such as Hepatitis C and Cancer Drugs
- **Total Pay Costs:** Reflecting lower recruitment levels than planned, reduced restoration and recovery activity and the reduced winter fill due to staff shortages
- **Non-Pay:** The favourable variance against plan is due to significant underspends as a result of reduced elective activity, and lower than planned Covid-19 expenditure



# Appendix 1: total 2020/21 forecast

	Actual	Actual	Actual	Forecast	Forecast	Forecast	Forecast	In month			YTD			FOT		
	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Full year	Forecast	Actual	Variance	Forecast	Actual	Variance	Forecast (M8)	Potential Outturn (M9)	Variance
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Patient care income	80,313	80,159	78,887	80,322	80,926	80,500	<b>481,106</b>	78,892	78,887	(6)	239,362	239,359	(3)	478,315	481,106	2,791
Non NHS patient care	250	185	459	(25)	24,038	24,344	<b>49,251</b>	(57)	459	516	378	894	516	4,225	1,113	(3,113)
Other income	22,717	28,619	25,287	24,551	(79)	322	<b>101,418</b>	23,826	25,287	1,461	75,162	76,623	1,461	146,035	149,556	3,522
<b>Total income</b>	<b>103,280</b>	<b>108,963</b>	<b>104,632</b>	<b>104,849</b>	<b>104,885</b>	<b>105,166</b>	<b>631,775</b>	<b>102,661</b>	<b>104,632</b>	<b>1,971</b>	<b>314,902</b>	<b>316,876</b>	<b>1,974</b>	<b>628,575</b>	<b>631,775</b>	<b>3,200</b>
Pay costs	(60,748)	(59,980)	(61,648)	(63,950)	(64,034)	(64,812)	<b>(375,171)</b>	(62,865)	(61,648)	1,218	(183,593)	(182,375)	1,218	(377,566)	(375,171)	2,396
Non-pay costs	(35,452)	(35,378)	(31,620)	(36,175)	(37,321)	(55,341)	<b>(231,286)</b>	(35,204)	(31,620)	3,584	(106,031)	(102,449)	3,581	(225,374)	(231,286)	(5,912)
<b>Total costs</b>	<b>(96,200)</b>	<b>(95,357)</b>	<b>(93,267)</b>	<b>(100,125)</b>	<b>(101,355)</b>	<b>(120,153)</b>	<b>(606,457)</b>	<b>(98,069)</b>	<b>(93,267)</b>	<b>4,802</b>	<b>(289,624)</b>	<b>(284,825)</b>	<b>4,799</b>	<b>(602,941)</b>	<b>(606,457)</b>	<b>(3,516)</b>
<b>EBITDA</b>	<b>7,081</b>	<b>13,606</b>	<b>11,365</b>	<b>4,724</b>	<b>3,530</b>	<b>(14,987)</b>	<b>25,319</b>	<b>4,592</b>	<b>11,365</b>	<b>6,773</b>	<b>25,279</b>	<b>32,052</b>	<b>6,773</b>	<b>25,635</b>	<b>25,319</b>	<b>(316)</b>
Non-operating costs	(4,740)	(3,629)	(3,458)	(3,741)	(3,741)	(3,678)	<b>(22,987)</b>	(3,741)	(3,458)	283	(12,110)	(11,827)	283	(23,320)	(22,987)	333
<b>Retained surplus / (deficit)</b>	<b>2,340</b>	<b>9,977</b>	<b>7,907</b>	<b>983</b>	<b>(211)</b>	<b>(18,665)</b>	<b>2,332</b>	<b>851</b>	<b>7,907</b>	<b>7,056</b>	<b>13,168</b>	<b>20,224</b>	<b>7,056</b>	<b>2,315</b>	<b>2,332</b>	<b>17</b>
Donated assets	66	(2,593)	50	77	77	77	<b>(2,246)</b>	77	50	(27)	(2,450)	(2,477)	(27)	(2,219)	(2,246)	(27)
<b>Net surplus / (deficit)</b>	<b>2,406</b>	<b>7,384</b>	<b>7,957</b>	<b>1,060</b>	<b>(134)</b>	<b>(18,588)</b>	<b>86</b>	<b>928</b>	<b>7,957</b>	<b>7,029</b>	<b>10,718</b>	<b>17,748</b>	<b>7,029</b>	<b>96</b>	<b>86</b>	<b>(10)</b>
Provider sustainability fund	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0	0	0	0
<b>Surplus/(deficit) against control total</b>	<b>2,406</b>	<b>7,384</b>	<b>7,957</b>	<b>1,060</b>	<b>(134)</b>	<b>(18,588)</b>	<b>86</b>	<b>928</b>	<b>7,957</b>	<b>7,029</b>	<b>10,718</b>	<b>17,748</b>	<b>7,029</b>	<b>96</b>	<b>86</b>	<b>(10)</b>

# Appendix 2: break down of total forecast (1/3)

	In month			YTD			FOT		
	Forecast	Actual	Variance	Forecast	Actual	Variance	Forecast (M8)	Potential Outturn (M9)	Variance
	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Baseline forecast</b>									
Patient care income	78,892	78,887	(6)	239,362	239,359	(3)	478,315	481,106	2,791
Non NHS patient care	(58)	455	513	364	877	513	4,208	1,093	(3,116)
Other income	19,817	20,816	999	63,209	64,208	999	120,992	123,978	2,986
<b>Total income</b>	<b>98,651</b>	<b>100,158</b>	<b>1,507</b>	<b>302,935</b>	<b>304,444</b>	<b>1,509</b>	<b>603,516</b>	<b>606,177</b>	<b>2,661</b>
Pay costs	(60,445)	(61,005)	(560)	(180,324)	(180,884)	(560)	(365,867)	(365,554)	313
Non pay costs	(33,904)	(30,644)	3,260	(103,326)	(100,068)	3,258	(218,048)	(224,652)	(6,603)
<b>Total costs</b>	<b>(94,349)</b>	<b>(91,649)</b>	<b>2,700</b>	<b>(283,650)</b>	<b>(280,953)</b>	<b>2,698</b>	<b>(583,915)</b>	<b>(590,206)</b>	<b>(6,291)</b>
<b>EBITDA</b>	<b>4,302</b>	<b>8,509</b>	<b>4,207</b>	<b>19,285</b>	<b>23,492</b>	<b>4,207</b>	<b>19,601</b>	<b>15,971</b>	<b>(3,630)</b>
Non-operating costs	(3,741)	(3,458)	283	(12,110)	(11,827)	283	(23,320)	(22,987)	333
<b>Retained surplus / (deficit)</b>	<b>561</b>	<b>5,051</b>	<b>4,490</b>	<b>7,175</b>	<b>11,664</b>	<b>4,490</b>	<b>(3,719)</b>	<b>(7,016)</b>	<b>(3,296)</b>
Donated assets	77	50	(27)	(2,450)	(2,477)	(27)	(2,219)	(2,246)	(27)
<b>Net deficit</b>	<b>638</b>	<b>5,101</b>	<b>4,463</b>	<b>4,725</b>	<b>9,188</b>	<b>4,463</b>	<b>(5,939)</b>	<b>(9,262)</b>	<b>(3,323)</b>
Provider sustainability fund	0	0	0	0	0	0	0	0	0
<b>Surplus / (deficit) against control total</b>	<b>638</b>	<b>5,101</b>	<b>4,463</b>	<b>4,725</b>	<b>9,188</b>	<b>4,463</b>	<b>(5,939)</b>	<b>(9,262)</b>	<b>(3,323)</b>
<b>COVID</b>									
Patient care income	0	0	0	0	0	0	0	0	0
Non NHS patient care	0	0	0	0	0	0	0	0	0
Other income	3,944	4,320	376	11,690	12,067	376	24,478	24,937	459
<b>Total income</b>	<b>3,944</b>	<b>4,320</b>	<b>376</b>	<b>11,690</b>	<b>12,067</b>	<b>376</b>	<b>24,478</b>	<b>24,937</b>	<b>459</b>
Pay costs	(1,612)	(432)	1,180	(2,705)	(1,525)	1,180	(7,266)	(6,896)	370
Non pay costs	(743)	(890)	(147)	(1,761)	(1,908)	(147)	(5,004)	(5,049)	(45)
<b>Total costs</b>	<b>(2,355)</b>	<b>(1,322)</b>	<b>1,033</b>	<b>(4,466)</b>	<b>(3,433)</b>	<b>1,033</b>	<b>(12,270)</b>	<b>(11,945)</b>	<b>325</b>
<b>EBITDA</b>	<b>1,589</b>	<b>2,998</b>	<b>1,409</b>	<b>7,225</b>	<b>8,634</b>	<b>1,409</b>	<b>12,208</b>	<b>12,992</b>	<b>784</b>
Non-operating costs	0	0	0	0	0	0	0	0	0
<b>Retained surplus / (deficit)</b>	<b>1,589</b>	<b>2,998</b>	<b>1,409</b>	<b>7,225</b>	<b>8,634</b>	<b>1,409</b>	<b>12,208</b>	<b>12,992</b>	<b>784</b>
Donated assets	0	0	0	0	0	0	0	0	0
<b>Net deficit</b>	<b>1,589</b>	<b>2,998</b>	<b>1,409</b>	<b>7,225</b>	<b>8,634</b>	<b>1,409</b>	<b>12,208</b>	<b>12,992</b>	<b>784</b>
Provider sustainability fund	0	0	0	0	0	0	0	0	0
<b>Surplus / (deficit) against control total</b>	<b>1,589</b>	<b>2,998</b>	<b>1,409</b>	<b>7,225</b>	<b>8,634</b>	<b>1,409</b>	<b>12,208</b>	<b>12,992</b>	<b>784</b>

# Appendix 2: break down of total forecast (2/3)

	In month			YTD			FOT		
	Forecast	Actual	Variance	Forecast	Actual	Variance	Forecast (M8)	Potential Outturn (M9)	Variance
	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Restoration and recovery</b>									
Patient care income	0	0	0	0	0	0	0	0	0
Non NHS patient care	0	0	0	0	0	0	0	0	0
Other income	0	0	0	0	0	0	0	0	0
<b>Total income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Pay costs	(586)	(383)	204	(1,303)	(1,099)	204	(3,701)	(2,986)	716
Non pay costs	(876)	(406)	470	(1,912)	(1,443)	470	(5,182)	(3,862)	1,320
<b>Total costs</b>	<b>(1,462)</b>	<b>(789)</b>	<b>673</b>	<b>(3,215)</b>	<b>(2,542)</b>	<b>673</b>	<b>(8,884)</b>	<b>(6,848)</b>	<b>2,035</b>
<b>EBITDA</b>	<b>(1,462)</b>	<b>(789)</b>	<b>673</b>	<b>(3,215)</b>	<b>(2,542)</b>	<b>673</b>	<b>(8,884)</b>	<b>(6,848)</b>	<b>2,035</b>
Non-operating costs	0	0	0	0	0	0	0	0	0
<b>Retained surplus / (deficit)</b>	<b>(1,462)</b>	<b>(789)</b>	<b>673</b>	<b>(3,215)</b>	<b>(2,542)</b>	<b>673</b>	<b>(8,884)</b>	<b>(6,848)</b>	<b>2,035</b>
Donated assets	0	0	0	0	0	0	0	0	0
<b>Net deficit</b>	<b>(1,462)</b>	<b>(789)</b>	<b>673</b>	<b>(3,215)</b>	<b>(2,542)</b>	<b>673</b>	<b>(8,884)</b>	<b>(6,848)</b>	<b>2,035</b>
Provider sustainability fund	0	0	0	0	0	0	0	0	0
<b>Surplus / (deficit) against control total</b>	<b>(1,462)</b>	<b>(789)</b>	<b>673</b>	<b>(3,215)</b>	<b>(2,542)</b>	<b>673</b>	<b>(8,884)</b>	<b>(6,848)</b>	<b>2,035</b>
<b>Winter pressures</b>									
Patient care income	0	0	0	0	0	0	0	0	0
Non NHS patient care	0	0	0	0	0	0	0	0	0
Other income	0	0	0	0	0	0	0	0	0
<b>Total income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Pay costs	(691)	(329)	363	(924)	(561)	363	(3,964)	(3,010)	954
Non pay costs	(144)	(56)	88	(294)	(206)	88	(372)	(372)	(0)
<b>Total costs</b>	<b>(835)</b>	<b>(384)</b>	<b>450</b>	<b>(1,217)</b>	<b>(767)</b>	<b>450</b>	<b>(4,336)</b>	<b>(3,382)</b>	<b>954</b>
<b>EBITDA</b>	<b>(835)</b>	<b>(384)</b>	<b>450</b>	<b>(1,217)</b>	<b>(767)</b>	<b>450</b>	<b>(4,336)</b>	<b>(3,382)</b>	<b>954</b>
Non-operating costs	0	0	0	0	0	0	0	0	0
<b>Retained surplus / (deficit)</b>	<b>(835)</b>	<b>(384)</b>	<b>450</b>	<b>(1,217)</b>	<b>(767)</b>	<b>450</b>	<b>(4,336)</b>	<b>(3,382)</b>	<b>954</b>
Donated assets	0	0	0	0	0	0	0	0	0
<b>Net deficit</b>	<b>(835)</b>	<b>(384)</b>	<b>450</b>	<b>(1,217)</b>	<b>(767)</b>	<b>450</b>	<b>(4,336)</b>	<b>(3,382)</b>	<b>954</b>
Provider sustainability fund	0	0	0	0	0	0	0	0	0
<b>Surplus / (deficit) against control total</b>	<b>(835)</b>	<b>(384)</b>	<b>450</b>	<b>(1,217)</b>	<b>(767)</b>	<b>450</b>	<b>(4,336)</b>	<b>(3,382)</b>	<b>954</b>

# Appendix 2: break down of total forecast (3/3)

	In month			YTD			FOT		
	Forecast	Actual	Variance	Forecast	Actual	Variance	Forecast (M8)	Potential Outturn (M9)	Variance
	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>CIP savings</b>									
Patient care income	0	0	0	0	0	0	0	0	0
Non NHS patient care	1	4	3	14	17	3	17	20	3
Other income	65	150	85	263	348	85	565	642	77
<b>Total income</b>	<b>66</b>	<b>154</b>	<b>88</b>	<b>277</b>	<b>365</b>	<b>88</b>	<b>582</b>	<b>662</b>	<b>80</b>
Pay costs	469	501	32	1,663	1,694	32	3,232	3,275	43
Non pay costs	462	375	(87)	1,263	1,176	(87)	3,232	2,649	(583)
<b>Total costs</b>	<b>931</b>	<b>876</b>	<b>(55)</b>	<b>2,925</b>	<b>2,870</b>	<b>(55)</b>	<b>6,464</b>	<b>5,924</b>	<b>(540)</b>
<b>EBITDA</b>	<b>997</b>	<b>1,031</b>	<b>33</b>	<b>3,202</b>	<b>3,235</b>	<b>33</b>	<b>7,046</b>	<b>6,586</b>	<b>(460)</b>
Non-operating costs	0	0	0	0	0	0	0	0	0
<b>Retained surplus / (deficit)</b>	<b>997</b>	<b>1,031</b>	<b>33</b>	<b>3,202</b>	<b>3,235</b>	<b>33</b>	<b>7,046</b>	<b>6,586</b>	<b>(460)</b>
Donated assets	0	0	0	0	0	0	0	0	0
<b>Net deficit</b>	<b>997</b>	<b>1,031</b>	<b>33</b>	<b>3,202</b>	<b>3,235</b>	<b>33</b>	<b>7,046</b>	<b>6,586</b>	<b>(460)</b>
Provider sustainability fund	0	0	0	0	0	0	0	0	0
<b>Surplus / (deficit) against control total</b>	<b>997</b>	<b>1,031</b>	<b>33</b>	<b>3,202</b>	<b>3,235</b>	<b>33</b>	<b>7,046</b>	<b>6,586</b>	<b>(460)</b>
<b>Total forecast</b>									
Patient Care Income	78,892	78,887	(6)	239,362	239,359	(3)	478,315	481,106	2,791
Non NHS Patient Care	(57)	459	516	378	894	516	4,225	1,113	(3,113)
Other Income	23,826	25,287	1,461	75,162	76,623	1,461	146,035	149,556	3,522
<b>Total Income</b>	<b>102,661</b>	<b>104,632</b>	<b>1,971</b>	<b>314,902</b>	<b>316,876</b>	<b>1,974</b>	<b>628,575</b>	<b>631,775</b>	<b>3,200</b>
Pay costs	(62,865)	(61,648)	1,218	(183,593)	(182,375)	1,218	(377,566)	(375,171)	2,396
Non pay costs	(35,204)	(31,620)	3,584	(106,031)	(102,449)	3,581	(225,374)	(231,286)	(5,912)
<b>Total costs</b>	<b>(98,069)</b>	<b>(93,267)</b>	<b>4,802</b>	<b>(289,624)</b>	<b>(284,825)</b>	<b>4,799</b>	<b>(602,941)</b>	<b>(606,457)</b>	<b>(3,516)</b>
<b>EBITDA</b>	<b>4,592</b>	<b>11,365</b>	<b>6,773</b>	<b>25,279</b>	<b>32,052</b>	<b>6,773</b>	<b>25,635</b>	<b>25,319</b>	<b>(316)</b>
Non-operating costs	(3,741)	(3,458)	283	(12,110)	(11,827)	283	(23,320)	(22,987)	333
<b>Retained surplus / (deficit)</b>	<b>851</b>	<b>7,907</b>	<b>7,056</b>	<b>13,168</b>	<b>20,224</b>	<b>7,056</b>	<b>2,315</b>	<b>2,332</b>	<b>17</b>
Donated assets	77	50	(27)	(2,450)	(2,477)	(27)	(2,219)	(2,246)	(27)
<b>Net deficit</b>	<b>928</b>	<b>7,957</b>	<b>7,029</b>	<b>10,718</b>	<b>17,748</b>	<b>7,029</b>	<b>96</b>	<b>86</b>	<b>(10)</b>
Provider sustainability fund	0	0	0	0	0	0	0	0	0
<b>Surplus / (deficit) against control total</b>	<b>928</b>	<b>7,957</b>	<b>7,029</b>	<b>10,718</b>	<b>17,748</b>	<b>7,029</b>	<b>96</b>	<b>86</b>	<b>(10)</b>



# Appendix 4: WTE, pay and WLI breakdown (1/3)

	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Forecast	Forecast	Forecast
	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
<b>Baseline forecast</b>												
Substantive	13906.90	13936.82	13863.24	13848.22	13886.76	13829.18	13811.00	13782.80	13812.40	13932.56	13965.93	13970.20
Bank	569.57	508.61	521.99	639.66	722.12	717.11	754.63	656.30	607.82	662.41	577.72	618.54
Agency	224.75	232.27	297.76	143.50	308.86	307.19	311.86	329.18	302.85	342.85	343.36	341.50
<b>Sub-total</b>	<b>14701.22</b>	<b>14677.70</b>	<b>14682.98</b>	<b>14631.38</b>	<b>14917.73</b>	<b>14853.48</b>	<b>14877.50</b>	<b>14768.29</b>	<b>14723.08</b>	<b>14937.83</b>	<b>14887.01</b>	<b>14930.23</b>

<b>COVID</b>												
Substantive	0.00	0.00	28.32	41.16	9.51	6.05	12.09	8.57	8.17	8.57	8.57	8.57
Bank	96.83	94.27	64.21	47.32	35.48	18.79	30.72	58.51	64.71	76.14	59.38	59.38
Agency	16.51	12.51	23.32	23.63	10.42	22.24	29.80	40.44	62.93	67.84	67.84	67.84
<b>Sub-total</b>	<b>113.34</b>	<b>106.78</b>	<b>115.86</b>	<b>112.11</b>	<b>55.40</b>	<b>47.07</b>	<b>72.61</b>	<b>107.51</b>	<b>135.82</b>	<b>152.55</b>	<b>135.79</b>	<b>135.79</b>

<b>Restoration and recovery</b>												
Substantive	0.00	0.00	0.00	0.00	0.00	0.00	19.78	18.22	17.85	17.85	32.20	61.27
Bank	0.00	0.00	0.00	0.00	0.00	0.00	15.64	6.56	11.89	9.20	36.10	30.56
Agency	0.00	0.00	0.00	0.00	0.00	0.00	0.47	1.88	3.51	5.01	8.50	8.50
<b>Sub-total</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>35.89</b>	<b>26.66</b>	<b>33.25</b>	<b>32.05</b>	<b>76.80</b>	<b>100.33</b>

<b>Winter pressures</b>												
Substantive	0.00	0.00	0.00	0.00	0.00	0.00	0.00	14.87	17.48	16.44	26.84	26.84
Bank	0.00	0.00	0.00	0.00	0.00	0.00	1.29	23.23	41.19	82.25	94.46	94.46
Agency	0.00	0.00	0.00	0.00	0.00	0.00	5.32	10.48	18.91	53.34	61.29	61.29
<b>Sub-total</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>6.61</b>	<b>48.58</b>	<b>77.58</b>	<b>152.03</b>	<b>182.59</b>	<b>182.59</b>

<b>CIP savings</b>												
Substantive	0.00	0.00	0.00	0.00	0.00	0.00	-7.30	-7.30	-10.88	-9.47	-10.15	-8.50
Bank	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Agency	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Sub-total</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-7.30</b>	<b>-7.30</b>	<b>-10.88</b>	<b>-9.47</b>	<b>-10.15</b>	<b>-8.50</b>

<b>Total forecast</b>												
Substantive	13906.90	13936.82	13891.56	13889.38	13896.27	13835.23	13835.56	13817.16	13845.02	13965.95	14023.39	14058.38
Bank	666.40	602.88	586.20	686.98	757.59	735.90	802.28	744.60	725.62	830.00	767.66	802.94
Agency	241.26	244.78	321.08	167.13	319.28	329.43	347.45	381.98	388.21	469.04	480.99	479.12
<b>Total</b>	<b>14814.56</b>	<b>14784.48</b>	<b>14798.84</b>	<b>14743.49</b>	<b>14973.14</b>	<b>14900.56</b>	<b>14985.29</b>	<b>14943.74</b>	<b>14958.85</b>	<b>15264.98</b>	<b>15272.04</b>	<b>15340.44</b>

# Appendix 5: update on CIP (1/2)

Planned	20/21 Months 1-6 Total £'000	20/21 Months 7-12 £'000							Total FY £'000
		Oct	Nov	Dec	Jan	Feb	Mar	Total	
Cash releasing saving - Apr 20 to Sept 20	1,966	-	-	-	-	-	-	-	1,966
Cash releasing saving - Oct 20 to Mar 21	307	1,082	1,029	1,044	1,335	1,330	2,151	7,972	8,278
Cash releasing saving - Total	2,273	1,082	1,029	1,044	1,335	1,330	2,151	7,972	10,245
Non Cash Releasing / Clinical Productivity	53	24	19	14	19	19	19	115	167
<b>Total All</b>	<b>2,326</b>	<b>1,106</b>	<b>1,048</b>	<b>1,059</b>	<b>1,354</b>	<b>1,349</b>	<b>2,170</b>	<b>8,086</b>	<b>10,412</b>

Actual / Forecast	20/21 Months 1-6 Total £'000	20/21 Months 7-12 £'000							Total FY £'000
		Oct	Nov	Dec	Jan	Feb	Mar	Total	
Cash releasing saving - Apr 20 to Sept 20	1,884	-	-	-	-	-	-	-	1,884
Cash releasing saving - Oct 20 to Mar 21	307	685	1,333	1,217	1,757	1,290	2,198	8,481	8,788
Cash releasing saving - Total	2,191	685	1,333	1,217	1,757	1,290	2,198	8,481	10,673
Non Cash Releasing / Clinical Productivity	75	363	282	290	197	182	182	1,497	1,571
<b>Total All</b>	<b>2,266</b>	<b>1,049</b>	<b>1,616</b>	<b>1,507</b>	<b>1,954</b>	<b>1,472</b>	<b>2,380</b>	<b>9,978</b>	<b>12,244</b>

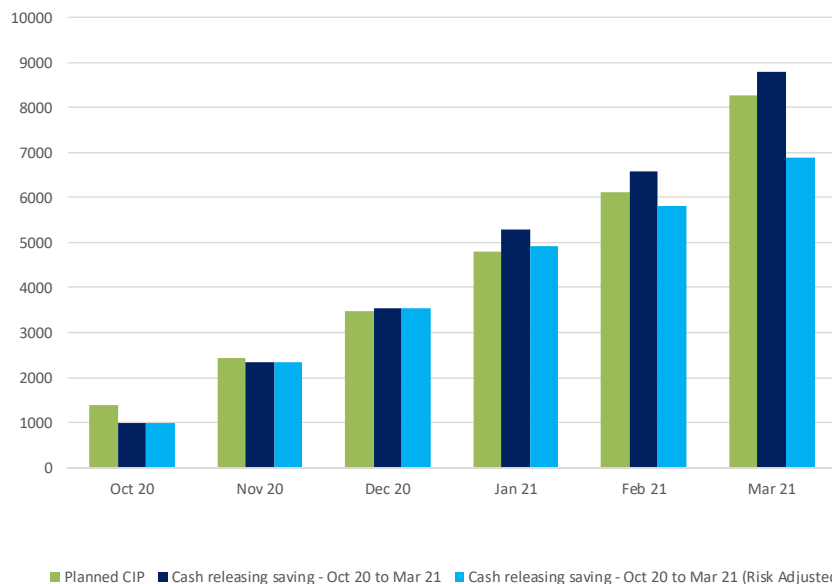
Actual / Forecast (Risk Adjusted )	20/21 Months 1-6 Total £'000	20/21 Months 7-12 £'000							Total FY £'000
		Oct	Nov	Dec	Jan	Feb	Mar	Total	
Cash releasing saving - Apr 20 to Sept 20	1,884	-	-	-	-	-	-	-	1,884
Cash releasing saving - Oct 20 to Mar 21	307	685	1,333	1,217	1,377	910	1,071	6,594	6,901
Cash releasing saving - Total	2,191	685	1,333	1,217	1,377	910	1,071	6,594	8,786
Non Cash Releasing / Clinical Productivity	75	363	282	290	193	178	178	1,484	1,558
<b>Total All</b>	<b>2,266</b>	<b>1,049</b>	<b>1,616</b>	<b>1,507</b>	<b>1,570</b>	<b>1,088</b>	<b>1,249</b>	<b>8,078</b>	<b>10,344</b>

The risk adjusted schemes figures are valued in the above table at 100% (Green), 25% (Amber) and 0% (Red)

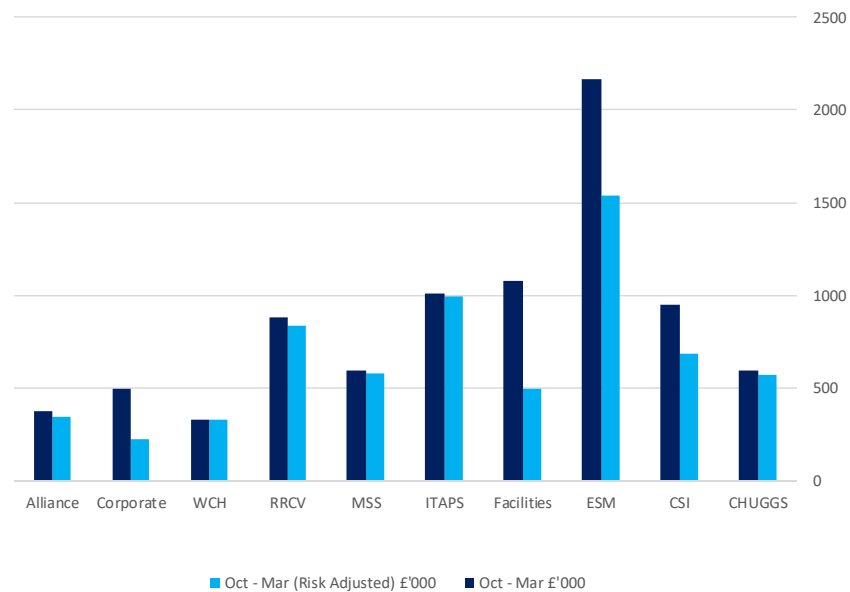
Variance to Plan (Risk Adjusted)	20/21 Months 1-6 Total £'000	20/21 Months 7-12 £'000							Total FY £'000
		Oct	Nov	Dec	Jan	Feb	Mar	Total	
Cash releasing saving - Apr 20 to Sept 20	(82)	-	-	-	-	-	-	-	(82)
Cash releasing saving - Oct 20 to Mar 21	0	(397)	304	173	42	(420)	(1,080)	(1,377)	(1,377)
Cash releasing saving - Total	(82)	(397)	304	173	42	(420)	(1,080)	(1,377)	(1,459)
Non Cash Releasing / Clinical Productivity	22	339	264	276	174	158	158	1,369	1,391
<b>Total All</b>	<b>(60)</b>	<b>(57)</b>	<b>568</b>	<b>448</b>	<b>216</b>	<b>(261)</b>	<b>(921)</b>	<b>(8)</b>	<b>(68)</b>

# Appendix 6: update on CIP (2/2)

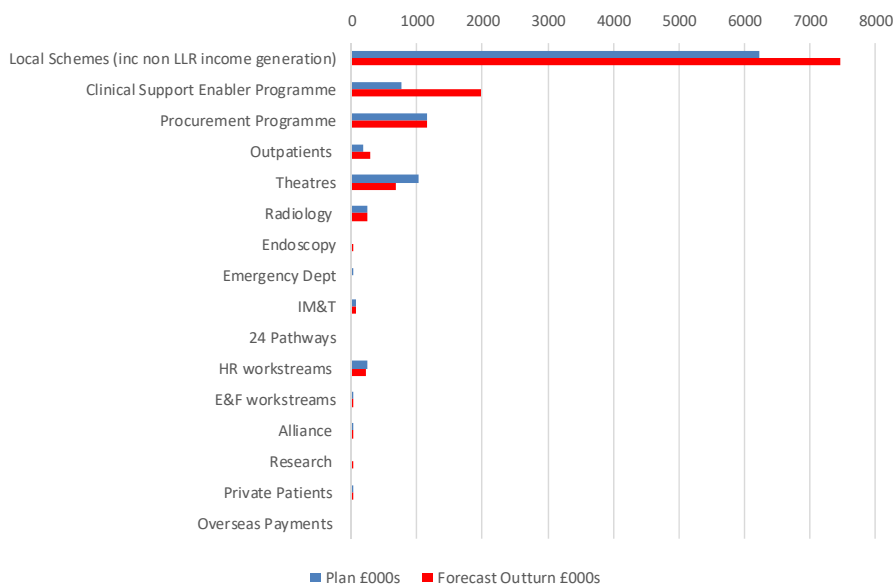
Cumulative Actual / Forecast Outturn by Type £'000 - Oct 20 to Mar 21 Cash Releasing Schemes Only



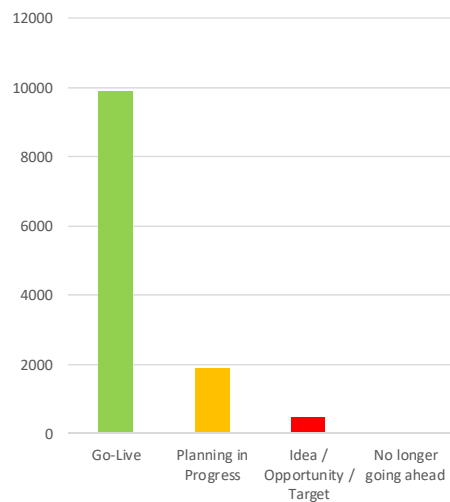
Cumulative Actual / Forecast Outturn by CMG £'000 - Oct 20 to Mar 21 Cash Releasing Schemes Only



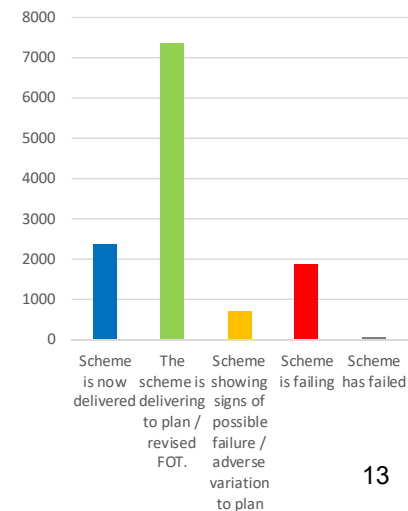
Plan and Actual / Forecast by Enabling Workstream £'000 - All Schemes



Forecast CIP Delivery by Planning Risk - All Schemes £'000



Forecast CIP Delivery by Delivery Risk - All Schemes £'000





# Appendix 7: activity and SLA income

Point of delivery	FY19/20 YTD (M7-12)		Activity YTD (M7-12)			Income YTD £000 (M7-12)			Income forecast £000 (M7-12)		
	Activity	Income £000	Plan	Actual	Variance	Plan	Actual	Variance	Forecast	Potential outturn	Variance
Emergency department	66,324	10,328	61,130	47,363	(13,767)	10,179	7,825	(2,355)	20,109	17,646	(2,464)
Day cases	27,102	15,599	21,515	21,426	(89)	13,330	12,174	(1,156)	26,188	22,303	(3,885)
Elective	4,903	20,684	3,996	3,727	(269)	17,636	15,110	(2,526)	33,913	27,763	(6,150)
Non elective	31,290	68,833	29,100	26,635	(2,465)	70,734	64,747	(5,987)	141,414	132,562	(8,852)
Outpatient – first	67,070	12,743	60,598	51,058	(9,540)	11,853	8,449	(3,404)	23,417	18,145	(5,271)
Outpatient – follow up	175,967	18,367	142,638	150,435	7,797	13,119	9,761	(3,359)	26,253	21,137	(5,116)
Outpatient procedures	23,761	876	31,490	28,691	(2,799)	4,872	4,494	(378)	9,498	8,328	(1,170)
Critical care services	16,033	16,250	13,979	12,414	(1,565)	14,420	12,450	(1,969)	28,286	24,617	(3,669)
Renal dialysis and transplant	48,957	8,037	48,390	48,728	338	7,829	7,754	(75)	15,472	15,351	(121)
Other central SLA income	2,155,370	33,691	2,043,860	2,095,865	52,005	43,955	63,442	19,486	91,493	123,767	32,274
Excluded devices & Medicines	9,066	25,959	-	9,731	9,731	24,419	30,808	6,389	48,680	60,939	12,260
Block contract	-	-	-	-	-	-	-	-	-	-	-
CQUIN	-	2,384	-	-	-	2,414	2,346	(68)	4,800	4,732	(68)
<b>Total SLA income (before fines)</b>	<b>2,625,843</b>	<b>233,751</b>	<b>2,456,695</b>	<b>2,496,073</b>	<b>39,378</b>	<b>234,761</b>	<b>239,359</b>	<b>4,598</b>	<b>469,523</b>	<b>477,290</b>	<b>7,767</b>
<b>Fines and penalties</b>	<b>-</b>	<b>(214)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total SLA income (after fines)</b>	<b>2,625,843</b>	<b>233,536</b>	<b>2,456,695</b>	<b>2,496,073</b>	<b>39,378</b>	<b>234,761</b>	<b>239,359</b>	<b>4,598</b>	<b>469,523</b>	<b>477,290</b>	<b>7,767</b>

As a result of the interim financial arrangements in place during COVID, all NHS providers are paid a block payment from commissioners at values set nationally by NHSE/I. The Trust has aligned its patient care income plan with these block payments, although there are still some variances to the plan which are due to variable elements within the block contract and PCI which are not included within the block amount.

Although income is blocked, the Trust continues to report significant reductions in activity due to COVID.

Elective services are continuing to feel the impact, with Non-Elective Inpatients and Critical Care services being impacted to a lesser degree. Renal Dialysis and Transplant is the only service with activity in line with last year's performance.

# Appendix 8: financial performance by CMG and directorate (1/2)

	Trust overall					
	YTD			Full year forecast		
	Forecast	Actual	Variance	Forecast (M8)	Potential Outturn (M9)	Variance
	£000	£000	£000	£000	£000	£000
<b>Total Income</b>	<b>314,902</b>	<b>316,876</b>	<b>1,974</b>	<b>628,575</b>	<b>631,775</b>	<b>3,200</b>
Total Pay	(183,593)	(182,375)	1,218	(377,566)	(375,171)	2,396
Non Pay	(106,031)	(102,449)	3,581	(225,374)	(231,286)	(5,912)
<b>Total Expenditure</b>	<b>(289,624)</b>	<b>(284,825)</b>	<b>4,799</b>	<b>(602,941)</b>	<b>(606,457)</b>	<b>(3,516)</b>
<b>EBITDA</b>	<b>25,279</b>	<b>32,052</b>	<b>6,773</b>	<b>25,635</b>	<b>25,319</b>	<b>(316)</b>
<b>Non Operating Costs</b>	<b>(12,110)</b>	<b>(11,827)</b>	<b>283</b>	<b>(23,320)</b>	<b>(22,987)</b>	<b>333</b>
<b>Donated Assets</b>	<b>(2,450)</b>	<b>(2,477)</b>	<b>(27)</b>	<b>(2,219)</b>	<b>(2,246)</b>	<b>(27)</b>
<b>Net Surplus/(Deficit)</b>	<b>10,718</b>	<b>17,748</b>	<b>7,029</b>	<b>96</b>	<b>86</b>	<b>(10)</b>

	CHUGGS					
	YTD			Full year forecast		
	Forecast	Actual	Variance	Forecast (M8)	Potential Outturn (M9)	Variance
	£000	£000	£000	£000	£000	£000
<b>Total Income</b>	<b>49,501</b>	<b>49,816</b>	<b>315</b>	<b>97,487</b>	<b>98,522</b>	<b>1,035</b>
Total Pay	(16,591)	(16,539)	53	(33,933)	(33,712)	221
Non Pay	(18,799)	(18,825)	(27)	(38,290)	(38,962)	(671)
<b>Total Expenditure</b>	<b>(35,390)</b>	<b>(35,364)</b>	<b>26</b>	<b>(72,224)</b>	<b>(72,674)</b>	<b>(450)</b>
<b>EBITDA</b>	<b>14,111</b>	<b>14,452</b>	<b>341</b>	<b>25,263</b>	<b>25,848</b>	<b>585</b>

	CSI					
	YTD			Full year forecast		
	Forecast	Actual	Variance	Forecast (M8)	Potential Outturn (M9)	Variance
	£000	£000	£000	£000	£000	£000
<b>Total Income</b>	<b>15,766</b>	<b>16,168</b>	<b>402</b>	<b>33,308</b>	<b>33,815</b>	<b>507</b>
Total Pay	(24,896)	(24,949)	(53)	(50,839)	(50,678)	161
Non Pay	(3,353)	(3,880)	(527)	(8,630)	(9,595)	(965)
<b>Total Expenditure</b>	<b>(28,249)</b>	<b>(28,830)</b>	<b>(580)</b>	<b>(59,469)</b>	<b>(60,273)</b>	<b>(804)</b>
<b>EBITDA</b>	<b>(12,484)</b>	<b>(12,662)</b>	<b>(178)</b>	<b>(26,161)</b>	<b>(26,458)</b>	<b>(297)</b>

	ESM					
	YTD			Full year forecast		
	Forecast	Actual	Variance	Forecast (M8)	Potential Outturn (M9)	Variance
	£000	£000	£000	£000	£000	£000
<b>Total Income</b>	<b>53,339</b>	<b>53,528</b>	<b>188</b>	<b>105,546</b>	<b>106,087</b>	<b>541</b>
Total Pay	(30,680)	(30,309)	371	(63,971)	(62,896)	1,075
Non Pay	(12,691)	(12,268)	422	(24,275)	(24,009)	266
<b>Total Expenditure</b>	<b>(43,370)</b>	<b>(42,577)</b>	<b>794</b>	<b>(88,246)</b>	<b>(86,905)</b>	<b>1,341</b>
<b>EBITDA</b>	<b>9,969</b>	<b>10,951</b>	<b>982</b>	<b>17,300</b>	<b>19,182</b>	<b>1,883</b>

	ITAPS					
	YTD			Full year forecast		
	Forecast	Actual	Variance	Forecast (M8)	Potential Outturn (M9)	Variance
	£000	£000	£000	£000	£000	£000
<b>Total Income</b>	<b>10,450</b>	<b>10,488</b>	<b>38</b>	<b>20,903</b>	<b>21,036</b>	<b>134</b>
Total Pay	(19,499)	(19,654)	(154)	(39,913)	(40,164)	(250)
Non Pay	(5,606)	(5,619)	(13)	(11,337)	(11,403)	(66)
<b>Total Expenditure</b>	<b>(25,105)</b>	<b>(25,273)</b>	<b>(168)</b>	<b>(51,250)</b>	<b>(51,567)</b>	<b>(317)</b>
<b>EBITDA</b>	<b>(14,655)</b>	<b>(14,785)</b>	<b>(130)</b>	<b>(30,347)</b>	<b>(30,530)</b>	<b>(183)</b>

	MSS					
	YTD			Full year forecast		
	Forecast	Actual	Variance	Forecast (M8)	Potential Outturn (M9)	Variance
	£000	£000	£000	£000	£000	£000
<b>Total Income</b>	<b>29,338</b>	<b>29,344</b>	<b>6</b>	<b>58,591</b>	<b>58,615</b>	<b>24</b>
Total Pay	(14,670)	(14,739)	(69)	(29,919)	(30,000)	(81)
Non Pay	(5,958)	(5,760)	197	(14,076)	(15,247)	(1,171)
<b>Total Expenditure</b>	<b>(20,628)</b>	<b>(20,500)</b>	<b>128</b>	<b>(43,996)</b>	<b>(45,247)</b>	<b>(1,252)</b>
<b>EBITDA</b>	<b>8,710</b>	<b>8,845</b>	<b>134</b>	<b>14,596</b>	<b>13,368</b>	<b>(1,227)</b>

# Appendix 8: financial performance by CMG and directorate (2/2)

	RRCV					
	YTD			Full year forecast		
	Forecast	Actual	Variance	Forecast (M8)	Potential Outturn (M9)	Variance
	£000	£000	£000	£000	£000	£000
<b>Total Income</b>	53,767	53,565	(202)	107,067	107,060	(8)
Total Pay	(22,338)	(22,024)	314	(45,901)	(45,404)	497
Non Pay	(17,066)	(16,658)	408	(34,553)	(33,740)	813
<b>Total Expenditure</b>	<b>(39,404)</b>	<b>(38,682)</b>	<b>722</b>	<b>(80,454)</b>	<b>(79,144)</b>	<b>1,310</b>
EBITDA	14,363	14,883	520	26,614	27,916	1,302

	W&C					
	YTD			Full year forecast		
	Forecast	Actual	Variance	Forecast (M8)	Potential Outturn (M9)	Variance
	£000	£000	£000	£000	£000	£000
<b>Total Income</b>	45,979	45,931	(47)	91,749	91,989	241
Total Pay	(24,238)	(24,107)	132	(49,051)	(48,758)	293
Non Pay	(9,919)	(10,133)	(214)	(20,143)	(20,136)	7
<b>Total Expenditure</b>	<b>(34,157)</b>	<b>(34,240)</b>	<b>(83)</b>	<b>(69,194)</b>	<b>(68,894)</b>	<b>300</b>
EBITDA	11,822	11,692	(130)	22,554	23,095	541

	Estates and facilities					
	YTD			Full year forecast		
	Forecast	Actual	Variance	Forecast (M8)	Potential Outturn (M9)	Variance
	£000	£000	£000	£000	£000	£000
<b>Total Income</b>	3,885	3,914	29	7,889	7,990	101
Total Pay	(10,133)	(10,135)	(2)	(20,533)	(20,679)	(146)
Non Pay	(9,138)	(8,874)	264	(18,819)	(18,446)	373
<b>Total Expenditure</b>	<b>(19,271)</b>	<b>(19,009)</b>	<b>262</b>	<b>(39,352)</b>	<b>(39,125)</b>	<b>227</b>
EBITDA	(15,386)	(15,095)	291	(31,463)	(31,135)	328

	Corporate					
	YTD			Full year forecast		
	Forecast	Actual	Variance	Forecast (M8)	Potential Outturn (M9)	Variance
	£000	£000	£000	£000	£000	£000
<b>Total Income</b>	3,511	3,604	94	7,482	7,096	(386)
Total Pay	(10,337)	(10,212)	125	(20,815)	(20,564)	251
Non Pay	(13,359)	(12,361)	998	(28,075)	(26,920)	1,155
<b>Total Expenditure</b>	<b>(23,696)</b>	<b>(22,573)</b>	<b>1,123</b>	<b>(48,890)</b>	<b>(47,484)</b>	<b>1,406</b>
EBITDA	(20,185)	(18,969)	1,216	(41,407)	(40,388)	1,020

	R&I					
	YTD			Full year forecast		
	Forecast	Actual	Variance	Forecast (M8)	Potential Outturn (M9)	Variance
	£000	£000	£000	£000	£000	£000
<b>Total Income</b>	8,425	8,945	520	16,949	18,311	1,362
Total Pay	(3,870)	(3,875)	(5)	(7,777)	(7,791)	(15)
Non Pay	(4,969)	(5,040)	(71)	(9,740)	(9,891)	(151)
<b>Total Expenditure</b>	<b>(8,839)</b>	<b>(8,916)</b>	<b>(77)</b>	<b>(17,516)</b>	<b>(17,682)</b>	<b>(166)</b>
EBITDA	(415)	29	444	(568)	628	1,196

	Alliance					
	YTD			Full year forecast		
	Forecast	Actual	Variance	Forecast (M8)	Potential Outturn (M9)	Variance
	£000	£000	£000	£000	£000	£000
<b>Total Income</b>	5,501	5,524	23	10,933	10,925	(8)
Total Pay	(3,089)	(3,011)	79	(6,363)	(6,285)	78
Non Pay	(1,993)	(2,111)	(119)	(4,502)	(4,536)	(34)
<b>Total Expenditure</b>	<b>(5,082)</b>	<b>(5,122)</b>	<b>(40)</b>	<b>(10,864)</b>	<b>(10,820)</b>	<b>44</b>
EBITDA	420	402	(17)	69	105	36

# Appendix 9: statement of financial position

	Balance at 31 March 2020	Current month			Forecast outturn	
		30-Nov-20	31-Dec-20	Movement	M9 Forecast	Movement
<b>Non current assets</b>						
Intangible assets	6,570	5,150	4,973	(177)	4,425	(2,145)
Property, plant and equipment	529,798	536,787	539,724	2,937	563,732	33,934
Other non-current assets	2,533	1,979	1,759	(220)	2,134	(399)
<b>Total non-current assets</b>	<b>538,901</b>	<b>543,916</b>	<b>546,455</b>	<b>2,540</b>	<b>570,291</b>	<b>31,390</b>
<b>Current assets</b>						
Inventories	21,941	21,859	22,110	251	21,364	(577)
Trade and other receivables	52,156	55,965	47,634	(8,331)	46,794	(5,362)
Cash and cash equivalents	16,016	120,528	126,496	5,968	16,016	0
<b>Total current assets</b>	<b>90,113</b>	<b>198,352</b>	<b>196,240</b>	<b>(2,112)</b>	<b>84,174</b>	<b>(5,939)</b>
<b>Current liabilities</b>						
Trade and other payables	(59,637)	(71,697)	(73,353)	(1,655)	(57,484)	2,153
Borrowings	(339,814)	0	0	0	(1,093)	338,721
Accruals	(23,996)	(24,199)	(16,188)	8,011	(20,478)	3,518
Deferred income	(7,571)	(94,154)	(90,364)	3,790	(12,523)	(4,952)
Provisions < 1 year	(6,709)	(6,321)	(7,405)	(1,084)	(3,354)	3,355
<b>Total current liabilities</b>	<b>(437,727)</b>	<b>(196,372)</b>	<b>(187,310)</b>	<b>9,062</b>	<b>(94,932)</b>	<b>342,795</b>
<b>Net current assets / (liabilities)</b>	<b>(347,615)</b>	<b>1,981</b>	<b>8,930</b>	<b>6,950</b>	<b>(10,758)</b>	<b>336,856</b>
<b>Non-current liabilities</b>						
Borrowings	(20,675)	(6,081)	(5,663)	418	(3,313)	17,362
Provisions for liabilities & charges	(7,041)	(12,755)	(12,755)	0	(8,755)	(1,714)
<b>Total non-current liabilities</b>	<b>(27,716)</b>	<b>(18,836)</b>	<b>(18,418)</b>	<b>418</b>	<b>(12,068)</b>	<b>15,648</b>
<b>Total assets employed</b>	<b>163,570</b>	<b>527,060</b>	<b>536,967</b>	<b>9,907</b>	<b>547,465</b>	<b>383,895</b>
Public dividend capital	369,325	720,800	722,800	2,000	747,520	378,195
Revaluation reserve	168,342	168,342	168,342	0	168,342	0
Income and expenditure reserve	(374,098)	(362,083)	(354,176)	7,907	(368,397)	5,701
<b>Total taxpayers equity</b>	<b>163,570</b>	<b>527,060</b>	<b>536,967</b>	<b>9,907</b>	<b>547,465</b>	<b>383,895</b>

Non current assets have increased by £2.5m in month driven by current capital programmes spent.

Working capital movements include a reduction in receivables of £8.3m due to amounts collected in month, increasing cash by a corresponding amount. Trade and other payables have increased by £1.7m whilst accruals and deferred income have reduced by £11.8m.

Taxpayers equity has increased in month by £9.9m driven by additional PDC capital of £2m in relation to the Emergency department scheme and an improved I&E position of £7.9m.

# Appendix 10: cashflow forecast

Monthly cash flow £000	Annual	Actual YTD									Forecast		
		Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
<b>Receipts</b>													
SLA block payments	926,429	155,510	77,843	77,767	77,755	77,755	77,755	77,304	77,374	73,257	77,101	77,008	0
COVID-19 top up	140,466	20,555	13,592	12,539	10,263	10,263	10,263	0	17,202	13,732	10,982	10,655	10,420
SLA performance (for prior years)	0	0	0	0	0	0	0	0	0	0	0	0	0
Health education payments	44,823	11,004	0	0	3,389	0	2,830	6,365	0	12,807	2,097	2,097	4,232
Other NHS income	60,820	10,836	6,080	7,801	2,697	3,512	3,383	3,518	5,947	3,986	4,616	4,433	4,011
PDC - capital	373,713	0	0	0	0	349,586	1,095	0	0	2,000	0	7,890	13,142
TMP	38,656	3,470	3,131	2,486	3,185	3,284	2,726	3,299	3,906	3,660	3,018	3,148	3,343
Other non-NHS income	51,891	3,827	4,958	3,169	5,575	6,156	2,654	4,793	2,428	5,187	4,551	4,129	4,465
<b>Total receipts</b>	<b>1,636,798</b>	<b>205,202</b>	<b>105,605</b>	<b>103,761</b>	<b>102,863</b>	<b>450,555</b>	<b>100,706</b>	<b>95,280</b>	<b>106,857</b>	<b>114,629</b>	<b>102,365</b>	<b>109,360</b>	<b>39,614</b>
Salaries and wages	(689,474)	(55,409)	(57,033)	(57,778)	(57,742)	(57,466)	(57,549)	(57,885)	(57,059)	(58,668)	(57,576)	(57,580)	(57,728)
Creditor payments	(545,873)	(40,514)	(48,915)	(37,921)	(46,666)	(39,999)	(40,827)	(36,007)	(42,992)	(43,505)	(65,835)	(43,421)	(59,271)
NHS creditors	0	0	0	0	0	0	0	0	0	0	0	0	0
PDC dividend	(12,986)	0	0	0	0	0	0	0	(1,949)	0	0	0	(11,037)
Repayment of loans	(349,586)	0	0	0	0	(349,586)	0	0	0	0	0	0	0
TMP	(38,883)	(4,265)	(2,445)	(2,322)	(3,353)	(2,876)	(2,539)	(3,692)	(3,736)	(4,284)	(2,871)	(3,086)	(3,413)
<b>Total payments</b>	<b>(1,597,919)</b>	<b>(100,188)</b>	<b>(108,393)</b>	<b>(98,021)</b>	<b>(107,761)</b>	<b>(449,928)</b>	<b>(100,916)</b>	<b>(97,584)</b>	<b>(105,736)</b>	<b>(106,457)</b>	<b>(126,282)</b>	<b>(104,087)</b>	<b>(131,450)</b>
Monthly cash movement	38,879	105,014	(2,788)	5,740	(4,898)	627	(210)	(2,304)	1,121	8,172	(23,917)	5,273	(91,836)
Cash in transit and cash in hand adjustment	5	235	138	(328)	(124)	95	60	(71)	0	0	0	0	0
Balance brought forward	16,016	16,016	121,265	118,614	124,027	119,005	119,727	119,577	117,202	118,324	126,496	102,579	107,852
<b>Balance carried forward</b>	<b>16,016</b>	<b>121,265</b>	<b>118,614</b>	<b>124,027</b>	<b>119,005</b>	<b>119,727</b>	<b>119,577</b>	<b>117,202</b>	<b>118,324</b>	<b>126,496</b>	<b>102,579</b>	<b>107,852</b>	<b>16,016</b>
<b>Month End Cash Balance</b>	<b>16,016</b>	<b>121,265</b>	<b>118,614</b>	<b>124,027</b>	<b>119,005</b>	<b>119,727</b>	<b>119,577</b>	<b>117,202</b>	<b>118,324</b>	<b>126,496</b>	<b>102,579</b>	<b>107,852</b>	<b>16,016</b>

Included within SLA block payments is a payment in advance of £98m received in Month 1, of which £78m is still outstanding. At present we are expecting this to be clawed back in Month 12, and this will contribute to a reduction in our year end cash balance to £16m.

The December cash balance remains significantly higher than planned at £126.5m although we still expect to achieve our forecast outturn of £16m. This is driven by patient care income received in advance and is expected to remain at a high level until March 2021.

# Appendix 11: working capital (1/2)

	Target	Mar-20	Q1 YTD	Q2 YTD	Q3 YTD
<b>Debtor and creditor days</b>					
Debtor days	5	18	9	12	20
Creditor days	15	75	88	56	41

<b>BPPC (cumulative)</b>					
Value %	95%	67%	92%	92%	93%
Volume %	95%	47%	92%	91%	89%

<b>BPPC (SMEs) paid within 30 days</b>					
Value %	100%	13%	92%	84%	90%
Volume %	100%	7%	93%	87%	86%

<b>BPPC (SMEs) paid within 5 days</b>					
Value %	90%	13%	24%	20%	59%
Volume %	90%	7%	28%	26%	24%

## **Aged NHS / non-NHS debt**

Significant aged debt is currently being targeted for collection and an exercise will be undertaken during the last quarter to identify debts for potential write off.

## **BPPC**

Performance has been broadly maintained across the year and we will investigate the reasons for the reduction in performance by volume from 92% in Q1 to 89% in Q3 and appropriate actions will be taken to improve performance up to the 95% target.

## **Aged NHS Payables and Receivables**

NHS aged payables and receivables will be reviewed and appropriate escalation taken to reduce the over 90 day debt.

# Appendix 11: working capital (2/2)

	Total	0 to 30 days	31 to 60 days	61 to 90 days	Over 90 days	Percentage over 90 days
December 2020	£000	£000	£000	£000	£000	%
Non-NHS receivables	41,832	1,469	596	792	3,753	9%
NHS receivables	5,802	3,546	1,094	97	1,065	18%
<b>Total receivables</b>	<b>47,634</b>	<b>5,015</b>	<b>1,690</b>	<b>889</b>	<b>4,818</b>	<b>27%</b>
<b>Bad debt provision</b>						
Non-NHS payables	(64,743)	(12,906)	(2,102)	(707)	(1,491)	2%
NHS payables	(8,610)	(1,657)	(1,131)	(603)	(5,219)	61%
<b>Total payables</b>	<b>(73,353)</b>	<b>(14,563)</b>	<b>(3,233)</b>	<b>(1,310)</b>	<b>(6,710)</b>	<b>63%</b>
<b>November 2020</b>						
Non-NHS receivables	6,687	1,326	1,422	414	3,525	53%
NHS receivables	16,473	14,343	197	351	1,582	10%
<b>Total receivables</b>	<b>23,160</b>	<b>15,669</b>	<b>1,619</b>	<b>765</b>	<b>5,107</b>	<b>62%</b>
<b>Bad debt provision</b>						
Non-NHS payables	(18,544)	(14,055)	(1,181)	(2,198)	(1,110)	6%
NHS payables	(8,455)	(1,762)	(1,239)	(487)	(4,967)	59%
<b>Total payables</b>	<b>(26,999)</b>	<b>(15,817)</b>	<b>(2,420)</b>	<b>(2,685)</b>	<b>(6,077)</b>	<b>65%</b>

# Appendix 12: capital programme

Capital scheme	Funding source	Summary	In month £000			YTD £000			Full year £000
			Plan	Actual	Variance	Plan	Actual	Variance	M9 Forecast
Reconfiguration Scheme	HIP1	Revised forecast from prior month to match funding and spend	1,212	412	(800)	1,644	1,917	273	5,905
ICU	STP Wave 1; Interim Support Capital PDC; internal sources, carry forward cash	Outturn expected to be in line with budget	974	178	(796)	7,647	6,975	(672)	7,600
EMCHC	Internal sources; donations	Outturn expected to be in line with budget	1,134	1,651	517	4,314	5,485	1,171	10,618
EMCHC Infrastructure	Internally generated	Outturn expected to be in line with budget	248	122	(126)	959	974	16	1,475
Reconfiguration team	Internally generated	Outturn expected to be in line with budget	100	123	23	0	123	123	500
Gynae scheme - ward 29	Internally generated	Outturn expected to be in line with budget	0	0	0	648	532	(116)	532
Renal ward move	Interim Support Capital PDC; internal sources	Outturn expected to be in line with budget	60	75	15	0	75	75	300
MEE 3T MRI Scanner	Internally generated	Outturn expected to be in line with budget	305	305	0	0	305	305	3,177
Medical Equipment	Internally generated	Outturn expected to be in line with budget	421	203	(218)	987	776	(211)	3,645
MES Replacement	Internally generated	Outturn expected to be in line with budget	100	0	(100)	745	0	(745)	668
MES Enabling Costs of MES	Internally generated	Outturn expected to be in line with budget	60	17	(43)	308	291	(17)	500
Additional medical equipment b/fwd	Internally generated	New - approved use of in year underspend to fund spend brought forward from 2021/22	0	0	0	0	0	0	1,322
IM&T Infrastructure programme	Interim Support Capital PDC	Outturn expected to be in line with budget	403	627	224	296	1,227	931	1,261
IM&T eHospital	Internally generated	Outturn expected to be in line with budget	148	183	35	1,269	959	(310)	1,056
IM&T General	Internally generated	Outturn expected to be in line with budget	371	0	(371)	0	0	0	596
Digital Aspirant programme	Other: DHSC central programme	Outturn expected to be in line with budget	0	0	0	0	0	0	501
HSLI	Provider Digitisation - (HSLI) Health System Led Investment	Outturn expected to be in line with budget	0	0	0	0	0	0	1,673
Cyber resilience	Cyber resilience	Outturn expected to be in line with budget	0	0	0	0	0	0	95
Critical Infrastructure Risk (CIR)	Critical Infrastructure Risk Fund	Forecast is net of £2.8m available funding which we are not expecting to draw down	0	365	365	1,225	1,268	43	4,263
Slippage / Backlog / Other	Internally generated	Outturn expected to be in line with budget	0	0	0	2,472	3,016	544	3,301
Linear Accelerator Bunker	Interim Support Capital PDC	Outturn expected to be in line with budget	0	12	12	1,843	100	(1,743)	100
Linear Accelerator + CT	Interim Support Capital PDC	Outturn expected to be in line with budget	0	0	0	1,094	0	(1,094)	0
Maternity Theatre Refurbishment	Interim Support Capital PDC	Outturn expected to be in line with budget	0	0	0	675	0	(675)	100
E&F Breakdown fund - defined schemes	Interim Support Capital PDC; internal sources	Reallocation of spend in month to CIR scheme	266	0	(266)	1,500	0	(1,500)	603
Backlog maintenance	Interim Support Capital PDC - (Pre-committed)	Reallocation of spend in month to CIR scheme	49	0	(49)	259	28	(231)	600
Hope Expansion Project	Internally generated	Outturn expected to be in line with budget	20	469	449	295	599	304	649
Slippage - Diagnostics Endoscopy	Internally generated	Outturn expected to be in line with budget	0	0	0	284	0	(284)	0
E&F CAT3 Lab Sandringham	Internally generated	Outturn expected to be in line with budget	10	0	(10)	0	0	0	100
ED Scheme	Other: DHSC central programme	Outturn expected to be in line with budget	253	284	31	400	299	(101)	2,419
Covid-19 spend	COVID - 19 PDC; internal sources	Outturn expected to be in line with budget	25	12	(13)	5,797	5,165	(632)	6,025
Portacount machine	COVID - 19 PDC; internal sources	Outturn expected to be in line with budget	0	0	0	0	0	0	10
Emergency Department doors	COVID - 19 PDC; internal sources	New scheme added to forecast in M9	0	0	0	0	0	0	115
Critical care wards - buildings	Critical Care Beds	Forecast is net of £4.0m available funding which we are not expecting to draw down	0	0	0	0	0	0	35
Critical care wards - equipment	Critical Care Beds	Outturn expected to be in line with budget	0	0	0	0	0	0	1,270
Endoscopy scheme	Interim Support Capital PDC	Over accrual in M8 reversed in M9 results in (£252k) in month actual. Forecast spend of £480k to be approved.	60	(252)	(312)	834	489	(345)	3,418
eEquip	Interim Support Capital PDC	£1m contingency included in forecast	273	0	(273)	1,605	2,427	822	3,000
Other - donated	Internally generated	Outturn expected to be in line with budget	50	133	83	138	256	118	456
Other	Internally generated	Outturn expected to be in line with budget	162	378	216	520	378	(142)	1,869
Mortuary Racking	COVID - 19 PDC; internal sources	New scheme added to forecast in M9	0	0	0	0	0	0	38
Gynae scan simulator	Internally generated	Outturn expected to be in line with budget	0	0	0	0	0	0	20
Endoscopy training equipment	Interim Support Capital PDC	New scheme added to forecast in M9	0	0	0	0	0	0	280
PMO office	Internally generated	New scheme added to forecast in M9	0	0	0	0	0	0	600
Mobile unit - Breast Screening	Other: DHSC central programme	Outturn expected to be in line with budget	10	0	(10)	56	50	(6)	71
Additional EMCHC equipment	Internally generated	New scheme added to forecast in M9	0	0	0	0	0	0	711
Other schemes / Brokerage	Internally generated	New scheme added to forecast in M10	0	0	0	0	0	0	3,000
<b>Total</b>			<b>6,713</b>	<b>5,297</b>	<b>(1,417)</b>	<b>37,811</b>	<b>33,714</b>	<b>(4,097)</b>	<b>74,477</b>

At month 9 there is a year to date underspend of £4.1m, which is expected to be managed within the year end forecast.

## Funding opportunities and issues

There is a risk in relation to the level of Covid-19 related funding of £4.2m which the Trust is anticipating to receive from NHSE&I. If this funding is not received the Trust will overspend against the STP allocation of £43.9m based on the month 9 forecast.

The current forecast expenditure of £74.4m reflects an underspend of £6.8m on critical care (£4m) and critical infrastructure funding (£2.8m), which will require consideration from next year's STP capital funding.

Funding source		£000
A	Internally generated depreciation	30,552
B	Capital loans	8,103
C	COVID-19	4,225
D	Finance lease	4,868
E	Other	26,729
<b>Total</b>		<b>74,477</b>