

Finance Performance Report 2017/18

November 2017

Director of Finance and Performance Management
Philip Cave



Contents and Appendices

Month 08 (November) 2017/18

Contents

| | |
|-----------------------------------|----|
| Executive Summary | 3 |
| Financial Dashboard | 4 |
| KPIs | 6 |
| Trend Analysis | 7 |
| Income and Expenditure Summary | 8 |
| Income and Expenditure Forecast | 9 |
| Risks and Opportunities | 10 |
| Subjective Expenditure | 11 |
| Clinical Income | 12 |
| Clinical Activity | 13 |
| Clinical Income - by Commissioner | 14 |
| Pay | 15 |
| Non-Pay | 16 |
| Income Other | 17 |
| Cost Improvement Summary | 18 |
| Capital Expenditure | 20 |
| Working Capital | 21 |
| Statement of Financial Position | 22 |

Page

Appendices

| | |
|--|----|
| A. Key Highlights | 23 |
| B. Cash Flow | 24 |
| C. Subjective Analysis | 26 |
| D. Pay Analysis: Permanent, Overtime, WLI, Bank | 27 |
| E. Temporary Staff: Agency, STAFFflow, Locum | 28 |
| F. Trust Statement of Comprehensive Income by Division | 31 |
| G. Cost Improvement Phasing | 32 |
| H. Divisional Performance | 33 |
| I. Income Metrics | 39 |
| J. Expenditure Metrics | 40 |
| K. Workforce Metrics | 41 |
| L. Efficiency Metrics | 42 |
| M. Definitions | 43 |

Page

Executive Summary

Month 08 (November) 2017/18

Executive Summary

The Trust has generated a consolidated deficit year to date of £8.8m which is £2m behind plan. The variance is driven by the underachievement of STF funding of £2.1m due to non delivery of the A&E 4 hour target and High levels of Temporary staffing. As the Trust is in FSM it is measured against its performance excluding STF funding. After this is removed the Trust's I&E deficit in November (month 8) was £1.2m (consolidated position excluding Sustainability and Transformation Funds, including Spencer Wing, and after technical adjustments) against a planned deficit of £1.1m .

The year to date I&E deficit is £14.2m is equal to plan. A reconciliation of the various adjustments is presented below.

| | This Month | | | Year to Date | | |
|--|---------------|---------------|-------------|----------------|----------------|-----------|
| | Plan | Actual | Var. | Plan | Actual | Var. |
| Surplus/(Deficit) | 256 | -277 | -533 | -6,966 | -8,997 | -2,032 |
| Removal of STF | -1,454 | -1,018 | 436 | -7,996 | -5,924 | 2,073 |
| Surplus/(Deficit) - Excl. STF | -1,198 | -1,294 | -97 | -14,962 | -14,921 | 41 |
| Add back Impairments/Net Donated Assets | 77 | 74 | -3 | 617 | 570 | -46 |
| Technical Surplus/(Deficit) - Excl. STF | -1,121 | -1,220 | -99 | -14,345 | -14,350 | -6 |
| Adjust for Spencer Wing | 18 | -12 | -30 | 127 | 174 | 48 |
| Consolidated Position | -1,103 | -1,232 | -130 | -14,218 | -14,176 | 42 |

Trust unconsolidated pay costs in the month of £30.3m were £0.9m up on October and also £1.7m worse than plan. Permanent staff costs were £0.3M higher than October with overtime at similar levels to last month. Bank increased by £0.1m and agency/locum staff increased by £0.7m. Temporary staff (agency, bank, locum, overtime) increased by £0.8m to £4.8m in month. Waiting list payments are unchanged but £0.2m higher than plan in month. Pay is now £1.6m worse than plan year to date. The main driver for the pay overspend in month is the inability to close beds due to patient flow pressures which had been expected as part of a CIP and significant agency usage specifically acute division medical staffing.

Clinical income was £0.8m (1.8%) ahead of plan in month, the majority being nonOelective, and is £1m better than plan year to date. Other income is £0.8m (2.8%) worse than plan year to date so that total income is ahead of plan £0.2m year to date. £0.3m of other Income has been assumed in month as a contribution to A&E cost pressures after discussions with NHSi although final funding has not been agreed.

Against the £32m CIPS target, including income, £18.8m is reported year to date against a target of £18.6m, £0.2m ahead of plan. Of the reported position 16% is non recurrent and steps are being taken to ensure that this is made up recurrently.

The cash balance as at the end of September was £1.4m, £0.9m below plan. No additional cash was borrowed this month.

Total risks net of opportunities of £9.5m have been identified. The main change in risks is related to the likely impact of the A&E improvement plan where funding streams are unclear and commissioner challenges where data has not been received.

The Trust's Financial Recovery Plan remains as an £18.9m deficit target (excluding Sustainability and Transformation Funds and the impact of A&E recovery) this year and the Trust remains in Financial Special Measures.

Analysis of Financial risks continues this month to ensure the impact of winter, A&E improvement, Consultant Pay

Income and Expenditure

A

In November the Trust reported an I&E deficit of £0.3m before any adjustments compared to a planned £0.3m surplus. Higher than planned income and non pay were offset by very high pay levels. After adjustments the Trust is slight ahead of plan at M8 and is forecasting to hit the planned £18.9m deficit in 2017/18 but several risks remain which are discussed within this report. The largest risks to the year end position relate to, the A&E improvement plan (where discussion with NHSi are underway and £0.5m support YTD has been assumed), cost of consultant PA review and pressure on CIP delivery. Of all the Divisions the U<C Division is under the most significant pressure resulting in its contribution year to date being £3.8m worse than plan driven mainly by temporary staff costs. However Surgery had a difficult month (£0.7m behind plan) driven mainly by low T&O performance and increased Agency costs.

Discussion are underway with NHSi about support for A&E improvement.

Cash

A

The Trust's cash balance at the 31st October was £1.4m which was £0.9m below plan. The main drivers are:

- NHS income is £2.4m above plan driven by activity
- STF income is £3.2m behind plan due to A&E performance
- Payroll expenditure is £3.9M below plan due to vacancies
- PDC payments are below plan £0.4m as cash is more favourable than expected
- Loans drawn are £1.3m over plan
- All other payments (including Agency) are £5.7m over plan

No borrowing was required in month and overall the Trust has borrowings of £27m with a further £2.6m forecast to be required in December

Capital Programme

G

The Trust has spent £0.3m less than the NHS plan on capital year to date. Some small delays in spend in the ordering of medical devises and work on planned preventative programmes have occurred.

Some late phased capital schemes have been delayed (e.g. CT/CT SPEC and QE Cardiac lab) due to operational re-evaluation.

The Trust has re-prioritised the spend for the year and is expecting to spend all its capital funds by year end due to the additional need to create a compliant CCU at WHH.

Cost Improvement Programme

G

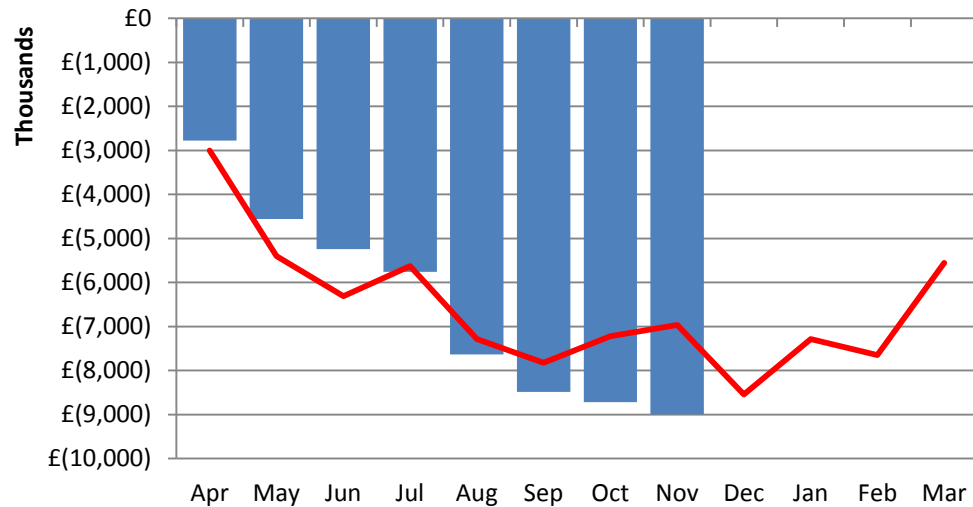
CIPs in month were £0.4M above plan due to a large increase in the delivery of Divisional schemes in Month 8. Month 8 CIP delivery increased £0.9m when compared to Month 7, particularly in U<C .

Risks still remain driven by delays in bite 4 schemes e.g. the delayed starts to the Patient Flow 2 bed reductions and Income schemes such as the use of One Ashford Theatre space .

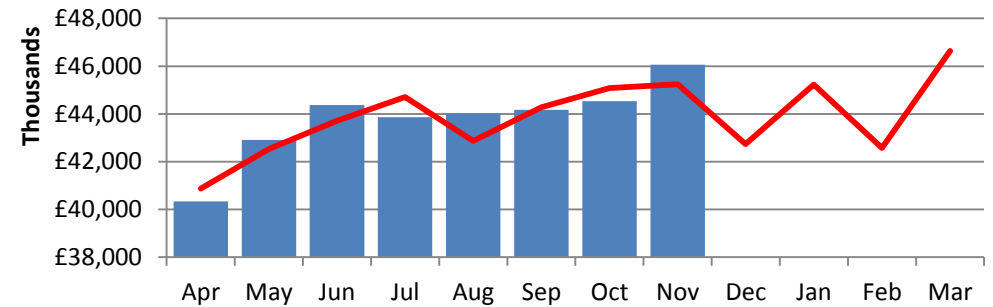
Financial Dashboard

Month 08 (November) 2017/18

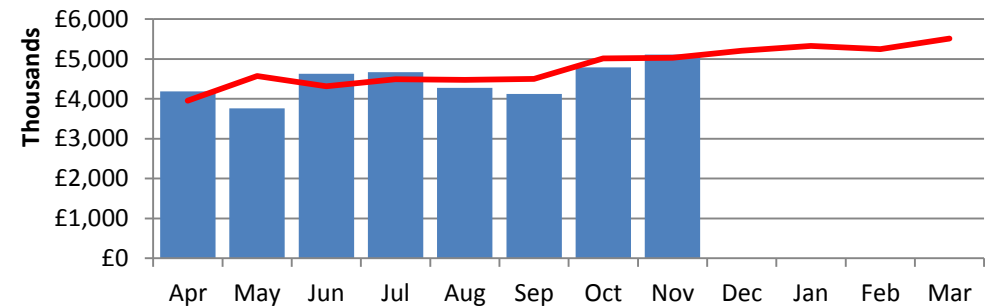
YTD NET RETAINED SURPLUS/(DEFICIT): Plan v. Actual



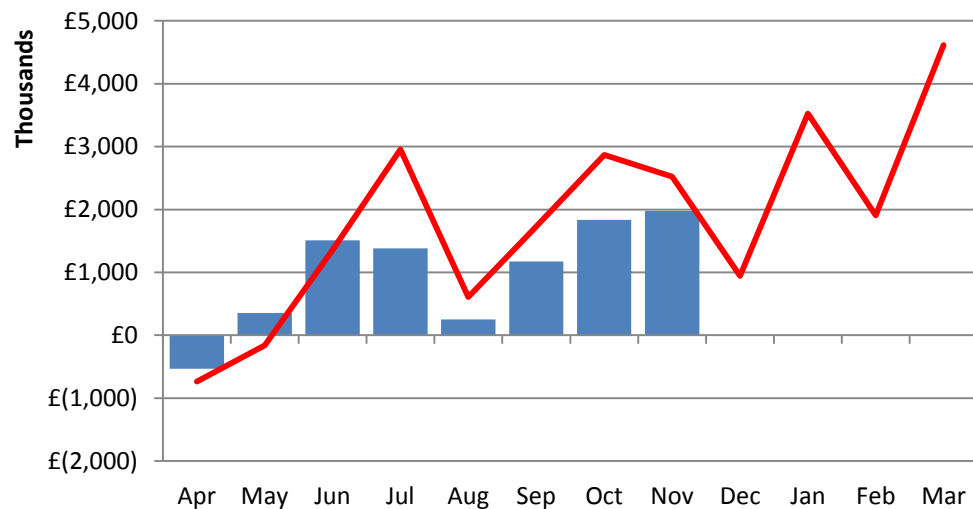
TOTAL CORPORATE AND SLA INCOME: Plan v. Actual



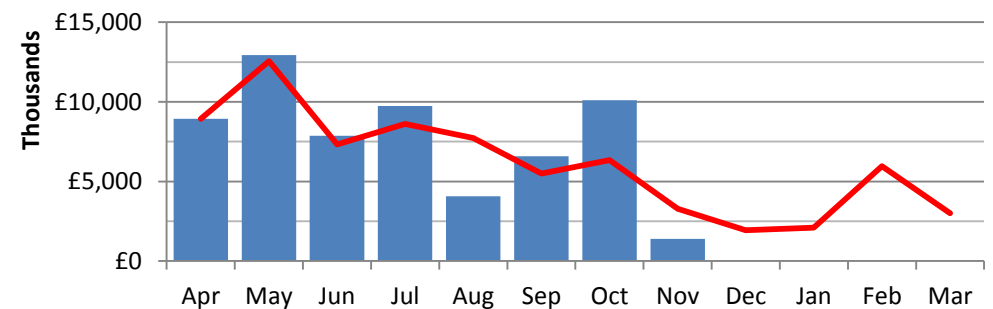
ALL OTHER INCOME: Plan v. Actual



YTD EBITDA: Plan v. Actual



Cash: Plan v Actual

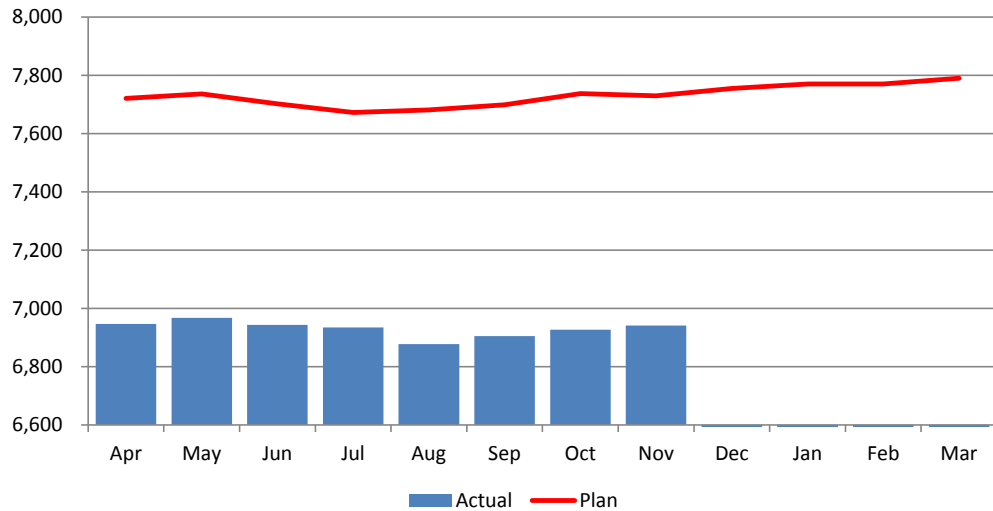


Actual Plan

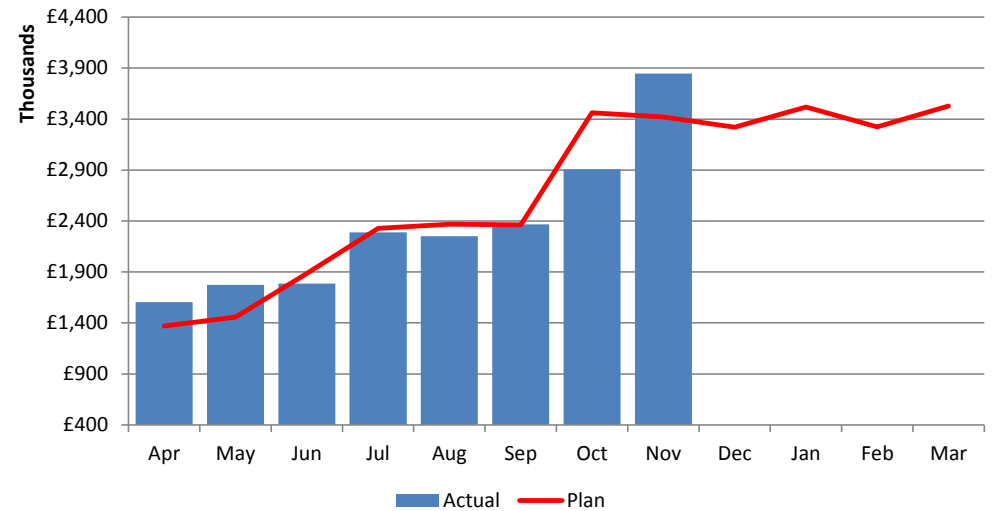
Financial Dashboard

Month 08 (November) 2017/18

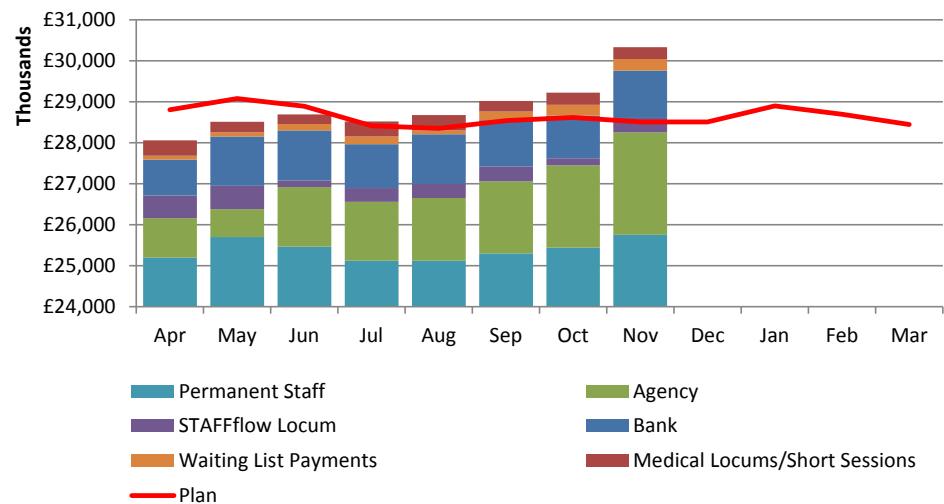
WTE: Plan v Actual



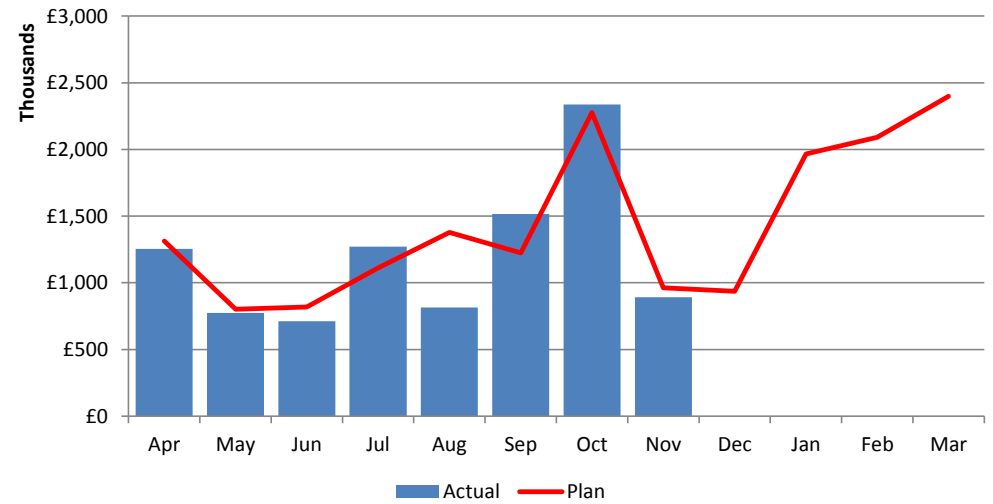
CIPs: Plan v Actual



Pay: Plan v Actual

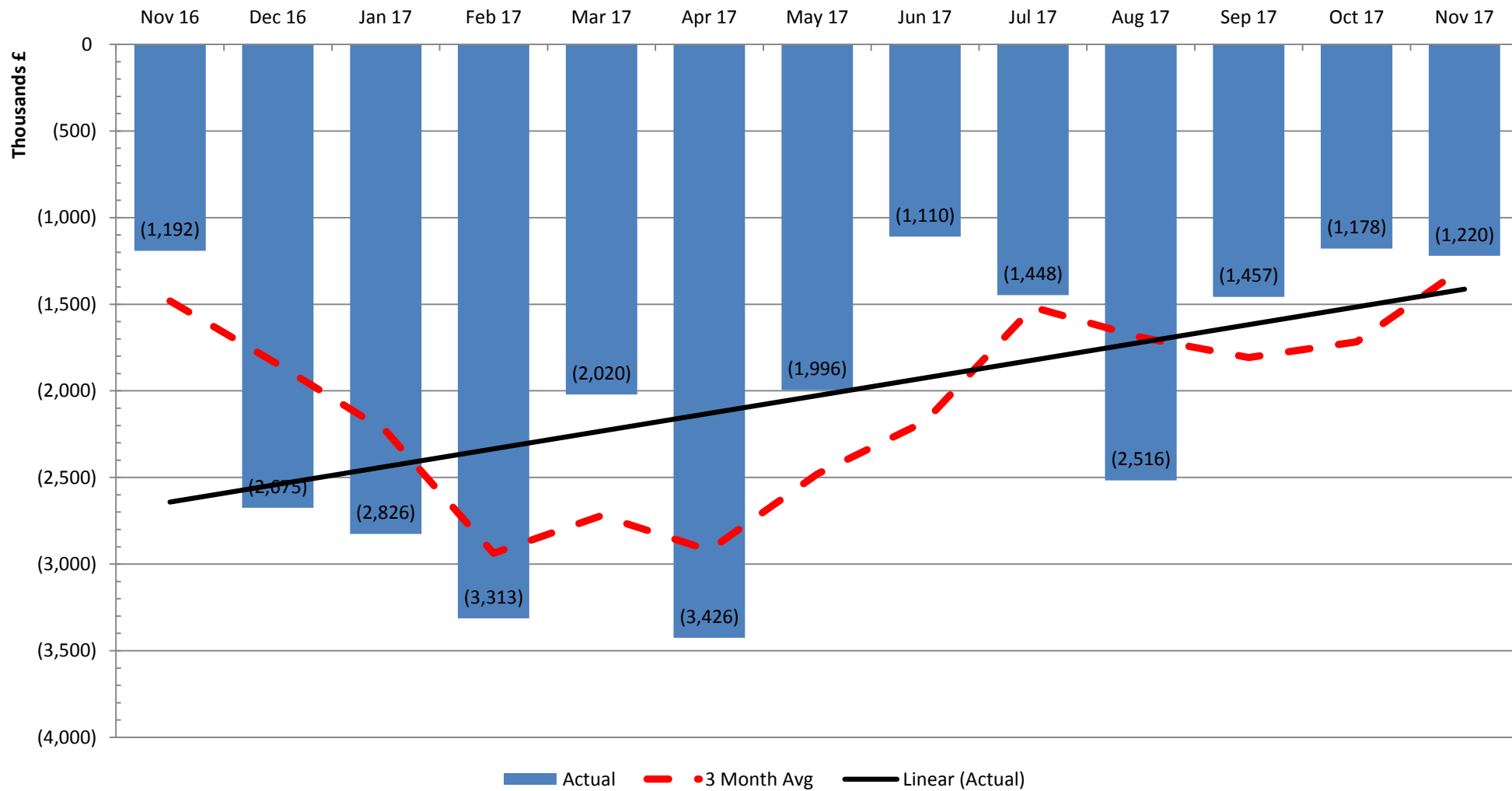


CAPITAL: Plan v. Actual



| | | M1 | M2 | M3 | M4 | M5 | M6 | M7 | M8 | M9 | M10 | M11 | M12 |
|---|---------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Clinical Income Consolidated | Plan | 41,650 | 43,310 | 44,496 | 45,487 | 43,652 | 45,064 | 45,859 | 46,026 | 43,515 | 46,013 | 43,360 | 47,417 |
| | Actual | 41,713 | 42,784 | 45,222 | 44,668 | 44,628 | 44,943 | 45,236 | 46,875 | | | | |
| | Variance | 63 | -526 | 726 | -819 | 976 | -121 | -623 | 849 | | | | |
| | Quarterly rolling average spend | 42,814 | 43,464 | 43,240 | 44,225 | 45,024 | 44,746 | 44,936 | 45,685 | | | | |
| Other Income Consolidated | Plan | 4,139 | 4,079 | 4,165 | 4,336 | 4,321 | 4,345 | 4,861 | 4,880 | 5,056 | 5,178 | 5,093 | 5,354 |
| | Actual | 3,832 | 4,386 | 4,476 | 4,720 | 4,043 | 4,041 | 4,683 | 5,088 | | | | |
| | Variance | -307 | 307 | 311 | 384 | -278 | -304 | -178 | 208 | | | | |
| | Quarterly rolling average spend | 2,748 | 3,133 | 4,231 | 4,527 | 4,413 | 4,268 | 4,256 | 4,604 | | | | |
| Pay Consolidated | Plan | -29,139 | -29,415 | -29,232 | -28,757 | -28,689 | -28,879 | -29,055 | -28,947 | -28,944 | -29,333 | -29,135 | -28,889 |
| | Actual | -28,405 | -28,847 | -29,028 | -28,854 | -29,014 | -29,387 | -29,580 | -30,698 | | | | |
| | Variance | 734 | 568 | 204 | -97 | -325 | -508 | -525 | -1,751 | | | | |
| | Quarterly rolling average spend | -28,778 | -28,840 | -28,760 | -28,910 | -28,965 | -29,085 | -29,327 | -29,888 | | | | |
| Non Pay Operating Expenses Consolidated | Plan | -17,374 | -18,081 | -18,041 | -18,079 | -18,643 | -18,770 | -18,762 | -19,400 | -18,651 | -18,298 | -17,377 | -19,244 |
| | Actual | -17,243 | -18,035 | -19,141 | -18,906 | -19,387 | -18,404 | -18,461 | -19,295 | | | | |
| | Variance | 131 | 46 | -1,100 | -827 | -744 | 366 | 301 | 105 | | | | |
| | Quarterly rolling average spend | -17,111 | -17,707 | -18,140 | -18,694 | -19,145 | -18,899 | -18,751 | -18,720 | | | | |
| Non Operating Consolidated | Plan | -2,267 | -2,273 | -2,285 | -2,284 | -2,284 | -2,284 | -2,284 | -2,285 | -2,535 | -2,285 | -2,285 | -2,541 |
| | Actual | -2,198 | -2,096 | -2,207 | -1,908 | -2,146 | -2,045 | -2,082 | -2,259 | | | | |
| | Variance | 69 | 177 | 78 | 376 | 138 | 239 | 202 | 26 | | | | |
| | Quarterly rolling average spend | -4,435 | -4,319 | -2,167 | -2,070 | -2,087 | -2,033 | -2,091 | -2,129 | | | | |
| Agency Unconsolidated | Plan | -1,849 | -1,702 | -1,617 | -1,552 | -1,460 | -1,450 | -1,432 | -1,292 | -1,289 | -1,278 | -1,279 | -1,258 |
| | Actual | -1,889 | -1,513 | -1,855 | -2,142 | -2,245 | -2,369 | -2,477 | -3,137 | | | | |
| | Variance | -40 | 189 | -238 | -590 | -785 | -919 | -1,045 | -1,845 | | | | |
| | Quarterly rolling average spend | -2,131 | -1,902 | -1,752 | -1,837 | -2,081 | -2,252 | -2,363 | -2,661 | | | | |
| CIPS Unconsolidated | Plan | 1,369 | 1,458 | 1,885 | 2,327 | 2,367 | 2,361 | 3,460 | 3,420 | 3,319 | 3,519 | 3,324 | 3,527 |
| | Actual | 1,605 | 1,773 | 1,786 | 2,287 | 2,250 | 2,368 | 2,906 | 3,845 | | | | |
| | Variance | 236 | 315 | -99 | -40 | -117 | 7 | -554 | 425 | | | | |
| Cash Unconsolidated | Plan | 8,936 | 12,660 | 10,827 | 12,105 | 7,837 | 4,480 | 5,335 | 2,270 | 2,042 | 2,187 | 6,014 | 3,005 |
| | Actual | 8,936 | 12,945 | 7,875 | 9,746 | 4,060 | 6,583 | 10,100 | 1,386 | | | | |
| | Variance | | 285 | 546 | -2,359 | -3,777 | 2,103 | 4,765 | -884 | | | | |

I&E Deficit November 2016 to November 2017
(Excl STF after technical adjustments)



Income and Expenditure Summary

Month 08 (November) 2017/18

| Unconsolidated £000 | Year to Date | | | This Month | | |
|---|------------------|------------------|----------------|-----------------|-----------------|----------------|
| | Plan | Actual | Var. | Plan | Actual | Var. |
| Income | | | | | | |
| Electives | 65,045 | 60,590 | (4,455) | 9,328 | 8,351 | (977) |
| Non-Electives | 101,536 | 105,452 | 3,916 | 12,679 | 13,489 | 810 |
| Accident and Emergency | 17,528 | 17,444 | (84) | 2,175 | 2,140 | (35) |
| Outpatients | 53,552 | 52,407 | (1,145) | 7,174 | 7,431 | 257 |
| High Cost Drugs | 38,456 | 36,059 | (2,397) | 4,807 | 4,404 | (403) |
| Private Patients | 290 | 169 | (121) | 36 | 23 | (12) |
| Other NHS Clinical Income | 71,543 | 76,899 | 5,356 | 8,877 | 10,052 | 1,175 |
| Other Clinical Income | 1,348 | 1,248 | (100) | 168 | 166 | (2) |
| Total Corporate and SLA Income | 349,298 | 350,270 | 972 | 45,244 | 46,057 | 813 |
| All Other Income | 36,358 | 35,548 | (810) | 5,034 | 5,115 | 81 |
| Total Income | 385,656 | 385,818 | 162 | 50,278 | 51,172 | 894 |
| Expenditure | | | | | | |
| Permanent Staff | (209,431) | (199,825) | 9,605 | (26,321) | (25,301) | 1,020 |
| Overtime | | (3,319) | (3,319) | | (462) | (462) |
| Waiting List Payments | (760) | (1,397) | (637) | (95) | (281) | (186) |
| Medical Locums/Short Sessions | (1,295) | (2,453) | (1,157) | (163) | (290) | (127) |
| Bank | (5,575) | (8,877) | (3,302) | (738) | (1,150) | (412) |
| Agency | (9,659) | (12,314) | (2,655) | (1,010) | (2,495) | (1,484) |
| STAFFflow Locum | (2,695) | (2,860) | (165) | (282) | (353) | (71) |
| Total Pay | (229,415) | (231,046) | (1,631) | (28,609) | (30,331) | (1,722) |
| Non Pay | (145,096) | (146,821) | (1,725) | (19,144) | (18,864) | 280 |
| Total Expenditure | (374,511) | (377,866) | (3,356) | (47,753) | (49,195) | (1,442) |
| Non-Operating Expenses | (18,111) | (16,949) | 1,162 | (2,269) | (2,253) | 16 |
| Income and Expenditure Surplus/(Deficit) | (6,966) | (8,997) | (2,032) | 256 | (277) | (533) |

| Consolidated £000 | Year to Date | | | This Month | | |
|---|------------------|------------------|----------------|-----------------|-----------------|----------------|
| | Plan | Actual | Var. | Plan | Actual | Var. |
| Income | | | | | | |
| Clinical Income | 355,544 | 356,069 | 525 | 46,026 | 46,875 | 849 |
| Non Clinical Income | 35,126 | 34,734 | (392) | 4,880 | 5,088 | 208 |
| Total Income | 390,670 | 390,803 | 133 | 50,906 | 51,963 | 1,057 |
| Expenditure | | | | | | |
| Pay | (232,113) | (233,813) | (1,700) | (28,947) | (30,698) | (1,751) |
| Non Pay | (147,150) | (148,758) | (1,608) | (19,400) | (19,295) | 105 |
| Total Expenditure | (379,263) | (382,571) | (3,308) | (48,347) | (49,993) | (1,646) |
| Non-Operating Expenses | (18,246) | (17,055) | 1,191 | (2,285) | (2,259) | 26 |
| Income and Expenditure Surplus/(Deficit) | (6,839) | (8,823) | (1,984) | 274 | (289) | (563) |

Corporate and SLA Income

East Kent CCGs income over performed against plan by £1,923k in month, with over performance against all of the 4 contracts, Canterbury in particular. The majority of this is contained within non-elective care due to a richer than planned casemix and in part due to funding for the HSCV beds which is not in our current contract, but is agreed to be paid at a day rate of £170 per utilised bed day. The current position includes £2.3m of income for HSCV beds.

EK CCGs contract has been signed with an expectation that further adjustments to the baseline will be made via contract variations to reflect new commissioner QIPP schemes and further transfers of funding between CCGs and NHSE should they arise.

NHSE Contracts are slightly above plan in month. Rechargeable expenditure such as high cost drugs , devices and haemophilia blood products under performed by £433k in month across all contracts.

The Trust contract with NHSE includes almost £4m of QIPP expectation with the Trust agreeing to work with NHSE to implement cost savings where possible, however, the risk against non achievement sits with the commissioner. A Memorandum of Understanding is agreed with the EK CCGs.

Other Income and Expenditure

Non clinical income is adverse to plan ytd by £0.8m (2.25%). The Trust's adverse position ytd on sustainability and transformation funding now stands at £2.1m. This is offset by income relating to the A&E recovery plan, estimated at £0.5m ytd and income from education and training and R&I sources which are favourable to plan £1.4m. Income and expenditure on the SaCP project has slipped by £1.7m ytd.

Total expenditure is £3.4m adverse to plan ytd (0.9%). Pay is now adverse to plan by £1.6m ytd with main drivers for the adverse position being unachieved Bite 4 CIP schemes and temporary staffing costs. Non pay expenditure is adverse to plan by £1.7m ytd, mainly relating to continued expenditure on the purchase of additional capacity in the independent sector as previously reported (including Health and Social Care Village beds, 18 week pathways, scanning services), offset by underspends on drugs (mainly pass-through) and clinical supplies.

The expenditure run rate has increased by £1.7m in November, with increased pay spend of £1.1m and non pay of £0.6m. Expenditure on temporary medical staff (bank, agency and STAFFflow locums) has increased by £0.9m when compared to October with increases in all Clinical Divisions but in particular UC<C and Surgical Services which accounts for £0.6m of the total increase. The increase in non pay spend in November relates mainly to expenditure on drugs and clinical supplies totalling £0.5m.

Income and Expenditure Forecast

Month 08 (November) 2017/18

| Unconsolidated | Annual | | | Forecast | Normalised ^{D.12} | |
|---|------------------|------------------|----------------|-----------------|----------------------------|-----------------|
| £000 | Plan | Forecast | Var. | Adjustment | Forecast | Var. |
| Income | | | | | | |
| Electives | 100,038 | 100,038 | - | - | 100,038 | - |
| Non-Electives | 153,125 | 153,125 | - | - | 153,125 | - |
| Accident and Emergency | 26,602 | 26,602 | - | - | 26,602 | - |
| Outpatients | 80,322 | 80,322 | - | - | 80,322 | - |
| High Cost Drugs | 57,684 | 57,684 | - | - | 57,684 | - |
| Private Patients | 433 | 433 | - | - | 433 | - |
| Other | 108,271 | 108,271 | - | - | 108,271 | - |
| Total Corporate and SLA Income | 526,475 | 526,475 | - | - | 526,475 | - |
| All Other Income | 57,658 | 56,459 | (1,199) | (13,338) | 43,121 | (14,537) |
| Total Income | 584,133 | 582,934 | (1,199) | (13,338) | 569,596 | (14,537) |
| Expenditure | | | | | | |
| Permanent Staff | (315,146) | (315,146) | - | - | (315,146) | - |
| Overtime | - | - | - | - | - | - |
| Waiting List Payments | (1,144) | (1,144) | - | - | (1,144) | - |
| Medical Locums/Short Sessions | (1,950) | (1,950) | - | - | (1,950) | - |
| Bank | (8,509) | (8,509) | - | - | (8,509) | - |
| Agency | (13,650) | (13,650) | - | - | (13,650) | - |
| STAFFflow Locum | (3,807) | (3,807) | - | - | (3,807) | - |
| Total Pay | (344,206) | (344,206) | - | - | (344,206) | - |
| Non Pay | (217,791) | (218,669) | (878) | - | (218,669) | (878) |
| Total Expenditure | (561,997) | (562,875) | (878) | - | (562,875) | (878) |
| Non-Operating Expenses | (27,693) | (26,815) | 878 | 925 | (25,890) | 1,803 |
| Income and Expenditure Surplus/(Deficit) | (5,557) | (6,756) | (1,199) | (12,413) | (19,169) | (13,612) |

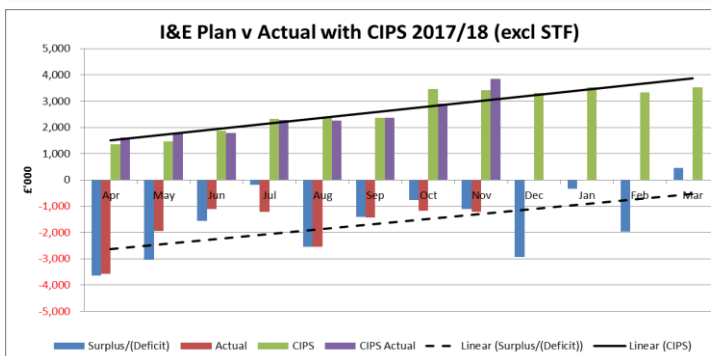
| Consolidated | Annual | | | Forecast | Normalised ^{D.12} | |
|---|------------------|------------------|----------------|-----------------|----------------------------|-----------------|
| £000 | Plan | Forecast | Var. | Adjustment | Forecast | Var. |
| Income | | | | | | |
| Clinical Income | 535,849 | 535,849 | - | - | 535,849 | - |
| Non Clinical Income | 55,807 | 51,773 | (4,034) | (13,338) | 38,435 | (17,372) |
| Total Income | 591,656 | 587,622 | (4,034) | (13,338) | 574,284 | (17,372) |
| Expenditure | | | | | | |
| Pay | (348,414) | (348,414) | - | - | (348,414) | - |
| Non Pay | (220,720) | (221,774) | (1,054) | - | (221,774) | (1,054) |
| Total Expenditure | (569,134) | (570,188) | (1,054) | - | (570,188) | (1,054) |
| Non-Operating Expenses | (27,892) | (26,838) | 1,054 | 925 | (25,913) | 1,979 |
| Income and Expenditure Surplus/(Deficit) | (5,370) | (9,404) | (4,034) | (12,413) | (21,817) | (16,447) |

The Trust's Consolidated year end forecast is unchanged at an £18.9m deficit excluding an adjusted STF forecast of £14.5m and other technical adjustments of £0.9m (£4.5m including STF). This also excludes any assumptions or financial impacts connected with the A&E recovery plan for which a proposal has been submitted NHSI totalling £9.5m and Consultant PA reviews.

CIPS of £32m net will be required in order to deliver a deficit 'control total' of £18.9m

The Trust Board has considered the capacity and capability needed to deliver the programme and has put in place a comprehensive Transformation Programme with project support.

The planned level of CIPS each month has now risen to c£3.5m from October, and plans and effective controls continue to be monitored to ensure delivery.



Risks and Opportunities

Month 08 (November) 2017/18

| Risk/Opp | Area | Description | Narrative | Full Year (Risk)/Opp £000 | Probability | Impact £,000 |
|------------------------|-----------------|--|--|------------------------------|-------------|--------------|
| RISK | Costs | Consultant contract | Impact of the job planning process | (1,250) | 40% | (500) |
| RISK | Costs | Injury Benefits | Cost of historic injury benefits claim | (577) | 100% | (577) |
| RISK | Cost | Cost Pressures | Junior Doctors Pay, Utilities increases | (1,800) | 75% | (1,400) |
| RISK | Cost | Demand and operational pressures including A&E performance | Excess demand over capacity requiring additional staffing resources and non pay costs. Targeted plans to improve A&E performance to 90%+. | (8,100) | 60% | (5,000) |
| RISK | Clinical Income | Commissioner Audits | Emergency short stay audit to take place in November. Risk around charging full admissions for new assessment and ambulatory areas. | (12,000) | 8% | (1,000) |
| OPP | Clinical Income | Additional activity | Winter Activity increase in ULTC NEL work above plan | 2,000 | 50% | 1,000 |
| RISK | Clinical Income | Commissioner Data Challenges | EK CCGs recently raised disputes on several elements of 17/18 outturn. The Trust is satisfied that these challenges are not realisable. | (19,000) | 4% | (1,000) |
| RISK | Clinical Income | CQUIN performance 17-18 | CQUIN - Challenging CQUIN programme in 17-18 with some targets such as flu vaccination rates and anti-biotic prescribing rates difficult to achieve in year. | (1,500) | 66% | (1,000) |
| Total Risk | | | | | | (10,477) |
| Total Opportunity | | | | | | 1,000 |
| NET (RISK)/OPPORTUNITY | | | | | | (9,477) |

Subjective Expenditure

Month 08 (November) 2017/18

| Trustwide Subjective Expenditure £000 | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Total |
|---|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----|-----|-----|-----|----------------|
| Income | | | | | | | | | | | | | |
| Electives | 6,424 | 7,271 | 8,017 | 7,414 | 7,453 | 7,737 | 7,923 | 8,351 | | | | | 60,590 |
| Non-Electives | 12,862 | 13,522 | 13,494 | 12,782 | 12,913 | 13,320 | 13,071 | 13,489 | | | | | 105,452 |
| Accident and Emergency | 2,094 | 2,234 | 2,163 | 2,237 | 2,221 | 2,134 | 2,222 | 2,140 | | | | | 17,444 |
| Outpatients | 5,474 | 6,519 | 6,709 | 6,518 | 6,651 | 6,074 | 7,030 | 7,431 | | | | | 52,407 |
| High Cost Drugs | 4,255 | 4,320 | 4,678 | 4,695 | 4,950 | 4,605 | 4,153 | 4,404 | | | | | 36,059 |
| Private Patients | 41 | 6 | 74 | (41) | 16 | 22 | 28 | 23 | | | | | 169 |
| Other NHS Clinical Income | 9,068 | 8,850 | 9,107 | 10,137 | 9,666 | 10,086 | 9,935 | 10,052 | | | | | 76,899 |
| Other Clinical Income | 124 | 187 | 137 | 117 | 154 | 187 | 176 | 166 | | | | | 1,248 |
| Total Corporate and SLA Income | 40,341 | 42,909 | 44,378 | 43,858 | 44,024 | 44,165 | 44,539 | 46,057 | | | | | 350,270 |
| All Other Income | 4,184 | 3,760 | 4,627 | 4,667 | 4,277 | 4,126 | 4,792 | 5,115 | | | | | 35,548 |
| Total Income | 44,525 | 46,668 | 49,005 | 48,525 | 48,301 | 48,291 | 49,332 | 51,172 | | | | | 385,818 |
| Expenditure | | | | | | | | | | | | | |
| Permanent Staff | (24,695) | (25,381) | (25,087) | (24,738) | (24,728) | (24,884) | (25,012) | (25,301) | | | | | (199,825) |
| Overtime | (507) | (322) | (381) | (390) | (401) | (423) | (434) | (462) | | | | | (3,319) |
| Waiting List Payments | (100) | (101) | (159) | (186) | (96) | (211) | (262) | (281) | | | | | (1,397) |
| Medical Locums/Short Sessions | (368) | (260) | (236) | (372) | (372) | (254) | (301) | (290) | | | | | (2,453) |
| Bank | (866) | (1,199) | (1,213) | (1,069) | (1,208) | (1,132) | (1,041) | (1,150) | | | | | (8,877) |
| Agency | (966) | (685) | (1,454) | (1,433) | (1,527) | (1,751) | (2,003) | (2,495) | | | | | (12,314) |
| Staffflow Locum | (555) | (568) | (165) | (337) | (346) | (363) | (173) | (353) | | | | | (2,860) |
| Total Pay | (28,057) | (28,516) | (28,696) | (28,525) | (28,677) | (29,018) | (29,226) | (30,331) | | | | | (231,046) |
| Non-Pay | | | | | | | | | | | | | |
| Drugs | (5,493) | (5,627) | (5,479) | (5,750) | (6,110) | (5,307) | (5,157) | (5,355) | | | | | (44,278) |
| Clinical Supplies | (5,481) | (5,113) | (6,050) | (5,681) | (6,160) | (5,502) | (5,713) | (6,054) | | | | | (45,754) |
| Non-Clinical Supplies | (444) | (928) | (1,126) | (1,097) | (881) | (953) | (1,038) | (1,129) | | | | | (7,597) |
| Facilities Management | (1,437) | (1,261) | (1,313) | (1,292) | (1,253) | (1,435) | (1,342) | (1,439) | | | | | (10,771) |
| NHS Supplies and Services | (187) | (290) | (385) | (285) | (177) | (356) | (251) | (105) | | | | | (2,035) |
| Cost of Secondary Commissioning of mandatory Services | (504) | (568) | (744) | (674) | (607) | (654) | (752) | (603) | | | | | (5,106) |
| Education & Training | (95) | (278) | (201) | (79) | (349) | (222) | (159) | (303) | | | | | (1,687) |
| Consultancy | (38) | (34) | (76) | (123) | (40) | (7) | (127) | () | | | | | (445) |
| Premises | (855) | (928) | (827) | (893) | (895) | (875) | (938) | (959) | | | | | (7,171) |
| Clinical Negligence | (1,803) | (1,803) | (1,803) | (1,803) | (1,803) | (1,803) | (1,803) | (1,676) | | | | | (14,297) |
| Printing and Stationary | (66) | (104) | (101) | (78) | (134) | (54) | (86) | (86) | | | | | (709) |
| Postage | (66) | (226) | 20 | (72) | (116) | (85) | (91) | (91) | | | | | (726) |
| Telephones | (62) | (55) | (65) | (76) | (61) | (107) | (45) | (38) | | | | | (509) |
| Staff Travel | (158) | (112) | (136) | (192) | (99) | (139) | (167) | (144) | | | | | (1,146) |
| Transport Hire/Lease | (36) | (45) | (39) | (46) | (75) | (42) | (59) | (53) | | | | | (395) |
| Cleaning Materials | (22) | (26) | (12) | (19) | (23) | (24) | (108) | (31) | | | | | (265) |
| Office Equipment and Consumables | (7) | (1) | (15) | 56 | (58) | (22) | (1) | (41) | | | | | (90) |
| Misc Other Operating Expenses | (245) | (401) | (445) | (517) | (530) | (510) | (435) | (756) | | | | | (3,840) |
| Total Non Pay | (17,002) | (17,798) | (18,798) | (18,619) | (19,370) | (18,099) | (18,270) | (18,864) | | | | | (146,821) |
| Total Expenditure | (45,059) | (46,314) | (47,494) | (47,144) | (48,047) | (47,117) | (47,496) | (49,195) | | | | | (377,866) |
| EBITDA | (534) | 354 | 1,511 | 1,381 | 254 | 1,174 | 1,835 | 1,976 | | | | | 7,952 |
| Financing | (2,243) | (2,137) | (2,191) | (1,898) | (2,129) | (2,029) | (2,070) | (2,253) | | | | | (16,949) |
| Income and Expenditure Surplus/(Deficit) | (2,777) | (1,783) | (680) | (517) | (1,875) | (855) | (235) | (277) | | | | | (8,997) |

Clinical Income

Month 08 (November) 2017/18

| £000 | Annual | Year to Date | | | | This Month | | | |
|------------------------|----------------|----------------|----------------|------------|-------------|---------------|---------------|------------|-------------|
| | Plan | Plan | Actual | Variance | | Plan | Actual | Variance | |
| Electives | 100,041 | 65,072 | 60,590 | (4,482) | (6.9%) | 9,295 | 8,284 | (1,011) | (10.9%) |
| Non-Electives | 153,125 | 101,536 | 105,452 | 3,916 | 3.9% | 12,679 | 13,325 | 646 | 5.1% |
| Accident and Emergency | 26,602 | 17,528 | 17,444 | (84) | (0.5%) | 2,175 | 2,129 | (46) | (2.1%) |
| First Outpatients | 39,788 | 26,556 | 25,601 | (954) | (3.6%) | 3,571 | 3,612 | 40 | 1.1% |
| Follow Up Outpatients | 40,534 | 26,994 | 26,806 | (188) | (0.7%) | 3,590 | 3,657 | 68 | 1.9% |
| High Cost Drugs | 57,684 | 38,456 | 36,059 | (2,397) | (6.2%) | 4,807 | 4,420 | (387) | (8.1%) |
| Private Patients | 433 | 364 | 167 | (197) | (54.1%) | 44 | 23 | (21) | (46.9%) |
| Other NHS Clinical | 106,502 | 71,655 | 76,855 | 5,200 | 7.3% | 8,928 | 9,777 | 849 | 9.5% |
| Other Clinical | 1,766 | 1,137 | 1,292 | 155 | 13.6% | 155 | 169 | 14 | 8.8% |
| Prior Month Adjustment | | | | | 0.0% | | 661 | 661 | 0.0% |
| Total | 526,475 | 349,298 | 350,268 | 970 | 0.3% | 45,244 | 46,057 | 813 | 1.8% |

Favourable

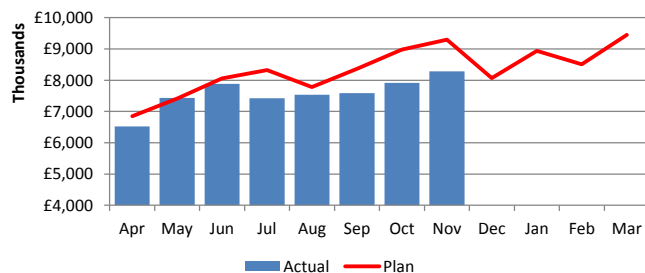
Favourable

Income has over performed in month by £0.8m, due in most part to high levels of Non-Elective work and a high casemix. The Elective services income CIP non achievement is the main reason behind the significant underperformance. Outpatient activity has continued to recover well in month, having shown small levels of overperformance in 3 or the last 4 months, while the under-performing areas T&O, Cardiology and Gynae are the main Elective underperformers excluding the central CIP Plan. Non elective services remain ahead of plan. £305k H&SCV beds unplanned income has been accrued in month as the Trust continues to utilise these beds.

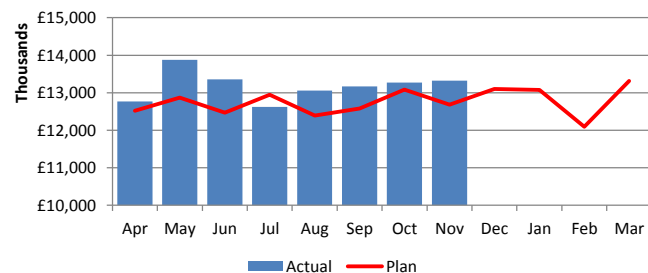
The Trust is reducing its reliance on the Independent Sector. In sourcing for Endoscopy day cases will continue and JAG accreditation for the WHH site was achieved in November, with Best Practice being paid at the full rate from this month onwards and some benefits being backdated to the date of the visit being booked. Future In-sourcing may be required in Ophthalmology to cope with a growing follow up backlog.

Rechargeable expenditure is under plan in month with Drugs and Devices £433k behind plan. This does not impact the bottom line as there is a corresponding decrease in expenditure.

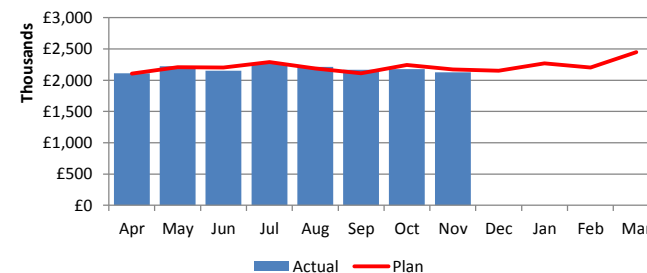
Electives Plan v Actual



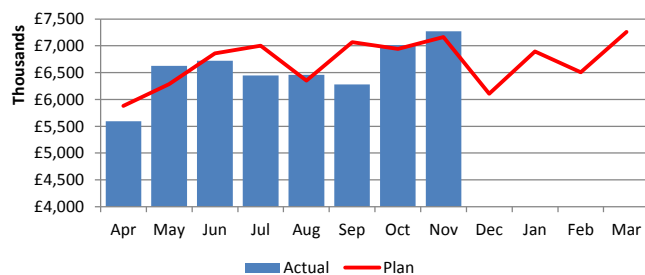
Non-Electives: Plan v Actual



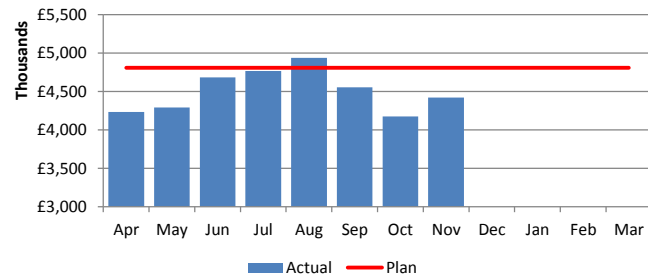
Accident & Emergency: Plan v Actual



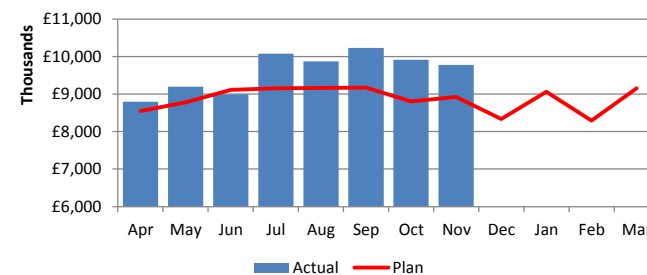
Outpatients: Plan v Actual



High Cost Drugs: Plan v Actual



Other NHS Clinical: Plan v Actual



Clinical Activity

Month 08 (November) 2017/18

| | Annual | Year to Date | | | | This Month | | | |
|-----------------------|-----------|--------------|-----------|----------|---------|------------|---------|----------|--------|
| Activity Units | Plan | Plan | Actual | Variance | | Plan | Actual | Variance | |
| Electives | 90,641 | 60,268 | 60,092 | (176) | (0.3%) | 7,943 | 8,147 | 204 | 2.6% |
| Non-Electives | 86,516 | 57,283 | 53,624 | (3,659) | (6.4%) | 7,280 | 6,559 | (721) | (9.9%) |
| Accident & Emergency | 215,706 | 143,635 | 140,471 | (3,164) | (2.2%) | 17,370 | 16,805 | (565) | (3.3%) |
| First Outpatients | 246,433 | 165,144 | 161,949 | (3,195) | (1.9%) | 22,078 | 22,734 | 656 | 3.0% |
| Follow Up Outpatients | 548,298 | 366,360 | 356,780 | (9,580) | (2.6%) | 49,134 | 49,049 | (85) | (0.2%) |
| Other NHS Clinical | 5,471,543 | 3,716,280 | 3,682,293 | (33,987) | (0.9%) | 484,651 | 473,738 | (10,913) | (2.3%) |
| Total | 1,187,594 | 792,690 | 772,916 | (19,774) | (2.5%) | 103,805 | 103,294 | (511) | (0.5%) |
| | | | | | Adverse | Adverse | | | |

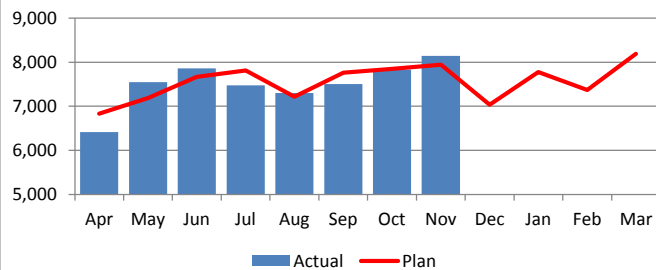
Adverse

Adverse

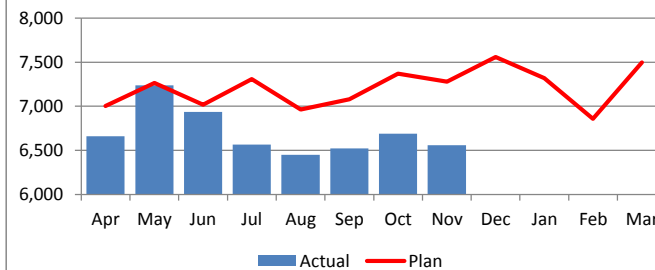
Activity under performed in month in most of our key delivery areas.

Day case activity was 1% over plan. T&O was under plan by 152 cases, Oral Surgery by 56, Rheumatology by 50, but General Medicine was over by 191 and Cardiology by 57. Elective activity was 4% under plan, with underperformances spread across the board, with only General Medicine overperforming significantly (by 135). However, income under performed in month significantly due to an £823k income CIP against which there is currently no activity allocated. Outpatient activity recovered well in month with an overall overperformance of 2% across new and follow up attendances, in addition late recorded activity in October have brought "October" activity to a small level of over performance. All divisions have signed off on their demand and capacity plans and have been funded to resource each speciality to a level that will allow income and activity to meet plans before unallocated to CIPS. The main risk to these plans will be the ability of the services to recruit to key positions in hard to recruit to areas, along with the winter pressures and A&E improvement plans which may impact on elective and outpatient work.

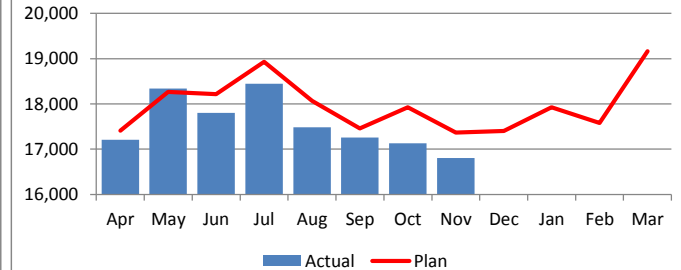
Electives: Plan v Actual



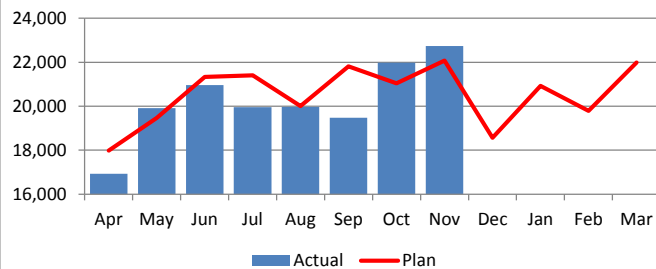
Non-Electives: Plan v Actual



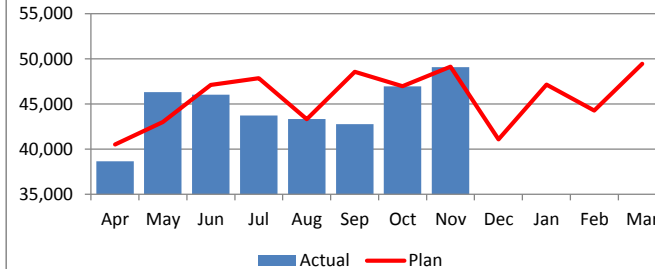
Accident & Emergency: Plan v Actual



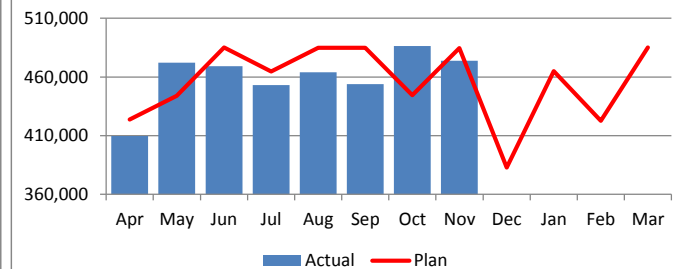
First Outpatients: Plan v Actual



Follow Up Outpatients: Plan v Actual



Other NHS Clinical: Plan v Actual



Clinical Income - by Commissioner

Month 08 (November) 2017/18

| Commissioner | Annual £000 | Year to Date £000 | | | This Month £000 | | |
|---------------------------------------|----------------|-------------------|----------------|------------|-----------------|---------------|------------|
| | Plan | Plan | Actual | Variance | Plan | Actual | Variance |
| NCA - England | 4,803 | 3,225 | 3,392 | 168 | 360 | 319 | (40) |
| NHS England - Armed Forces | 156 | 104 | 107 | 3 | 14 | 21 | 7 |
| NHS England - Specialised Services | 77,358 | 51,771 | 53,370 | 1,600 | 6,427 | 6,519 | 92 |
| NHS England - Health In Justice | 26 | 17 | 82 | 64 | 2 | 14 | 12 |
| NHS England - Secondary Dentistry | 5,428 | 3,586 | 3,850 | 263 | 490 | 520 | 30 |
| NHS England - Public Health | 6,442 | 4,295 | 4,295 | | 537 | 537 | |
| Kings | 264 | 176 | 176 | | 22 | 20 | (2) |
| NCA - Wales | 1 | 1 | 100 | 99 | | 4 | 3 |
| NCA - Northern Ireland | | | 3 | 3 | | 1 | 1 |
| NCA - Scotland | | | 17 | 17 | | 1 | 1 |
| Other Trusts | 2,410 | 1,607 | 1,536 | (71) | 201 | 150 | (51) |
| NHS Ashford CCG | 66,972 | 44,621 | 46,254 | 1,633 | 5,715 | 6,110 | 395 |
| NHS Canterbury & Coastal CCG | 112,941 | 75,214 | 76,656 | 1,441 | 9,635 | 10,499 | 864 |
| NHS South Kent Coast CCG | 126,470 | 84,232 | 86,517 | 2,285 | 10,822 | 11,219 | 397 |
| NHS Thanet CCG | 93,493 | 62,272 | 62,261 | (11) | 7,971 | 8,200 | 229 |
| East Kent Overseas | () | 1 | 458 | 457 | (1) | 37 | 38 |
| NHS Dartford, Gravesham & Swanley CCG | 366 | 244 | 310 | 66 | 31 | 26 | (5) |
| NHS Medway CCG | 2,163 | 1,448 | 1,335 | (113) | 181 | 145 | (37) |
| NHS Swale CCG | 4,313 | 2,876 | 2,342 | (534) | 370 | 252 | (117) |
| NHS West Kent CCG | 5,228 | 3,487 | 3,538 | 52 | 443 | 443 | |
| Other Organisations | 12,169 | 6,473 | 1,778 | (4,696) | 1,569 | 232 | (1,337) |
| Cancer Drugs Fund | 5,469 | 3,646 | 1,886 | (1,760) | 456 | 165 | (291) |
| Adjust Prior Month Reported Position | | | | | | 661 | 661 |
| Prior year Income | | | 4 | 4 | | (38) | (38) |
| Total | 526,475 | 349,298 | 350,268 | 970 | 45,244 | 46,057 | 812 |

Clinical income is £970k above plan. All Commissioner contracts are over performing YTD. The Trust has been involved in a commissioner/provider financial alignment exercise and EK CCGs 2017-18 income forecast is £36m less than Trust assessment. The trust is awaiting further detail to fully understand CCG position, however, EKHUFT is confident that the actual level of challenge is much less than this figure. CCGs are commencing an audit of short stay emergency activity in December to establish whether recording and charging of activity is appropriate.

Pay

Month 08 (November) 2017/18

Pay Expenditure

| £000 | Annual | Year to Date | | | This Month | | | Agency % of Total | |
|---------------------------------------|------------------|------------------|------------------|----------------|-----------------|-----------------|----------------|-------------------|--------------|
| | Plan | Plan | Actual | Variance | Plan | Actual | Variance | YTD | % |
| Medical and Dental | (114,479) | (76,446) | (77,863) | (1,417) | (9,471) | (10,913) | (1,442) | (7,195) | 9.24% |
| Nurses and Midwives | (97,916) | (65,248) | (64,654) | 593 | (8,131) | (8,135) | (4) | (3,802) | 5.88% |
| Scientific, Therapeutic and Technical | (51,849) | (34,513) | (34,255) | 258 | (4,312) | (4,443) | (131) | (1,090) | 3.18% |
| Admin and Clerical | (33,233) | (22,072) | (21,830) | 242 | (2,776) | (2,771) | 5 | (94) | 0.43% |
| Other | (46,880) | (31,135) | (32,444) | (1,309) | (3,919) | (4,069) | (150) | (134) | 0.41% |
| Total | (344,356) | (229,415) | (231,046) | (1,631) | (28,609) | (30,331) | (1,722) | (12,314) | 5.33% |

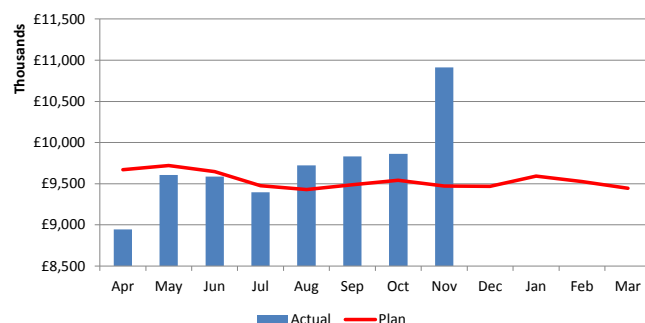
-0.71%

Adverse

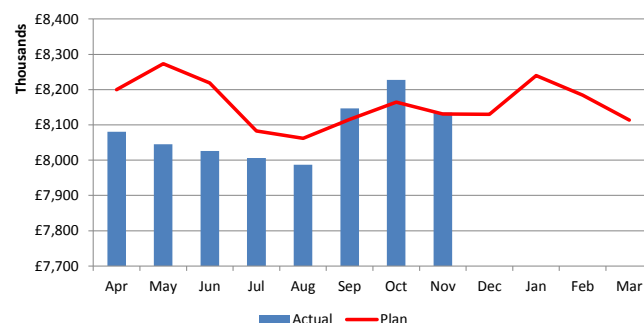
-6.02%

Adverse

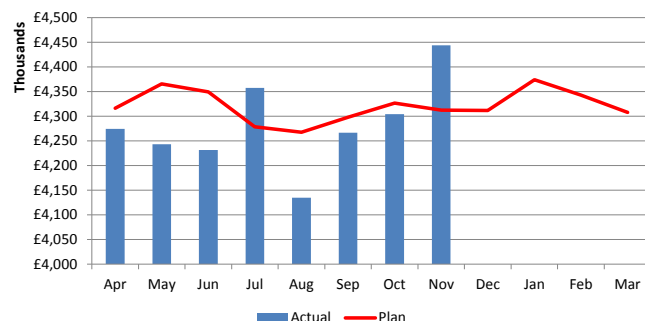
Medical and Dental



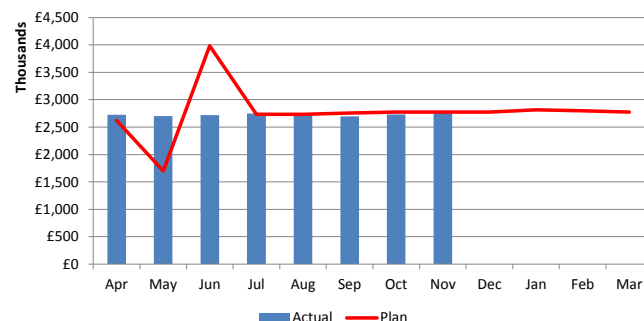
Nurses and Midwives



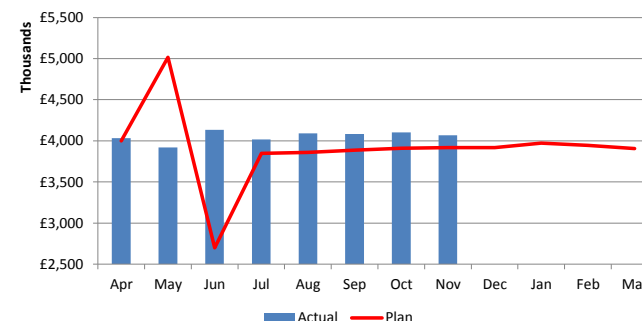
Scientific, Therapeutic and Technical



Admin and Clerical



Other



Pay performance is adverse to plan ytd by £1.6m (0.7%), and this includes £0.5m of temporary staffing costs incurred in month but relating to prior periods. Pay CIPs are adverse to plan ytd by £1.3m, a deterioration of £0.8m in month and driven by underperformance in "Bite 4" schemes which had been profiled to commence in October, including Patient flow II and Additional Capacity.

The position on medical staffing expenditure continues to deteriorate and is adverse to plan ytd for the first time in 17-18, with an adverse position in November and ytd of £1.4m. The main area of overspend relates to the use of temporary medical staffing, with all clinical Divisions showing adverse positions against plan on these staff groups both in month and ytd. Pressures remain in particularly in EDs and Acute Medicine as part of the A&E Improvement Plan.

Above plan expenditure on HCAs in UC<C of £0.9m accounts for the majority of the overspend on Other staff.

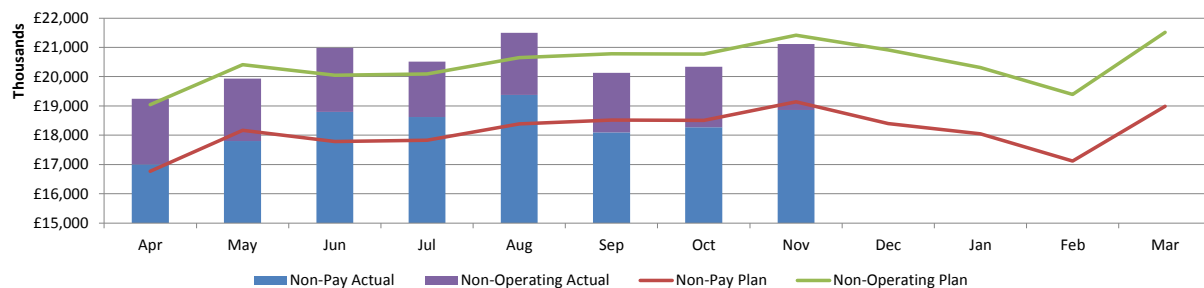
Total expenditure on pay in November was £30.3m, an increase in spend of £1.1m when compared to October. Expenditure on all pay categories has grown in November with the exception of internal medical locum claims which reduced marginally. Bank, agency and STAFFflow locum expenditure increased by a total of £0.8m and is adverse to plan by £6.1m ytd, partially offset by underspends on substantive staff.

Non-Pay

Month 08 (November) 2017/18

| £000 | Annual | Year to Date | This Month | | | | |
|---|------------------|------------------|------------------|----------------|-----------------|-----------------|------------|
| | Plan | Plan | Actual | Var. | Plan | Actual | Var. |
| Drugs | (70,014) | (47,024) | (44,278) | 2,746 | (6,563) | (5,355) | 1,209 |
| Clinical Supplies | (69,612) | (46,650) | (45,754) | 897 | (6,112) | (6,054) | 58 |
| Non-Clinical Supplies | (10,812) | (6,215) | (7,597) | (1,381) | (645) | (1,129) | (484) |
| Facilities Management | (15,812) | (10,746) | (10,771) | (26) | (1,441) | (1,439) | 2 |
| NHS Supplies and Services | (2,338) | (1,567) | (2,035) | (468) | (231) | (105) | 125 |
| Cost of Secondary Commissioning of mandatory Services | (4,123) | (2,342) | (5,106) | (2,763) | (376) | (603) | (227) |
| Education & Training | (1,594) | (1,064) | (1,687) | (623) | (133) | (303) | (170) |
| Consultancy | (829) | (570) | (445) | 125 | (43) | (1) | 43 |
| Premises | (12,312) | (8,804) | (7,171) | 1,633 | (1,080) | (959) | 121 |
| Clinical Negligence | (21,637) | (14,424) | (14,297) | 127 | (1,803) | (1,676) | 127 |
| Printing and Stationary | (1,556) | (1,035) | (709) | 326 | (132) | (86) | 45 |
| Postage | (1,012) | (675) | (726) | (52) | (86) | (91) | (5) |
| Telephones | (723) | (481) | (509) | (28) | (65) | (38) | 27 |
| Staff Travel | (2,205) | (1,455) | (1,146) | 309 | (202) | (144) | 59 |
| Transport Hire/Lease | (696) | (469) | (397) | 72 | (61) | (55) | 7 |
| Cleaning Materials | (339) | (226) | (265) | (39) | (28) | (31) | (3) |
| Office Equipment and Consumables | (173) | (98) | (90) | 7 | | (41) | (41) |
| Misc Other Operating Expenses | (1,853) | (1,251) | (3,838) | (2,586) | (141) | (754) | (612) |
| Total Non-Pay Expenditure | (217,640) | (145,096) | (146,821) | (1,725) | (19,144) | (18,864) | 280 |
| Depreciation & Amortisation-Owned Assets | (18,394) | (12,260) | (12,011) | 249 | (1,533) | (1,603) | (70) |
| Impairment Losses | (500) | | | | | | |
| Profit/Loss on Asset Disposals | (100) | (64) | 90 | 154 | (8) | | 8 |
| PDC Dividend | (7,700) | (5,132) | (4,431) | 701 | (642) | (513) | 129 |
| Interest Receivable | 36 | 24 | 51 | 27 | 3 | 8 | 5 |
| Interest Payable | (1,035) | (679) | (586) | 93 | (89) | (83) | 6 |
| Other Non-Operating Expenses | | | (62) | (62) | | (62) | (62) |
| Total Non-Operating Expenditure | (27,693) | (18,111) | (16,949) | 1,162 | (2,269) | (2,253) | 16 |
| Total Expenditure | (245,333) | (163,207) | (163,770) | (563) | (21,413) | (21,117) | 296 |

Non-Pay: Plan v Actual



Non Pay expenditure is adverse to plan ytd by £1.7m (1.2%).

Drug expenditure is favourable to plan by £2.7m ytd. The material favourable variance in month is driven by a further reduction in expenditure of £0.2m and an increase in the expenditure plan of £0.6m, mirroring the position in October. Pass-through drugs are favourable to plan YTD by £1.1m, offset by an adverse position on clinical income.

Expenditure on clinical supplies and services is favourable to plan by £0.9m ytd. Actual expenditure increased by £0.3m when compared to October, mainly due to late billing of Viapath referrals, purchase of Radiology scanning services and Microbiology test kits. The expenditure plan also increased in month, resulting in a favourable overall variance despite the increase in spend. The YTD variance relates mainly to expenditure on medical equipment and disposables which is £0.7m favourable to plan including £0.5m of CIPs, and rechargeable devices which are £0.3m favourable to plan.

Referrals to the independent sector are adverse to plan ytd by £2.8m. As previously reported, the overspend is driven by expenditure on Health and Social Care Village beds which accounts for £2m of the ytd variance, offset by clinical income, and external support for Gastroenterology 18 week referrals costing £1.6m ytd. These overspends are offset by an underperformance against plan on Surgical referrals to Spencer Wing of £0.5m

Expenditure on non clinical supplies, general services and miscellaneous items is adverse to plan in total by £3.6m ytd. This adverse variance is offset by a favourable position on premises expenditure of £1.6m, with slippage on the SaCP project currently standing at £1.7m.

Expenditure on Education and Training is adverse to plan by £0.6m, offset by a favourable performance on income.

Non Operating Expenditure YTD is £01.1m below plan. The Trust incurred £587k interest charges in respect of the £22,736 facility utilised in 2016/17 and the £4.3m drawn up to October 2017/18.

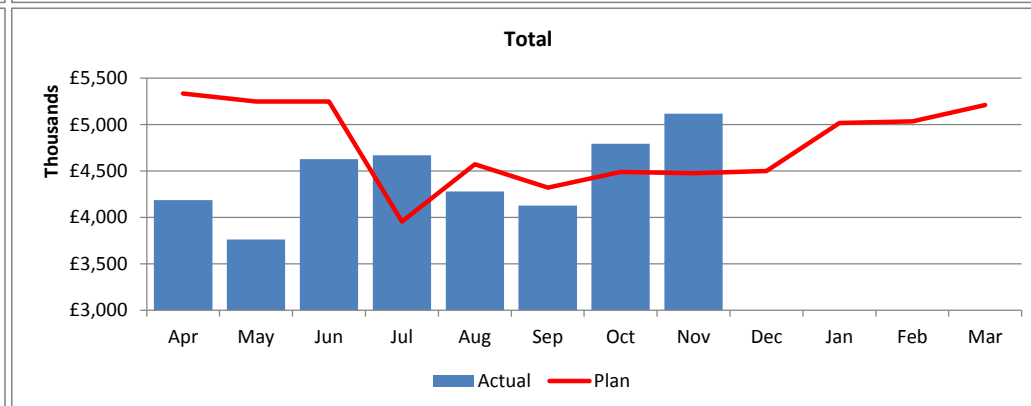
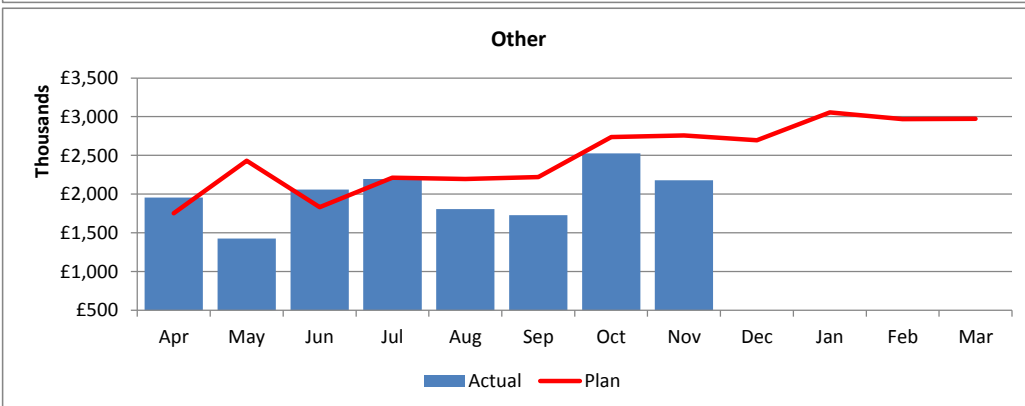
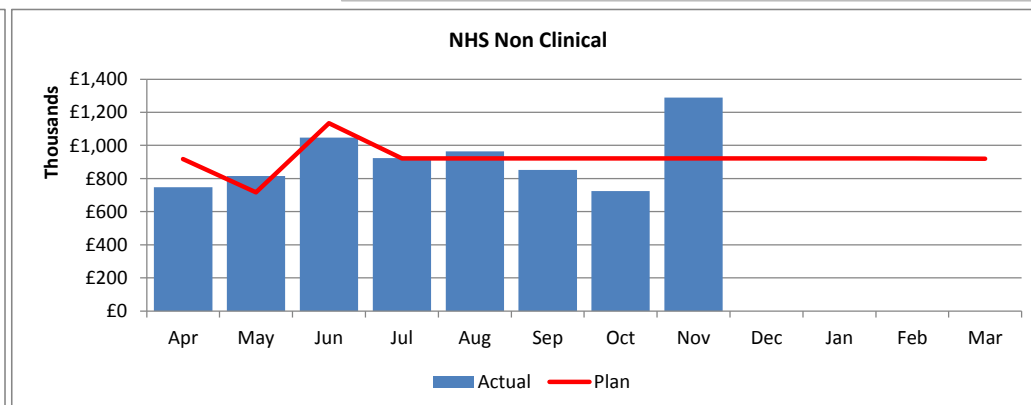
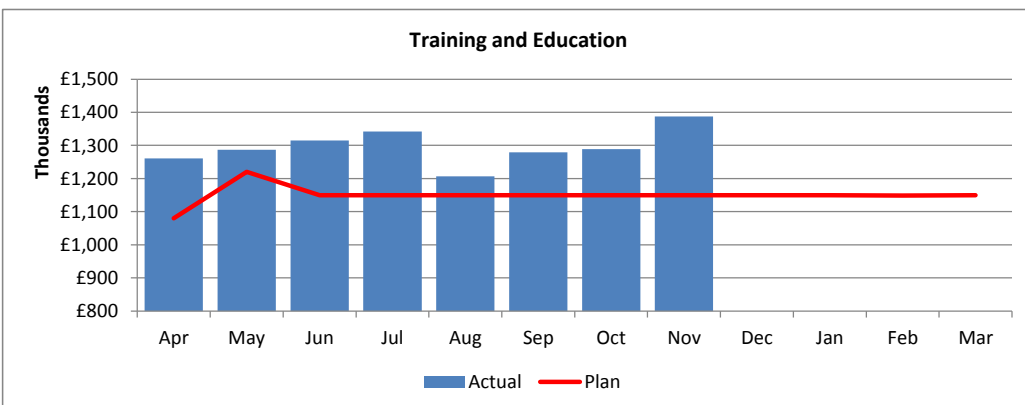
Income Other

Month 08 (November) 2017/18

Income - Other

| | Annual | Year to Date | | | This Month | | |
|--------------------------|---------------|---------------|---------------|--------------|--------------|--------------|------------|
| £000 | Plan | Plan | Actual | Variance | Plan | Actual | Variance |
| Training and Education | 13,799 | 9,200 | 10,366 | 1,166 | 1,150 | 1,388 | 238 |
| Research and Development | 2,468 | 1,648 | 1,907 | 259 | 206 | 260 | 54 |
| NHS Non Clinical | 11,065 | 7,378 | 7,364 | (15) | 922 | 1,290 | 368 |
| Other | 29,826 | 18,132 | 15,872 | (2,260) | 2,756 | 2,178 | (578) |
| Donated Asset | 500 | | 39 | 39 | | | |
| Total | 57,658 | 36,358 | 35,548 | (810) | 5,034 | 5,115 | 81 |
| | | | | -2.23% | | | 1.61% |
| | | | | Adverse | | | Favourable |

Non clinical income is adverse to plan ytd by £0.8m (2.25%). The Trust's adverse position YTD on sustainability and transformation funding now stands at £2.1m. Income relating to the A&E recovery plan has been assumed at £0.5m ytd (including income relating to 20:20 consultancy) and income relating to education and training and R&I sources are favourable to plan £1.4m. Income and expenditure on the PAS replacement project has slipped by £1.7m ytd.



Cost Improvement Summary

Month 08 (November) 2017/18

Delivery Summary

| | Year to Date | | | This Month | | | Forecast | |
|-----------------------------|---------------|---------------|--------------|--------------|--------------|--------------|---------------|--------------|
| | Plan | Actual | Variance | Plan | Actual | Variance | Outturn | Variance |
| Programme Themes £000 | | | | | | | | |
| Theatres | - | - | - | - | - | - | - | - |
| Outpatients | - | - | - | - | - | - | - | - |
| Patient Flow/LOS | 2,560 | 1,367 | (1,193) | 526 | 229 | (297) | 3,408 | (1,258) |
| Diagnostic Demand Reduction | - | - | - | - | - | - | - | - |
| Agency | 3,436 | 2,489 | (947) | 592 | 331 | (261) | 5,044 | (838) |
| Workforce * | 3,274 | 3,973 | 699 | 432 | 508 | 76 | 6,628 | 1,514 |
| Procurement | 1,529 | 1,755 | 227 | 181 | 231 | 50 | 2,164 | 77 |
| Medicine Optimisation | 290 | 524 | 234 | 33 | 121 | 87 | 981 | 91 |
| Division Schemes ** | 5,439 | 8,222 | 2,783 | 922 | 2,405 | 1,482 | 12,225 | 2,967 |
| Sub-total | 16,527 | 18,331 | 1,804 | 2,687 | 3,823 | 1,137 | 30,451 | 2,553 |
| Central | 2,120 | 490 | (1,630) | 773 | 22 | (69) | 2,612 | (1,826) |
| Grand Total | 18,647 | 18,821 | 174 | 3,460 | 3,845 | 1,068 | 33,063 | 727 |

* Includes all workforce related schemes in divisions

** Smaller divisional schemes not allocated to a work stream

Delivered £000

| Month | Target | Actual |
|----------------------------------|---------------|---------------|
| April | 1,369 | 1,605 |
| May | 1,458 | 1,773 |
| June | 1,885 | 1,786 |
| July | 2,327 | 2,287 |
| August | 2,367 | 2,250 |
| September | 2,361 | 2,368 |
| October | 3,460 | 2,906 |
| November | 3,420 | 3,845 |
| December | 3,319 | |
| January | 3,519 | |
| February | 3,324 | |
| March | 3,527 | |
| *excl Income Completeness | 32,336 | 18,821 |

58.2%

CIPs

The CIPs Plan is net of the cost of delivery. CIPs achieved in M08 were £3.8m against a plan of £3.5m. Achievement for the Year to Date £18.8m against plan of £18.6m. The net target for the year is £32m. The major areas of CIP achievement in M08 were Divisional schemes £2.4m, Medicines Optimisation £0.1m and Workforce £0.1m offset by shortfalls in Patient Flow £(0.3m) and agency £(0.3m). CIPs in October amounted to £3.0m recurrent and £0.8m on a non-recurrent basis. Year to date £15.7m recurrent and £3.1m non-recurrently.

Cost Improvement Summary

Month 08 (November) 2017/18

Planned Summary

| Programme Divisions £000 | 2017 - 2018 | | | Target Variance | |
|--------------------------|---------------|---------------|---------------|-----------------|--------------|
| | Draft Target | Gross | RAG Adj | vs Gross | vs RAG |
| Clinical Support | 2,092 | 2,046 | 3,433 | (46) | 1,340 |
| Specialist | 3,149 | 3,249 | 3,218 | 100 | 68 |
| Surgery | 6,433 | 6,433 | 7,512 | - | 1,079 |
| UC<C | 6,769 | 6,771 | 7,681 | 2 | 912 |
| Corporate - Other | 808 | 808 | 1,585 | - | 777 |
| SD&CP | 1,212 | 1,218 | 1,344 | 6 | 132 |
| Procurement | 2,087 | 2,087 | 2,431 | - | 344 |
| Medicine Optimisation | 776 | 776 | 986 | (0) | 210 |
| Outpatients | - | - | - | - | - |
| Workforce | - | - | 239 | - | 239 |
| Sub-total | 23,326 | 23,388 | 28,429 | 62 | 5,102 |
| Central | 9,010 | 8,948 | 4,072 | (62) | (4,937) |
| Grand Total | 32,336 | 32,336 | 32,501 | (0) | 165 |

Planned Summary

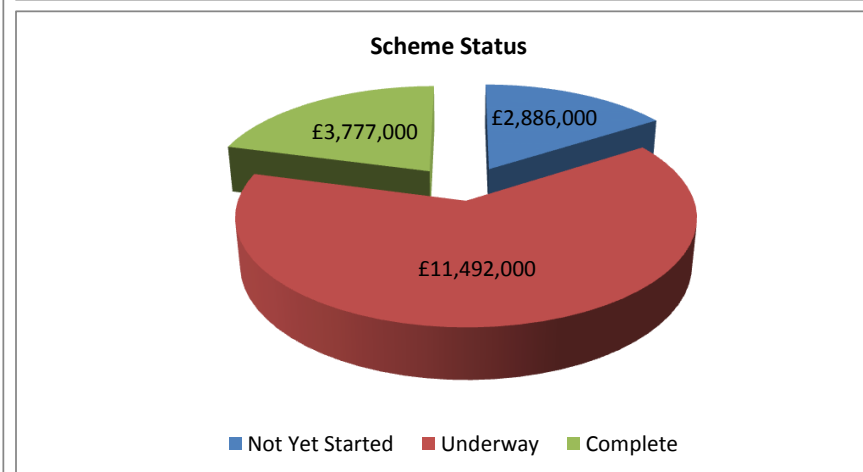
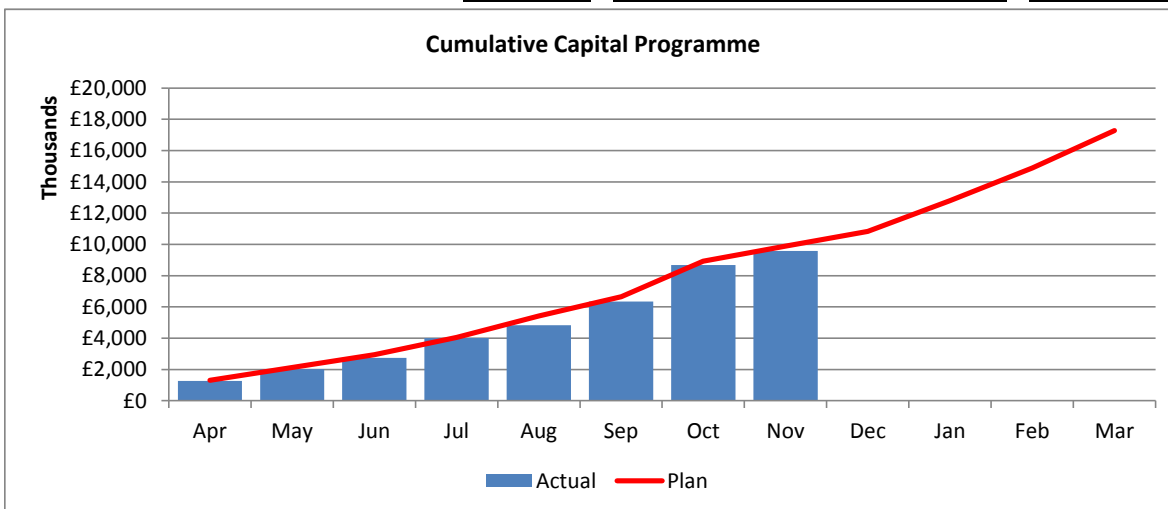
| Programme Themes £000 | 2017 - 2018 | | | Target Variance | |
|-----------------------------|---------------|---------------|---------------|-----------------|--------------|
| | Draft Target | Gross | RAG Adj | vs Gross | vs RAG |
| Theatres | - | - | - | - | - |
| Outpatients | - | - | - | - | - |
| Patient Flow/LOS | 4,666 | 4,666 | 3,408 | - | (1,258) |
| Diagnostic Demand Reduction | - | - | - | - | - |
| Agency | 5,882 | 5,882 | 5,044 | 0 | (838) |
| Workforce * | 4,631 | 5,114 | 6,617 | 483 | 1,986 |
| Procurement | 2,087 | 2,087 | 2,164 | - | 77 |
| Medicine Optimisation | 891 | 891 | 981 | (0) | 91 |
| Division Schemes ** | 9,679 | 9,258 | 12,025 | (421) | 2,345 |
| Sub-total | 27,836 | 27,898 | 30,239 | 62 | 2,403 |
| Central | 4,500 | 4,438 | 2,262 | (62) | (2,238) |
| Grand Total | 32,336 | 32,336 | 32,501 | - | 165 |

Capital Expenditure

Month 08 (November) 2017/18

| Capital Programme | Annual | To Date | | | Annual |
|--|---------------|--------------|--------------|------------|---------------|
| £000 | Plan | Plan | Actual | Variance | Forecast |
| WHH Orthopaedic Outpatients | 1,446 | 1,046 | 1,039 | 7 | 1,446 |
| Clinical Strategy Plans | 200 | 66 | 145 | (79) | 200 |
| Electronic Health Records | 1,240 | 40 | 869 | (829) | 1,240 |
| CT/CT SPECT Replacement | 80 | 30 | 5 | 25 | 80 |
| KCH MRI Replacement | 3,671 | 3,671 | 3,621 | 50 | 3,671 |
| QEQM Cardiac Catheter Lab | | | | | |
| CCU Move to Arundel Unit | 2,886 | | 38 | (38) | 2,886 |
| Invest To Save Schemes | 106 | 132 | 40 | 92 | 106 |
| Replacement Medical Equipment | 2,675 | 1,436 | 749 | 687 | 2,675 |
| PEIC/H & S/CQC | 2,208 | 1,275 | 1,162 | 113 | 2,208 |
| IDG | 1,660 | 1,430 | 1,426 | 4 | 1,660 |
| Other Building Schemes | 978 | | 441 | (441) | 978 |
| Other Equipment Schemes | 750 | | 43 | (43) | 750 |
| All Other | 255 | 250 | (7) | 257 | 255 |
| Adjustment to balance to NHSI Plan Profi | | 510 | | 510 | |
| Total | 18,155 | 9,886 | 9,569 | 317 | 18,155 |

- Expenditure for Mth 8 2017/18 was 3% under the NHSI plan.
- The move of WHH CCU to the Arundel Unit has now been agreed - this is due for completion in March 2018.
- In addition to the uncommitted funds, the additional allocations for the MDG and PEIC budgets granted last month have now been reallocated to pay for the Arundel Unit Scheme.



Working Capital

Month 08 (November) 2017/18

Invoiced creditors have increased by £0.6m from the opening position to £31.9m. 50.3% relates to current invoices (M7 51.8%) with 10.4% or £3.3m (M7 £3.8m) over 90 days.

Over 90 days NHS creditors decreased by £299k in the month

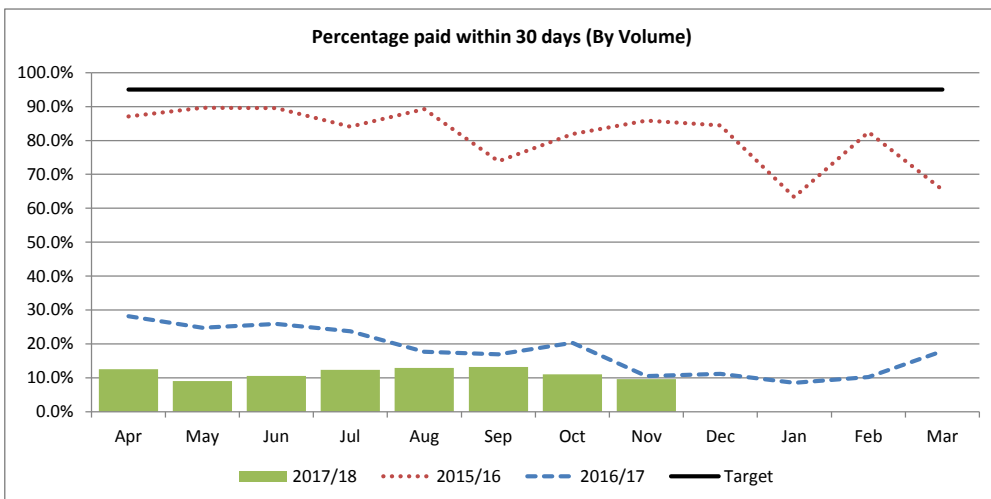
- Maidstone & Tunbridge Wells NHS Trust - £(135)k
- Medway NHS Foundation Trust - £(99)k

Total invoiced debtors have decreased from the opening position of £19.2m by £10.2m to £9.0m. The significant reduction is primarily due to credits and reinvoices in respect of the 2016/17 final position for the EK CCGs.

At 30th November there was one debtor owing over £1m; South Kent Coast CCG £1.6m (M7 £4.6m); However this is offset by the credits owed to Thanet CCG of £2.6m. The CCGs settled the invoices and credits in respect of the 2016/17 settlement on the 1st December.

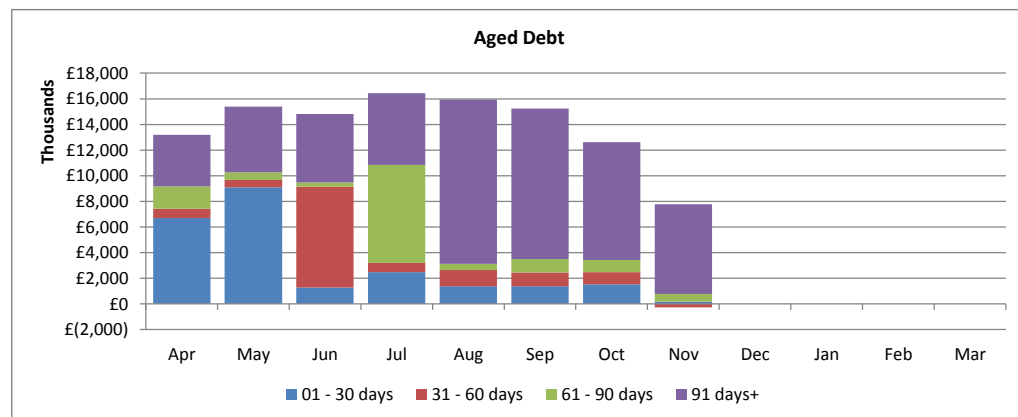
The debtors team are focussing on collection of all other debt to support the Trust cash position.

| Better Payment Practice Code | Year to Date | | This Month | |
|------------------------------|------------------------------|--------------------------|------------------------------|--------------------------|
| | Non NHS Creditor Invoices | NHS Creditor Invoices | Non NHS Creditor Invoices | NHS Creditor Invoices |
| By Value £000 | | | | |
| 0 - 30 days | (100,228) | (19,026) | (11,714) | (2,331) |
| 30+ days | (122,931) | (7,227) | (19,974) | (1,824) |
| By Volume | | | | |
| 0 - 30 days | 8,055 | 125 | 1,027 | 10 |
| 30+ days | 62,225 | 1,829 | 9,481 | 338 |
| % by Value £ | 44.9% | 72.5% | 37.0% | 56.1% |
| % by Volume | 11.5% | 6.4% | 9.8% | 2.9% |
| Target | 95.0% | 95.0% | 95.0% | 95.0% |



Aged Debt

| £000 | Current | 01 - 30 days | 31 - 60 days | 61 - 90 days | 91 days+ | Total |
|------|---------|--------------|--------------|--------------|----------|--------|
| Apr | 12,258 | 6,703 | 728 | 1,751 | 4,006 | 13,190 |
| May | 2,028 | 9,091 | 589 | 588 | 5,130 | 15,398 |
| Jun | 7,508 | 1,282 | 7,861 | 321 | 5,357 | 14,822 |
| Jul | 2,104 | 2,488 | 722 | 7,642 | 5,581 | 16,433 |
| Aug | 2,430 | 1,386 | 1,271 | 473 | 12,817 | 15,948 |
| Sep | 3,021 | 1,371 | 1,074 | 1,065 | 11,737 | 15,246 |
| Oct | (2,772) | 1,532 | 947 | 959 | 9,184 | 12,622 |
| Nov | 1,567 | 181 | (277) | 598 | 6,984 | 7,487 |
| Dec | | | | | | |
| Jan | | | | | | |
| Feb | | | | | | |
| Mar | | | | | | |
| | | 2% | -4% | 8% | 93% | |



Statement of Financial Position

Month 08 (November) 2017/18

| £000 | Opening | To Date | Movement |
|-------------------------------------|-----------------|-----------------|------------------|
| Non-Current Assets | 271,469 | 268,544 | (2,925) ▼ |
| Current Assets | | | |
| Inventories | 9,744 | 9,513 | (231) ▼ |
| Trade and Other Receivables | 31,436 | 38,417 | 6,981 ▲ |
| Assets Held For Sale | | | - |
| Cash and Cash Equivalents | 5,083 | 1,389 | (3,694) ▼ |
| Total Current Assets | 46,263 | 49,319 | 3,056 ▲ |
| Current Liabilities | | | |
| Payables | (35,732) | (39,959) | (4,227) ▲ |
| Accruals and Deferred Income | (27,706) | (28,353) | (647) ▲ |
| Provisions | (341) | (341) | - |
| Net Current Assets | (17,516) | (19,335) | (1,818) ▼ |
| Non Current Liabilities | | | |
| Provisions | (2,967) | (2,911) | 56 ▼ |
| Long Term Debt | (22,736) | (27,046) | (4,310) ▲ |
| Total Assets Employed | 228,250 | 219,253 | (8,997) ▼ |
| Financed by Taxpayers Equity | | | |
| Public Dividend Capital | 190,259 | 190,259 | - |
| Retained Earnings | (21,592) | (30,530) | (8,938) ▼ |
| Revaluation Reserve | 59,583 | 59,525 | (59) ▼ |
| Total Taxpayers' Equity | 228,250 | 219,253 | (8,997) ▼ |

Non Current asset values reflect in year additions of £9.6m (including donated assets) less depreciation charges of £12m. The balance of movements relates to fluctuations in the level of RTA income recognised for new claims

Trust closing cash balances for October was £1.4m, £0.9m below the revised plan. See cash report for further details.

Trade and other receivables have increased from the 2017/18 opening position by £7m. Invoiced debtors have decreased from the opening position of £19.2m by £10.2m to £9m at the end of November (Oct £9.8m), primarily due to the EKCCG 2016/17 settlement.

Accruals and Deferred Income have increased by £0.6m since the opening position. Of the £28.4m balance, £18.6m relates to Accruals and £9.8m is Deferred Income.

The long term debt entry reflects drawings against working capital facilities. The Trust drew £22.7m in 16/17 and £4.3m up to October with a further £2.6m forecast for receipt in December

Retained earnings reflects the year to date deficit.

A. Key Highlights

Month 08 (November) 2017/18

CLINICAL INCOME

There is a reported over performance against plan of £813k in November due in part to Non-Elective activity and increased casemix in the current and prior period Uncoded activity. The main Specialties giving rise to this are T&O, Healthcare of the Elderly, Respiratory and Obstetrics. Elective underperformance relates to the expected levels of Income CIPs, which can be attributed in part to some slippage in recruitment to certain specialties, eg T&O and due to high vacancy levels and to changes in our ability to meet planned levels over the winter period. The continued rich casemix of non-elective activity, especially in Women's' Health, T&O and Cardiology go some way to reduce the size of the under performance.

ACTIVITY

A&E demand has fallen when compared with previous months and has been below plan every month apart from May. The under performance continues to be driven by the temporary transfer of some ED specialties from KCH to WHH and QEQM. Non-elective activity continued to perform below plan in month and after the KCH site moves, activity has been up to 10% below plan. However, richer casemix has meant that with the exception of July, income has been consistently over plan. The commissioners have increased the provision of care packages with a view to returning patients home more quickly and as part of their QIPP schemes are investing in preventing patients with Pneumonia from coming to the hospital where they can be treated at home. Outpatient income in month has seen an overall positive increase moving from a 11.6% under performance in September to a 2% under performance in November.

COMMISSIONER ANALYSIS

Activity plans reflected CCG QIPP schemes to the value of £1.3m. Any new commissioner QIPP schemes will be added to the contracts via a contract variation once the Trust is satisfied that the schemes are achievable in the timeframes set out. GP referrals were 5.3% over plan in November, resulting in the YTD position being on plan. However, cumulative under performance in outpatient attendances mean that many of our outpatient services are now listing at 13 weeks and beyond. A&E demand has fallen, with activity 3.3% below plan in month and A&E attendances have been below plan since June.

CLINICAL DIVISIONS

Clinical Divisions are showing an adverse position ytd of £1.8m with an adverse performance in month of £0.4m. Clinical Income streams are favourable to plan ytd by £4.6m, and favourable in month by £1.9m. Non clinical income is break-even against plan in month and ytd. The favourable income position is offsetting an overspend against plan on expenditure which is adverse to plan ytd by £6.4m, a further deterioration in month of £2.3m. The main driver for the overspend again relates to temporary staffing and overtime costs in excess of underspends on substantive staff totalling £2.1m. which will be inclusive of spend on the A&E improvement plan.

CIPS

The target for the year is £32m. To date £33m (net) of schemes are forecast, after cost of delivery of £7m. The governance arrangements to deliver the programme are in place and the Financial Improvement Director is maintaining fortnightly 'confirm and challenge' sessions. As at the end of the month c.98% of schemes were 'green' rated. There is also a major focus on developing 18/19 schemes further to the NHSi FSM meetings, and at the month end we had approximately 50% (£15m) schemes worked up for 18/19, with a further £5m in the pipeline.

CAPITAL

Expenditure for Month 8 2017/18 was 3% under the NHSI plan.

OTHER INCOME

Non clinical income is adverse to plan ytd by £0.8m (2.25%). The Trust's adverse position ytd on sustainability and transformation funding now stands at £2.1m. This is offset by assumed income from NHSI relating to the A&E recovery plan, estimated at £0.5m ytd and income from education and training and R&I sources which are favourable to plan £1.4m. Income and expenditure on the SaCP project has slipped by £1.7m ytd.

PAY

Pay performance is adverse to plan ytd by £1.6m (0.7%). Pay CIPs are adverse to plan ytd by £1.3m. The deteriorating trend on pay continues in November by a further £1.7m adverse performance, £1.1m of which relates to temporary medical staffing and unachieved CIPs are £0.8m adverse to plan in month. The adverse position is offset by underspends on substantive staff, but all other pay headings are showing an overspend in month. Total expenditure on pay in November was £30.3m, an increase in spend of £1.1m when compared to October. Increases in spend were seen in all areas of expenditure except internal medical locums, with expenditure on temporary medical staffing (Bank, agency and STAFFflow locums) accounting for £0.9m of the growth.

NON-PAY

Non Pay expenditure is adverse to plan ytd by £1.7m (1.2%), an improvement in month of £0.3m. Overspends continue on referrals to the independent sector as previously reported, with Health and Social Care Village beds £2m adverse to plan (matched by income overperformance) and expenditure on Gastro 18 week referrals standing at £1.6m ytd. Education and training expenditure is adverse to the submitted NHSI plan by £0.6m ytd although this is offset by a favourable position on income. Non pay overspends are offset by a favourable position on drugs and clinical supplies totalling £3.6m ytd. Slippage on SaCP project income and expenditure stands at £1.7m.

CORPORATE/ESTATES AND FACILITIES

The Corporate and SD&CP Divisions are £1.3m favourable to plan ytd (2.7%) and £0.1m favourable in month. The favourable position is driven by an underspend on pay where vacant posts are not being fully covered by temporary staff. All other headings continue to net off to a break-even position ytd.

EBITDA

The Trust is reporting a year to date surplus EBITDA of £8m

CASH

The closing cash balance for the Trust as at 31st October was £1.3m.

DEBT

Trade and other receivables have increased from the 2017/18 opening position by £7m to £38.4m. The largest invoiced debtors as at 30th November were South Kent & Coastal CCG (£1.6m). This is offset by credits due to Thanet CCG of £2.6m.

FINANCING

£587k of interest was incurred in respect of the drawings against working capital facilities in 2016/17 (£22.7m) and 2017/18 (a further £4.3m). A further £2.6m has been requested for December 2017, £2m of which covers the delayed Q2 STF payment.

B. Cash Flow

Month 08 (November) 2017/18

| Year to Date | | This Month | | | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar |
|----------------|---------------------------------------|----------------|----------------|----------------|---------------|---------------|----------------|---------------|----------------|---------------|---------------|----------------|---------------|----------------|---------------|----------------|
| Actual | | Plan | Actual | Variance | Actual | Actual | Actual | Actual | Actual | Actual | Actual | Actual | Forecast | Forecast | Forecast | Forecast |
| 5,083 | Opening Bank Balance | 6,349 | 10,100 | 3,751 | 5,084 | 8,936 | 12,945 | 7,875 | 9,746 | 4,060 | 6,583 | 10,100 | 1,386 | 6,242 | 4,021 | 5,372 |
| 44,268 | Ashford CCG | 5,431 | 5,440 | 9 | 5,431 | 5,431 | 5,431 | 5,432 | 5,442 | 6,231 | 5,431 | 5,440 | 4,840 | 5,431 | 5,431 | 5,431 |
| 76,201 | C4G | 9,257 | 10,207 | 950 | 9,258 | 9,257 | 9,257 | 9,257 | 9,332 | 10,374 | 9,257 | 10,207 | 10,708 | 9,257 | 9,257 | 9,257 |
| 83,907 | South Kent Coast CCG | 10,424 | 10,424 | | 10,318 | 10,425 | 10,481 | 10,475 | 10,434 | 10,924 | 10,424 | 10,424 | 11,983 | 10,424 | 10,424 | 10,424 |
| 62,562 | Thanet CCG | 7,717 | 7,727 | 10 | 7,717 | 7,718 | 7,728 | 7,720 | 7,718 | 8,516 | 7,718 | 7,727 | 7,217 | 7,717 | 7,717 | 7,717 |
| | Additional Income | 265 | | (265) | | | | | | | | | | | | |
| 417 | Dartford, Gravesham & Swanley CCG | 32 | 129 | 98 | 32 | 32 | 32 | 91 | 37 | 32 | 32 | 129 | 32 | 32 | 32 | 32 |
| 1,345 | Medway CCG | 164 | 165 | | 164 | 177 | 164 | 165 | 170 | 167 | 172 | 165 | 167 | 164 | 164 | 164 |
| 2,677 | Swale CCG | 328 | 335 | 7 | 366 | 320 | 328 | 328 | 348 | 315 | 337 | 335 | 328 | 328 | 328 | 328 |
| 3,688 | West Kent CCG | 401 | 416 | 15 | 401 | 401 | 417 | 408 | 816 | 427 | 401 | 416 | | 401 | 401 | 401 |
| 71,214 | NHS England | 7,859 | 7,725 | (134) | 11,528 | 11,048 | 8,516 | 8,248 | 7,883 | 8,148 | 8,119 | 7,725 | 8,455 | 7,826 | 7,826 | 10,076 |
| 23,011 | All Other NHS Organisations | 1,018 | 1,026 | 8 | 1,422 | 6,017 | 974 | 5,419 | 1,134 | 906 | 6,112 | 1,026 | 999 | 2,788 | 978 | 1,203 |
| 268 | Capital Receipts | | | | 134 | 7 | 90 | | 37 | | | | | | | |
| 17,628 | All Other Receipts | 2,193 | 1,685 | (508) | 2,553 | 2,033 | 1,909 | 1,109 | 3,273 | 1,437 | 3,630 | 1,685 | 2,901 | 1,840 | 1,798 | 1,877 |
| 1,853 | S&T Fund | 2,907 | | (2,907) | | | | | | 1,853 | | | | 2,035 | 3,053 | |
| 4,310 | Loan | | | | | | | | | 3,310 | 1,000 | | 2,565 | 1,207 | | 5,994 |
| | Loan Repayment | | | | | | | | | | | | | (2,035) | | |
| 393,349 | Total Receipts | 47,996 | 45,279 | (2,717) | 49,324 | 52,868 | 45,328 | 48,653 | 46,625 | 52,640 | 52,633 | 45,279 | 50,196 | 47,415 | 47,410 | 52,905 |
| | Payments | | | | | | | | | | | | | | | |
| 205,876 | Monthly Payroll inc NI & Super | 26,566 | 26,043 | (523) | 25,328 | 26,043 | 26,075 | 25,647 | 25,558 | 25,385 | 25,797 | 26,043 | 25,955 | 26,250 | 26,250 | 26,350 |
| 177,362 | Creditor Payment Run | 23,533 | 24,626 | 1,093 | 18,791 | 21,557 | 23,592 | 20,664 | 25,321 | 20,448 | 22,363 | 24,626 | 17,877 | 21,177 | 17,574 | 22,453 |
| 10,227 | Capital Payments | 962 | 3,323 | 2,361 | 1,353 | 1,259 | 730 | 471 | 1,432 | 702 | 956 | 3,323 | 1,508 | 2,210 | 2,236 | 2,599 |
| 3,183 | PDC Dividend Payment | | | | | | | | | 3,183 | | | | | | 3,411 |
| 399 | Interest Payments | | | | | | | | | 399 | | | | | | 458 |
| 397,047 | Total Payments | 51,061 | 53,993 | 2,931 | 45,472 | 48,859 | 50,397 | 46,782 | 52,311 | 50,117 | 49,116 | 53,993 | 45,340 | 49,637 | 46,059 | 55,271 |
| (3,697) | Total Movement In Bank Balance | (3,065) | (8,714) | (5,649) | 3,852 | 4,009 | (5,069) | 1,870 | (5,686) | 2,523 | 3,517 | (8,714) | 4,856 | (2,221) | 1,351 | (2,367) |
| 61,630 | Closing Bank Balance | 3,284 | 1,386 | (1,898) | 8,936 | 12,945 | 7,875 | 9,746 | 4,060 | 6,583 | 10,100 | 1,386 | 6,242 | 4,021 | 5,372 | 3,005 |
| | Plan | | | | 8,936 | 12,660 | 10,827 | 12,105 | 7,837 | 4,480 | 5,335 | 2,270 | 2,042 | 2,187 | 6,014 | 3,005 |
| | Variance | | | | () | 285 | (2,952) | (2,359) | (3,777) | 2,103 | 4,765 | (884) | 4,200 | 1,833 | (643) | |

B. Cash Flow

Month 08 (November) 2017/18

Unconsolidated Cash balance was £1.4m at the end of November 2017, £0.9m below the plan revised 19 May 2017.

Total receipts in November 2017 were £2.7m below the revised plan

- EK CCGs £1.0m above plan
- Other NHS Receipts £0.3m below plan
- All Other income £0.4m above plan
- HMRC receipt £0.4m below forecast
- Sustainability and Transformation Fund £2.9m below plan

Total Payments in November 2017 were £2.9m above the revised plan

- Creditor payments incl capital were £3.5m above plan
- Payroll (inc Tax/NIC/Pensions) were £0.5m below plan

YTD position is £0.9m below the revised plan

- EK CCG income (inc 2016/17 overperformance) is £1m above plan
- Other NHS income is £1.4m above plan
- STF income is £3.2m below plan (15% of Q1 not achieved and 30% of Q2 not received)
- Working capital facility drawn is £1.3m above plan
- All other income is £1.2m below plan
- Payroll expenditure is £3.9m below plan
- PDC Payment was £0.4m below plan
- All other payments are £5.7m over plan

Changes to 2017/18 Forecast for November

- The capital forecast spend and PDC income forecasts both now include £0.9m support for A&E capital improvements (December). This will be reforecast for receipt in January.
- A build up of overdue creditors at the end of November was addressed by increasing payment runs in the first two weeks of December removing the planned run between Christmas and new year.
- Large capital invoices required capital spend to be reforecast

Sustainability and Transformation Funding

Sustainability and transformation funding planned was £14.5m for 17-18 as recognised in the I & E revised plan May 17. The Trust received £1.8m on 29th September (85% of £2.1m) and the cashflow expectation is that Q2 STF £2.0m (70% of £2.9m) will be received in January. The cashflow currently forecasts 70% STF receivable for £3m in Q3 and £3.5m in Q4. No payment dates have been confirmed for the payments and on that basis the Trust will request working capital support which will be repayable when the STF is received.

Working Capital Facility

| Loan Schedule | Loan Value '£000 | Facility type | Repayment date | Interest rate | Total Interest if full term £000 |
|-----------------------|---------------------|------------------|-------------------|------------------|--|
| 2016/17 (received) | 22,736 | ISRWF | 17/05/2021 | 3.50% | 3,688 |
| Sept' 2017 (received) | 3,310 | ISUCL | 18/09/2020 | 3.50% | 350 |
| Oct' 2017 (received) | 1,000 | ISUCL | 19/10/2020 | 3.50% | 105 |
| Dec' 2017 (forecast) | 2,565 | ISUCL | 18/12/2020 | 3.50% | 271 |
| Jan' 2018 (forecast) | 1,207 | ISUCL | TBA | TBA | TBA |
| Mar' 2018 (forecast) | 5,994 | ISUCL | TBA* | TBA | TBA |

- 17/18 Loan per revised plan was £4.4m in line with the forecast deficit.
- Forecast Deficit Loan as at M8 is £8.5m and includes the planned deficit plus STF not receivable of 15% re Q1, and 30% re Q2, Q3 & Q4 in line with I&E forecast
- £3.3m was drawn in September with a further £1m drawn in October.
- A loan request of £2.6m in December has been agreed to cover £0.5m deficit support & cash to cover the £2m Q2 STF income forecast for receipt in December - ***the STF element will be payable on receipt of the STF funding.**
- The current forecast includes further borrowings of £1.2m in January 2018 and £2.4m in respect of deficit support and a further £3.6m re Q4 STF monies in March - ***the STF element will be repayable on receipt of the STF funding.**

Creditor Management

Creditor management continued to be applied throughout November 17 and is expected to continue throughout the remainder of the year. The Trust is close to the limit in restricting creditor payments and still being able to receive essential goods and services. At the end of November 2017 the Trust was recording 53 creditor days (Calculated as invoiced creditors at 31st October/ Forecast non pay expenditure, x 365)

Facility Type Key

- ISRWF Single Currency Interim Revolving Working Capital Support Facility
- ISUCL Uncommitted Single Currency Interim Revenue Support - this facility replaces the ISRWF as the Trust is in Financial special measures and has a variable interest rate

C. Subjective Analysis

Month 08 (November) 2017/18

Statement of Comprehensive Income £000

| Prior Year to Date | | Annual | Year to Date | This Month | | | | |
|--------------------|---|------------------|------------------|------------------|----------------|-----------------|----------------|----------------|
| Actual | | Plan | Plan | Actual | Variance | Variance % | Variance | Year on Year |
| | Income | | | | | | | |
| 62,462 | Electives | 100,038 | 65,045 | 60,590 | (4,455) | (6.85%) | (977) | (1,872) |
| 95,837 | Non-Electives | 153,125 | 101,536 | 105,452 | 3,916 | 3.86% | 810 | 9,615 |
| 15,969 | Accident and Emergency | 26,602 | 17,528 | 17,444 | (84) | (0.48%) | (35) | 1,475 |
| 52,393 | Outpatients | 80,322 | 53,552 | 52,407 | (1,145) | (2.14%) | 257 | 14 |
| 22,741 | High Cost Drugs | 57,684 | 38,456 | 36,059 | (2,397) | (6.23%) | (403) | 13,318 |
| 332 | Private Patients | 433 | 290 | 169 | (121) | (41.58%) | (12) | (163) |
| 90,571 | Other NHS Clinical Income | 106,249 | 71,543 | 76,907 | 5,364 | 7.50% | 1,183 | (13,663) |
| 1,343 | Other Clinical Income | 2,022 | 1,348 | 1,248 | (100) | (7.40%) | (2) | (95) |
| 341,648 | Total Corporate and SLA Income | 526,475 | 349,298 | 350,278 | 980 | 0.28% | 821 | 8,630 |
| 34,518 | Other Income | 57,658 | 36,358 | 35,540 | (818) | (2.25%) | 73 | 1,022 |
| 376,166 | Total Income | 584,133 | 385,656 | 385,818 | 162 | 0.04% | 821 | 9,652 |
| | Expenditure | | | | | | | |
| (197,757) | Permanent Staff | (315,296) | (209,431) | (199,825) | 9,605 | 4.59% | 1,020 | (2,069) |
| (3,016) | Overtime | 0 | 0 | (3,319) | (3,319) | - | (462) | (303) |
| (2,756) | Waiting List Payments | (1,144) | (760) | (1,397) | (637) | (83.90%) | (186) | 1,358 |
| (2,617) | Medical Locums/Short Sessions | (1,950) | (1,295) | (2,453) | (1,157) | (89.34%) | (127) | 165 |
| (3,595) | Bank | (8,509) | (5,575) | (8,877) | (3,302) | (59.23%) | (412) | (5,282) |
| (9,487) | Agency | (13,650) | (9,659) | (12,314) | (2,655) | (27.49%) | (1,484) | (2,827) |
| (6,028) | Staffflow Locum | (3,808) | (2,695) | (2,860) | (165) | (6.14%) | (71) | 3,168 |
| (225,256) | Total Pay | (344,356) | (229,415) | (231,046) | (1,631) | (0.71%) | (1,722) | (5,790) |
| | Non-Pay | | | | | | | |
| (42,754) | Drugs | (70,014) | (47,024) | (44,278) | 2,746 | 5.84% | 1,209 | (1,524) |
| (48,309) | Clinical Supplies | (69,612) | (46,650) | (45,754) | 897 | 1.92% | 58 | 2,555 |
| (7,079) | Non-Clinical Supplies | (10,812) | (6,215) | (7,597) | (1,381) | (22.22%) | (484) | (517) |
| (10,410) | Facilities Management | (15,812) | (10,746) | (10,771) | (26) | (0.24%) | 2 | (361) |
| (1,367) | NHS Supplies and Services | (2,338) | (1,567) | (2,035) | (468) | (29.85%) | 125 | (668) |
| (5,673) | Cost of Secondary Commissioning of mandatory Services | (4,123) | (2,342) | (5,106) | (2,763) | (117.98%) | (227) | 568 |
| (1,185) | Education & Training | (1,594) | (1,064) | (1,687) | (623) | (58.54%) | (170) | (502) |
| (1,139) | Consultancy | (829) | (570) | (445) | 125 | 21.87% | 43 | 694 |
| (6,527) | Premises | (12,312) | (8,804) | (7,171) | 1,633 | 18.55% | 121 | (644) |
| (12,198) | Clinical Negligence | (21,637) | (14,424) | (14,297) | 127 | 0.88% | 127 | (2,099) |
| (815) | Printing and Stationary | (1,556) | (1,035) | (709) | 326 | 31.46% | 45 | 105 |
| (570) | Postage | (1,012) | (675) | (726) | (52) | (7.67%) | (5) | (157) |
| (608) | Telephones | (723) | (481) | (509) | (28) | (5.88%) | 27 | 99 |
| (1,111) | Staff Travel | (2,205) | (1,455) | (1,146) | 309 | 21.25% | 59 | (35) |
| (399) | Transport Hire/Lease | (696) | (469) | (397) | 72 | 15.33% | 7 | 2 |
| (275) | Cleaning Materials | (339) | (226) | (265) | (39) | (17.35%) | (3) | 10 |
| (206) | Office Equipment and Consumables | (173) | (98) | (90) | 7 | 7.65% | (41) | 116 |
| (6,152) | Misc Other Operating Expenses | (1,853) | (1,251) | (3,838) | (2,586) | (206.70%) | (612) | 2,314 |
| (146,777) | Total Non-Pay | (217,640) | (145,096) | (146,821) | (1,725) | (1.19%) | 280 | (44) |
| (372,033) | Total Expenditure | (561,996) | (374,511) | (377,866) | (3,356) | (0.90%) | (1,442) | (5,834) |
| 4,133 | EBITDA | 22,136 | 11,145 | 7,952 | (3,194) | (28.66%) | (622) | 3,818 |
| (18,136) | Non-Operating Expenses | (27,693) | (18,111) | (16,949) | 1,162 | 6.42% | 16 | 1,187 |
| (14,003) | Income and Expenditure Surplus/(Deficit) | (5,557) | (6,966) | (8,997) | (2,032) | (29.17%) | (606) | 5,006 |

D. Pay Analysis: Permanent, Overtime, WLI, Bank

Month 08 (November) 2017/18

| This Month | | | | Annual £000 | Year to Date £000 | | | |
|-----------------|-----------------|-----------------|---------------------------------------|------------------|-------------------|------------------|--------------|--------------|
| Planned WTE | Contracted WTE | Worked WTE | Category | Plan | Plan | Actual | Variance | Variance % |
| 2,306.20 | 2,071.06 | 2,067.91 | Nurses and Midwives | (92,559) | (61,457) | (60,852) | 605 | 0.98% |
| 1,393.46 | 1,324.12 | 1,313.63 | Scientific, Therapeutic and Technical | (50,138) | (33,303) | (33,165) | 138 | 0.42% |
| 1,505.04 | 1,286.00 | 1,273.60 | Admin and Clerical | (33,077) | (21,962) | (21,736) | 225 | 1.03% |
| 1,512.42 | 1,389.65 | 1,378.25 | Other Pay | (46,461) | (30,838) | (32,310) | (1,472) | (4.77%) |
| 1,088.49 | 948.62 | 969.70 | Medical and Dental | (102,713) | (68,205) | (65,355) | 2,850 | 4.18% |
| 7,805.60 | 7,019.45 | 7,003.09 | Total | (324,949) | (215,765) | (213,419) | 2,347 | 1.09% |

| This Month | | | | Annual £000 | Year to Date £000 | | | |
|-----------------|-----------------|-----------------|--|------------------|-------------------|------------------|--------------|--------------|
| Planned WTE | Contracted WTE | Worked WTE | Directorate | Plan | Plan | Actual | Variance | Variance % |
| 420.49 | 352.13 | 346.46 | Speciality Medicine | (20,051) | (13,241) | (12,806) | 435 | 3.28% |
| 273.66 | 237.56 | 235.75 | HCOOP | (11,108) | (7,379) | (7,467) | (87) | (1.18%) |
| 708.40 | 613.85 | 622.61 | Acute Medicine | (25,715) | (17,198) | (17,330) | (131) | (0.76%) |
| 458.77 | 388.27 | 395.80 | Emergency Medicine | (17,696) | (11,867) | (14,326) | (2,459) | (20.72%) |
| 163.46 | 143.97 | 142.76 | Vascular, Inter Radiology & Urology | (8,168) | (5,441) | (5,003) | 437 | 8.04% |
| 78.13 | 64.24 | 63.83 | UC<C Divisional Support | (3,964) | (2,730) | (2,388) | 342 | 12.54% |
| 134.10 | 101.68 | 100.65 | Surgical Division Management | 410 | (184) | (2,728) | (2,544) | (1384.29%) |
| 286.16 | 259.34 | 262.48 | General Surgery | (13,823) | (9,134) | (8,248) | 886 | 9.70% |
| 233.38 | 210.50 | 212.24 | Head & Neck | (12,729) | (8,404) | (8,006) | 398 | 4.74% |
| 342.57 | 298.21 | 292.69 | Trauma & Orthopaedics | (16,406) | (10,765) | (9,256) | 1,510 | 14.02% |
| 755.33 | 723.60 | 740.29 | Anaesthetics | (36,942) | (24,581) | (24,086) | 495 | 2.01% |
| 23.40 | 19.80 | 21.17 | Specialist Services Divisional Management | (401) | (322) | (729) | (406) | (126.06%) |
| 450.45 | 423.84 | 411.68 | Child Health | (20,511) | (13,656) | (13,517) | 140 | 1.02% |
| 493.96 | 459.92 | 453.75 | Womens Health | (21,873) | (14,585) | (14,780) | (195) | (1.33%) |
| 324.28 | 302.97 | 302.29 | Pathology | (13,153) | (8,737) | (8,642) | 94 | 1.08% |
| 491.60 | 427.35 | 422.07 | Radiological Sciences | (21,377) | (14,148) | (13,688) | 460 | 3.25% |
| 275.29 | 259.06 | 250.57 | Therapies | (8,682) | (5,775) | (5,822) | (47) | (0.81%) |
| 180.01 | 159.61 | 157.28 | Pharmacy | (5,309) | (3,509) | (3,535) | (27) | (0.76%) |
| 193.09 | 180.01 | 178.65 | Cancer, Clinical Haematology and Haemophilia | (7,375) | (4,895) | (4,821) | 74 | 1.52% |
| -4.89 | 14.64 | 14.64 | Clinical Support Divisional Management and Infection Control | (1,971) | (1,218) | (459) | 760 | 62.37% |
| 297.33 | 277.25 | 273.73 | Outpatient Services | (6,421) | (4,202) | (4,181) | 21 | 0.49% |
| 46.91 | 38.51 | 36.84 | Dermatology | (1,816) | (1,211) | (1,330) | (119) | (9.83%) |
| 244.27 | 227.65 | 233.14 | Renal | (9,656) | (6,445) | (6,451) | (7) | (0.10%) |
| 118.69 | 107.53 | 108.05 | Directorate of Clinical Quality, Patient Safety and Operations | (5,160) | (3,293) | (3,091) | 202 | 6.13% |
| 94.97 | 84.96 | 80.57 | Human Resources Directorate | (4,665) | (3,097) | (2,787) | 310 | 10.00% |
| 111.00 | 100.03 | 101.08 | Facilities | (2,920) | (1,995) | (1,913) | 82 | 4.12% |
| 139.21 | 125.31 | 125.31 | Finance and Performance Management | (5,504) | (3,611) | (3,494) | 117 | 3.23% |
| 35.80 | 28.88 | 27.93 | Trust Board | (1,392) | (900) | (865) | 35 | 3.87% |
| 18.65 | 12.92 | 13.13 | Strategic Development | (1,400) | (995) | (928) | 67 | 6.76% |
| 107.26 | 95.11 | 95.13 | Information Technology | (3,974) | (2,643) | (2,418) | 225 | 8.52% |
| 3.00 | 3.00 | 3.00 | Strategic Estates | (98) | (66) | (84) | (18) | (27.54%) |
| 28.50 | 25.50 | 26.56 | Hospital Management - WHH | (984) | (656) | (629) | 27 | 4.08% |
| 30.00 | 26.75 | 25.00 | Hospital Management - QMH | (1,017) | (678) | (653) | 25 | 3.71% |
| 32.50 | 26.00 | 26.77 | Hospital Management - KCH | (1,038) | (692) | (614) | 77 | 11.19% |
| 56.28 | 46.94 | 47.03 | Procurement | (1,720) | (1,145) | (1,013) | 132 | 11.55% |
| 0.00 | 0.00 | 0.00 | Central Budgets | (2,287) | (1,039) | (44) | 995 | 95.76% |
| 43.64 | 41.42 | 41.60 | PGME/Library | (2,164) | (1,447) | (1,447) | | 0.01% |
| 47.40 | 45.95 | 45.27 | Research & Development | (1,878) | (1,209) | (1,209) | | 0.00% |
| 68.50 | 65.19 | 65.29 | Recharges | (4,013) | (2,671) | (2,632) | 39 | 1.47% |
| 7,805.54 | 7,019.45 | 7,003.09 | Total | (324,949) | (215,765) | (213,419) | 2,347 | 1.09% |

The annual budgets within Surgical Divisional Management reflect the outcome of the budget setting exercise for pay across the Division . The Division will use vacancies to manage back to their overall pay budget.

E. Temporary Staff: Agency, STAFFflow, Locum

Month 08 (November) 2017/18

Pay Analysis Year to Date £000

| Directorate | Contracted | % | Overtime | % | Bank | % | Temporary | % | Temporary Plan | Temporary Var. |
|--|------------------|--------------|----------------|-------------|----------------|-------------|-----------------|-------------|-----------------|----------------|
| Specialty Medicine | (12,194) | 80.0% | (113) | 0.7% | (499) | 3.3% | (2,432) | 16.0% | (1,611) | (821) |
| HCOOP | (6,649) | 78.6% | (112) | 1.3% | (706) | 8.3% | (991) | 11.7% | (877) | (113) |
| Acute Medicine | (15,811) | 76.6% | (249) | 1.2% | (1,270) | 6.1% | (3,319) | 16.1% | (1,920) | (1,399) |
| Emergency Medicine | (10,794) | 59.0% | (442) | 2.4% | (3,090) | 16.9% | (3,974) | 21.7% | (4,024) | 50 |
| Vascular, Inter Radiology & Urology | (4,822) | 79.4% | (52) | 0.9% | (129) | 2.1% | (1,073) | 17.7% | (31) | (1,042) |
| UC<C Divisional Support | (2,388) | 99.6% | (41) | 1.7% | 40 | -1.7% | (8) | 0.4% | 954 | (963) |
| Surgical Division Management | (2,632) | 96.5% | (23) | 0.9% | (72) | 2.6% | 0 | 0.0% | (2,110) | 2,110 |
| General Surgery | (7,829) | 83.0% | (156) | 1.7% | (263) | 2.8% | (1,190) | 12.6% | (57) | (1,133) |
| Head & Neck | (7,776) | 94.6% | (90) | 1.1% | (139) | 1.7% | (210) | 2.6% | (17) | (193) |
| Trauma & Orthopaedics | (8,753) | 89.6% | (84) | 0.9% | (419) | 4.3% | (516) | 5.3% | (96) | (420) |
| Anaesthetics | (22,620) | 89.5% | (742) | 2.9% | (724) | 2.9% | (1,179) | 4.7% | (68) | (1,111) |
| Specialist Services Divisional Management | (726) | 99.5% | (2) | 0.2% | (2) | 0.2% | 0 | 0.0% | 332 | (332) |
| Child Health | (13,202) | 91.3% | (119) | 0.8% | (196) | 1.4% | (940) | 6.5% | (588) | (352) |
| Womens Health | (14,145) | 92.7% | (209) | 1.4% | (427) | 2.8% | (483) | 3.2% | (383) | (100) |
| Pathology | (8,525) | 96.0% | (72) | 0.8% | (46) | 0.5% | (235) | 2.6% | (154) | (81) |
| Radiological Sciences | (13,366) | 89.7% | (258) | 1.7% | (64) | 0.4% | (1,208) | 8.1% | (729) | (479) |
| Therapies | (5,736) | 97.5% | (74) | 1.3% | (12) | 0.2% | (59) | 1.0% | (64) | 5 |
| Pharmacy | (3,480) | 93.4% | (14) | 0.4% | (40) | 1.1% | (190) | 5.1% | (135) | (55) |
| Cancer, Clinical Haematology and Haemophilia | (4,695) | 97.4% | (37) | 0.8% | (90) | 1.9% | 3 | -0.1% | (179) | 182 |
| Clinical Support Divisional Management and Infection Control | (458) | 99.8% | (1) | 0.2% | 0 | 0.0% | 0 | 0.0% | 210 | (210) |
| Outpatient Services | (4,130) | 98.8% | (59) | 1.4% | 7 | -0.2% | 0 | 0.0% | 0 | 0 |
| Dermatology | (1,036) | 76.5% | (10) | 0.8% | (283) | 20.9% | (24) | 1.8% | (229) | 205 |
| Renal | (6,219) | 95.4% | (144) | 2.2% | (88) | 1.4% | (68) | 1.0% | (124) | 56 |
| Directorate of Clinical Quality, Patient Safety and Operations | (3,032) | 98.1% | (27) | 0.9% | (32) | 1.0% | (1) | 0.0% | 0 | (1) |
| Human Resources Directorate | (2,757) | 96.6% | (13) | 0.5% | (17) | 0.6% | (65) | 2.3% | 0 | (65) |
| Facilities | (1,687) | 84.9% | (48) | 2.4% | (178) | 9.0% | (74) | 3.7% | (63) | (11) |
| Finance and Performance Management | (3,357) | 94.8% | (50) | 1.4% | (87) | 2.5% | (46) | 1.3% | (95) | 49 |
| Trust Board | (865) | 100.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0 |
| Strategic Development | (864) | 93.1% | (1) | 0.1% | (63) | 6.8% | (1) | 0.0% | 0 | (1) |
| Information Technology | (2,413) | 99.8% | (5) | 0.2% | 0 | 0.0% | 0 | 0.0% | 0 | 0 |
| Strategic Estates | (84) | 100.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | (33) | 33 |
| Hospital Management - WHH | (607) | 96.5% | (20) | 3.1% | (2) | 0.3% | (1) | 0.1% | 0 | (1) |
| Hospital Management - QMH | (633) | 97.0% | (17) | 2.7% | (2) | 0.3% | 0 | 0.0% | 0 | 0 |
| Hospital Management - KCH | (603) | 98.2% | (12) | 2.0% | 1 | -0.2% | 0 | 0.0% | (16) | 16 |
| Procurement | (1,006) | 93.1% | (3) | 0.3% | (4) | 0.4% | (67) | 6.2% | 0 | (67) |
| Central Budgets | (77) | -11.4% | (1) | 0.0% | 33 | 4.9% | 721 | 106.5% | (1,543) | 2,264 |
| PGME/Library | (1,436) | 99.3% | (1) | 0.0% | (11) | 0.7% | 0 | 0.0% | 0 | 0 |
| Research & Development | (1,201) | 99.4% | (4) | 0.4% | (3) | 0.3% | 0 | 0.0% | 0 | 0 |
| Recharges | (2,614) | 99.3% | (18) | 0.7% | 0 | 0.0% | 0 | 0.0% | 0 | 0 |
| Total | (201,223) | 87.1% | (3,319) | 1.4% | (8,877) | 3.8% | (17,627) | 7.6% | (13,649) | (3,978) |

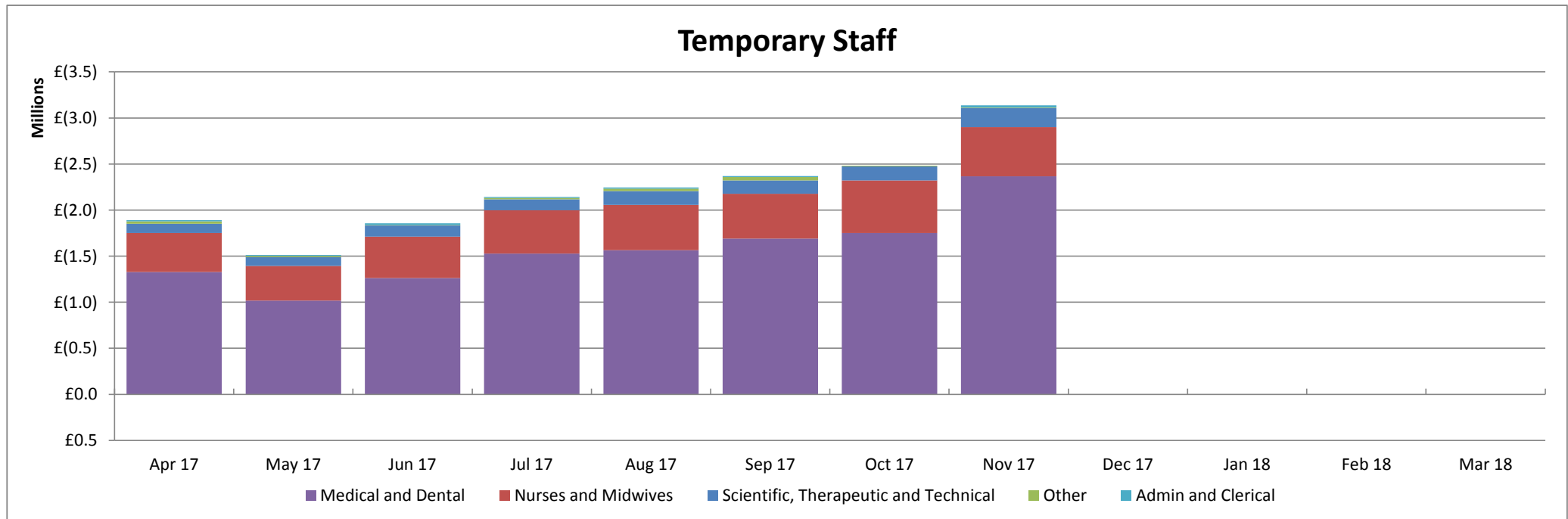
The temporary staffing spend (agency, STAFFflow, medical locums) in emergency, acute and speciality medicine continues to rise and now stands at 54% of the total spend. Pressures remain in EDs and following KCH service transfers.

The percentage of the total temporary staffing cost spent on Medical and Nursing staff remains at 71% and 22% of the total respectively.

E. Pay Analysis - Temporary Staff

Month 08 (November) 2017/18

| In Month £000 | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar |
|--|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|-----|-----|-----|-----|
| Medical and Dental | (1,329) | (1,017) | (1,261) | (1,526) | (1,564) | (1,692) | (1,752) | (2,366) | | | | |
| Agency | (405) | (189) | (860) | (818) | (847) | (1,075) | (1,278) | (1,723) | | | | |
| Medical Locum and Short Session | (368) | (260) | (236) | (372) | (372) | (254) | (301) | (290) | | | | |
| STAFFflow | (555) | (568) | (165) | (337) | (346) | (363) | (173) | (353) | | | | |
| Scientific, Therapeutic and Technical | (101) | (96) | (119) | (117) | (151) | (145) | (152) | (208) | | | | |
| Agency | (101) | (96) | (119) | (117) | (151) | (145) | (152) | (208) | | | | |
| Nurses and Midwives | (421) | (376) | (451) | (473) | (491) | (485) | (571) | (533) | | | | |
| Agency | (421) | (376) | (451) | (473) | (491) | (485) | (571) | (533) | | | | |
| Admin and Clerical | (12) | (10) | (19) | (10) | (13) | (10) | 5 | (25) | | | | |
| Agency | (12) | (10) | (19) | (10) | (13) | (10) | 5 | (25) | | | | |
| Other | (26) | (14) | (5) | (15) | (25) | (37) | (7) | (5) | | | | |
| Agency | (26) | (14) | (5) | (15) | (25) | (37) | (7) | (5) | | | | |
| Total | (1,889) | (1,503) | (1,837) | (2,132) | (2,231) | (2,359) | (2,482) | (3,112) | | | | |



E. Pay Analysis - Temporary Staff

Month 08 (November) 2017/18

| Temporary Staff Actual £m | M & D | N & M | PAMS | A&C Other | Total | Variance v 2016/17 | Variance v 2015/16 |
|--|-------------|-------------|-------------|-------------|-------------|-----------------------|-----------------------|
| Urgent Care & LongTerm Conditions | 1.29 | 0.35 | 0.08 | | 1.72 | 0.38 | 0.34 |
| Surgical Services | 0.58 | 0.14 | 0.02 | | 0.73 | 0.21 | 0.23 |
| Clinical Support Services | 0.19 | | 0.11 | | 0.30 | 0.09 | 0.14 |
| Specialist Services | 0.23 | 0.04 | | | 0.27 | 0.08 | 0.07 |
| Strategic Development and Capital Planning | | | | 0.02 | 0.02 | | (0.01) |
| Corporate | | | | 0.01 | 0.01 | | (0.03) |
| Central | 0.08 | | | | 0.08 | 0.17 | 0.16 |
| Total | 2.37 | 0.53 | 0.21 | 0.03 | 3.14 | 0.93 | 0.90 |
| Variance v 2017/18 average | 0.80 | 0.06 | 0.07 | | 0.93 | | |
| Variance v 2016/17 average | 0.86 | 0.01 | 0.07 | (0.04) | 0.90 | | |

| Temporary Staff Year to Date £m | M & D | N & M | PAMS | A&C Other | Total | Average per Month |
|--|--------------|-------------|-------------|-------------|--------------|----------------------|
| Urgent Care & LongTerm Conditions | 7.74 | 2.60 | 0.38 | | 10.72 | 1.34 |
| Surgical Services | 3.15 | 0.88 | 0.13 | | 4.17 | 0.52 |
| Clinical Support Services | 1.10 | | 0.59 | | 1.69 | 0.21 |
| Specialist Services | 1.10 | 0.41 | | | 1.51 | 0.19 |
| Strategic Development and Capital Planning | | | | 0.14 | 0.14 | 0.02 |
| Corporate | 0.02 | | | 0.09 | 0.11 | 0.01 |
| Central | (0.61) | (0.09) | (0.01) | | (0.72) | (0.09) |
| Total | 12.50 | 3.80 | 1.09 | 0.23 | 17.62 | 2.20 |
| Average per month | 1.56 | 0.48 | 0.14 | 0.03 | 2.20 | |

F. Trust Statement of Comprehensive Income by Division

Month 08 (November) 2017/18

| | Electives | Non-Electives | Accident & Emergency | Outpatients | High Cost Drugs | Private Patients | Other Clinical | All Other Income | Pay | Non Pay | Net Position |
|---|---------------|----------------|----------------------|---------------|-----------------|------------------|----------------|------------------|------------------|------------------|----------------|
| Year to Date Actual £000 | | | | | | | | | | | |
| Urgent Care and Long Term Conditions | 14,070 | 57,885 | 17,444 | 13,890 | 3,756 | 59 | 9,744 | 409 | (65,041) | (20,289) | 31,929 |
| Surgical Services | 37,837 | 25,153 | 0 | 21,659 | 5,194 | 18 | 11,833 | 1,292 | (61,495) | (28,081) | 13,411 |
| Clinical Support Services | 268 | 13 | 0 | 3,061 | 9,708 | 64 | 22,688 | 4,221 | (38,020) | (29,471) | (27,468) |
| Specialist Services | 8,415 | 22,301 | 0 | 13,797 | 17,199 | 27 | 32,258 | 1,492 | (43,139) | (25,330) | 27,020 |
| Clinical Divisions Total | 60,590 | 105,352 | 17,444 | 52,407 | 35,857 | 167 | 76,524 | 7,414 | (207,694) | (103,171) | 44,892 |
| Strategic Development and Capital Planning | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 6,125 | (8,393) | (22,864) | (25,132) |
| Corporate | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 12,200 | (13,004) | (20,550) | (21,354) |
| Divisional Total | 60,590 | 105,352 | 17,444 | 52,407 | 35,857 | 167 | 76,524 | 25,739 | (229,091) | (146,585) | (1,594) |
| Central | 0 | 100 | 0 | 0 | 202 | (1) | 1,623 | 9,809 | (1,955) | (236) | 9,543 |
| EBITDA | | | | | | | | | | | 7,949 |
| Capital Charges and Interest | | | | | | | | | | (16,949) | (16,949) |
| Income and Expenditure Surplus/(Deficit) | | | | | | | | | | | (9,000) |

| | Electives | Non-Electives | Accident & Emergency | Outpatients | High Cost Drugs | Private Patients | Other Clinical | All Other Income | Pay | Non Pay | Net Position |
|---|----------------|---------------|----------------------|--------------|-----------------|------------------|----------------|------------------|----------------|--------------|----------------|
| Year to Date Variance to Plan £000 | | | | | | | | | | | |
| Urgent Care and Long Term Conditions | 774 | 1,719 | 64 | (362) | (158) | (64) | 1,434 | 89 | (5,147) | (2,128) | (3,779) |
| Surgical Services | (2,218) | 1,700 | 0 | (342) | 322 | (4) | 698 | 2 | (607) | 1,105 | 658 |
| Clinical Support Services | (51) | (83) | 0 | (159) | (598) | (101) | 873 | (136) | 441 | 482 | 668 |
| Specialist Services | (183) | 1,308 | 0 | 222 | (941) | (29) | 801 | 15 | (853) | 343 | 683 |
| Clinical Divisions Total | (1,678) | 4,644 | 64 | (642) | | | | (29) | (6,166) | (198) | (1,770) |
| Strategic Development and Capital Planning | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (1,346) | 590 | 1,466 | 710 |
| Corporate | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4 | 647 | (52) | 598 |
| Divisional Total | (1,678) | 4,644 | 64 | (642) | | | | (1,371) | (4,929) | 1,216 | (462) |
| Central | (2,804) | (728) | (148) | (501) | (1,022) | (1) | 1,550 | 561 | 3,298 | (2,941) | (2,734) |
| EBITDA | | | | | | | | | | | (3,196) |
| Capital Charges and Interest | | | | | | | | | | 1,162 | 1,162 |
| Income and Expenditure Surplus/(Deficit) | | | | | | | | | | | (2,034) |

G. Cost Improvement Phasing

Month 08 (November) 2017/18

| Work stream Gross £'000 | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Total |
|-----------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|
| Theatres | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Outpatients | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Patient Flow/LOS | - | 151 | 151 | 151 | 526 | 526 | 526 | 526 | 526 | 526 | 526 | 526 | 4,666 |
| Diagnostic Demand Reduction | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Agency | 175 | 190 | 335 | 462 | 522 | 526 | 592 | 636 | 623 | 627 | 606 | 590 | 5,882 |
| Workforce | 396 | 376 | 390 | 406 | 408 | 419 | 432 | 446 | 461 | 456 | 454 | 469 | 5,114 |
| Procurement | 192 | 171 | 177 | 231 | 206 | 200 | 181 | 171 | 171 | 143 | 125 | 118 | 2,087 |
| Medicine Optimisation | 36 | 36 | 37 | 40 | 40 | 33 | 33 | 32 | 32 | 32 | 32 | 503 | 891 |
| Clinical Support | (6) | 205 | 5 | 61 | 65 | 81 | 82 | 82 | 94 | 94 | 67 | 68 | 897 |
| Specialist | 15 | 20 | 100 | 93 | 132 | 202 | 205 | 206 | 206 | 206 | 207 | 212 | 1,804 |
| Surgery | 162 | 162 | 162 | 335 | 335 | 335 | 369 | 364 | 369 | 373 | 373 | 342 | 3,679 |
| UC<C | 51 | 66 | 92 | 125 | 125 | 185 | 185 | 185 | 185 | 185 | 185 | 185 | 1,754 |
| Corporate - Other | - | - | - | - | - | - | - | - | - | - | - | - | - |
| SD&CP | 27 | 117 | 72 | 79 | 79 | 79 | 82 | 119 | 117 | 117 | 117 | 119 | 1,123 |
| Sub-total | 1,048 | 1,494 | 1,520 | 1,984 | 2,439 | 2,588 | 2,687 | 2,767 | 2,785 | 2,759 | 2,693 | 3,133 | 27,898 |
| Central | 321 | (36) | 365 | 343 | (72) | (227) | 773 | 653 | 534 | 760 | 631 | 394 | 4,438 |
| Grand Total | 1,369 | 1,458 | 1,885 | 2,327 | 2,367 | 2,361 | 3,460 | 3,420 | 3,319 | 3,519 | 3,324 | 3,527 | 32,336 |

| Workstream RAG adj £'000 | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Total |
|-----------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|
| Theatres | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Outpatients | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Patient Flow/LOS | - | 19 | 171 | 204 | 216 | 265 | 264 | 229 | 493 | 493 | 493 | 563 | 3,408 |
| Diagnostic Demand Reduction | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Agency | 365 | 413 | 200 | 269 | 328 | 276 | 534 | 331 | 560 | 581 | 579 | 609 | 5,044 |
| Workforce | 551 | 690 | 583 | 642 | 680 | 572 | 537 | 508 | 489 | 468 | 448 | 449 | 6,617 |
| Procurement | 126 | 197 | 178 | 181 | 185 | 219 | 212 | 231 | 174 | 175 | 150 | 136 | 2,164 |
| Medicine Optimisation | 29 | 56 | 55 | 51 | 73 | 61 | 84 | 121 | 87 | 107 | 123 | 135 | 981 |
| Clinical Support | 38 | 260 | 53 | 62 | 82 | 174 | 124 | 183 | 203 | 213 | 186 | 202 | 1,780 |
| Specialist | 16 | 35 | 159 | 114 | 189 | 253 | 238 | 347 | 223 | 216 | 206 | 200 | 2,197 |
| Surgery | 212 | 212 | 215 | 353 | 271 | 305 | 287 | 260 | 342 | 348 | 348 | 317 | 3,470 |
| UC<C | - | 43 | 90 | 114 | 103 | 121 | 196 | 785 | 117 | 175 | 180 | 181 | 2,105 |
| Corporate - Other | - | - | - | 230 | 58 | 58 | 58 | 755 | 104 | 104 | 104 | 110 | 1,580 |
| SD&CP | 34 | 44 | 60 | 46 | 46 | 46 | 241 | 75 | 76 | 76 | 76 | 76 | 895 |
| Sub-total | 1,371 | 1,969 | 1,764 | 2,265 | 2,231 | 2,350 | 2,774 | 3,823 | 2,867 | 2,955 | 2,892 | 2,977 | 30,239 |
| Central | 238 | (194) | 22 | 22 | 22 | 22 | 106 | 22 | 417 | 528 | 451 | 608 | 2,262 |
| Grand Total | 1,609 | 1,774 | 1,786 | 2,287 | 2,253 | 2,372 | 2,880 | 3,845 | 3,283 | 3,482 | 3,343 | 3,585 | 32,501 |

H. Urgent Care and Long Term Conditions

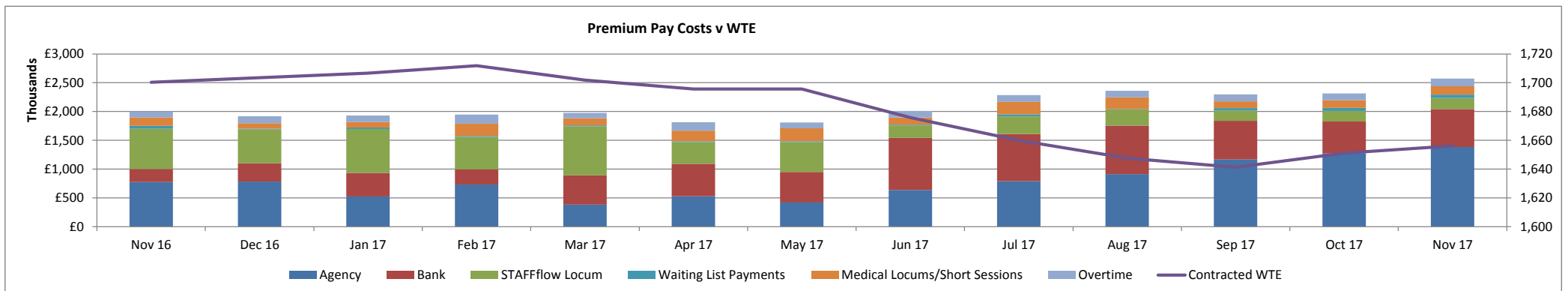
Month 08 (November) 2017/18

| Statement of Comprehensive Income | Year to Date | | | This Month | | |
|---------------------------------------|-----------------|-----------------|----------------|----------------|-----------------|----------------|
| | Plan | Actual | Var. | Plan | Actual | Var. |
| £000 | | | | | | |
| Income | | | | | | |
| Electives | 13,296 | 14,070 | 774 | 1,694 | 1,964 | 270 |
| Non-Electives | 56,166 | 57,885 | 1,719 | 7,047 | 7,451 | 404 |
| Accident & Emergency | 17,380 | 17,444 | 64 | 2,102 | 2,129 | 27 |
| First Outpatients | 8,184 | 7,872 | (312) | 1,078 | 1,188 | 110 |
| Follow Up Outpatients | 6,068 | 6,019 | (50) | 799 | 880 | 80 |
| High Cost Drugs | 3,914 | 3,756 | (158) | 489 | 428 | (61) |
| Private Patients | 122 | 59 | (64) | 15 | 8 | (7) |
| Other NHS Clinical | 7,130 | 8,716 | 1,586 | 902 | 1,027 | 125 |
| Other Clinical | 1,180 | 1,028 | (152) | 148 | 156 | 9 |
| Prior Month Adjustment | | () | () | | 526 | 526 |
| Total Corporate and SLA Income | 113,442 | 116,849 | 3,407 | 14,274 | 15,757 | 1,484 |
| All Other Income | 320 | 409 | 89 | 30 | 46 | 16 |
| Total Income | 113,762 | 117,258 | 3,496 | 14,304 | 15,804 | 1,500 |
| Expenditure | | | | | | |
| Permanent Staff | (50,216) | (47,586) | 2,630 | (6,287) | (5,971) | 316 |
| Overtime | | (957) | (957) | | (132) | (132) |
| Waiting List Payments | (77) | (250) | (173) | (7) | (59) | (52) |
| Medical Locums/Short Sessions | (1,327) | (1,357) | (30) | (168) | (147) | 22 |
| Bank | (2,123) | (5,525) | (3,402) | (261) | (658) | (397) |
| Agency | (2,977) | (7,122) | (4,144) | (134) | (1,384) | (1,250) |
| STAFFflow Locum | (3,173) | (2,244) | 928 | (406) | (190) | 216 |
| Total Pay | (59,894) | (65,041) | (5,147) | (7,263) | (8,541) | (1,278) |
| Non Pay | (18,161) | (20,289) | (2,128) | (2,489) | (2,687) | (198) |
| Total Expenditure | (78,054) | (85,330) | (7,275) | (9,752) | (11,228) | (1,476) |
| Contribution | 35,708 | 31,929 | (3,779) | 4,552 | 4,576 | 24 |

Activity performance this month delivered £1.5m favourable to plan; £0.5m relating to Mth 7 adjustments for data received outside the reporting period. NEL income over-performed by £0.7m due in part to the high level of outliers; bed bases between Divisions are planned to be rebased during December. OPD activity increased this month as the production plans continue to impact with notable over-performances on new outpatients in Neurology and Respiratory. Elective income is ahead of plan not only due to Endoscopy but also improved coding in QEQM Ambulatory. H&SCV beds are favourable by £0.2m (£2.1m ytd) which are shown as a non-pay overspend as this is outside the formal Contract..

The Divisional position includes £0.3m November cost as a consequence of the ED recovery plan (Medical and Nursing Agency). Total Agency costs increased by £0.3m to £2m of which £0.2m are prior months costs booked retrospectively. Consultant spend increased due to the impact of delivering the Production Plans particularly in Diabetes and Rheumatology. ED Middle Grade spend increased to £0.75m; escalated rates are being paid and QEQM had 100% rota fill this month - however 8 substantive doctors are due to join QEQM by early January. RMOs are being used on all 3 Sites (£233k - reported as non-pay) however the Division is still incurring £0.2m Agency costs to cover Deanery gaps with a particular problem at KCH where there are 4/6 posts vacant with the remaining 2 leaving by January. The adverse pay position ytd has increased to £5.2m of which £4.3m relates to Medical. Nursing Agency remains high in ED, especially WHH to ensure all clinical areas are staffed.

£2.1m H&SCV bed costs are reflected in non-pay as an adverse variance ytd and offset to a favourable income position. Recruitment fees of £0.2m were incurred for doctors migrated from Agency to NHSP Bank and for overseas recruitment to ED posts. Overall drugs and clinical non-pay spend remained consistent with October.



H. Surgical Services

Month 08 (November) 2017/18

| Statement of Comprehensive Income £000 | Year to Date | | | This Month | | |
|---|-----------------|-----------------|--------------|-----------------|-----------------|--------------|
| | Plan | Actual | Var. | Plan | Actual | Var. |
| Income | | | | | | |
| Electives | 40,055 | 37,837 | (2,218) | 5,656 | 5,178 | (478) |
| Non-Electives | 23,453 | 25,153 | 1,700 | 2,744 | 2,994 | 251 |
| Accident & Emergency | | | | | | |
| First Outpatients | 10,897 | 10,652 | (245) | 1,484 | 1,490 | 6 |
| Follow Up Outpatients | 11,105 | 11,008 | (97) | 1,503 | 1,498 | (6) |
| High Cost Drugs | 4,871 | 5,194 | 322 | 609 | 684 | 75 |
| Private Patients | 22 | 18 | (4) | 3 | | (2) |
| Other NHS Clinical | 11,048 | 11,748 | 700 | 1,374 | 1,584 | 210 |
| Other Clinical | 88 | 86 | (2) | 11 | 2 | (9) |
| Prior Month Adjustment | | | | | (56) | (56) |
| Total Corporate and SLA Income | 101,538 | 101,695 | 156 | 13,383 | 13,374 | (9) |
| All Other Income | 1,289 | 1,292 | 2 | 159 | 159 | () |
| Total Income | 102,827 | 102,986 | 159 | 13,542 | 13,533 | (9) |
| Expenditure | | | | | | |
| Permanent Staff | (56,268) | (53,408) | 2,859 | (6,938) | (6,755) | 182 |
| Overtime | | (1,147) | (1,147) | | (149) | (149) |
| Waiting List Payments | (1,029) | (1,024) | 4 | (229) | (206) | 23 |
| Medical Locums/Short Sessions | (808) | (740) | 68 | (101) | (89) | 12 |
| Bank | (1,212) | (1,746) | (534) | (143) | (273) | (130) |
| Agency | (188) | (2,848) | (2,659) | 44 | (524) | (568) |
| STAFFflow Locum | (1,383) | (581) | 802 | (173) | (119) | 54 |
| Total Pay | (60,888) | (61,495) | (607) | (7,539) | (8,116) | (577) |
| Non Pay | (29,186) | (28,081) | 1,105 | (3,529) | (3,680) | (150) |
| Total Expenditure | (90,074) | (89,575) | 499 | (11,069) | (11,796) | (727) |
| Contribution | 12,753 | 13,411 | 658 | 2,473 | 1,737 | (736) |

Below plan elective income is mostly due to underperformance in Orthopaedics. Two new additional Locum Orthopaedic Surgeons are now in post, and the recovery plan including additional theatre capacity has come on line in November and December, and external capacity/support is being planned from January.

Non-Elective income is above plan with high levels of Trauma & Vascular activity.

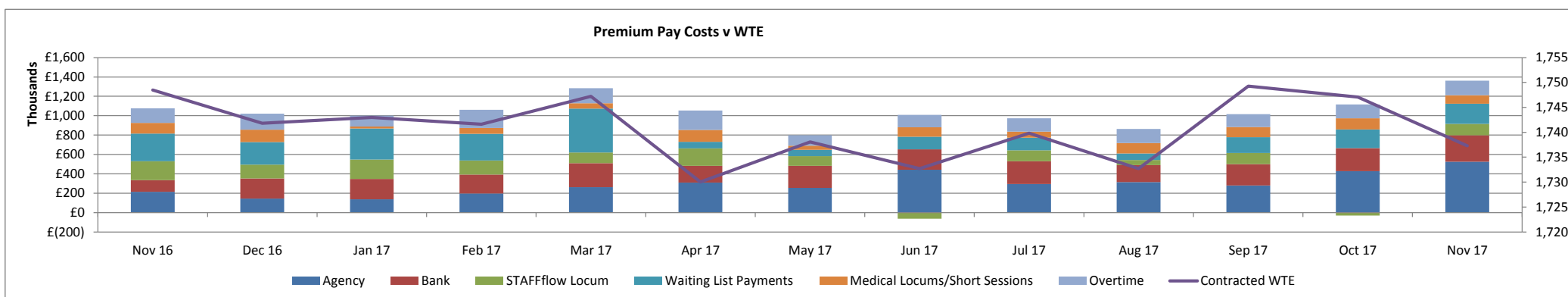
Outpatients performance overall was on plan in month, however it is still adverse year to date mostly due to Ophthalmology (£181k) and Pre-Op Assessments (£179k). Ophthalmology is due to the Business plan being set to the demand based on the nature of the eye disease and the risk this brings. We are still working with the CCG to secure the contracted external capacity, and a recovery plan is being finalised using external capacity. Current attendances are 1,430 up on last year. Pre-Op Assessments have achieved plan for second month in a row, and will be recouped by year end with the new in post staff.

Other NHS Clinical Income is favourable mostly due to ITU (£640k). For second month in a row there is improving performance in the below plan Direct Access Audiology (£128k), as part of a recovery plan to recoup all lost capacity from staffing gaps earlier in the year.

Pay is now adverse year to date, with new agency costs (£150k) incurred in relation to the Winter Plan to support the Emergency departments. High agency costs for middle grade vacancies in General Surgery, Urology and Vascular continues. Interviews and appointments have been made, but starting dates have slipped. Nursing agency has not reduced as originally planned due to Project Oakleaf, in particular at WHH for ITU and bedding patients overnight in the Day Surgery Unit.

Non Pay is favourable with underspends on Independent Sector (£1,083k) for Orthopaedic & Ophthalmology services, and Clinical Supplies (£85k).

Included in the above expenditure is approximately £1.5m for medical patient outliers, with no additional income. This has equated to the loss on average of 37 Surgical beds per day.



H. Clinical Support

Month 08 (November) 2017/18

Statement of Comprehensive Income

| £000 | Year to Date | | | This Month | | |
|---------------------------------------|-----------------|-----------------|--------------|----------------|----------------|-------------|
| | Plan | Actual | Var. | Plan | Actual | Var. |
| Income | | | | | | |
| Electives | 319 | 268 | (51) | 41 | 10 | (30) |
| Non-Electives | 96 | 13 | (83) | 12 | | (12) |
| Accident & Emergency | | | | | | |
| First Outpatients | 1,396 | 1,385 | (11) | 183 | 183 | |
| Follow Up Outpatients | 1,823 | 1,676 | (148) | 247 | 240 | (7) |
| High Cost Drugs | 10,306 | 9,708 | (598) | 1,288 | 1,266 | (22) |
| Private Patients | 164 | 64 | (101) | 20 | 12 | (8) |
| Other NHS Clinical | 21,816 | 22,688 | 872 | 2,771 | 3,094 | 323 |
| Other Clinical | | 1 | 1 | | 1 | 1 |
| Prior Month Adjustment | | () | () | | 12 | 12 |
| Total Corporate and SLA Income | 35,921 | 35,802 | (119) | 4,562 | 4,819 | 257 |
| All Other Income | 4,358 | 4,221 | (136) | 481 | 473 | (8) |
| Total Income | 40,278 | 40,023 | (255) | 5,043 | 5,292 | 249 |
| Expenditure | | | | | | |
| Permanent Staff | (37,447) | (35,566) | 1,881 | (4,859) | (4,494) | 365 |
| Overtime | | (478) | (478) | | (75) | (75) |
| Waiting List Payments | (105) | (129) | (25) | (13) | (16) | (3) |
| Medical Locums/Short Sessions | (41) | (6) | 35 | (5) | | 5 |
| Bank | (37) | (154) | (117) | (3) | (26) | (23) |
| Agency | (830) | (1,484) | (654) | (22) | (256) | (234) |
| STAFFflow Locum | | (202) | (202) | | (44) | (44) |
| Total Pay | (38,461) | (38,020) | 441 | (4,902) | (4,911) | (9) |
| Non Pay | (29,953) | (29,471) | 482 | (3,742) | (3,779) | (37) |
| Total Expenditure | (68,414) | (67,491) | 924 | (8,644) | (8,689) | (45) |
| Contribution | (28,136) | (27,468) | 668 | (3,601) | (3,397) | 204 |

The Division made an in month surplus against plan this month. Both the income and expenditure run rate increased in November £0.65m and £0.56m respectively.

The significant causes of the income increase this month was the transfer of the Therapies proportion of Health and Social Care village funding and also the increase in Pharmacy Homecare transactions after a dip last month.

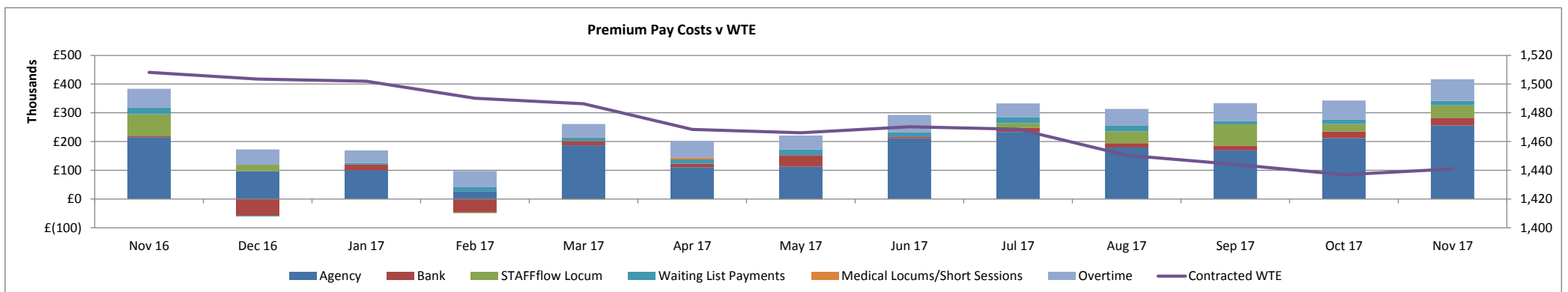
MRI Unbundled Outpatient and Direct Access income continues to exceed against plan, this was offset partially by Interventional Radiology and Nuclear Medicine adverse income performance in month. Overall Radiology delivered a surplus income position in November. Pathology Direct Access was estimated as an adverse variance in month based on previous activity levels. Gum income continued above plan leading to an overall underperformance in Pathology in month. Physiotherapy did not meet plan and is now almost £0.3m behind plan year to date. There is a recovery plan to increase the both standard Physio and also ESP activity through recruitment and current staff additional clinics.

Pay costs in the Division were higher this month in all departments, total run rate increase being £0.15m higher than last month. There was increased agency costs in Radiology (backdated P&T) and Therapies, Backdated pay in Therapies, increased WTE (4 WTE) across the Division and also overtime was slightly higher than last month.

Non-pay run-rate increased mainly due to the Homecare swing, which was underspent last month. There is still some backlog here and the department are planning to catch up in the coming few months by putting in some extra resource into the team, this will also increase the income for the pass-through drugs and the administration charge. Other departments overspent in November on their non-pay budgets, continuing drivers are lack of sufficient imaging and reporting capacity exacerbated by growing winter demand and growing demand for consumables including blood products and contrast media.

The Division met it's planned CIP schemes this month and is on track to achieve the £1m forecast outturn.

NB: Premium pay cost graph below: Negative Bank spend in December '16 and February '17 relate to recharges to other Divisions of Adhoc Outpatient clinics. The costs relate to both Substantive and Bank pay but credits were only charged to Bank.



H. Specialist Services

Month 08 (November) 2017/18

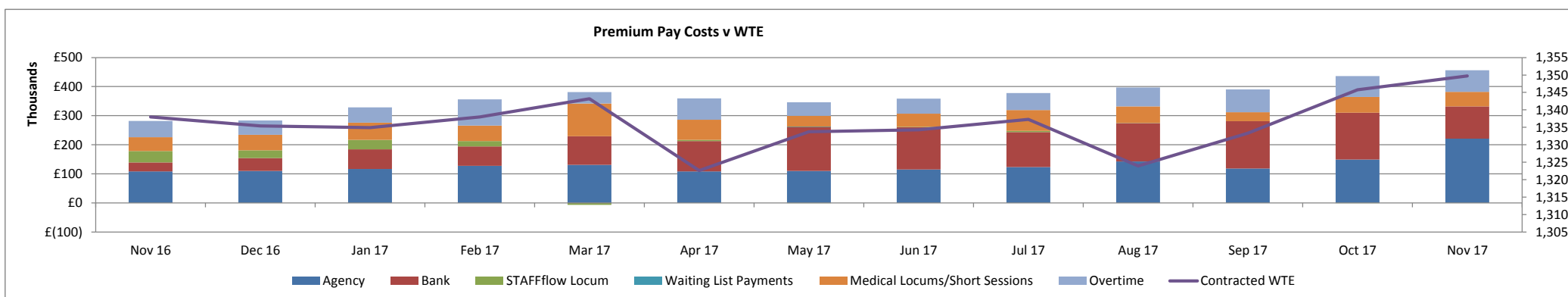
| Statement of Comprehensive Income | Year to Date | | | This Month | | |
|---------------------------------------|-----------------|-----------------|--------------|----------------|----------------|--------------|
| | Plan | Actual | Var. | Plan | Actual | Var. |
| £000 | | | | | | |
| Income | | | | | | |
| Electives | 8,598 | 8,415 | (183) | 1,084 | 1,131 | 47 |
| Non-Electives | 20,993 | 22,301 | 1,308 | 2,694 | 2,779 | 85 |
| Accident & Emergency | | | | | | |
| First Outpatients | 5,539 | 5,693 | 154 | 725 | 751 | 26 |
| Follow Up Outpatients | 8,036 | 8,104 | 68 | 1,035 | 1,040 | 5 |
| High Cost Drugs | 18,140 | 17,199 | (941) | 2,268 | 2,014 | (254) |
| Private Patients | 55 | 27 | (29) | 7 | 3 | (3) |
| Other NHS Clinical | 31,419 | 32,121 | 701 | 3,794 | 3,845 | 51 |
| Other Clinical | 38 | 138 | 100 | 5 | 10 | 6 |
| Prior Month Adjustment | | | | | 255 | 255 |
| Total Corporate and SLA Income | 92,819 | 93,997 | 1,178 | 11,611 | 11,829 | 217 |
| All Other Income | 1,476 | 1,492 | 15 | 213 | 228 | 16 |
| Total Income | 94,296 | 95,489 | 1,194 | 11,824 | 12,057 | 233 |
| Expenditure | | | | | | |
| Permanent Staff | (40,692) | (40,022) | 670 | (5,155) | (5,071) | 84 |
| Overtime | | (520) | (520) | | (74) | (74) |
| Waiting List Payments | | (1) | (1) | | | |
| Medical Locums/Short Sessions | (445) | (414) | 31 | (54) | (50) | 4 |
| Bank | (423) | (1,085) | (662) | (52) | (109) | (57) |
| Agency | (553) | (1,087) | (534) | (27) | (221) | (194) |
| STAFFflow Locum | (173) | (10) | 162 | (22) | | 22 |
| Total Pay | (42,286) | (43,139) | (853) | (5,310) | (5,525) | (215) |
| Non Pay | (25,673) | (25,330) | 343 | (3,326) | (3,206) | 121 |
| Total Expenditure | (67,958) | (68,469) | (511) | (8,636) | (8,731) | (95) |
| Contribution | 26,337 | 27,020 | 683 | 3,188 | 3,326 | 138 |

Excluding rechargeable costs, the income position was £500k above plan in November. There were also further improvements in oncology regular day attender, gynaecology daycases and maternity pathway income as well as continued over performance in Obstetric non-electives and NICU/SCBU. A shortfall in renal rechargeable income compared to expenditure is being investigated. The maternity deferred income adjustment was made in November, resulting in an £85k adverse movement in month. Overall, the average monthly income run rate in 2017/18 is £250k higher than 2016/17.

Overall pay costs were overspent by £215k in November due to NICU/SCBU nursing and Gynaecology medical overspends and higher agency usage than planned. A significant number of retrospective agency shifts (£90k) were charged this month. Control processes and accrual systems are being reviewed as a result. NICU/SCBU pay overspends are offset in additional income. A general increase in recruitment, unachieved savings, outturn funding and a shift from agency to bank, as well as increased bank fill rates are also key drivers behind the increase/variance. Bank expenditure is £90k higher than the average per month in 16/17, predominantly in Dermatology, Midwifery and Child Health. Overall temporary pay costs are increasing and are consequently an area of focus. 'A Deep dive' analysis has taken place for Paediatrics to gain assurance and offer support regarding controls, sickness management and recruitment. A session is planned with Womens Health. Overall, the average monthly pay run rate in 2017/18 is £115k higher than 2016/17.

When the pass through cost variance is excluded, non pay budgets were underspent by £20k in month, but overspent by £390k year to date. Non rechargeable drugs is the main factor (£50k underspent in month but £200k overspent year to date). Drugs budgets were re-phased according to working days this year to correlate with the phasing in the Trust's overall expenditure plan. This has significantly distorted the overspend but is coming back into line over the course of the year. Consumables and medical equipment were £50k overspent in month, £300k year to date. This is partly activity driven, but also linked to rechargeable insulin pump consumables. The overall non-pay run rate is £100k lower than the 2016/17 average. This is predominantly due to a fall in high cost rechargeable drug expenditure (also reflected in income), but also due to reductions in the use of the private sector and low cost drugs.

Overall, the average monthly I&E contribution run rate so far this year is £240k higher than in 2016/17.



H. Strategic Development and Capital Planning

Month 08 (November) 2017/18

| Statement of Comprehensive Income £000 | Year to Date | | | This Month | | |
|---|-----------------|-----------------|----------------|----------------|----------------|--------------|
| | Plan | Actual | Var. | Plan | Actual | Var. |
| Income | | | | | | |
| Electives | | | | | | |
| Non-Electives | | | | | | |
| Accident & Emergency | | | | | | |
| First Outpatients | | | | | | |
| Follow Up Outpatients | | | | | | |
| High Cost Drugs | | | | | | |
| Private Patients | | | | | | |
| Other NHS Clinical | | | | | | |
| Other Clinical | | | | | | |
| Prior Month Adjustment | | | | | | |
| Total Corporate and SLA Income | | | | | | |
| All Other Income | 7,471 | 6,125 | (1,346) | 937 | 807 | (130) |
| Total Income | 7,471 | 6,125 | (1,346) | 937 | 807 | (130) |
| Expenditure | | | | | | |
| Permanent Staff | (8,710) | (7,898) | 813 | (1,069) | (978) | 92 |
| Overtime | | (106) | (106) | | (14) | (14) |
| Waiting List Payments | | | | | | |
| Medical Locums/Short Sessions | | | | | | |
| Bank | (160) | (248) | (88) | (26) | (62) | (36) |
| Agency | (113) | (141) | (29) | (14) | (22) | (8) |
| STAFFflow Locum | | () | () | | | |
| Total Pay | (8,983) | (8,393) | 590 | (1,110) | (1,076) | 33 |
| Non Pay | (24,330) | (22,864) | 1,466 | (3,141) | (3,086) | 55 |
| Total Expenditure | (33,313) | (31,257) | 2,056 | (4,251) | (4,162) | 88 |
| Contribution | (25,842) | (25,132) | 710 | (3,314) | (3,356) | (42) |

The position as at Month 8 is £710k favourable YTD. The income/expenditure positions are showing large variances due to the SaCP project being behind original plan, which net off. Revised plan is imminent and then the position will be reviewed/amended as necessary.

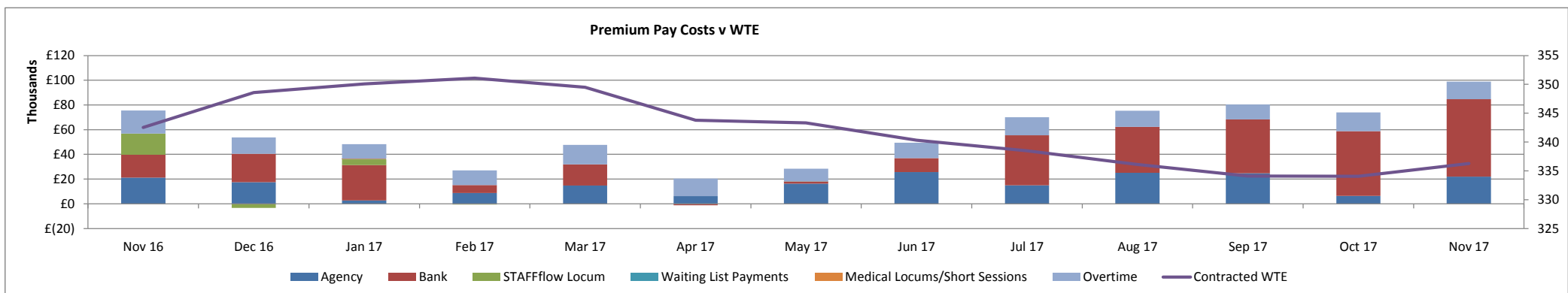
Income performance (excluding SaCP) is £322k favourable. Pay £590k favourable and Non Pay (excluding SaCP) £201k adverse .

Income is favourable YTD £322k (excl SACP). This is £45k higher than in Month 7, most of which is attributable to staff accommodation and car parking income increase. Car parking income £85k YTD approx 50% due to fines . Accommodation income over-achievement £51k YTD . Another contributing factor is EKLS for additional activity for Berkeley Homes £53k YTD and staff recharges to Medway for work on the vascular plan £52k YTD.

Pay is favourable £590k YTD. The Division currently has a vacancy rate (comparing contracted/budgeted WTE) of just over 13%, which is in line with previous months. Agency staff expenditure is within EKLS and Procurement. Both of these areas of expenditure are supported by increased income/delivery of the Trusts savings plan. In addition, there was £27k of bank spend in the Modernisation Team in the month. All vacancies continue to be reviewed on a monthly basis by the Senior Team.

Non Pay is adverse YTD (excluding SaCP) £201k. Estates day to day budgets are £90k adverse YTD, this is a £33k deterioration compared to Month 7. Ring fenced allocations are ahead of plan, again these are to be reviewed. These are offset by various favourable variances such utilities, which are favourable £37k YTD mainly due to steam, gas and other fuels underspends and IT maintenance.

Savings are £39k favourable YTD due to Stagecoach and Staff Accommodation savings achieved. All of the schemes are continually being monitored working alongside the PMO and the total of £1.3m for 2017/18 are on plan.



H. Corporate

Month 08 (November) 2017/18

| Statement of Comprehensive Income £000 | Year to Date | | | This Month | | |
|---|-----------------|-----------------|------------|----------------|----------------|------------|
| | Plan | Actual | Var. | Plan | Actual | Var. |
| Income | | | | | | |
| Electives | | | | | | |
| Non-Electives | | | | | | |
| Accident & Emergency | | | | | | |
| First Outpatients | | | | | | |
| Follow Up Outpatients | | | | | | |
| High Cost Drugs | | | | | | |
| Private Patients | | | | | | |
| Other NHS Clinical | | | | | | |
| Other Clinical | | | | | | |
| Prior Month Adjustment | | | | | | |
| Total Corporate and SLA Income | | | | | | |
| All Other Income | 12,196 | 12,200 | 4 | 1,612 | 1,606 | (7) |
| Total Income | 12,196 | 12,200 | 4 | 1,612 | 1,606 | (7) |
| Expenditure | | | | | | |
| Permanent Staff | (13,522) | (12,648) | 874 | (1,786) | (1,698) | 88 |
| Overtime | | (94) | (94) | | (15) | (15) |
| Waiting List Payments | | (24) | (24) | | (4) | (4) |
| Medical Locums/Short Sessions | | (24) | (24) | | (4) | (4) |
| Bank | (34) | (151) | (117) | (4) | (21) | (17) |
| Agency | (95) | (87) | 8 | (5) | (8) | (3) |
| STAFFflow Locum | | | | | | |
| Total Pay | (13,651) | (13,004) | 647 | (1,795) | (1,747) | 49 |
| Non Pay | (20,498) | (20,550) | (52) | (2,920) | (2,833) | 87 |
| Total Expenditure | (34,148) | (33,554) | 595 | (4,715) | (4,579) | 135 |
| Contribution | (21,952) | (21,354) | 598 | (3,102) | (2,974) | 129 |

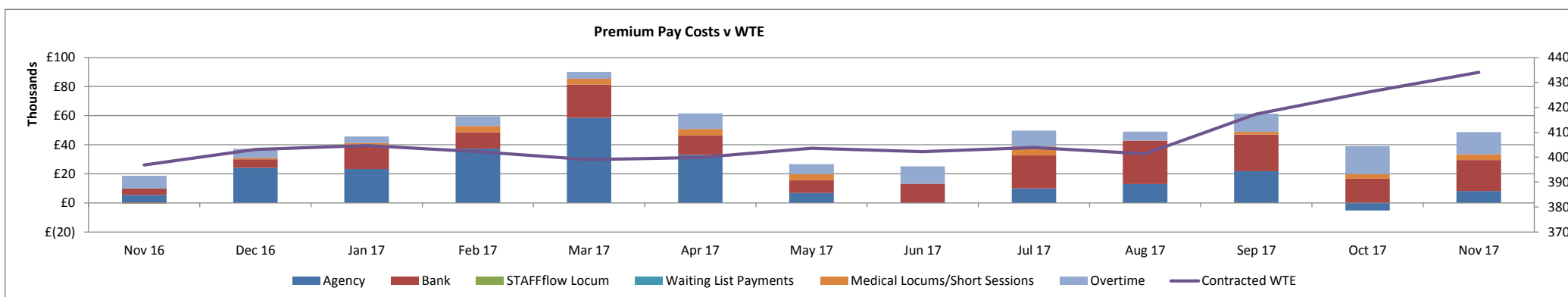
The position is £598k favourable YTD and £129k favourable in month.

Income is favourable £4k YTD. Mainly due to Chaplaincy income for funeral expenses.

Pay is £647k favourable position YTD due to vacancies approx 46 WTE. The percentage vacancy rates, budgeted against contracted, are on average 10% in each CQ&PS, HR and Finance. The premium pay costs shown below are attributable to the high level of vacancies and this is being kept to a minimum and below the contracted establishment in each area being incurred. Recruitment plans are being reviewed as part of expenditure control plans in conjunction with ensuring operational delivery of the finance and workforce plan.

Non pay is £52k adverse YTD. This is £87k improvement from that of last month. This is mainly due to Overseas Nurses recruitment costs non-recurrent savings in Month 8.

Main issues remain; 3rd Party Damages adverse variances of £22k in month and £88 YTD, Work Permits £24k YTD and Recruitment Fees £20k in month and £40k YTD. In addition, Computer Software costs of £30k in month for Information Team for the Annual Database Consultancy backdated to Month 4. These are partly offset by non pay favourable variance in Finance of £49k YTD.



I. Income Metrics

Month 08 (November) 2017/18

| £ Thousands | 2016/17 | Rolling Average | | Actuals | | | | | | | | | | | |
|--|-----------------|-----------------|--------|---------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| | Monthly Average | Plan | Actual | Dec 16 | Jan 17 | Feb 17 | Mar 17 | Apr 17 | May 17 | Jun 17 | Jul 17 | Aug 17 | Sep 17 | Oct 17 | Nov 17 |
| Average Income per spell/attendance | | | | | | | | | | | | | | | |
| Day Cases | 0.63 | 0.63 | 0.66 | 0.65 | 0.68 | 0.66 | 0.67 | 0.64 | 0.64 | 0.66 | 0.64 | 0.67 | 0.68 | 0.67 | 0.67 |
| Elective Inpatients | 2.73 | 2.99 | 2.71 | 2.68 | 2.77 | 2.59 | 2.68 | 2.86 | 2.82 | 2.74 | 2.65 | 2.81 | 2.65 | 2.59 | 2.68 |
| Non-Elective | 1.76 | 1.72 | 1.91 | 1.83 | 1.82 | 1.85 | 1.71 | 1.92 | 1.92 | 1.93 | 1.92 | 2.02 | 2.02 | 1.98 | 2.03 |
| Outpatients | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 |
| Critical Care | 0.85 | 0.83 | 0.87 | 0.89 | 0.87 | 0.89 | 0.85 | 0.83 | 0.88 | 0.83 | 0.92 | 0.86 | 0.85 | 0.88 | 0.87 |
| A&E | 0.11 | 0.12 | 0.12 | 0.11 | 0.11 | 0.11 | 0.10 | 0.12 | 0.12 | 0.12 | 0.12 | 0.13 | 0.13 | 0.13 | 0.13 |
| Specialist Care | 0.14 | 0.14 | 0.14 | 0.13 | 0.13 | 0.14 | 0.14 | 0.15 | 0.15 | 0.15 | 0.15 | 0.15 | 0.15 | 0.15 | 0.15 |
| Other Income | 0.03 | 0.02 | 0.02 | 0.03 | 0.02 | 0.03 | 0.02 | 0.02 | 0.02 | 0.02 | 0.03 | 0.03 | 0.03 | 0.02 | 0.02 |
| Average Income per Working/Calendar Day | | | | | | | | | | | | | | | |
| Day Cases (w) | 193.35 | 189.74 | 192.93 | 177.40 | 204.31 | 213.36 | 208.41 | 171.20 | 175.46 | 196.64 | 187.09 | 175.56 | 201.44 | 197.59 | 206.73 |
| Elective Inpatients (w) | 163.55 | 181.47 | 156.44 | 149.49 | 140.72 | 147.60 | 164.54 | 154.98 | 147.72 | 161.72 | 166.43 | 152.34 | 159.78 | 162.16 | 169.81 |
| Non-Elective (c) | 402.38 | 404.58 | 427.06 | 417.11 | 404.95 | 429.74 | 414.70 | 425.71 | 447.67 | 445.18 | 407.31 | 421.18 | 438.85 | 428.19 | 444.16 |
| Outpatients (w) | 301.57 | 301.02 | 300.82 | 258.53 | 307.84 | 324.58 | 309.58 | 279.77 | 288.12 | 305.47 | 306.89 | 280.74 | 299.11 | 318.77 | 330.41 |
| Critical Care (c) | 50.29 | 48.35 | 52.13 | 56.83 | 51.84 | 50.92 | 49.49 | 50.84 | 50.18 | 48.59 | 58.77 | 52.00 | 53.35 | 49.86 | 52.89 |
| A&E (c) | 63.78 | 68.41 | 68.02 | 62.09 | 60.67 | 61.77 | 59.83 | 70.39 | 71.83 | 71.79 | 73.09 | 71.40 | 72.26 | 70.21 | 70.97 |
| Specialist Care (c) | 39.90 | 39.31 | 39.75 | 39.61 | 40.10 | 41.38 | 40.48 | 38.30 | 39.44 | 40.52 | 38.41 | 40.53 | 39.09 | 39.41 | 39.73 |
| Other Income (c) | 387.01 | 381.12 | 374.27 | 345.17 | 365.25 | 409.21 | 359.84 | 349.57 | 351.47 | 371.25 | 385.72 | 390.20 | 406.66 | 371.21 | 385.73 |
| Working Days | | | | 22 | 22 | 20 | 23 | 20 | 23 | 22 | 21 | 23 | 21 | 22 | 22 |
| Calendar Days | | | | 31 | 31 | 28 | 31 | 30 | 31 | 30 | 31 | 31 | 30 | 31 | 30 |
| Favourable | | | | | | | | | | | | | | | |
| On Target | | | | | | | | | | | | | | | |
| Adverse | | | | | | | | | | | | | | | |

J. Expenditure Metrics

Month 08 (November) 2017/18

| £ Millions | 2014/15 | Rolling Average | | Actuals | | | | | | | | | | | |
|------------------------------------|-----------------|-----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| | Monthly Average | Plan | Actual | Dec 16 | Jan 17 | Feb 17 | Mar 17 | Apr 17 | May 17 | Jun 17 | Jul 17 | Aug 17 | Sep 17 | Oct 17 | Nov 17 |
| Income & Expenditure | | | | | | | | | | | | | | | |
| Clinical Income | 42.68 | 42.84 | 43.40 | 42.98 | 42.41 | 40.06 | 45.11 | 40.34 | 42.91 | 44.38 | 43.86 | 44.02 | 44.17 | 44.54 | 46.06 |
| Other Income | 3.90 | 4.58 | 3.98 | 3.92 | 3.40 | 3.48 | 1.43 | 4.18 | 3.76 | 4.63 | 4.67 | 4.28 | 4.13 | 4.79 | 5.11 |
| Total Income | 46.58 | 47.43 | 47.38 | 46.90 | 45.81 | 43.54 | 46.54 | 44.52 | 46.67 | 49.00 | 48.53 | 48.30 | 48.29 | 49.33 | 51.17 |
| Pay | (28.24) | (27.90) | (28.72) | (28.20) | (28.20) | (28.31) | (28.91) | (28.06) | (28.52) | (28.70) | (28.52) | (28.68) | (29.02) | (29.23) | (30.33) |
| Non-Pay | (18.17) | (17.60) | (18.17) | (18.91) | (18.37) | (16.12) | (17.81) | (17.00) | (17.80) | (18.80) | (18.62) | (19.37) | (18.10) | (18.27) | (18.86) |
| Total Operating Expenditure | (46.40) | (45.50) | (46.89) | (47.11) | (46.56) | (44.43) | (46.72) | (45.06) | (46.31) | (47.49) | (47.14) | (48.05) | (47.12) | (47.50) | (49.20) |
| Non Operating Expenditure | (2.79) | (2.37) | (2.70) | (2.26) | (2.15) | (2.41) | (8.57) | (2.24) | (2.14) | (2.19) | (1.90) | (2.13) | (2.03) | (2.07) | (2.25) |
| Total Expenditure | (49.20) | (47.87) | (49.59) | (49.37) | (48.71) | (46.84) | (55.29) | (47.30) | (48.45) | (49.68) | (49.04) | (50.18) | (49.15) | (49.57) | (51.45) |
| Surplus/(Deficit) | (2.62) | (0.44) | (2.20) | (2.47) | (2.90) | (3.30) | (8.75) | (2.78) | (1.78) | (0.68) | (0.52) | (1.88) | (0.85) | (0.23) | (0.28) |
| Pay as % of Income | 60.63% | 58.82% | 60.62% | 60.13% | 61.55% | 65.02% | 62.13% | 63.01% | 61.10% | 58.56% | 58.78% | 59.37% | 60.09% | 59.24% | 59.27% |
| Non-Pay as % of Income | 39.00% | 37.11% | 38.34% | 40.32% | 40.09% | 37.03% | 38.26% | 38.19% | 38.14% | 38.36% | 38.37% | 40.10% | 37.48% | 37.04% | 36.86% |
| Financing as % of Income | 6.00% | 5.00% | 5.69% | 4.82% | 4.69% | 5.54% | 18.42% | 5.04% | 4.58% | 4.47% | 3.91% | 4.41% | 4.20% | 4.20% | 4.40% |
| Total % of Income | 105.62% | 100.94% | 104.65% | 105.27% | 106.33% | 107.59% | 118.80% | 106.24% | 103.82% | 101.39% | 101.07% | 103.88% | 101.77% | 100.48% | 100.54% |

↑ Run Rate Increase Green Favourable to Budget
 ↔ Run Rate Steady Red Adverse to Budget
 ↓ Run Rate Decrease Amber On Plan

K. Workforce Metrics

Month 08 (November) 2017/18

| £ Thousands | 2014/15 | Rolling Average | | Actuals | | | | | | | | | | | |
|--|-----------------|-----------------|-----------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| | Monthly Average | Plan | Actual | Dec 16 | Jan 17 | Feb 17 | Mar 17 | Apr 17 | May 17 | Jun 17 | Jul 17 | Aug 17 | Sep 17 | Oct 17 | Nov 17 |
| Contracted Pay per WTE | | | | | | | | | | | | | | | |
| Medical and Dental | (7.88) | (7.55) | (7.97) ✖ | (7.96) | (7.83) | (7.94) | (8.09) | (7.67) | (8.15) | (7.97) | (7.72) | (8.13) | (8.03) | (7.99) | (8.13) |
| Nurses and Midwives | (3.50) | (3.16) | (3.54) ✖ | (3.48) | (3.51) | (3.56) | (3.47) | (3.57) | (3.56) | (3.55) | (3.52) | (3.54) | (3.56) | (3.57) | (3.57) |
| Scientific, Therapeutic and Technical | (3.05) | (2.94) | (3.09) ✖ | (3.06) | (3.03) | (3.04) | (3.05) | (3.11) | (3.12) | (3.09) | (3.17) | (2.99) | (3.11) | (3.13) | (3.18) |
| Admin and Clerical | (1.97) | (1.72) | (2.01) ✖ | (1.98) | (1.97) | (1.98) | (1.98) | (2.03) | (2.03) | (2.02) | (2.03) | (2.04) | (2.02) | (2.05) | (2.04) |
| Other Pay | (2.62) | (2.33) | (2.69) ✖ | (2.63) | (2.63) | (2.62) | (2.56) | (2.73) | (2.77) | (2.78) | (2.71) | (2.73) | (2.73) | (2.71) | (2.74) |
| Average Contracted Pay per WTE | (3.80) | (3.54) | (3.86) ✖ | (3.82) | (3.79) | (3.83) | (3.83) | (3.82) | (3.92) | (3.88) | (3.83) | (3.89) | (3.89) | (3.89) | (3.93) |
| Contracted Pay as % of Total | | | | | | | | | | | | | | | |
| Medical and Dental | 26% | 29% | 26% | 27% | 26% | 26% | 27% | 26% | 27% | 26% | 26% | 26% | 26% | 26% | 25% |
| Nurses and Midwives | 27% | 27% | 26% | 26% | 26% | 27% | 25% | 26% | 26% | 26% | 25% | 25% | 26% | 25% | 24% |
| Scientific, Therapeutic and Technical | 14% | 15% | 14% | 15% | 15% | 14% | 14% | 15% | 15% | 14% | 15% | 14% | 14% | 14% | 14% |
| Admin and Clerical | 9% | 9% | 9% | 9% | 9% | 9% | 9% | 9% | 9% | 9% | 9% | 9% | 9% | 9% | 9% |
| Other Pay | 12% | 12% | 13% | 13% | 13% | 13% | 12% | 13% | 13% | 13% | 13% | 13% | 13% | 13% | 13% |
| Non Contracted Pay | 11% | 8% | 12% | 11% | 11% | 11% | 13% | 10% | 10% | 11% | 12% | 12% | 13% | 13% | 15% |
| Contracted & Bank Pay per WTE | | | | | | | | | | | | | | | |
| Medical and Dental | (7.89) | (7.66) | (8.33) ✖ | (7.96) | (7.83) | (7.94) | (8.20) | (7.93) | (9.00) | (8.62) | (8.15) | (8.71) | (8.56) | (8.33) | (8.71) |
| Nurses and Midwives | (3.59) | (3.24) | (3.65) ✖ | (3.57) | (3.67) | (3.65) | (3.56) | (3.68) | (3.66) | (3.66) | (3.66) | (3.66) | (3.68) | (3.68) | (3.67) |
| Scientific, Therapeutic and Technical | (3.05) | (2.94) | (3.10) ✖ | (3.07) | (3.04) | (3.04) | (3.05) | (3.13) | (3.11) | (3.10) | (3.17) | (3.00) | (3.11) | (3.14) | (3.20) |
| Admin and Clerical | (2.02) | (1.77) | (2.08) ✖ | (2.02) | (2.06) | (2.01) | (2.06) | (2.08) | (2.06) | (2.07) | (2.11) | (2.12) | (2.09) | (2.14) | (2.14) |
| Other Pay | (2.81) | (2.48) | (2.92) ✖ | (2.84) | (2.84) | (2.82) | (2.92) | (2.96) | (2.86) | (3.02) | (2.91) | (2.97) | (2.95) | (2.97) | (2.92) |
| Average Contracted & Bank Pay per WTE | (7.89) | (7.66) | (8.33) ✖ | (7.96) | (7.83) | (7.94) | (8.20) | (7.93) | (9.00) | (8.62) | (8.15) | (8.71) | (8.56) | (8.33) | (8.71) |
| Agency Pay per Vacant WTE | | | | | | | | | | | | | | | |
| Medical and Dental | (4.14) | | (5.71) | (4.85) | (3.17) | (3.73) | (4.13) | (3.37) | (1.36) | (6.42) | (5.79) | (5.33) | (6.71) | (8.87) | (12.32) |
| Nurses and Midwives | (1.69) | | (1.75) | (1.51) | (1.38) | (1.83) | (1.22) | (1.66) | (1.53) | (1.68) | (1.96) | (1.92) | (2.08) | (2.37) | (2.27) |
| Scientific, Therapeutic and Technical | (5.65) | | (1.81) | (10.35) | 1.39 | 188.11 | 17.14 | (0.64) | (0.60) | (0.87) | (1.73) | (2.05) | (2.08) | (1.52) | (3.00) |
| Admin and Clerical | (0.15) | | (0.10) | (0.37) | (0.14) | (0.18) | (0.23) | (0.06) | (0.06) | (0.11) | (0.06) | (0.07) | (0.05) | 0.03 | (0.11) |
| Other Pay | (0.73) | | (0.25) | (0.04) | (0.46) | (0.53) | (0.80) | (0.50) | (0.31) | (0.10) | (0.14) | (0.22) | (0.30) | (0.06) | (0.04) |
| Average Agency Pay per Vacant WTE | (2.47) | | (1.92) | (3.42) | (0.75) | 36.37 | 2.15 | (1.25) | (0.77) | (1.84) | (1.93) | (1.92) | (2.24) | (2.56) | (3.55) |
| Vacancy = Budgeted WTE - Contracted WTE | | | | | | | | | | | | | | | |
| Agency Spend as % of Pay | | | | | | | | | | | | | | | |
| Medical and Dental | 1% | 3% | 3% | 2% | 1% | 1% | 1% | 1% | 1% | 3% | 3% | 3% | 4% | 4% | 6% |
| Nurses and Midwives | 2% | 2% | 2% | 2% | 2% | 2% | 1% | 2% | 1% | 2% | 2% | 2% | 2% | 2% | 2% |
| Scientific, Therapeutic and Technical | 1% | 0% | 0% | 0% | 0% | 0% | 1% | 0% | 0% | 0% | 0% | 1% | 1% | 1% | 1% |
| Admin and Clerical | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Other Pay | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Contract and Bank | 96% | 95% | 95% | 96% | 97% | 96% | 96% | 97% | 98% | 95% | 95% | 95% | 94% | 93% | 92% |

L. Efficiency Metrics

Month 08 (November) 2017/18

| Thousands | 2015/16 | Rolling Average | | Actuals | | | | | | | | | | | | |
|---------------------------|-----------------|-----------------|----------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--|
| | Monthly Average | Plan | Actual | Dec 16 | Jan 17 | Feb 17 | Mar 17 | Apr 17 | May 17 | Jun 17 | Jul 17 | Aug 17 | Sep 17 | Oct 17 | Nov 17 | |
| Efficiency Calculation | | | | | | | | | | | | | | | | |
| Inpatient Admissions | 14.89 | 15.05 | 14.40 ✖ | 14.30 | 14.64 | 14.08 | 16.10 | 13.08 | 14.79 | 14.80 | 14.04 | 13.75 | 14.03 | 14.52 | 14.71 | |
| Inpatient Income | 19,986.52 | 20,373.94 | 20,582.81 ✔ | 20,121.90 | 20,144.26 | 19,251.91 | 21,433.36 | 19,294.68 | 21,310.96 | 21,239.48 | 20,050.74 | 20,598.49 | 20,750.98 | 21,188.27 | 21,608.68 | |
| Outpatient Income | 6,348.75 | 6,314.30 | 6,326.50 ✔ | 5,504.23 | 6,546.12 | 6,291.00 | 6,915.67 | 5,409.10 | 6,411.52 | 6,501.30 | 6,234.74 | 6,242.74 | 6,079.28 | 6,749.44 | 7,032.90 | |
| Adjusted Admissions D.1 | 19.62 | 19.72 | 18.83 ✖ | 18.21 | 19.40 | 18.68 | 21.29 | 16.74 | 19.24 | 19.33 | 18.41 | 17.92 | 18.14 | 19.15 | 19.49 | |
| | | | | | | | | | | | | | | | | |
| Operational Expenditure | (46,404.92) | (45,497.75) | (46,891.05) ✖ | (47,109.70) | (46,564.79) | (44,430.76) | (46,721.02) | (45,058.68) | (46,314.02) | (47,493.63) | (47,144.41) | (48,047.07) | (47,116.82) | (47,496.42) | (49,195.23) | |
| Income Per Admission | 1.34 | 1.35 | 1.43 ✔ | 1.41 | 1.38 | 1.37 | 1.33 | 1.48 | 1.44 | 1.44 | 1.43 | 1.50 | 1.48 | 1.46 | 1.47 | |
| Expenditure per Admission | (2.37) | (2.31) | (2.49) ✖ | (2.59) | (2.40) | (2.38) | (2.19) | (2.69) | (2.41) | (2.46) | (2.56) | (2.68) | (2.60) | (2.48) | (2.52) | |
| Efficiency Metric | (1.02) | (0.95) | (1.06) ✖ | (1.18) | (1.02) | (1.01) | (0.86) | (1.22) | (0.97) | (1.02) | (1.13) | (1.18) | (1.12) | (1.02) | (1.05) | |

M. Definitions

Month 08 (November) 2017/18

Table 1

| | | Financial criteria | Weight (%) | Metric | Rating categories | | | |
|--------------|-----------------------|------------------------------|------------|--|---|--|--|--|
| | | | | | 1 ² | 2 | 3 | 4 |
| No change | Continuity of Service | Balance sheet sustainability | 25 | Capital Service Capacity (times) | Less than 1.25x | 1.25x - 1.75x | 1.75x - 2.5x | Greater than 2.5x |
| | | Liquidity | 25 | Liquidity (days) | Worse than (14) days | (14)-(7) days | (7)-0 days | Greater than 0 days |
| New triggers | Financial efficiency | Underlying performance | 25 | I&E margin ¹ (%) | Worse than (1)% | (1)-0% | 0-1% | Greater than 1% |
| | | Variance from plan | 25 | <div> <div>15</div> <div>Variance in I&E margin as a % of income¹</div> <div>10</div> <div>Variance in capital expenditure</div> </div> | <div> <div>Worse than (2)%</div> <div>Greater than 25%</div> </div> | <div> <div>(2)-(1)%</div> <div>25-20%</div> </div> | <div> <div>(1) - 0%</div> <div>20-10%</div> </div> | <div> <div>Greater than 0%</div> <div>10%</div> </div> |

¹ calculated as I&E operating surplus(deficit) / total operating income

² scoring a '1' on any metric except variance in capital expenditure will cap the weighted rating to 2, leading to potential investigation

Table 2

| Sustainability and financial performance risk rating | Description | Regulatory activity |
|--|--|---|
| 4 | No evident concerns | None |
| 3 | Emerging or minor concern potentially requiring scrutiny | Potential improvement support |
| 2 | Material risk | Likely investigation Potential improvement support |
| 1 | Significant risk | Investigation (in all but exceptional circumstances) Potential improvement support |

1. Adjusted Admissions - Is defined as an increase of Inpatient Admissions based on Outpatient Income as a percentage of Inpatient Income.

2. CRS - Commissioner Requested Service.

3. FSRR - Financial Sustainability Risk Rating and describes the risk of a provider of CRS ceasing to be a going concern and its overall financial efficiency. This rating represents Monitor's view of the likelihood that a licence holder is, will be or could be in breach of the CoS licence Condition 3 and/or the provisions of the NHS foundation licence Condition 4 (governance) which relate to finance.

4. Liquidity - days of operating costs held in cash or cash-equivalent forms, including wholly committed lines of credit available for drawdown.

5. Capital Servicing Capacity - the degree to which the organisation's generated income covers its financing obligations.

6. Income and Expenditure (I&E) Margin - the degree to which the organisation is operating at a surplus/deficit.

7. Variance from plan in relation to I&E margin - variance between a foundation trust's planned I&E margin in its annual forward plan and its actual I&E margin within the year.

8. PDC - Public Dividend Capital.

9. Target Contribution - The contribution required for the Trust to breakeven.

10. Direct Costs - These relate directly to the delivery of patient care. These costs can be directly linked to the delivery of patient care and costs are caused/arise as a result of individual patient episodes of care.

11. Indirect Costs - These are indirectly related to the delivery of patient care, but cannot always be specifically identified to individual patients.

12. Normalised - Reflects the underlying position after the exclusion of one-offs and non-recurrent items.