

Board of Directors (Public) Item 5.3

Subject: Month 1 Finance Report
Date of meeting: 26th May 2015
Prepared by: Jim Davies, Deputy Chief Finance Officer
Presented by: David Jago, Chief Finance Officer

Board Report

Report	Data Quality Rating	BAF Ref	Impact on BAF risk Rating
Month 1 Financial Position	Silver	4,7,	n/a

1. Executive Summary

This paper provides an update to the Board of Directors on the financial performance of the Trust during month 1 (period ending 30th April 2015). The first month of the new financial year has proved to be challenging, and improvement will be required for the Trust to ensure delivery of the financial plan for 2015/16 and for the Trust to continue to operate within the terms of its licence. The Board of Directors are asked to discuss and note the content of the report.

2. Background

The Board of Directors approved the financial plan for 2015/16 as part of the operational plan presented at the March 2015 Board meeting that was subsequently submitted to Monitor.

3. Issues

The Trust has achieved an overall Continuity of Service Risk Rating (CoSRR) at month 1 of level 3, which is in line with the planned requirement, and which constitutes an acceptable level of risk under the Risk Assessment Framework (RAF).

The Trust has achieved a normalised net deficit in month of £277k against a planned deficit of £187k, resulting in an adverse variance of £90k.

Efficiencies achieved to date are £219k against a plan of £364k. This provides a shortfall in delivery of £145k for the month. This shortfall is incorporated within the in month position.

Capital expenditure was £447k in the Month of April against a plan of £425k, with the resulting variance being 5% - which is well within the 15% allowable tolerance (Variance exceeding 15% may result in Monitor requesting a reforecast of the position).

4. Conclusion

The normalised deficit position of £277k represents a deterioration against plan (deficit of £187k), with a resulting adverse variance of £90k. The Continuity of Service Risk Rating being delivered at the end of month 1 is level 3, which is in line with the planned requirement, and which constitutes an acceptable level of risk under the RAF. The capital service cover metric was slightly behind plan 1.79 compared to a plan of 2.09. Liquidity was below plan at -7.9 days compared to a plan of -6.7 days.

Inpatient NHS activity was below plan in April by 62 spells (6%), the associated income position is £455k (9.0%) below plan. Above plan performance on other points of delivery mitigating this concerning below plan performance.

The key adverse impact on EBITDA and net surplus in the first month of the financial year has been driven by a shortfall in the delivery of CIPs, above plan agency costs and an income position which is marginally below plan.

The financial position for April shows a normalised deficit position of £277k, which is £90k worse than the planned deficit of £187k. This position incorporates a shortfall in the delivery of CIP of £145k, and delivers a CoSRR of 3.

5. Recommendations

The Board of Directors are asked to note the financial position of the Trust at the end of month and the on-going work to identify restorative actions.

1. Introduction

This paper sets out the Trust's financial performance at the end of April 2015 (month 1) and the delivery against the financial targets set within the annual plan and risk ratings set out by Monitor under the Risk Assessment Framework.

2. Key Financial Performance Indicators

The purpose of this paper is to present to the members of the Integrated Performance Committee the Trust's financial position as at 30th April 2015.

Key issues to note on performance at the end of month 1;



Overall Continuity of Service Risk Rating (CoSRR) of level 3 against a plan of 3.



Total income broadly in line with plan (Marginal under performance of £14k).



Capital expenditure at £0.4m set against plan for April of £0.4m.



Cash balances at £10.8m are £2.8m above planned balances of £7.9m.



A normalised net deficit of £277k against a planned deficit of £187k.



Actual CIP achieved at £0.2m against planned £0.4m.

The Trust is reporting a net normalised deficit of £277k achieved in April compared to a planned deficit of £187k, with an adverse in month variance of £90k. The in month variance is largely driven by a shortfall in CIP delivery and a higher than trend spend on bank, agency and overtime.

Performance to date delivers a Continuity of Services Risk Rating (CoSRR) of 3. Both the liquidity ratio and debt service cover ratio have been weakened in month by the adverse EBITDA and net surplus performance.

Inpatient activity performance has been below plan in month, with the Surgical Division below plan by 2% with a corresponding under performance on income of £0.2m (8%) materially driven by cardiac valve, CABG & valve and TAVI activity. The Medical Division was 2% below plan in activity terms but exceeded the income plan by £17k (1%) driven by pacing.

Inpatient spells (excluding Private Patients) were 6% below plan in month.

The key points to note at the end of April include:

- Total income to date is £14k below plan (0.1%).
- Included within the total income position private patient income under performed by £93k (28%) in month.
- The cost improvement programme (CIP) for Month 1 is £364k, against which the Trust has delivered £219k. The shortfall in CIP delivery is therefore £145k.

- Capital expenditure for the year was £447k against a plan of £425k (105%). Further detail is included within the main body of the report.
- Cash balances are £2.8m above plan at £10.8m with use of cash balances in month at £1.6m.

3. Monitor Metrics Summary

Table 1 Continuity of Services Risk Rating (CoSRR)

Continuity of Services Risk Rating (CoSRR)	Plan YTD	Actual YTD	Variance YTD
Debt Service Cover			
Total Revenue for Debt Service	414	328	(86)
Total Debt Service	(198)	(183)	(15)
Debt Service Cover Matrix	2.09	1.79	(0.3)
Debt Service Cover Rating	3	3	0
Liquidity			
Cash for CoS Liquidity Purpose	(2,111)	(2,515)	(404)
Operating Expenses within EBITDA	(9,422)	(9,494)	(72)
Liquidity Metric (Days)	(6.7)	(7.9)	(1.2)
Liquidity Rating	3	2	(1)
CoSRR	3	3	0

The month 1 overall risk rating on the Monitor metrics is level 3.

Although not part of the overall risk rating score, a series of additional indicators to highlight the potential for any future material financial risk have been used historically by Monitor. Whilst now not formally covered in template returns those that remain relevant are shown below for completeness.

Cumulative Performance to month 1

Unplanned decrease in (quarterly) EBITDA margin in two consecutive quarters	Yes
Trust is unable to certify that Board anticipates that the Quarterly CoSRR will be at least 3 over the next 12 months (from Governance Statement)	No
Debtors > 90 days past due account for more than 5% of total debtor balances	Yes
Creditors > 90 days past due account for more than 5% of total creditor balances	Yes
Capital expenditure > 115% of Latest Plan for the year to date	No
Capital expenditure < 85% of Latest Plan for the year to date	No

Debtors > 90 days past due - total £1.694m and account for 45% of total debtors.

Within the total over 90 days due: £653k relates to RLBUHT invoices. Further work is required in the first quarter of 2015/16 to reduce as far as possible the respective debtor/creditor positions and improve aged debt. Private patient insurance company debt over 90 days continues to increase, further work is required also during quarter 1 to address this debt either through external debt recovery or recommend for write off.

Creditors >90 days past due - total £0.527m and accounts for 8% of total creditor balances. A large proportion of the outstanding debt is with RLBUHT. Further work will be undertaken during quarter 1 of 2015/16 to resolve as much outstanding payables as possible in order to recover aged debt.

4.Statement of Comprehensive Income (SoCI)

For completeness the SoCI is attached at **Appendix 1**.

4.1 Income and activity

Activity & Clinical Income by Point of Delivery

Point of Delivery	Inpatient Activity			Income (£000's)		
	Plan YTD	Actual YTD	Var YTD	Plan YTD	Actual YTD	Var YTD
Day Case	356	354	-2	771	784	14
Elective	353	294	-59	2,223	1,633	-589
Non Elective	361	371	10	1,755	1,879	124
Excess Bed Days	149	62	-87	32	13	-19
OP First attenders	1,952	1,992	40	323	327	4
OP Follow ups	3,345	3,487	142	368	410	42
Outpatients Radiology	640	695	55	89	103	14
Outpatient Other (CF, ECG, Oxygen, Pulm Rehab)	1,202	1,334	132	114	151	38
Critical Care	1,030	971	-59	1,352	1,250	-101
Devices	167	168	1	1,025	1,130	105
Drugs	0	0	0	266	301	36
Cystic Fibrosis	27	18	-9	416	429	13
PPCI	105	104	-1	14	14	0
Other Adjustments	82	31	0	149	517	367
Total	9,770	9,881	162	8,896	8,942	46

Inpatient activity performance in month was below plan by 62 spells (6%):

- The Surgical Division was 6 spells below plan in month (2%) and £194k (8%) below plan in income terms. Performance by procedure group was:
 - Cardiac surgery 8 spells (5%) below plan and £171k (10%) below income plan, driven by cardiac valve, CABG & valve and TAVI activity.
 - Thoracic surgery 5 spells (4%) above plan and £5k (1%) above income plan.
 - Upper GI was below plan by 4 spells (34%) and below plan on income £28k (36%).
- Medicine Division was 12 spells below plan (2%) and above plan on income by £17k (1%). The main variances by procedure group were:
 - Catheters were 9 spells (6%) below plan and £27k (10%) below income plan.
 - EP Studies were 4 spells below plan (4%) and £36k (7%) below income plan.
 - Pacing was 19 spells above plan (18%) and £93k (18%) above income plan.

- Critical care bed days were reported as 59 (6%) below plan in month and £101k (7%) below the income plan.
- Outpatient activity was 368 (5%) above plan in month with income above plan by £98k (11%).
- High cost devices were 1 above plan in month (1%) and £105k (10%) above income plan offsetting the cost of the devices showing within the clinical supplies budget overspend. Included within this figure, ICDs are 7 above plans with other devices below plan. Drugs recharges were above plan by £36k in month.

4.2 Operating Income and Contract Update

The current position in terms of contracts for direct patient revenue is summarised as follows:

Commissioner	Contract £m	Internal Plan £m	Contract Status
NHS England (Tertiary Contract)	69.5	72.0	Agreed
Liverpool CCG & Associates (Secondary Contract)	15.4	15.2	Signed
Health Commission Wales	14.9	14.9	Awaiting Details
Isle of Man	2.9	2.9	Signed
Knowsley Community Contracts	3.6	3.6	Signed
Other (NCA, Overseas etc.)	1.2	1.2	Not applicable
Total	107.5	109.8	

The key points to note in terms of contracts for 2015/16 are:

- The contract with NHS England has been agreed, and the Trust is currently awaiting formal documentation to be issued. The table (above) illustrates a variance between the contract and internal plan – which relates largely to income for waiting list / backlog activity. NHS England has requested an independent review of the additional activity to test the voracity of Trust assumptions. While this review is being undertaken, the value has been excluded from the formal contract position, once the review has been complete a contract variation will be drafted and the contract updated accordingly.
- The contract with Liverpool has been agreed and signed. There is a marginal difference between the contract and the internal plan, and this relates to additional income secured in respect of pulmonary rehabilitation.
- The Trust has made proposals to Health Commission Wales, but as at the time of writing the report has yet to receive a formal response. Discussions are scheduled, and a further update will be provided to the next meeting of the Board of Directors.
- The contract with the Isle of Man has been agreed and signed.

In overall terms clinical income (including private patients) is only marginally below the internal plan (£47k / 0.5%) key points to note by commissioner are summarised as follows;

- The tertiary contract with NHS England under performed in month by £0.1m (2%). Under performance in month is largely driven by elective activity.
- The Secondary contract under performed by £0.1m in month (5%) and this largely relates to contracts with Liverpool and West Lancashire CCGs.
- The Wales contract was below plan in April by £38k (5%).
- The Isle of Man contract was above plan in month by £95k (40%).
- Private patient income was below plan by £93k (28%) in month 1.
- Non patient related income was above plan in month by £32k (5%).

4.3 Operating Expenditure

Pay costs were below plan by £20k in April.

Despite the favourable variance in month, the aggregate value of locum, bank, agency and overtime costs are significantly above the trend for 2014/15 (April cost - £435k, 2014/15 average cost - £337k). This position is offset by lower than planned costs for substantive staff, and this reflects delays in recruiting to additional posts supported through agreed investments in the 2015/16 plan (£455k).

Drugs expenditure was broadly in line with plan in month, with a marginal favourable variance of £3k.

Clinical supplies are £76k above plan in month, the key features of which are summarised as follows;

- AICD's Activity: £76k adverse variance - includes shortfall on CIP delivery;
- Catheter Laboratories: £42k adverse variance – the main driver for which is PCI's, additional costs are matched with additional income;
- Theatres: £48k favourable variance, the main driver for which relates to lower than planned TAVI activity in month, which is matched with a corresponding shortfall against the income plan;
- Pacing: £31k adverse, relating to above plan activity and a general shortfall on delivery of CIP;
- EP: £27k favourable in month relating largely to below plan activity matched by corresponding income variance.

Non-clinical supplies expenditure was broadly in line with plan in month, with a marginal favourable variance of £2k.

Overhead expenditure was £22k above plan in month (4%).

At month 1 achieved CIP's total £219k against a plan of £364k with corresponding slippage of £145k.

The table below illustrates the CIP performance to date by category.

YTD Performance by Category	Plan	Actual	Variance	Additional Schemes Identified	Total Actual	Revised Variance
	£'000	£'000	£'000	£'000	£'000	£'000
Income	32	27	-5	0	27	-5
Pay	156	105	-51	0	105	-51
Non Pay	176	87	-89	0	87	-89
Total	364	219	-145	0	219	-145

While it is early in the year, the shortfall in delivery of CIP is a material concern which will need to be addressed and brought back into line over the coming weeks and months. Particularly given that the overall variance against plan is materially driven by this shortfall. Work is on-going in the development of the Programme Management Office (PMO) and enhanced scrutiny will be introduced to ensure that;

- Existing schemes deliver against plan;
- Schemes in development have fully developed and deliverable plans;
- Further schemes are identified to address the shortfall in the current plans of circa. £1m;
- Shortfalls in performance are identified, recognised and acted upon as appropriate.

The table below illustrates the CIP performance to date by Directorate.

YTD Performance by Directorate	Plan	Actual	Variance	Additional Schemes Identified	Total Actual	Revised Variance
	£'000	£'000	£'000	£'000	£'000	£'000
Cardiology	118	75	-43	0	75	-43
Surgery	87	52	-35	0	52	-35
Clinical Support Services	87	37	-50	0	37	-50
Non-clinical support Services	32	25	-7	0	25	-7
Corporate Services	40	30	-10	0	30	-10
CIP to be allocated / Reserves	0	0	0	0	0	0
Total	364	219	-145	0	219	-145

The detailed schemes underpinning delivery of the overall CIP programme can be found in Appendix 2 with CIP risk assessment having been reviewed by the Integrated Performance Committee at its last two meetings. As can be seen Divisional schemes in respect of pay are minimal reflecting the challenges faced by the organisation in reducing its pay costs. This is a key risk for the Trust and further work is required during quarter 1 working with the PMO team to understand where costs can be pulled out safely.

Current CIP plans for pay in 2015/16 stand at £1.5m currently rated as amber with key schemes being;

- Absence management £500k
- Admin & Clerical review £250k
- Consultant Job plan review/premium sessions £250k

These schemes are where focussed attention is required in respect of Quality Impact Assessments (QIA).

The Trust has recently received the National Cardiac Benchmarking Collaborative analysis and this as historically highlights a number of opportunities for the Trust to review to help support deliver of the 2015/16 CIP programme.

5.Statement of financial Position(SoFP)

For completeness the balance sheet (SoFP) and cash flow (SoCF) statements are attached at **Appendices 3** and 4.

6.Cash

Cash Balance

In month £000s			Cumulative £000s		
Plan	Actual	Variance	Plan	Actual	Variance
-4,405	-1,561	2,844	7,928	10,772	2,844

Cash balances reduced by £1.6m in month and stand at £10.8m which is £2.8m above plan. The above plan variance is materially driven by:

- Normalised EBITDA performance is some £0.1m below plan.
- Movements in Working Capital are increasing cash balances more than was planned by £3.4m, which includes:
 - Positive cash flows in respect of the level of payables (£2.9m) and accruals (£1.0m) and receivables (£0.2m), offset in part by;
 - Negative cash flows in respect of the level of inventories (£0.3m), prepayments (£0.2m) and deferred income (£0.3m).

Investments

At the end of April the Trust had £0.3m deposited in the GBS account, with a further £10.5m deposited with the National Loans Fund. The table below illustrates the interest received associated with the various accounts in the year to date (£4k).

Investment held with:	Interest Rate	Investment £	Interest YTD £	Equivalent Interest	Management Charges
GBS Account	0.25%	267,037	1,111	0	
Royal Bank of Scotland Instant Access	0.90%	0	0	0	
Royal Bank of Scotland 30 Day Notice Account	1.00%	0	0	0	
National Loans Fund	0.39%	10,504,973	2,461	0	
Total		10,772,010	3,572	0	0

7. Working Capital

Total Receivables (including accruals) are £6.2m at the end of April and are £0.2m below plan.

	YTD Plan £'000	YTD Actual £'000	Variance £'000
NHS Receivables	3,538	3,501	-37
Non-NHS Trade Receivables	1,722	1,463	-259
Other Receivables	740	1,621	881
Provision for the Impairment of Receivables	-1,220	-1,220	0
Accrued Income	1,626	859	-767
TOTAL	6,406	6,224	-182

The main variances are as follows:

The main elements of NHS receivables include balances owed by Royal Liverpool and Broadgreen Hospital; together with the over-performance invoice to NHS England raised in month 12.

Non NHS receivables largely includes balances from Private Medical Insurance companies. There will be a stronger focus on chasing this aged debt during quarter 1 with an action plan to be produced and reviewed by the executive team and then Integrated Performance Committee.

Customer Type	Analysis of Aged Debt								% Over 90 Days
	Current £	1 - 30 Days £	31-60 Days £	61 - 90 Days £	91 - 180 Days £	181 - 360 Days £	361+ Days £	Total Debt £	
NHS	469,823	827,627	123,022	127,635	423,016	165,998	144,596	2,281,716	32%
Non-NHS	280,293	454,959	145,377	30,795	341,149	280,318	355,916	1,888,807	52%
Unallocated	-	274,644	16,853	2,653	1,747	3,464	10,344	309,705	5%
TOTAL	750,115	1,007,942	251,546	155,778	762,418	442,852	490,167	3,860,818	44%

The Statement of Comprehensive Income, Statement of Financial Position, Statement of Cashflows and a Contribution by Directorate table are appended to the report.

8.Capital

Total capital expenditure as at month 1 was £447k representing 105% of the plan of £425k. This is within the 15% allowable tolerance before the Trust is required to undertake a reforecast. The variance in month relates largely to schemes carried forward from 2014/15 for which accruals were made in the final accounts position.

9.Conclusion

The month 1 position shows a normalised deficit position of £277k, which whilst below the planned deficit for the period of £187k, incorporates the shortfall on CIP of £145k, and delivers the planned CoSRR of 3.

In overall terms the income position is marginally below the plan in Month 1. In particular inpatient activity is below plan by £455k. Above plan performance on other points of delivery mitigating this concerning below plan performance.

EBITDA performance for the period is £0.1m below plan, with the position materially being driven by a shortfall on CIP delivery.

10.Recommendation

That the Board of Directors are asked to note the financial position of the Trust at the end of April and that Trust is operating and will continue to operate within the terms of its licence, regulatory requirements and statutory obligations in respect of finance.

Actual in month 31st April 2014 £'000	YTD Actual in month 31st April 2014 £'000	Description	2015/16 Plan version £'000	Month			Year to Date		
				Plan £'000	Actual £'000	Variance £'000	Plan £'000	Actual £'000	Variance £'000
1,033	1,033	Inpatient Activity	13,647	1,091	1,075	(16)	1,091	1,075	(16)
5,372	5,372	Outpatient Activity	72,383	6,102	6,147	45	6,102	6,147	45
20	20	Number of Working Days	254	20	20	0	20	20	0
1,369	1,369	FTE's	1,520	1,520	1,380	(141)	1,520	1,380	(141)
8,606	8,606	Direct Patient related Revenue	109,814	8,896	8,942	46	8,896	8,942	46
206	206	Private Patients Revenue	3,957	330	237	(93)	330	237	(93)
697	697	Non Patient Related Revenue	7,294	608	640	32	608	640	32
9,509	9,509	Total operating income	121,065	9,833	9,819	(14)	9,833	9,819	(14)
(5,154)	(5,154)	Employee Expenses	(65,935)	(5,498)	(5,478)	20	(5,498)	(5,478)	20
(410)	(410)	Drugs	(6,585)	(534)	(531)	3	(534)	(531)	3
(2,356)	(2,356)	Clinical supplies	(31,635)	(2,584)	(2,659)	(76)	(2,584)	(2,659)	(76)
(234)	(234)	Non-clinical supplies	(2,630)	(217)	(214)	2	(217)	(214)	2
(8,154)	(8,154)	Total Direct Costs	(106,784)	(8,832)	(8,882)	(50)	(8,832)	(8,882)	(50)
1,355	1,355	Gross Profit	14,281	1,001	937	(64)	1,001	937	(64)
14.2%	14.2%	Gross Profit Margin	11.8%	0	0		10.2%	9.5%	
		Overheads							
(117)	(117)	Establishment expense	(1,267)	(105)	(101)	4	(105)	(101)	4
(325)	(325)	Premises & Fixed Plant expense	(4,120)	(343)	(347)	(4)	(343)	(347)	(4)
(30)	(30)	Consultancy fees expense	(350)	(29)	(48)	(19)	(29)	(48)	(19)
(40)	(40)	CNST Contributions	(727)	(61)	(62)	(1)	(61)	(62)	(1)
(57)	(57)	Misc. other Operating Expenses	(588)	(52)	(54)	(2)	(52)	(54)	(2)
0	0	CIP	-	-	0	0	-	0	0
(569)	(569)	Total overhead expenses	(7,051)	(590)	(612)	(22)	(590)	(612)	(22)
786	786	EBITDA	7,230	411	325	(86)	411	325	(86)
8.3%	8.3%	EBITDA Margin	6.0%	4.2%	0		4.2%	3.3%	
(438)	(438)	Depreciation and amortisation	(5,422)	(422)	(422)	0	(422)	(422)	0
3	3	Interest Receivable	36	3	4	1	3	4	1
(3)	(3)	Interest Payable on Loans & Leases	(48)	(4)	0	4	(4)	0	4
(168)	(168)	PDC dividend	(2,195)	(183)	(183)	0	(183)	(183)	0
0	0	Impairments & Restructuring	0	0	0	0	0	0	0
0	0	Income from Donated Assets	100	8	0	(8)	8	0	(8)
180	180	Net Surplus / (Deficit)	(300)	(187)	(277)	(90)	(187)	(277)	(90)
1.9%	1.9%	Net Surplus Margin	-0.2%	-1.9%	-2.8%		-1.9%	-2.8%	
180	180	Normalised Net Surplus / (Deficit)	(300)	(187)	(277)	(90)	(187)	(277)	(90)

2015/16 Cost Improvement Schemes identified to date

Lead	Enabling Strategy	Classification	Description	2015/16 CIP Identified
Janet Beukers	Workforce		Reduction of 1 Day Band 4	5
Rod Stables	Pathway Redesign		FYE of Reopro	125
Doreen Russell	Workforce		Reduction of 1 Day for L Lukehurst & D Russell	13
Procurement/Finance	Standardisation/Procurement		Reduction in average price of an ICD & Pace maker Device	TBC
	Workforce		Job Planning	TBC
	Workforce		On Call Harmonisation	TBC
	Pathway Redesign		Outsourcing of simple reporting	TBC
	Workforce		Changes to shift patterns	TBC
	Pathway Redesign		Telemetry	TBC
	Pathway Redesign		Day Cases	TBC
	Workforce		FYE of MARS scheme	5
	Workforce		FYE of MARS scheme	29
Tony Bennett	Workforce		Radiology Dept restructure	100
Alexi Ness	Income		Additional Income generated from ICD contribution	330
	Income		Add's payment from Wales for covering	TBC
C&CM sub-total				606.3

Lead	Enabling Strategy	Classification	Description	2015/16 CIP Identified
T Bennett	Standardisation/Procurement		Negotiation of price reduction since LCL merger 12.5% potential	220
T Bennett	Pathway Redisgn		EPR protocols estimated savings	100
G Gow/D Forrest	Standardisation/Procurement		Trofibrin off patent in 2015/16 - from Cardiology Drugs	8
G Gow	Income		Surplus Income for St Josephs Hospice -estimated at £11k p.a.	11
M Rayton	Workforce		1.00 wte B3 to retire Part year 15/16 not to be replaced date - last quarter cost only PYE	5
M Rayton	Workforce		1.00 B5 reduced 1 day not to be replaced	4
M Rayton	Standardisation/Procurement		Stock Control in department	1
M Rayton	Pathway Redisgn		New electronic Consent forms replacing paper	3
M Rayton	Workforce		FYE of MARS scheme	2
E Lloyd	Standardisation/Procurement		estimated reduction in payments for travel for ON-call - TRUSTwide review	TBC
E Lloyd	Workforce		Staff realignment B8b to F/T from 1.00 B5 -(A Dyson 2015/16)	8
E Lloyd	Workforce		reduce Double time payments on Sundays - TRUST Wide review	TBC
E Lloyd	Income		excess income generation from community PR Expansion (prorata cost £156k, income £184k)	27
E Lloyd	Standardisation/Procurement		Printing Costs in PR clinics	2
E Lloyd	Income		Education Income	TBC
E Lloyd	Standardisation/Procurement		Community PR Savings on taxi's - on SWITCHBOARD	4
G Gow	Pathway Redisgn		Saving on Drug waste - split Card Management & Surg Management	10
G Gow/Ruth Clark	Income		Health research trial - PANDA trial income 2015/16	22
J Gana/T Bennett	Income		P R- additional income from patient trial 2015/16	TBC
Clinical Support Services sub-total				426.2

Lead	Enabling Strategy	Classification	Description	2015/16 CIP Identified
S Hindley/ S Doran	Standardisation/Procurement		Negotiated £20k incentive to extend contract with Medirest	22
D Sanderson	Standardisation/Procurement		Utilities and Maintenance	45
D Sanderson	Standardisation/Procurement		Maintenace Programme	7
Julie Perkin	Workforce		FYE of MARS scheme	3
S Hindley	Workforce		FYE of MARS scheme	2
Julie Perkin	Workforce		FYE of MARS scheme	2
S Hindley	Workforce		FYE of MARS scheme	6
D Sanderson	Workforce		FYE of MARS scheme	6
S Hindley	Standardisation/Procurement		Saving on Taxis tighter controls - after MIAA report	20
Corporate sub-total				112.6

Lead	Enabling Strategy	Classification	Description	2014/15 CIP Identified
S Pemberton	Workforce		Net impact of staff leaving	19
L Lavan	Standardisation/Procurement		Interpreting Services	2
L Lavan	Standardisation/Procurement		External Consultancy	75
L Lavan	Standardisation/Procurement		IT	3
D Jago	Workforce		FYE of MARS scheme	16
D Jago	Standardisation/Procurement		Reduction in Clik Health Consultancy Fees - New post in Info	8
D Jago	Workforce		Reduction in WTE	2
D Jago	Workforce		Reduction in WTE	3
M Perez	Workforce		Reduction in WTE	32
L Lavan	Workforce		FYE of MARS scheme	2
Non-clinical Support Services sub-total				162.3

Lead	Enabling Strategy	Classification	Description	2015/16 CIP Identified
Ian Curle	Standardisation/Procurement		"Mothball" GEM 4000 BGA	11.70
Ian Curle	Standardisation/Procurement		Cell saver Collection set	12.60
Ian Curle	Standardisation/Procurement		Maquet Service Contract	7.60
Ian Curle	Standardisation/Procurement		Transducers - Back up from Sandra Roberts	30.00
Ian Curle	Workforce		Perfusion - Pay - starting point on scale	13
	Standardisation/Procurement		Ward Non Pay	2
Julie Cartwright	Standardisation/Procurement		Patient Property books	1
Julie Cartwright	Standardisation/Procurement		Patient Pillows	2
Julie Cartwright	Standardisation/Procurement		Patient Slippers	1
Julie Cartwright	Standardisation/Procurement		Hibiscrub / reducing IV Paracetamol use	0
Carol Baker	Standardisation/Procurement		Medistinoscopy day cases	12
Carol Baker	Income		Staging Laparoscopy Day Case	6
Carol Baker	Income		Bronchoscopy No Overnight	5
Carol Baker	Standardisation/Procurement		Pharmacy More Regular Checks	3
Lisa Tierney	Standardisation/Procurement		Procedure Packs	69
Lisa Tierney	Standardisation/Procurement		Sutures	15
Lisa Tierney	Standardisation/Procurement		Gloves	5
Lisa Tierney	Standardisation/Procurement		Gowns	2
Lisa Tierney	Standardisation/Procurement		Eco-sacks	1
Lisa Tierney	Standardisation/Procurement		Tray liners	28
Lisa Tierney	Standardisation/Procurement		Surgical Clippers	2
Lisa Tierney	Standardisation/Procurement		Trocars	1
Lisa Tierney	Standardisation/Procurement		Clogs	1
Lisa Tierney	Standardisation/Procurement		Waste Management Programme	tbc
Lisa Tierney	Standardisation/Procurement		Decontamination	20
Sandra Roberts	Standardisation/Procurement		Non Pay	111
SACC sub-total				360.6

Lead	Enabling Strategy	Classification	Description	2015/16 CIP Identified
D Jago	Standardisation/Procurement		3% Saving of all Non Pay	900
T Wilding	External review programme		Consultant Job Planning	250
D Fryer	Workforce		Admin Review	200
D Fryer	Workforce		Sickness Reduction	500
Trust wide sub-total				1850
Total Indicative Savings				3518
			Unallocated	1042

Pre Audit 31st March 2015 £000		Previous Month			Current Month			
		31st Mar 2015 Plan YTD £000	31st Mar 2015 Actual YTD £000	Variance to Plan YTD £000	30th Apr 2015 Plan YTD £000	30th Apr 2015 Actual YTD £000	Variance to Plan YTD £000	Movement for Year YTD £000
	Non Current Assets							
790	Non-Current Assets - Intangible Assets	1,031	790	(241)	790	777	(13)	(13)
75,030	Non-Current Assets - Tangible Assets	69,361	75,030	5,669	75,033	75,067	35	37
24	Non-Current Assets - Financial Assets	0	24	24	24	24	0	0
75,844	Total Non Current Assets	70,392	75,843	5,451	75,847	75,868	21	24
	Current Assets							
2,380	Inventories	2,571	2,380	(191)	3,082	3,387	305	1,007
	Trade and Other Receivables:-							
3,601	NHS Receivables	1,401	3,601	2,200	3,538	3,501	(37)	(100)
1,708	Non NHS Trade Receivables	631	1,708	1,077	1,722	1,463	(258)	(245)
1,490	Other Receivables	453	1,490	1,037	740	1,621	881	131
(1,220)	Provision for the Impairment of Receivables	(223)	(677)	(454)	(1,220)	(1,220)	0	0
126	Accrued Income	1,425	126	(1,299)	1,626	859	(767)	733
0	PDC Dividend overpayment	0	0	0	0	0	0	0
425	Prepayments	424	425	1	1,325	1,477	152	1,052
12,333	Cash & Cash Equivalents	8,701	12,333	3,632	7,928	10,772	2,844	(1,561)
6	Non Current Assets Held for Sale	0	6	6	6	6	0	0
20,849	Total Current Assets	15,383	21,391	6,008	18,747	21,867	3,120	1,018
96,693	Total Assets	85,775	97,235	11,460	94,594	97,735	3,142	1,042
	Trade and Other Payables:-							
(1,380)	Deferred Income	(818)	(1,380)	(562)	(1,585)	(1,294)	292	86
(1,199)	Provisions	(1,297)	(1,743)	(446)	(1,149)	(1,197)	(48)	2
(4,967)	NHS Payables - Revenue	(2,779)	(1,571)	1,207	(4,688)	(7,614)	(2,926)	(2,647)
	Non NHS Trade Payables - Revenue	(1,852)	(3,396)	(1,544)			0	0
(2,020)	Other Payables (Tax,payroll deductions)	(1,849)	(2,020)	(171)	(2,105)	(2,125)	(20)	(105)
(2,536)	Non NHS Trade Payables - Capital	(524)	(2,536)	(2,012)	(1,513)	(1,081)	432	1,455
(7,354)	Accruals	(5,110)	(7,363)	(2,253)	(6,330)	(7,280)	(950)	74
(135)	Borrowings	(135)	(135)	0	(136)	(135)	1	0
(80)	PDC Dividend	0	(80)	(80)	(263)	(263)	0	(183)
1,178	Net Current Assets/ (Liabilities)	1,019	1,168	149	976	878	(98)	(300)
77,022	Total Assets less Current Liabilities	71,411	77,011	5,600	76,823	76,746	(77)	(276)
(983)	Deferred Income	(492)	(983)	(491)	(983)	(983)	(0)	(0)
(98)	Provisions	(71)	(88)	(17)	(98)	(100)	(2)	(2)
(403)	Borrowings	(403)	(403)	0	(391)	(403)	(12)	0
75,538	Total Assets Employed	70,445	75,538	5,093	75,351	75,261	(90)	(277)
63,322	Public Dividend Capital	63,023	63,322	299	63,322	63,322	0	0
13,886	Revaluation Reserve	11,866	13,886	2,020	13,886	13,886	(0)	(0)
	Income and Expenditure Account							
(1,670)	Retained Earnings	(4,444)	(1,670)	2,774	(1,857)	(1,947)	(90)	(277)
75,538	Total Taxpayers Equity	70,445	75,538	5,093	75,351	75,261	(90)	(277)

Pre Audit 31st March 2015	Cashflow Statement Month	Year to Date		
		Plan £000's	Actual £000's	Variance £000's
10,906	Opening Balance	12,333	12,333	0
6,802	EBITDA	419	315	-105
220	Charitable investment	-8	0	8
7,022	Operating Cashflows before movements in working Capital	411	314	-97
	Movements in Working Capital:			
161	(Increase)/Decrease in Inventories	-702	-1,007	-305
-3,012	(Increase)/Decrease in Receivables (including accrued income)	-701	-519	181
-39	(Increase)/Decrease in Prepayments	-900	-1,052	-152
-1,156	Increase/(Decrease) in Payables	-194	2,752	2,946
2,274	Increase/(Decrease) in Accruals	-1,024	-74	950
-702	Increase/(Decrease) in Deferred Income	205	-86	-291
841	(Increase)/Decrease in Current Provisions	-50	-2	48
-1,633	Increase/(Decrease) in Working Capital	-3,364	11	3,376
-5	Increase/(Decrease) in Non Current Provisions	0	2	2
5,384	Net Cash Inflow/(Outflow) from Operating Activities	-2,953	328	3,281
-3,194	Capital Expenditure (including capital payables)	-1,448	-1,902	-454
-3,194	Net Cash Inflow/(Outflow) from Investing Activities	-1,448	-1,902	-454
2,190	Cashflow before Financing	-4,401	-1,574	2,827
-1,870	PDC Dividends Paid	0	0	0
523	PDC Dividends Capital received	0	0	0
38	Interest received on Cash Balances	3	4	1
-37	Interest element of Finance Leases	-4	0	4
	Interest on Non Commercial Loans			
-194	Repayment of Loans & Leases	-11	0	11
777	Donations received in cash	8	0	-8
-763	Net Cash Inflow/(Outflow) from Financing	-4	3	7
1,427	Net Cash Inflow/Outflow	-4,405	-1,571	2,844
12,333	Closing Balance	7,928	10,762	2,844

Contribution by Directorate	Income			Expenditure			Contribution		
	Plan £000's	Actual £000's	Variance £000's	Plan £000's	Actual £000's	Variance £000's	Plan £000's	Actual £000's	Variance £000's
Cardiology & Chest Medicine	-5,031	-5,288	-257	3,230	3,333	103	-1,801	-1,955	-154
Surgery, Anaesthesia & Critical Care	-3,116	-2,721	396	2,283	2,138	-145	-833	-583	251
Clinical Support Services	-1,529	-1,442	87	2,056	2,144	88	528	702	175
Corporate & Support Services	-157	-369	-212	1,799	1,840	41	1,642	1,471	-171
Reserves, unallocated CIP's	0	0	0	54	39	-15	54	39	-15
Total EBITDA	-9,833	-9,819	14	9,422	9,494	72	-411	-325	86