

Finance Performance Report 2017/18

December 2017

Director of Finance and Performance Management
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Contents and Appendices

Month 09 (December) 2017/18

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Executive Summary

Month 09 (December) 2017/18

Executive Summary

The Trust has generated a consolidated deficit year to date of £10.8m which is £2.4m behind plan. The variance is driven by the underachievement of STF funding of £2.5m due to non delivery of the A&E 4 hour target and high levels of temporary staffing driven more recently by A&E/winter pressures. 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 December (month 9) was £3m (consolidated position excluding Sustainability and Transformation Funds, including Spencer Wing, and after technical adjustments) against a planned deficit of £2.9m .

The year to date I&E deficit is £17.1m which is equal to plan. A reconciliation of the various adjustments is presented below.

The Trust has had to worsen its Forecast in Month 9 by £11m to recognised the expected impact of additional A&E pressures and winter costs .

	This Month			Year to Date		
	Plan	Actual	Var.	Plan	Actual	Var.
Surplus/(Deficit)	-1,575	-2,000	-425	-8,540	-11,000	-2,459
Removal of STF	-1,454	-1,019	435	-9,450	-6,942	2,508
Surplus/(Deficit) - Excl. STF	-3,029	-3,019	10	-17,990	-17,942	48
Add back Impairments/Net Donated Assets	92	74	-18	709	645	-64
Technical Surplus/(Deficit) - Excl. STF	-2,937	-2,945	-8	-17,282	-17,297	-16
Adjust for Spencer Wing	16	-12	-28	142	165	22
Consolidated Position	-2,921	-2,957	-36	-17,139	-17,133	7

Trust unconsolidated pay costs in the month of £29.1m were £1.2m better than November (of which approximately half was due to the non recurrence of catch up charges seen in November) but was £0.5m worse than plan. Permanent staff costs were £0.4M lower than November with overtime at similar levels to last month. Bank usage reduced by £0.1m and agency/locum staff reduced £0.7m. All Temporary staff (agency, bank, locum, overtime) reduced by £0.8m to £3.5m in month. Waiting list payments also reduced by £0.1m to £0.2m in month but were still higher than plan in month by £0.1m. Pay is now £2.1m worse than plan year to date. The main driver for the pay overspend against plan in month is the inability to close beds due to patient flow pressures which had been expected as part of a CIP built into the budget, this is likely to continue. The reduction in spend versus prior month is driven by both lower levels of available labour during the Christmas period and the fact November included some one off catch up Agency/Locum costs.

Clinical income was £0.7m (1.6%) ahead of plan in month. This is driven by strong non-elective activity, non planned Health and Social Village bed income and NHSE income reductions which they have not been able to deliver. This is offset by low elective activity. Clinical income is £1.9m better than plan year to date. Other income is £0.3m better than plan in month driven by recognition of centrally funded one off A&E recovery income (per NHSi instructions). Year to date other income is £0.5m behind plan as lost STF income is offset by over recovery of R&D and Education income.

Against the £32m CIPS target, including income, £21.7m is reported year to date against a target of £22m, £0.3m behind plan. Of the reported position 15% is non recurrent.

The cash balance as at the end of December was £8.3m, £6.3m above plan. The trusts total cash borrowing is now £29.6m.

As the expenditure risks are now recognised as crystallising in the revised Trust forecast the risks remaining have been

Income and Expenditure

A

In December the Trust reported a consolidated I&E deficit of £2m (before any adjustments) compared to a planned £1.6m deficit. Higher than planned income was offset by high non pay (driven mainly by unbudgeted Health and Social Care Village costs - offset by income) and high pay levels (driven by A&E/winter pressures). After adjustments the Trust is on plan YTD. However the Forecast has had to be moved due to the impact of A&E/winter pressures and the crystallisation of other previously flagged risks, to a deficit of £30m. Risks still remain from commissioner income challenges as described on the risks page. This is being taken to NHSi mediation. Of all the Divisions the U<C Division is under the most significant pressure resulting in its contribution year to date being £3.6M worse than plan, driven mainly by temporary staff costs. After the exclusion of in month adjustments Support Services has also performed under plan in month also driven mainly by increased in month temporary staffing costs.

Cash

A

The Trust's cash balance at the 31st December was £8.3m which was £6.3m above plan. The main drivers are:

- NHS income is £5.2m above plan driven by activity and other income is £0.8m over plan due to education and R&D
- STF income is £1.2m behind plan due to A&E performance
- Payroll expenditure is £4.2M below plan due to vacancies , offset with agency below
- PDC payments are below plan £0.4m as cash is more favourable than expected
- Loans drawn are £2.4m over plan
- All other payments (including Agency) are £5.5m over plan

£2.6m was borrowed in month and overall the Trust has borrowings of £29.6m. It is expected £0.9m will have to be repaid in January based on treasury rules.

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

A

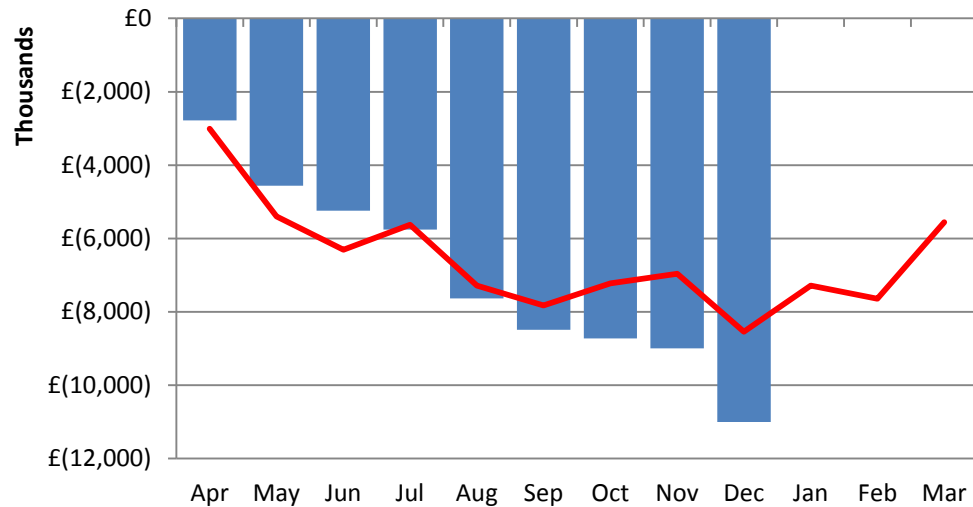
CIPs in month were £0.3M behind plan due largely to issues which were previously flagged in the delivery of Patient Flow 2 bed reductions due to winter pressures. Month 9 CIP delivery decreased £0.9m when compared to Month 8 as the one off schemes recognised in Month 8 did not repeat. Non recurrent savings now stand at £3.3m and will be offset in 18/19 using the full year effect of 17/18 schemes.

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

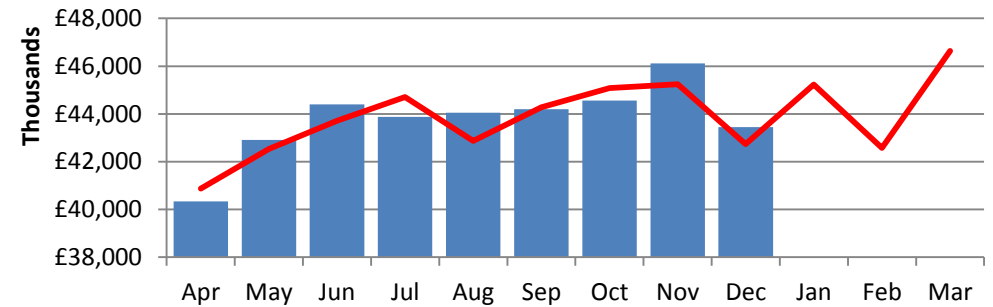
Financial Dashboard

Month 09 (December) 2017/18

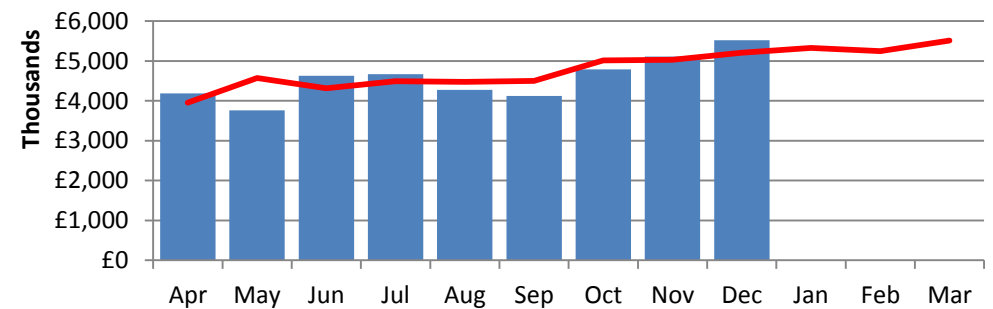
YTD NET RETAINED SURPLUS/(DEFICIT): Plan v. Actual



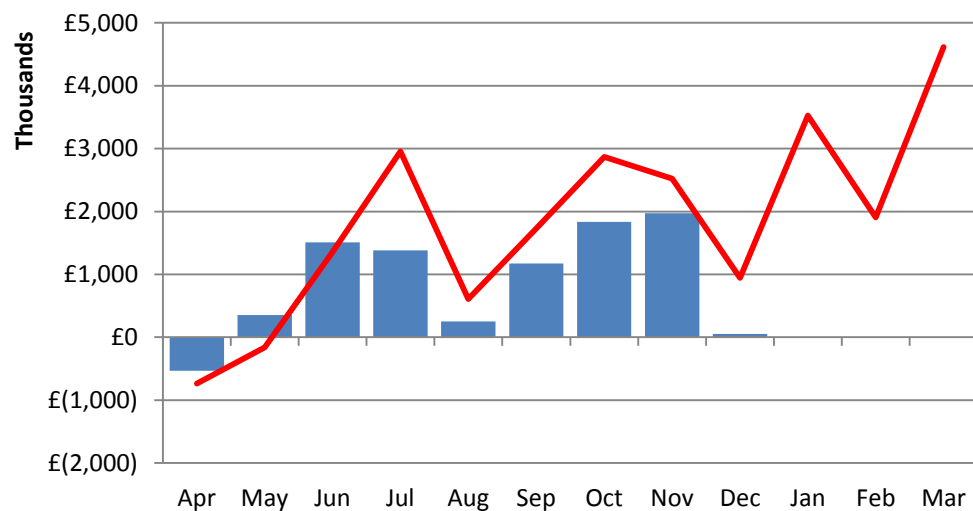
TOTAL CORPORATE AND SLA INCOME: Plan v. Actual



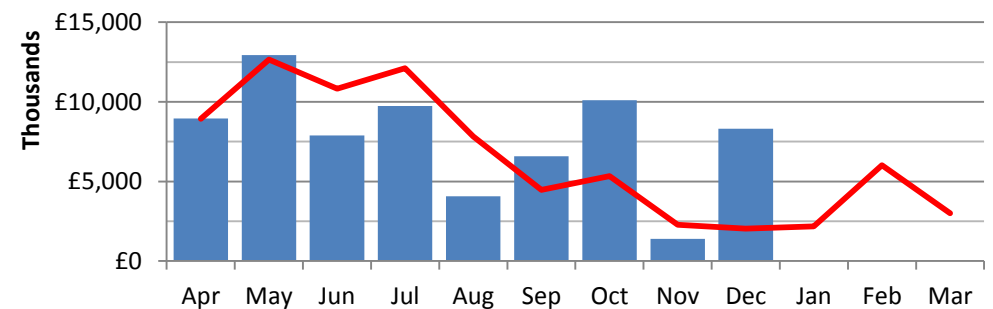
ALL OTHER INCOME: Plan v. Actual



YTD EBITDA: Plan v. Actual



Cash: Plan v Actual

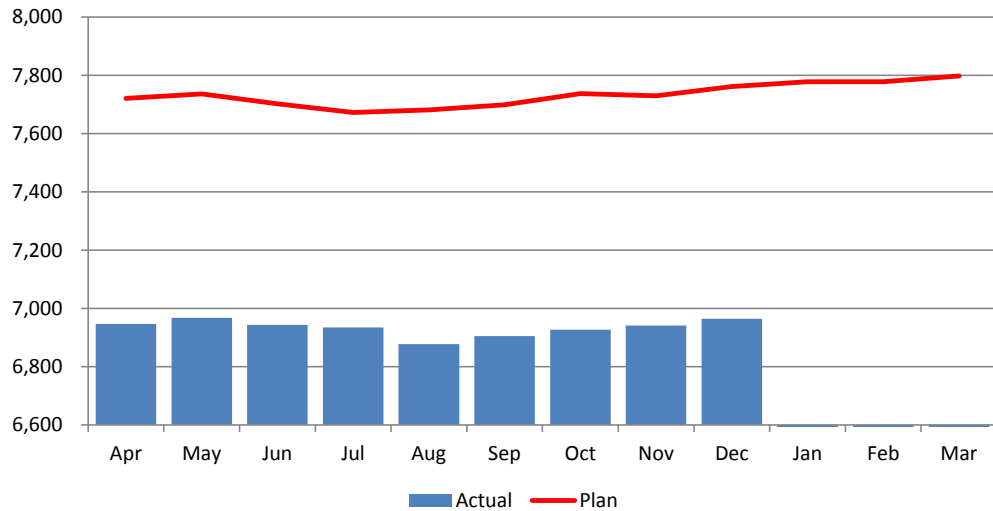


Actual Plan

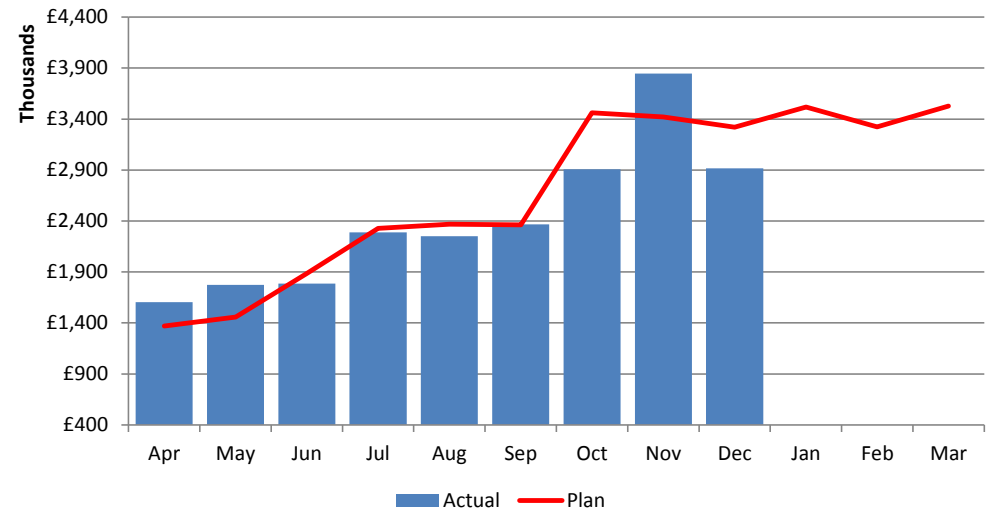
Financial Dashboard

Month 09 (December) 2017/18

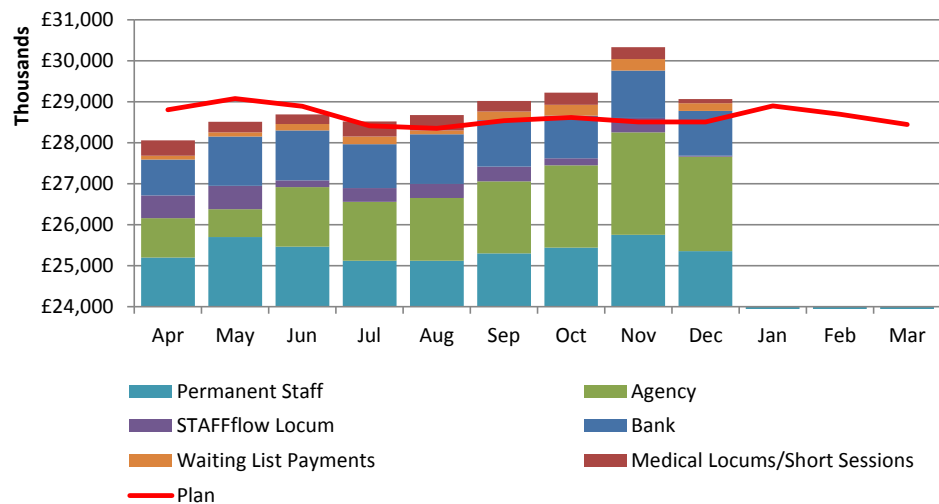
WTE: Plan v Actual



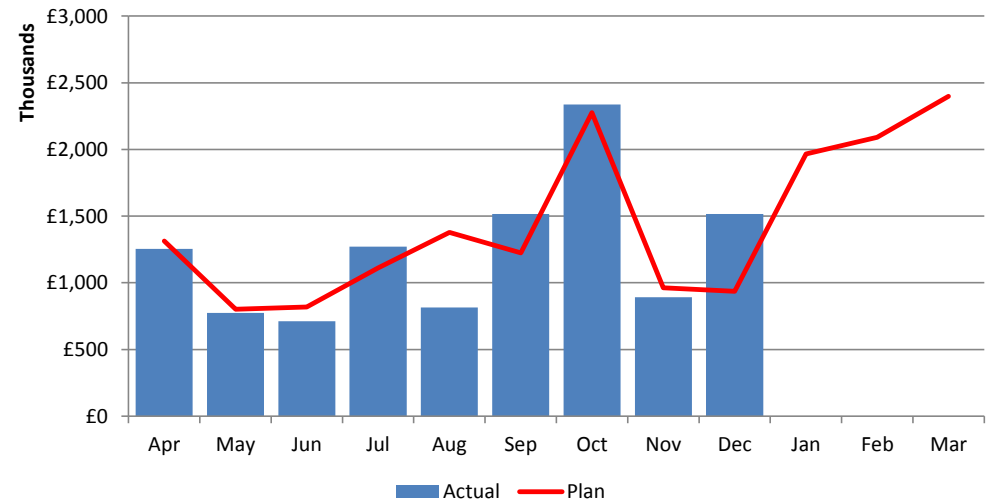
CIPs: Plan v Actual



Pay: Plan v Actual

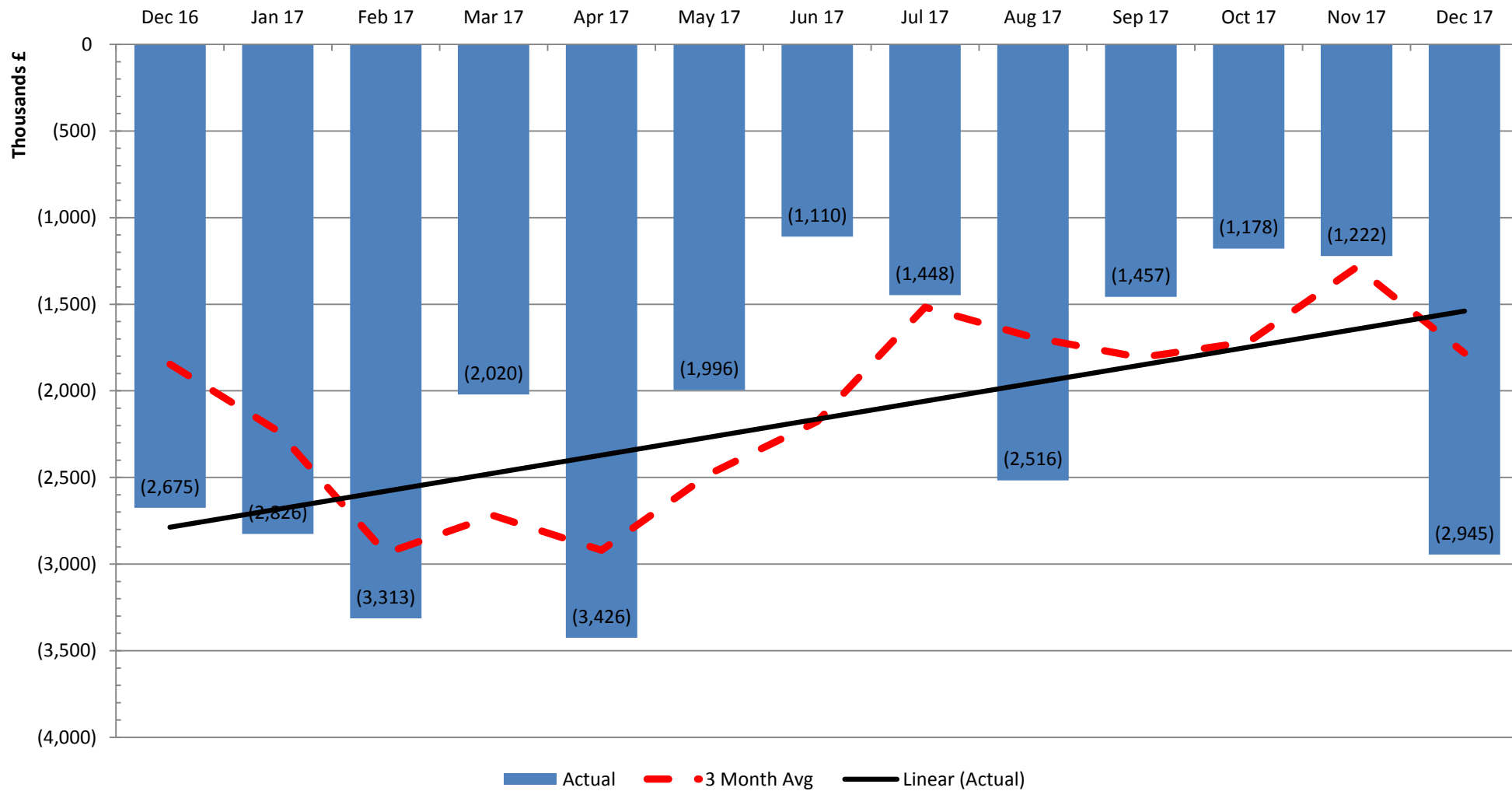


CAPITAL: Plan v. Actual



		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	44,337			
	Variance	63	-526	726	-819	976	-121	-623	849	822			
	Quarterly rolling average spend	42,814	43,464	43,240	44,225	45,024	44,746	44,936	45,685	45,483			
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	5,476			
	Variance	-307	307	311	384	-278	-304	-178	208	420			
	Quarterly rolling average spend	2,748	3,133	4,231	4,527	4,413	4,268	4,256	4,604	5,082			
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	-29,392			
	Variance	734	568	204	-97	-325	-508	-525	-1,751	-448			
	Quarterly rolling average spend	-28,778	-28,840	-28,760	-28,910	-28,965	-29,085	-29,327	-29,888	-29,890			
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	-20,359			
	Variance	131	46	-1,100	-827	-744	366	301	105	-1,708			
	Quarterly rolling average spend	-17,111	-17,707	-18,140	-18,694	-19,145	-18,899	-18,751	-18,720	-19,372			
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	-2,074			
	Variance	69	177	78	376	138	239	202	26	461			
	Quarterly rolling average spend	-4,435	-4,319	-2,167	-2,070	-2,087	-2,033	-2,091	-2,129	-2,138			
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	-2,433			
	Variance	-40	189	-238	-590	-785	-919	-1,045	-1,845	-1,144			
	Quarterly rolling average spend	-2,131	-1,902	-1,752	-1,837	-2,081	-2,252	-2,363	-2,661	-2,682			
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	2,915			
	Variance	236	315	-99	-40	-117	7	-554	425	-404			
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	8,304			
	Variance		285	546	-2,359	-3,777	2,103	4,765	-884	6,262			

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



Income and Expenditure Summary

Month 09 (December) 2017/18

Unconsolidated £000	Year to Date			This Month		
	Plan	Actual	Var.	Plan	Actual	Var.
Income						
Electives	73,091	67,387	(5,704)	8,046	6,796	(1,250)
Non-Electives	114,636	118,909	4,273	13,100	13,457	357
Accident and Emergency	19,683	19,636	(47)	2,155	2,191	36
Outpatients	59,643	57,758	(1,885)	6,091	5,350	(741)
High Cost Drugs	43,263	41,239	(2,024)	4,807	5,180	373
Private Patients	326	184	(142)	36	15	(21)
Other NHS Clinical Income	79,875	87,413	7,539	8,332	10,514	2,182
Other Clinical Income	1,516	1,367	(149)	168	119	(49)
Total Corporate and SLA Income	392,033	393,894	1,861	42,735	43,623	888
All Other Income	41,568	41,066	(502)	5,210	5,520	310
Total Income	433,601	434,959	1,358	47,945	49,143	1,198
Expenditure						
Permanent Staff	(235,751)	(224,700)	11,051	(26,321)	(24,875)	1,446
Overtime		(3,804)	(3,804)		(484)	(484)
Waiting List Payments	(855)	(1,586)	(730)	(95)	(188)	(93)
Medical Locums/Short Sessions	(1,458)	(2,555)	(1,097)	(163)	(102)	60
Bank	(6,313)	(9,962)	(3,649)	(738)	(1,086)	(348)
Agency	(10,667)	(14,617)	(3,950)	(1,008)	(2,303)	(1,295)
STAFFflow Locum	(2,976)	(2,888)	88	(281)	(28)	253
Total Pay	(258,021)	(260,112)	(2,092)	(28,606)	(29,067)	(461)
Non Pay	(163,491)	(166,843)	(3,352)	(18,395)	(20,022)	(1,627)
Total Expenditure	(421,511)	(426,955)	(5,443)	(47,001)	(49,089)	(2,088)
Non-Operating Expenses	(20,630)	(19,004)	1,626	(2,519)	(2,055)	464
Income and Expenditure Surplus/(Deficit)	(8,540)	(11,000)	(2,459)	(1,575)	(2,000)	(425)

Consolidated £000	Year to Date			This Month		
	Plan	Actual	Var.	Plan	Actual	Var.
Income						
Clinical Income	399,059	400,406	1,347	43,515	44,337	822
Non Clinical Income	40,182	40,210	28	5,056	5,476	420
Total Income	439,241	440,616	1,375	48,571	49,813	1,242
Expenditure						
Pay	(261,057)	(263,205)	(2,148)	(28,944)	(29,392)	(448)
Non Pay	(165,801)	(169,117)	(3,316)	(18,651)	(20,359)	(1,708)
Total Expenditure	(426,858)	(432,322)	(5,464)	(47,595)	(49,751)	(2,156)
Non-Operating Expenses	(20,781)	(19,129)	1,652	(2,535)	(2,074)	461
Income and Expenditure Surplus/(Deficit)	(8,398)	(10,835)	(2,437)	(1,559)	(2,012)	(453)

Corporate and SLA Income

East Kent CCGs income over performed against plan by £720k in month, with over performance against all of the 4 contracts, Ashford and South Kent 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 year position includes £2.6m 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 over performed by £153k 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 £0.5m (1.2%), an improvement in month of £0.3m. The Trust's adverse position YTD on sustainability and transformation funding now stands at £2.5m. This is offset by income for Winter pressures and A&E improvement £1.7m. Income relating to Education and Training and R&I continues to perform above plan and is £1.6m favourable ytd, offset by adverse performances on accommodation revenue, charitable funds income, services to private hospitals and miscellaneous income totalling £1.5m. Expenditure on the SaCP project has slipped by £1.9m ytd but is offset by reduced costs.

Total expenditure is £5.4m adverse to plan ytd (1.3%). Pay is now adverse to plan by £2.1m ytd with main drivers for the adverse position being operational pressures leading to temporary staffing costs. Non pay expenditure is adverse to plan by £3.4m 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 and clinical supplies.

The expenditure run rate has reduced by £0.1m in December, with reduced pay expenditure of £1.3m offsetting increased non pay spend of £1.2m. The pay spend in November included £0.5m of prior month temporary staffing costs which accounts for some of the reduction in pay cost when comparing expenditure month on month. Substantive staff costs reduced by £0.4m in December and internal locum and waiting list payments also reduced by £0.3m. The increase in non pay spend in December relates mainly to increased expenditure on drugs and contracted out services (eg RMOs) totalling £0.8m driven by activity and movements in spend on clinical negligence and STP costs of £0.2m.

Income and Expenditure Forecast

Month 09 (December) 2017/18

Unconsolidated	Annual			Forecast	Normalised ^{D.12}	
£000	Plan	Forecast	Var.	Adjustment	Forecast	Var.
Income						
Electives	100,038	89,502	(10,536)	-	89,502	-
Non-Electives	153,125	159,933	6,808	-	159,933	-
Accident and Emergency	26,602	26,080	(522)	-	26,080	-
Outpatients	80,322	76,713	(3,609)	-	76,713	-
High Cost Drugs	57,684	54,773	(2,911)	-	54,773	-
Private Patients	433	118,417	117,984	-	118,417	-
Other	108,271	223	(108,048)	-	223	-
Total Corporate and SLA Income	526,475	525,640	(835)	-	525,640	-
All Other Income	57,658	53,792	(3,866)	(6,942)	46,850	6,942
Total Income	584,133	579,432	(4,701)	(6,942)	572,490	6,942
Expenditure						
Permanent Staff	(315,146)	(300,567)	14,579	-	(300,567)	-
Overtime	-	(5,184)	(5,184)	-	(5,184)	-
Waiting List Payments	(1,144)	(2,367)	(1,223)	-	(2,367)	-
Medical Locums/Short Sessions	(1,950)	(3,398)	(1,448)	-	(3,398)	-
Bank	(8,509)	(13,341)	(4,832)	-	(13,341)	-
Agency	(13,650)	(23,147)	(9,497)	-	(23,147)	-
STAFFflow Locum	(3,807)	(2,887)	920	-	(2,887)	-
Total Pay	(344,206)	(350,891)	(6,685)	-	(350,891)	-
Non Pay	(217,791)	(226,517)	(8,726)	-	(226,517)	-
Total Expenditure	(561,997)	(577,408)	(15,411)	-	(577,408)	-
Non-Operating Expenses	(27,693)	(26,247)	1,446	1,035	(25,212)	(1,035)
Income and Expenditure Surplus/(Deficit)	(5,557)	(24,223)	(18,666)	(5,907)	(30,130)	5,907

Consolidated	Annual			Forecast	Normalised ^{D.12}	
£000	Plan	Forecast	Var.	Adjustment	Forecast	Var.
Income						
Clinical Income	535,849	534,749	(1,100)	-	534,749	(1,100)
Non Clinical Income	55,807	51,941	(3,866)	(6,942)	44,999	(10,808)
Total Income	591,656	586,690	(4,966)	(6,942)	579,748	(11,908)
Expenditure						
Pay	(348,414)	(354,948)	(6,534)	-	(354,948)	(6,534)
Non Pay	(220,720)	(229,297)	(8,577)	-	(229,297)	(8,577)
Total Expenditure	(569,134)	(584,245)	(15,111)	-	(584,245)	(15,111)
Non-Operating Expenses	(27,892)	(26,563)	1,329	1,035	(25,528)	2,364
Income and Expenditure Surplus/(Deficit)	(5,370)	(24,118)	(18,748)	(5,907)	(30,025)	(24,655)

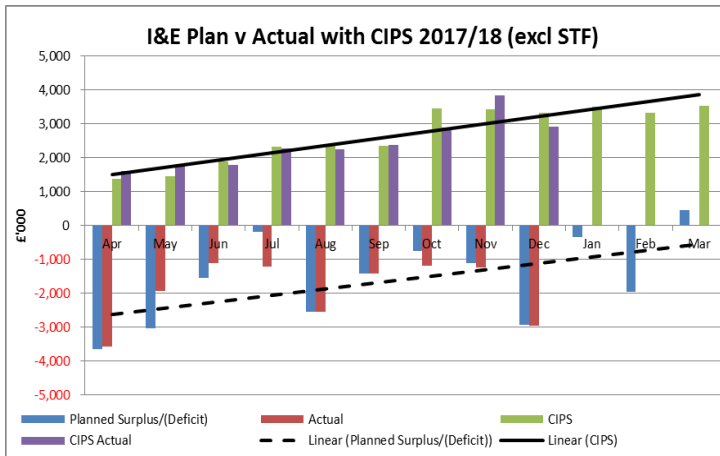
The Trust's Consolidated year end forecast has been amended to £30.0m, which is £11.0m adverse to Control Total.

This outturn reflects the inclusion of the latest forecast estimates for the A&E Improvement Plan of £9.9m against confirmed funding from NHSI of £1.5m

An unexpected Legal case has emerged in year estimated at £0.6m which has now been reflected

In addition, unplanned in year cost pressures for Consultant Job Plan reviews of £0.5m and Business Rates £0.5m are included, along with an estimated £1.0m loss of CQUIN income

CIPS of £32m net are still required to support the delivery of this amended forecast .



Risks and Opportunities

Month 09 (December) 2017/18

Risk/Opp	Area	Description	Narrative	Full Year (Risk)/Opp £000	Probability	Impact £,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)	15%	(1,750)
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)	5%	(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)	83%	(1,250)
RISK	CIP Delivery	Bite 4 scheme delivery		(10,300)	10%	(1,300)
			Total Risk			(5,300)
			Total Opportunity			
			NET (RISK)/OPPORTUNITY			(5,300)

Some risks have been realised and are now included in the Forecast, only remaining risks are shown in the table.

Subjective Expenditure

Month 09 (December) 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	6,796				67,387
Non-Electives	12,862	13,522	13,494	12,782	12,913	13,320	13,071	13,489	13,457				118,909
Accident and Emergency	2,094	2,234	2,163	2,237	2,221	2,134	2,222	2,140	2,191				19,636
Outpatients	5,474	6,519	6,709	6,518	6,651	6,074	7,030	7,431	5,350				57,758
High Cost Drugs	4,255	4,320	4,678	4,695	4,950	4,605	4,153	4,404	5,180				41,239
Private Patients	41	6	74	(41)	16	22	28	23	15				184
Other NHS Clinical Income	9,068	8,850	9,107	10,137	9,666	10,086	9,935	10,052	10,514				87,413
Other Clinical Income	124	187	137	117	154	187	176	166	119				1,367
Total Corporate and SLA Income	40,341	42,909	44,378	43,858	44,024	44,165	44,539	46,057	43,623				393,894
All Other Income	4,184	3,760	4,627	4,667	4,277	4,126	4,792	5,113	5,520				41,066
Total Income	44,525	46,668	49,005	48,525	48,301	48,291	49,332	51,170	49,143				434,959
Expenditure													
Permanent Staff	(24,695)	(25,381)	(25,087)	(24,738)	(24,728)	(24,884)	(25,012)	(25,301)	(24,875)				(224,700)
Overtime	(507)	(322)	(381)	(390)	(401)	(423)	(434)	(462)	(484)				(3,804)
Waiting List Payments	(100)	(101)	(159)	(186)	(96)	(211)	(262)	(281)	(188)				(1,586)
Medical Locums/Short Sessions	(368)	(260)	(236)	(372)	(372)	(254)	(301)	(290)	(102)				(2,555)
Bank	(866)	(1,199)	(1,213)	(1,069)	(1,208)	(1,132)	(1,041)	(1,150)	(1,086)				(9,962)
Agency	(966)	(685)	(1,454)	(1,433)	(1,527)	(1,751)	(2,003)	(2,495)	(2,303)				(14,617)
Staffflow Locum	(555)	(568)	(165)	(337)	(346)	(363)	(173)	(353)	(28)				(2,888)
Total Pay	(28,057)	(28,516)	(28,696)	(28,525)	(28,677)	(29,018)	(29,226)	(30,331)	(29,067)				(260,112)
Non-Pay													
Drugs	(5,493)	(5,627)	(5,479)	(5,750)	(6,110)	(5,307)	(5,157)	(5,355)	(5,960)				(50,238)
Clinical Supplies	(5,481)	(5,113)	(6,050)	(5,681)	(6,160)	(5,502)	(5,713)	(6,054)	(5,863)				(51,617)
Non-Clinical Supplies	(444)	(928)	(1,126)	(1,097)	(881)	(953)	(1,038)	(1,129)	(1,061)				(8,657)
Facilities Management	(1,437)	(1,261)	(1,313)	(1,292)	(1,253)	(1,435)	(1,342)	(1,439)	(1,365)				(12,137)
NHS Supplies and Services	(187)	(290)	(385)	(285)	(177)	(356)	(251)	(105)	(270)				(2,305)
Cost of Secondary Commissioning of mandatory Services	(504)	(568)	(744)	(674)	(607)	(654)	(752)	(603)	(808)				(5,913)
Education & Training	(95)	(278)	(201)	(79)	(349)	(222)	(159)	(303)	(195)				(1,882)
Consultancy	(38)	(34)	(76)	(123)	(40)	(7)	(127)	()	(48)				(493)
Premises	(855)	(928)	(827)	(893)	(895)	(875)	(938)	(959)	(927)				(8,098)
Clinical Negligence	(1,803)	(1,803)	(1,803)	(1,803)	(1,803)	(1,803)	(1,803)	(1,676)	(1,787)				(16,084)
Printing and Stationary	(66)	(104)	(101)	(78)	(134)	(54)	(86)	(86)	(75)				(785)
Postage	(66)	(226)	20	(72)	(116)	(85)	(91)	(91)	(107)				(833)
Telephones	(62)	(55)	(65)	(76)	(61)	(107)	(45)	(38)	(38)				(548)
Staff Travel	(158)	(112)	(136)	(192)	(99)	(139)	(167)	(144)	(190)				(1,336)
Transport Hire/Lease	(36)	(45)	(39)	(46)	(75)	(42)	(59)	(55)	(47)				(444)
Cleaning Materials	(22)	(26)	(12)	(19)	(23)	(24)	(108)	(31)	(27)				(291)
Office Equipment and Consumables	(7)	(1)	(15)	56	(58)	(22)	(1)	(41)	7				(83)
Misc Other Operating Expenses	(245)	(401)	(445)	(517)	(530)	(510)	(435)	(754)	(1,261)				(5,098)
Total Non Pay	(17,002)	(17,798)	(18,798)	(18,619)	(19,370)	(18,099)	(18,270)	(18,864)	(20,022)				(166,843)
Total Expenditure	(45,059)	(46,314)	(47,494)	(47,144)	(48,047)	(47,117)	(47,496)	(49,195)	(49,089)				(426,955)
EBITDA	(534)	354	1,511	1,381	254	1,174	1,835	1,974	55				8,004
Financing	(2,243)	(2,137)	(2,191)	(1,898)	(2,129)	(2,029)	(2,070)	(2,253)	(2,055)				(19,004)
Income and Expenditure Surplus/(Deficit)	(2,777)	(1,783)	(680)	(517)	(1,875)	(855)	(235)	(279)	(2,000)				(11,000)

Clinical Income

Month 09 (December) 2017/18

£000	Annual	Year to Date				This Month			
	Plan	Plan	Actual	Variance		Plan	Actual	Variance	
Electives	99,575	72,793	67,387	(5,406)	(7.4%)	8,030	6,904	(1,126)	(14.0%)
Non-Electives	153,056	114,585	118,909	4,324	3.8%	13,096	13,253	157	1.2%
Accident and Emergency	26,611	19,690	19,636	(54)	(0.3%)	2,156	2,166	11	0.5%
First Outpatients	39,624	29,457	28,129	(1,328)	(4.5%)	3,010	2,645	(365)	(12.1%)
Follow Up Outpatients	40,553	30,095	29,629	(465)	(1.5%)	3,087	2,853	(234)	(7.6%)
High Cost Drugs	57,684	43,263	41,239	(2,024)	(4.7%)	4,807	5,011	204	4.3%
Private Patients	433	379	184	(195)	(51.4%)	15	17	2	16.0%
Other NHS Clinical	107,173	80,486	87,369	6,883	8.6%	8,386	9,561	1,175	14.0%
Other Clinical	1,766	1,286	1,411	125	9.7%	149	119	(30)	(20.0%)
Prior Month Adjustment			()	()	0.0%		910	910	0.0%
Total	526,475	392,033	393,894	1,861	0.5%	42,735	43,440	705	1.7%

Favourable

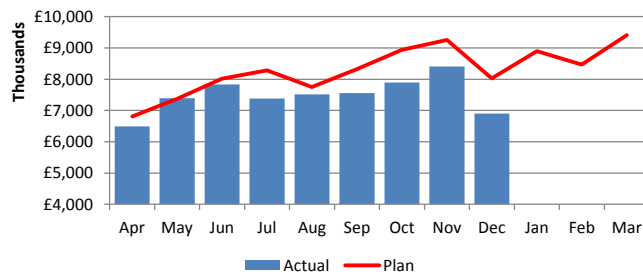
Favourable

Income has over performed in month by £0.7m, due in most part to high levels of Non-Elective work, a high casemix and unplanned income from the Health and Social Care beds. The main overperforming areas are T&O, Obstetrics and Respiratory Medicine. The Elective services Income CIP non achievement is the main reason behind the significant underperformance there., along with T&O and ENT. Outpatient activity has seen a decrease in month, having shown small levels of overperformance in the last few months. The largest under-performing areas are Ophthalmology, Rheumatology, Neurology, Nephrology and Paediatrics. H&SCV beds unplanned income has been accrued in month as the Trust continues to utilise these beds.

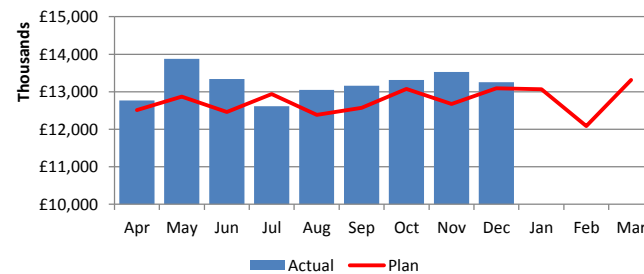
The Trust is reducing its reliance on the Independent Sector. In sourcing for Endoscopy day cases will continue and JAG accreditation for the WHH site was achieved in November, with Best Practice being paid at the full rate from this month onwards and some benefits being backdated to the date of the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

Rechargeable expenditure is over plan in month with Drugs and Devices £153k ahead of plan. This does not impact the bottom line as there is a corresponding decrease in expenditure.

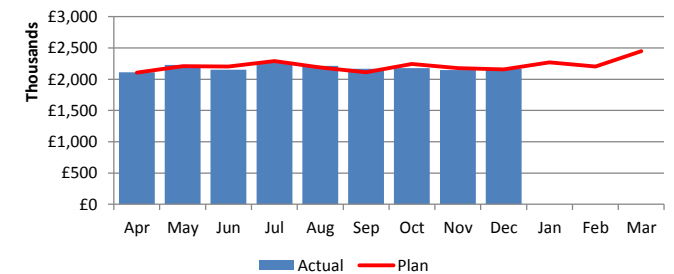
Electives Plan v Actual



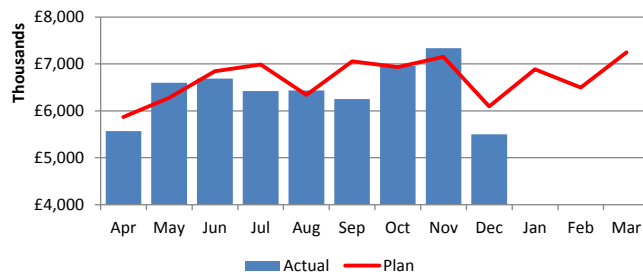
Non-Electives: Plan v Actual



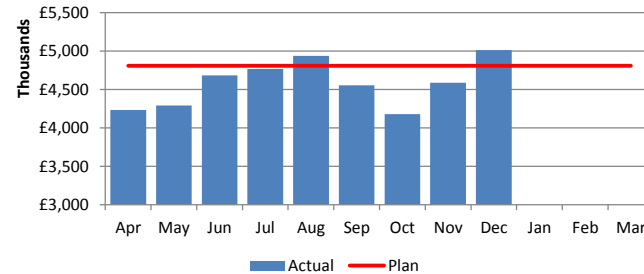
Accident & Emergency: Plan v Actual



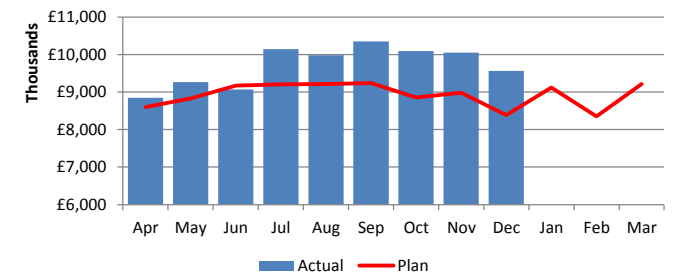
Outpatients: Plan v Actual



High Cost Drugs: Plan v Actual



Other NHS Clinical: Plan v Actual



Clinical Activity

Month 09 (December) 2017/18

Activity Units	Annual	Year to Date			This Month			
	Plan	Plan	Actual	Variance	Plan	Actual	Variance	
Electives	90,641	67,301	66,951	(350)	(0.5%)	7,033	6,828	(205) (2.9%)
Non-Electives	86,516	64,841	60,208	(4,633)	(7.1%)	7,558	6,518	(1,040) (13.8%)
Accident & Emergency	215,706	161,041	157,289	(3,752)	(2.3%)	17,406	16,816	(590) (3.4%)
First Outpatients	246,433	183,712	178,665	(5,047)	(2.7%)	18,568	16,766	(1,802) (9.7%)
Follow Up Outpatients	548,298	407,445	394,954	(12,491)	(3.1%)	41,085	37,470	(3,615) (8.8%)
Other NHS Clinical	5,471,543	4,099,104	4,091,309	(7,795)	(0.2%)	382,824	409,823	26,999 7.1%
Total	1,187,594	884,340	858,067	(26,273)	(3.0%)	91,650	84,398	(7,252) (7.9%)

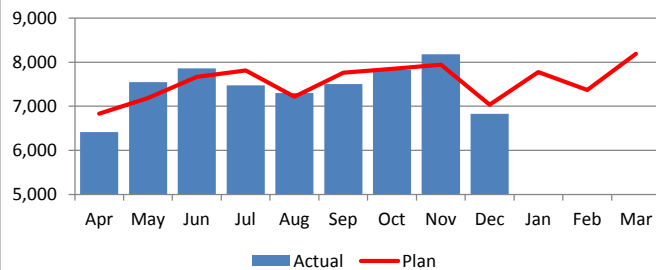
Adverse

Adverse

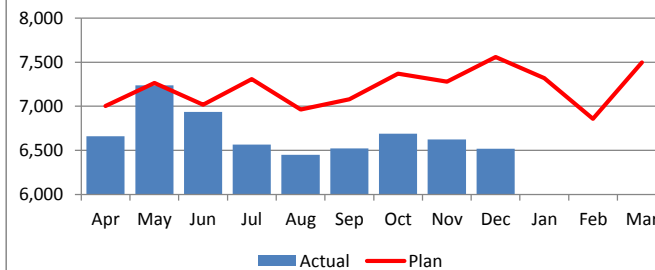
Activity under performed in month in most of our key delivery areas.

Day case activity was 8% under plan. General Medicine was under plan by 181 cases, T&O by 74, General Surgery by 48, ENT by 47, Rheumatology by 44, but Healthcare of the Elderly was over by 62 and Gynaecology by 52. Elective activity was 5% over plan largely due to General Medicine (by 159). However, Elective income under performed in month significantly due to an £853k income CIP against which there is currently no activity allocated. Outpatient activity struggled in month with an overall underperformance of 10% across new and follow up attendances. 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. 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.

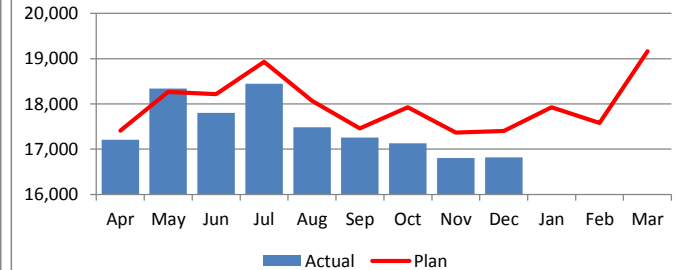
Electives: Plan v Actual



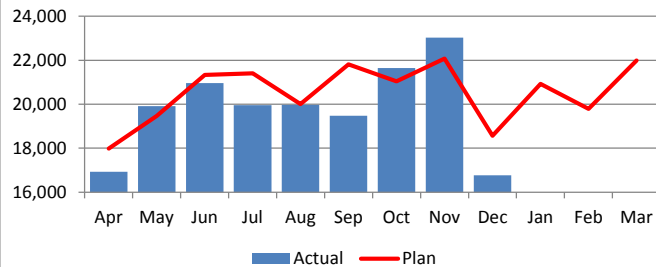
Non-Electives: Plan v Actual



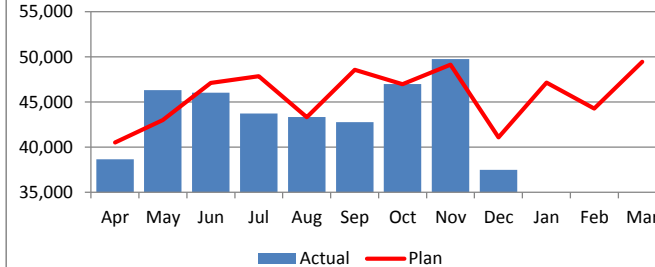
Accident & Emergency: Plan v Actual



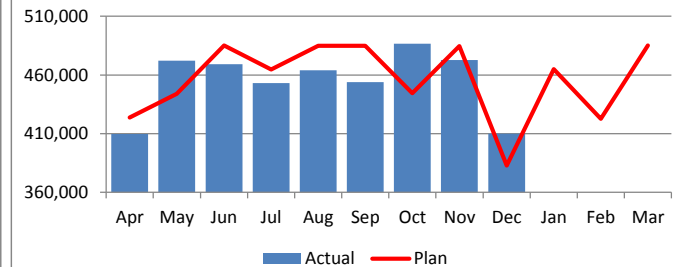
First Outpatients: Plan v Actual



Follow Up Outpatients: Plan v Actual



Other NHS Clinical: Plan v Actual



Clinical Income - by Commissioner

Month 09 (December) 2017/18

Commissioner	Annual £000	Year to Date £000			This Month £000		
	Plan	Plan	Actual	Variance	Plan	Actual	Variance
NCA - England	4,803	3,650	3,798	148	425	391	(33)
NHS England - Armed Forces	156	117	122	5	12	10	(2)
NHS England - Specialised Services	77,358	58,096	60,068	1,972	6,325	6,499	174
NHS England - Health In Justice	26	20	88	69	2	7	4
NHS England - Secondary Dentistry	5,428	4,019	4,342	324	432	500	67
NHS England - Public Health	6,442	4,832	4,832		537	537	
Kings	264	198	198		22	22	
NCA - Wales	1	1	109	108		8	8
NCA - Northern Ireland			4	4			
NCA - Scotland			21	21		4	4
Other Trusts	2,410	1,808	1,937	130	201	218	18
NHS Ashford CCG	66,962	50,038	52,177	2,140	5,421	5,822	401
NHS Canterbury & Coastal CCG	112,922	84,334	86,089	1,756	9,135	9,100	(35)
NHS South Kent Coast CCG	126,519	94,478	97,215	2,737	10,213	10,490	277
NHS Thanet CCG	93,473	69,826	69,858	32	7,567	7,613	47
East Kent Overseas		1	490	489	()	30	31
NHS Dartford, Gravesham & Swanley CCG	366	275	351	76	30	35	5
NHS Medway CCG	2,163	1,622	1,521	(101)	174	181	7
NHS Swale CCG	4,313	3,220	2,614	(607)	344	264	(80)
NHS West Kent CCG	5,228	3,910	3,960	50	424	385	(39)
Other Organisations	12,169	7,489	1,954	(5,535)	1,016	176	(840)
Cancer Drugs Fund	5,469	4,102	2,089	(2,013)	456	186	(270)
Adjust Prior Month Reported Position			()			910	910
Prior year Income			57	57		53	53
Total	526,475	392,033	393,894	1,862	42,735	43,440	707

Clinical income is £1.862m above plan. All Commissioner contracts are over performing YTD with the exception of Medway and Swale. 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 audited short stay admissions in December but no audit results have been published. EK CCGs have now made another request to audit this data further. The Trust is considering its position as these are purely financial audits which are putting pressure on front line services at a time of severe winter pressures.

Pay

Month 09 (December) 2017/18

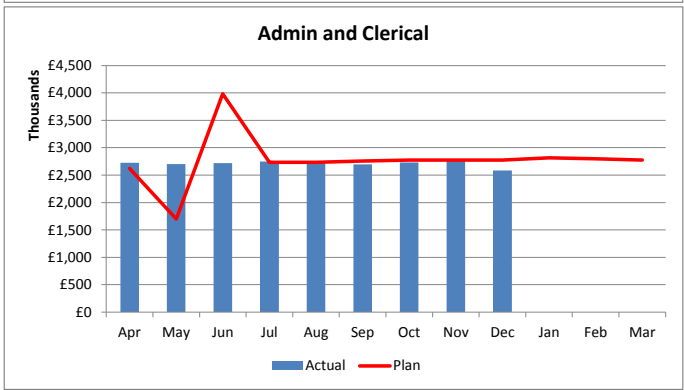
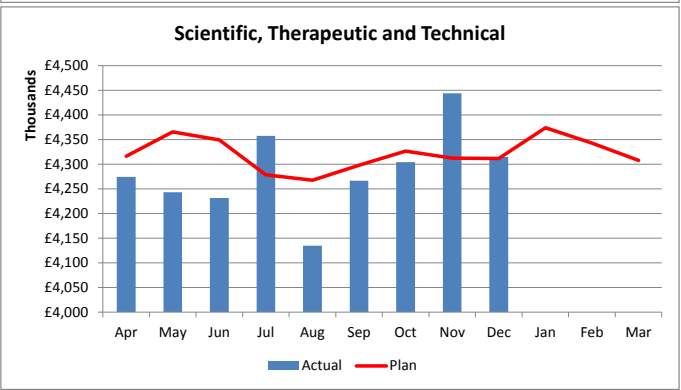
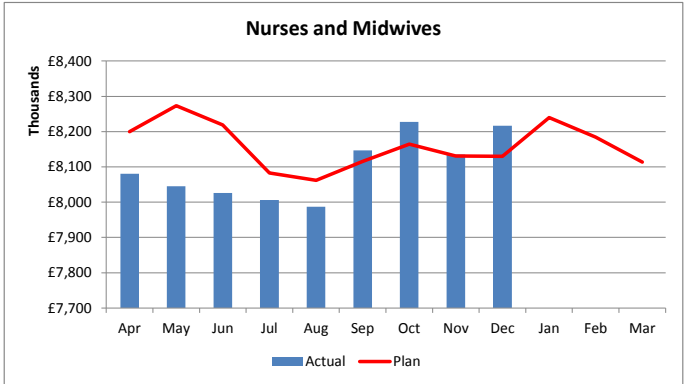
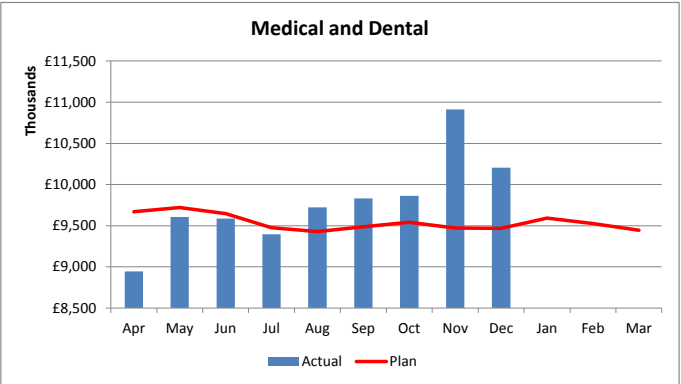
Pay Expenditure	Annual	Year to Date			This Month			Agency % of Total	
£000	Plan	Plan	Actual	Variance	Plan	Actual	Variance	YTD	%
Medical and Dental	(114,479)	(85,915)	(88,067)	(2,152)	(9,469)	(10,205)	(736)	(8,803)	10.00%
Nurses and Midwives	(97,916)	(73,378)	(72,871)	507	(8,130)	(8,217)	(86)	(4,337)	5.95%
Scientific, Therapeutic and Technical	(51,849)	(38,825)	(38,570)	256	(4,312)	(4,315)	(3)	(1,228)	3.18%
Admin and Clerical	(33,233)	(24,848)	(24,415)	433	(2,776)	(2,585)	191	(104)	0.43%
Other	(46,880)	(35,054)	(36,190)	(1,135)	(3,919)	(3,746)	173	(145)	0.40%
Total	(344,356)	(258,021)	(260,112)	(2,092)	(28,606)	(29,067)	(461)	(14,617)	5.62%

-0.81%

Adverse

-1.61%

Adverse

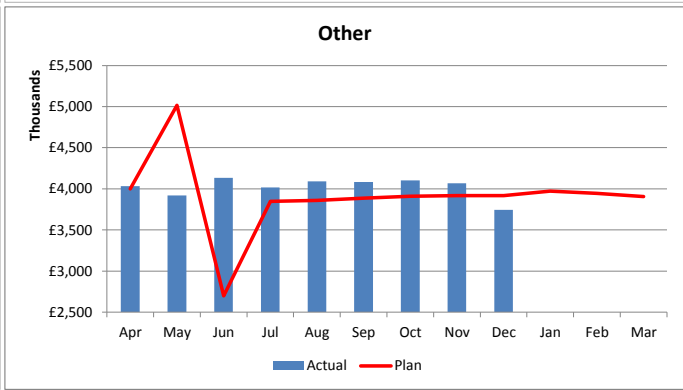


Pay performance including Winter pressures and A&E Improvement Plan costs is adverse to plan ytd by £2.1m (0.81%). Pay CIPs are adverse to plan ytd by £1.8m, a deterioration of £0.5m in month. Patient flow II schemes have partially commenced in December but underperformance on "Bite 4" schemes continues to drive the adverse CIP position. CIPs are being recovered in non pay areas.

The position on medical staffing expenditure continues to deteriorate and is adverse to plan ytd by £2.2m. In month, expenditure is £0.7m adverse to plan compared to an adverse variance in November of £1.4m. Reliance on temporary medical staff continues to drive the position and is £1.2m adverse to plan in December (including unachieved CIPs) driven by operational pressures. An Agency review process is in place.

Above plan expenditure on HCAs in UC<C of £1.0m accounts for the majority of the overspend on Other staff.

Total expenditure on pay in December was £29.1m, a reduction in spend of £1.3m when compared to November which had included costs for prior periods. Expenditure on all pay categories has fallen in December, in particular substantive staffing which fell by £0.4m (although overall contracted wte increased by 24wte). Bank, agency and STAFFflow locum costs fell by a total of £0.6m (November's spend included £0.5m of prior month cost) whilst waiting list and internal locum spend fell by £0.3m.

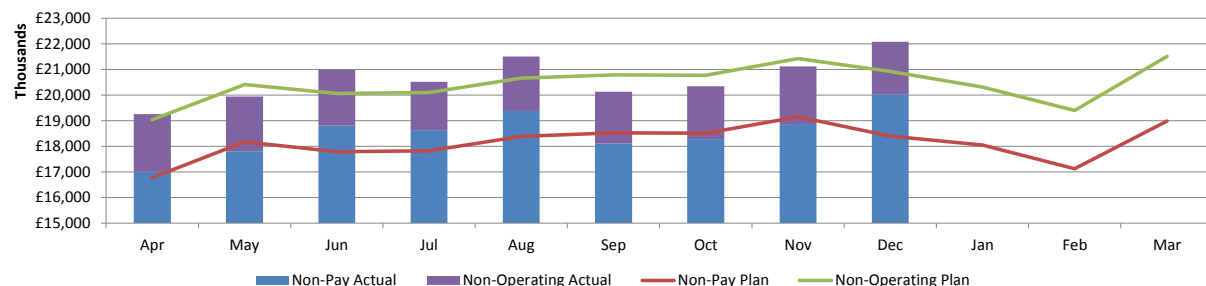


Non-Pay

Month 09 (December) 2017/18

£000	Annual	Year to Date		This Month			
	Plan	Plan	Actual	Var.	Plan	Actual	Var.
Drugs	(70,014)	(52,873)	(50,238)	2,635	(5,849)	(5,960)	(111)
Clinical Supplies	(69,612)	(52,682)	(51,617)	1,064	(6,031)	(5,863)	168
Non-Clinical Supplies	(10,621)	(7,168)	(8,657)	(1,489)	(953)	(1,061)	(108)
Facilities Management	(15,819)	(11,989)	(12,137)	(148)	(1,243)	(1,365)	(122)
NHS Supplies and Services	(2,363)	(1,760)	(2,305)	(545)	(193)	(270)	(77)
Cost of Secondary Commissioning of mandatory Services	(4,123)	(2,718)	(5,913)	(3,195)	(376)	(808)	(432)
Education & Training	(1,594)	(1,197)	(1,882)	(685)	(133)	(195)	(62)
Consultancy	(829)	(613)	(493)	120	(44)	(48)	(5)
Premises	(12,465)	(9,851)	(8,098)	1,753	(1,047)	(927)	119
Clinical Negligence	(21,637)	(16,227)	(16,084)	143	(1,803)	(1,787)	16
Printing and Stationary	(1,553)	(1,159)	(785)	374	(124)	(75)	48
Postage	(1,012)	(759)	(833)	(74)	(84)	(107)	(22)
Telephones	(723)	(541)	(548)	(6)	(60)	(38)	22
Staff Travel	(2,177)	(1,621)	(1,336)	285	(166)	(190)	(24)
Transport Hire/Lease	(702)	(530)	(444)	86	(61)	(47)	14
Cleaning Materials	(339)	(254)	(291)	(37)	(28)	(27)	2
Office Equipment and Consumables	(183)	(120)	(83)	37	(22)	7	29
Misc Other Operating Expenses	(1,875)	(1,428)	(5,098)	(3,670)	(177)	(1,261)	(1,084)
Total Non-Pay Expenditure	(217,640)	(163,491)	(166,843)	(3,352)	(18,395)	(20,022)	(1,627)
Depreciation & Amortisation-Owned Assets	(18,394)	(13,793)	(13,497)	296	(1,533)	(1,486)	47
Impairment Losses	(500)	(250)		250	(250)		250
Profit/Loss on Asset Disposals	(100)	(72)	90	162	(8)		8
PDC Dividend	(7,700)	(5,774)	(4,985)	789	(642)	(554)	88
Interest Receivable	36	27	63	36	3	12	9
Interest Payable	(1,035)	(768)	(667)	101	(89)	(82)	7
Other Non-Operating Expenses			(7)	(7)		55	55
Total Non-Operating Expenditure	(27,693)	(20,630)	(19,004)	1,626	(2,519)	(2,055)	464
Total Expenditure	(245,333)	(184,121)	(185,847)	(1,726)	(20,914)	(22,077)	(1,163)

Non-Pay: Plan v Actual



Non Pay expenditure is adverse to plan ytd by £3.4m (2.1%).

Drug expenditure is favourable to plan by £2.6m ytd. Pass-through drugs are favourable to plan YTD by £1.0m, offset by an adverse position on clinical income. All other drugs are favourable to plan by £1.6m.

Expenditure on clinical supplies and services is favourable to plan by £1.1m ytd. Actual expenditure fell by £0.2m when compared to November which was partially planned for with reduced budget of £0.1m. The YTD variance relates mainly to expenditure on medical equipment and disposables which is £1.0m favourable to plan including £0.6m of CIPs, and rechargeable devices which are £0.3m favourable to plan. Externally sourced scanning services in Clinical Support (ultrasound, MRI and CT) are adverse to plan by £0.5m, offset by a favourable performance on externally referred diagnostics (eg pathology tests) of £0.2m.

Referrals to the independent sector are adverse to plan ytd by £3.2m. As previously reported, the overspend is driven by expenditure on Health and Social Care Village beds which accounts for £2.2m of the ytd variance, offset by clinical income, and external support for Gastroenterology 18 week referrals costing £1.9m 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 £4.9m ytd. This adverse variance is offset by a favourable position on premises expenditure of £1.8m, with slippage on the SaCP project currently standing at £1.9m.

Expenditure on Education and Training is adverse to plan by £0.7m, offset by a favourable performance on income.

Non Operating Expenditure YTD is £1.6m below plan. The Trust incurred £667k interest charges in respect of the £22,736 facility utilised in 2016/17 and the £6.9m drawn up to December 2017/18.

Income Other

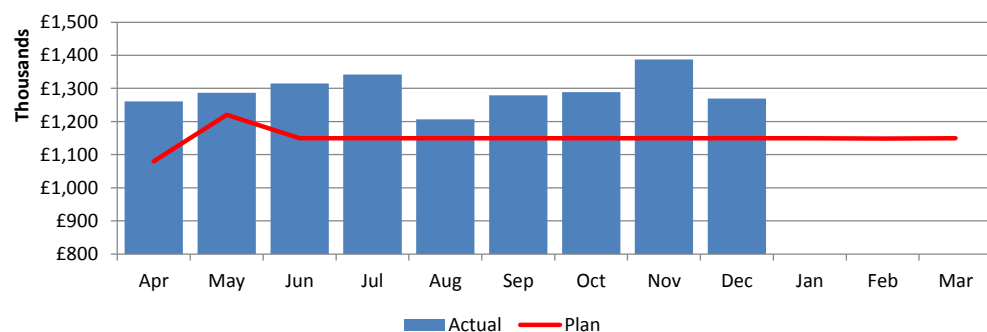
Month 09 (December) 2017/18

Income - Other

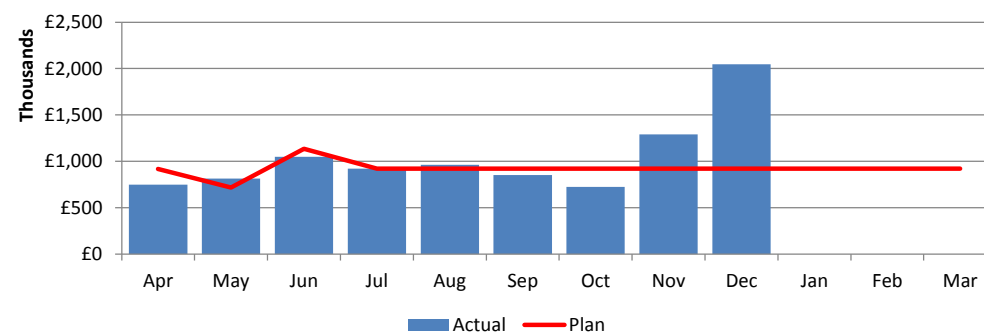
	Annual	Year to Date			This Month		
£000	Plan	Plan	Actual	Variance	Plan	Actual	Variance
Training and Education	13,799	10,350	11,636	1,286	1,150	1,270	120
Research and Development	2,468	1,854	2,132	278	206	225	19
NHS Non Clinical	11,065	8,300	9,411	1,111	922	2,048	1,125
Other	29,826	20,829	17,848	(2,981)	2,697	1,978	(719)
Donated Asset	500	235	39	(196)	235		(235)
Total	57,658	41,568	41,066	(502)	5,210	5,520	310
				-1.21%			5.95%
				Adverse			Favourable

Non clinical income is adverse to plan ytd by £0.5m (1.21%), an improvement in month of £0.3m. The Trust's adverse position YTD on sustainability and transformation funding now stands at £2.5m. This is offset by income for Winter pressures and A&E improvement plan of £1.7m. Income relating to Education and Training and R&I continues to perform above plan and is £1.6m favourable YTD, offset by adverse performances on accommodation revenue, charitable funds income, services to private hospitals and miscellaneous income totalling £1.5m. Expenditure on the SaCP project has slipped by £1.9m ytd.

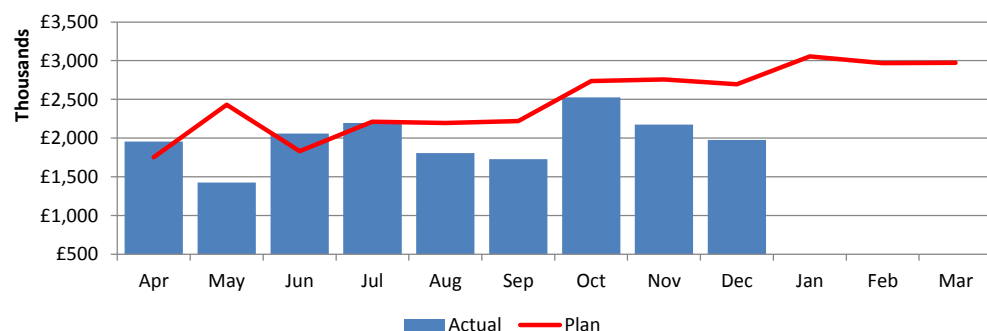
Training and Education



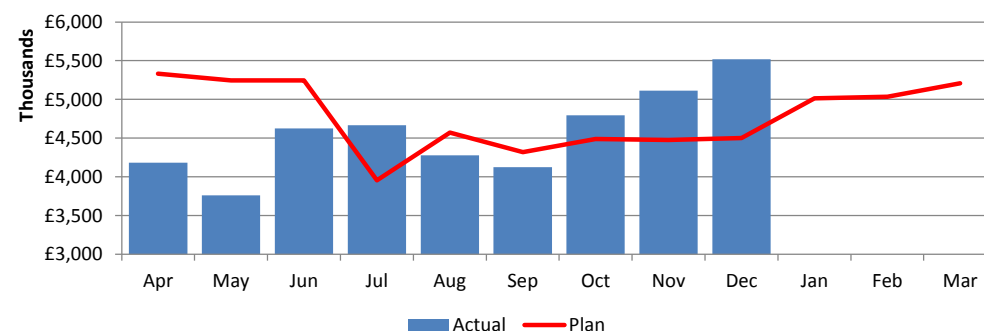
NHS Non Clinical



Other



Total



Cost Improvement Summary

Month 09 (December) 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	3,086	1,787	(1,299)	526	420	(107)	3,395	(1,271)
Diagnostic Demand Reduction	-	-	-	-	-	-	-	-
Agency	4,060	2,866	(1,193)	623	377	(246)	4,679	(1,203)
Workforce *	3,735	4,561	826	461	588	126	7,124	2,010
Procurement	1,700	1,943	243	171	187	16	2,167	80
Medicine Optimisation	322	644	322	32	120	87	1,023	132
Division Schemes **	6,409	9,309	2,900	970	1,087	117	12,214	2,956
Sub-total	19,312	21,110	1,797	2,785	2,779	(6)	30,602	2,705
Central	2,654	626	(2,028)	534	136	(69)	1,428	(3,010)
Grand Total	21,966	21,736	(230)	3,319	2,915	(75)	32,030	(306)

* 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	2,915
January	3,519	
February	3,324	
March	3,527	
*excl Income Completeness	32,336	21,736

67.2%

CIPs

The CIPs Plan is net of the cost of delivery. CIPs achieved in M09 were £2.9m against a plan of £3.3m. Achievement for the Year to Date is £21.7m against plan of £22.0m. The net target for the year is £32m. The major areas of CIP achievement in M09 were Divisional schemes £1.1m, Medicines Optimisation £0.1m and Workforce £0.6m offset by shortfalls in Patient Flow £(0.1m) and agency £(0.2m). CIPs in December amounted to £2.7m recurrent and £0.3m on a non-recurrent basis. Year to date £18.4m recurrent and £3.3m non-recurrently.

Cost Improvement Summary

Month 09 (December) 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	3,527	(46)	1,435
Specialist	3,149	3,249	3,378	100	229
Surgery	6,433	6,433	7,419	-	986
UC<C	6,769	6,771	7,744	2	974
Corporate - Other	808	808	1,665	-	857
SD&CP	1,212	1,218	1,754	6	542
Procurement	2,087	2,087	2,447	-	360
Medicine Optimisation	776	776	860	(0)	84
Outpatients	-	-	-	-	-
Workforce	-	-	-	-	-
Sub-total	23,326	23,388	28,794	62	5,468
Central	9,010	8,948	3,229	(62)	(5,781)
Grand Total	32,336	32,336	32,023	(0)	(313)

Planned Summary

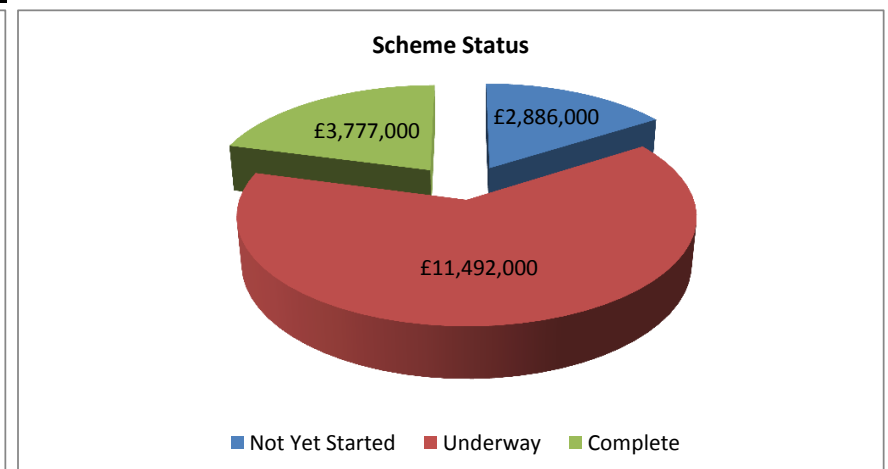
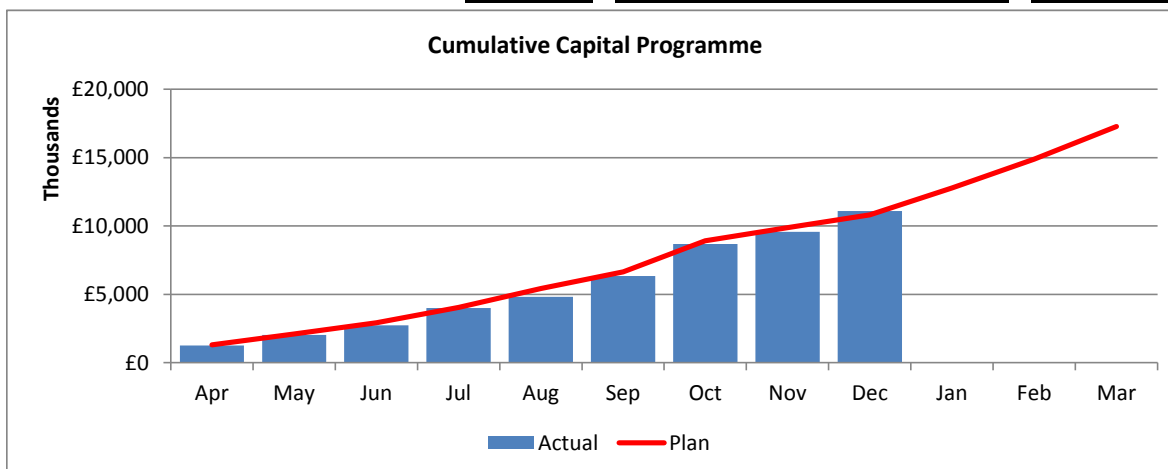
Programme Themes £000	2017 - 2018		Target Variance		
	Draft Target	Gross	RAG Adj	vs Gross	vs RAG
Theatres	-	-	-	-	-
Outpatients	-	-	-	-	-
Patient Flow/LOS	4,666	4,666	3,395	-	(1,271)
Diagnostic Demand Reduction	-	-	-	-	-
Agency	5,882	5,882	4,679	0	(1,203)
Workforce *	4,631	5,114	7,124	483	2,493
Procurement	2,087	2,087	2,167	-	80
Medicine Optimisation	891	891	1,023	(0)	132
Division Schemes **	9,679	9,258	12,207	(421)	2,527
Sub-total	27,836	27,898	30,595	62	2,759
Central	4,500	4,438	1,428	(62)	(3,072)
Grand Total	32,336	32,336	32,023	-	(313)

Capital Expenditure

Month 09 (December) 2017/18

Capital Programme	Annual	To Date			Annual
£000	Plan	Plan	Actual	Variance	Forecast
WHH Orthopaedic Outpatients	1,446	1,046	1,137	(91)	1,446
Clinical Strategy Plans	200	88	153	(65)	200
Electronic Health Records	1,240	498	941	(443)	1,240
CT/CT SPECT Replacement	80	80	6	74	80
KCH MRI Replacement	3,671	3,671	3,624	47	3,671
QEQM Cardiac Catheter Lab					
CCU Move to Arundel Unit	2,886		62	(62)	2,886
Invest To Save Schemes	106	26	40	(14)	106
Replacement Medical Equipment	2,675	1,534	1,245	289	2,675
PEIC/H & S/CQC	2,208	1,498	1,351	147	2,208
IDG	1,660	1,440	1,459	(19)	1,660
Other Building Schemes	978		813	(813)	978
Other Equipment Schemes	750		43	(43)	750
Other IT Schemes			219	(219)	
All Other	255	250	(8)	258	255
Adjustment to balance to NHSI Plan Profi		691		691	
Total	18,155	10,822	11,085	(263)	18,155

- YTD expenditure for Mth 9 2017/18 was 2% over the NHSI plan.
- This is due mainly to some IT costs relating to the PAS programme that have been moved from Revenue to Capital, this was not planned for.
- It has been agreed that the £100k for Ambulatory care at QEQM be transferred to the A&E GP streaming schemes.



Working Capital

Month 09 (December) 2017/18

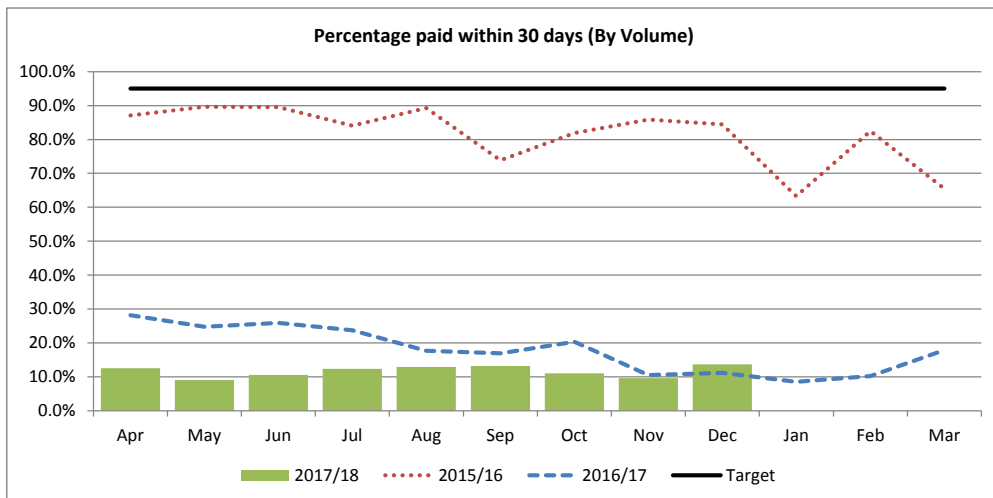
Invoiced creditors have increased by £4.8m from the opening position to £35.9m. 50.4% relates to current invoices (M8 50.3%) with 10.2% or £3.6m (M8 £3.3m) over 90 days.

Over 90 days NHS creditors decreased by £283k in the month

- Maidstone & Tunbridge Wells NHS Trust - £(278)k
- St Georges University Hospitals NHS - £(73)k
- Medway NHS Foundation Trust - £37k

(These creditors are offset by Debtor to the same supplier which are managed together for cash purposes)

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	(112,844)	(21,243)	(12,616)	(2,217)
30+ days	(136,092)	(8,565)	(13,161)	(1,337)
By Volume				
0 - 30 days	8,998	136	943	11
30+ days	68,052	2,032	5,827	203
% by Value £	45.3%	71.3%	48.9%	62.4%
% by Volume	11.7%	6.3%	13.9%	5.1%
Target	95.0%	95.0%	95.0%	95.0%



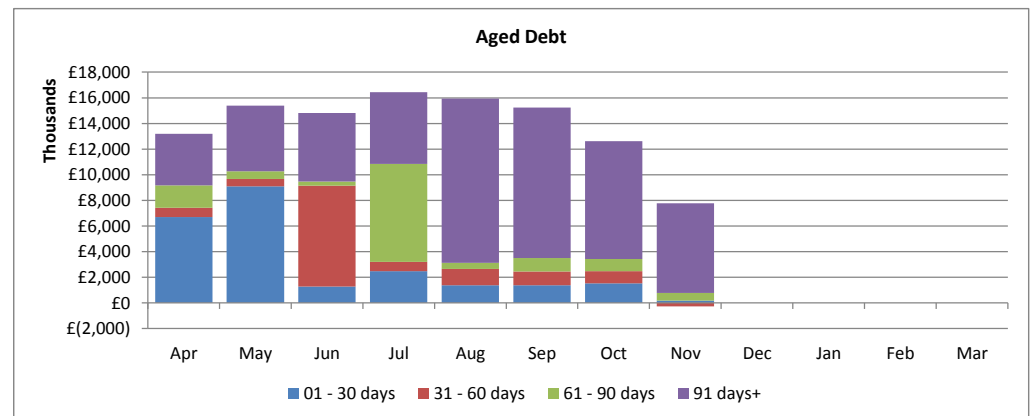
Total invoiced debtors have decreased from the opening position of £19.2m by £12.8m to £6.4m. The significant reduction is primarily due to credits and reinvoices in respect of the 2016/17 final position for the EK CCGS.

At 31st December there were no debtors owing over £1m. The Trusts largest debtors were Maidstone & Tunbridge Wells, owing £988k and East Kent Medical Services owing £871k.

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

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%	



Debtor Balances

Month 09 (December) 2017/18

Debtor	Debtor balances over £200k outstanding as at 31/12/2017					Creditor balance as at 31/12/2017	Notes	
	Current	1-30 Days	31-60 Days	61-90 Days	Over 90			Total
50010 - MAIDSTONE AND TUNBRIDGE WELLS NHS TRUST	71,933.77	90,716.89	91,995.21	64,551.10	668,906.08	988,103.05	1,901,496.43	Reciprocal payment arrangement with MTW. Undisputed Debtor and Creditor balances brought in line in December with a net payment to MTW of £0.7m
51136 - EAST KENT MEDICAL SERVICES	165,162.69	155,080.69	137,517.00	47,568.90	365,452.48	870,781.76	867,625.53	Reciprocal payment arrangement with EKMS, £150k contra in M9
51708 - MEDWAY NHS FOUNDATION TRUST	3,868.61	17,828.31	28,396.39	4,159.88	541,650.96	595,904.15	1,015,418.90	Reciprocal payment arrangement with Medway.
59742 - HEALTHEX	12,186.78	0.00	12,186.78	24,373.55	365,602.78	414,349.89	0.00	Healthex loan interest
50235 - KINGS COLLEGE HOSPITAL NHS FOUNDATION TRUST	34,096.08	17,925.38	33,961.37	16,090.97	195,848.02	297,921.82	56,339.74	Outstanding disputes re Cystic Fibrosis Activity/Drug usage
61914 - NHS HASTINGS AND ROTHER CCG	45,675.17	85,163.88	3,126.07	55,315.91	76,675.39	265,956.42	0.00	Non Contract Activity
95741 - KENT COMMUNITY HEALTH NHS FOUNDATION TRUST	229,294.04	13,048.91	0.00	0.00	0.00	242,342.95	271,340.38	Current debt
62048 - NHS WEST KENT CCG	9,602.84	9,060.74	0.00	0.00	218,912.00	237,575.58	0.00	Dispute on the value of the 1617 overperformance
72878 - ALLSCRIPTS HEALTHCARE IT UK LTD	0.00	0.00	0.00	0.00	225,386.00	225,386.00	0.00	Allscripts say this is not payable under the contract. EKHUFT in discussions with them
69345 - WESSEX SPECIALISED COMMISSIONING HUB 13N	181,927.20	0.00	0.00	0.00	0.00	181,927.20	0.00	Current debt
Other NHS	457,286.57	(818,059.62)	181,825.34	(971,885.12)	1,413,509.25	262,676.42	0.00	Credit balances relate to credit notes issued to Ashford and Thanet CCGs RE: 16/17 Contract Settlement
Other Non NHS	443,841.77	389,305.74	129,370.22	96,288.98	847,300.05	1,906,106.76	0.00	
	1,654,875.52	(39,929.08)	618,378.38	(663,535.83)	4,919,243.01	6,489,032.00	4,112,220.98	

Statement of Financial Position

Month 09 (December) 2017/18

£000	Opening	To Date	Movement
Non-Current Assets	271,469	268,506	(2,963) ▼
Current Assets			
Inventories	9,744	9,753	10 ▲
Trade and Other Receivables	31,436	34,970	3,534 ▲
Assets Held For Sale			-
Cash and Cash Equivalents	5,083	8,300	3,216 ▲
Total Current Assets	46,263	53,023	6,760 ▲
Current Liabilities			
Payables	(35,732)	(44,770)	(9,038) ▲
Accruals and Deferred Income	(27,706)	(26,507)	1,198 ▼
Provisions	(341)	(413)	(72) ▲
Net Current Assets	(17,516)	(18,667)	(1,151) ▼
Non Current Liabilities			
Provisions	(2,967)	(2,978)	(11) ▲
Long Term Debt	(22,736)	(29,611)	(6,875) ▲
Total Assets Employed	228,250	217,251	(11,000) ▼
Financed by Taxpayers Equity			
Public Dividend Capital	190,259	190,259	-
Retained Earnings	(21,592)	(32,533)	(10,941) ▼
Revaluation Reserve	59,583	59,525	(59) ▼
Total Taxpayers' Equity	228,250	217,251	(11,000) ▼

Non Current asset values reflect in year additions of £11.1m (including donated assets) less depreciation charges of £13.5m. The balance of movements relates to fluctuations in the level of RTA income recognised for new claims

Trust closing cash balances for December was £8.3m, £6.3m above the revised plan. See cash report for further details.

Trade and other receivables have increased from the 2017/18 opening position by £3.5m. Invoiced debtors have decreased from the opening position of £19.2m by £12.8m to £6.4m at the end of December (Nov £9m), primarily due to the EKCCG 2016/17 settlement.

Accruals and Deferred Income have decreased by £1.2m since the opening position. Of the £26.5m balance, £18.4m relates to Accruals and £8.1m is Deferred Income.

The long term debt entry reflects drawings against working capital facilities. The Trust drew £22.7m in 16/17 and £6.9m up to December. Repayment of £829k is forecast for January reflecting receipt of Q2 STF.

Retained earnings reflects the year to date deficit.

Key Highlights

Month 09 (December) 2017/18

CLINICAL INCOME

There is a reported over performance against plan of £705k in December due mainly 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, General Medicine and Gastroenterology. 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 and Healthcare of the Elderly 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 a big reduction as non-urgent appointments have started to be cancelled in order to free up capacity to deal with the demands of winter.

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 2.8% under plan in December, resulting in the YTD position being slightly under 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 3.4% 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 £1.4m, an improvement in month of £0.4m. Clinical Income streams are favourable to plan ytd by £6.2m, and favourable in month by £1.6m. Non clinical income includes £1.5m of Winter pressures and A&E improvement plan funding allocated to UC<C and Surgical Services in December (relating to October - December) and is £1.3m favourable to plan in month and ytd. The favourable income position offsets an overspend against plan on expenditure which is adverse to plan ytd by £8.9m, a further deterioration in month of £2.5m. As previously reported, the main driver for the overspend in month relates to temporary staffing and overtime costs in excess of underspends on substantive staff totalling £2.3m inclusive of A&E improvement plan spend and additional staffing for Winter pressures.

CIPS

The target for the year is £32m. To date £32m (net) of schemes are forecast for the year. 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.99% 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 53% (£16m) schemes worked up for 18/19, with a further £5m in the pipeline.

CAPITAL

Expenditure for Month 9 2017/18 was 2% over the NHSi plan.

OTHER INCOME

Non clinical income is adverse to plan ytd by £0.5m (2.3%), an improvement in month of £0.3m. The Trust's adverse position YTD on sustainability and transformation funding now stands at £2.5m. This is offset by income assumed for Winter pressures and A&E improvement plan of £1.8m. Expenditure on the SaCP project has slipped by £1.9m ytd.

PAY

Pay performance is adverse to plan ytd by £2.1m (0.81%). Pay CIPs are adverse to plan ytd by £1.8m, a deterioration of £0.5m in month.

Overall pay in December is adverse to plan by £0.5m and this is again driven by an overspend on temporary medical staffing of £1.2m including unachieved CIP targets. Actual pay in month totalled £29.1m, a reduction of £1.3m when compared to the spend in November (which included £0.5m of prior month temporary staffing cost). Expenditure on all pay categories has fallen in December, in particular substantive staffing which fell by £0.4m. Bank, agency and STAFFflow locum costs fell by a total of £0.6m whilst waiting list and internal locum spend fell by £0.3m.

NON-PAY

Non Pay expenditure is adverse to plan ytd by £3.4m (2.1%).

Referrals to the independent sector continue to overspend against plan as previously reported, Health and Social Care Village beds are £2.2m adverse to plan (matched by income overperformance) and expenditure on Gastro 18 week referrals is £1.9m ytd. These overspends are reduced by an underperformance on Spencer Wing activity of £0.5m. Overspends on education and training, non clinical supplies and general services totalling £5.6m are offset by favourable performances on drugs, clinical supplies and premises expenditure of £5.5m. Slippage on SaCP project income and expenditure stands at £1.9m.

CORPORATE/ESTATES AND FACILITIES

The Corporate and SD&CP Divisions are £1.4m 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 December was £8.3m.

DEBT

Trade and other receivables have increased from the 2017/18 opening position by £3.5m to £34.9m. The largest invoiced debtors as at 31st December were Maidstone and Tunbridge Wells NHS Trust (£0.98m) and East Kent Medical Services (£0.87m). Both of these debtors are managed on a reciprocal basis. as the creditor balances are broadly similar.

FINANCING

£667k of interest was incurred in respect of the drawings against working capital facilities in 2016/17 (£22.7m) and 2017/18 (a further £6.9m). Q2 STF (2.5m) was received at the end of December, resulting in a £829k repayment against the loan drawn in December.

Cash Flow

Month 09 (December) 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	Actual	Forecast	Forecast	Forecast
5,084	Opening Bank Balance	2,270	1,390	(881)	5,084	8,947	12,945	7,886	9,746	4,060	6,586	10,104	1,390	8,304	4,347	5,030
49,115	Ashford CCG	5,431	4,846	(584)	5,431	5,431	5,431	5,432	5,442	6,231	5,431	5,440	4,846	5,431	5,135	5,404
85,983	C4G	9,257	9,782	525	9,258	9,257	9,257	9,257	9,332	10,374	9,257	10,207	9,782	9,257	8,753	9,212
95,901	South Kent Coast CCG	10,424	11,995	1,570	10,318	10,425	10,481	10,475	10,434	10,924	10,424	10,424	11,995	10,424	9,863	10,373
69,779	Thanet CCG	7,717	7,217	(500)	7,717	7,718	7,728	7,720	7,718	8,516	7,718	7,727	7,217	5,371	7,301	7,680
	Additional Income															
449	Dartford, Gravesham & Swanley CCG	32	32		32	32	32	91	37	32	32	129	32	32	32	32
1,512	Medway CCG	164	167	3	164	177	164	165	170	167	172	165	167	164	164	164
3,261	Swale CCG	328	584	256	366	320	328	328	348	315	337	335	584	328	328	328
3,688	West Kent CCG	401		(401)	401	401	417	408	816	427	401	416		408	401	401
80,615	NHS England	7,859	9,402	1,542	11,528	11,048	8,516	8,248	7,883	8,148	8,119	7,725	9,402	7,758	8,574	9,826
24,259	All Other NHS Organisations	1,652	1,249	(403)	1,474	5,966	985	5,408	1,134	906	6,112	1,026	1,249	4,901	978	1,003
268	Capital Receipts				134	7	90		37							
21,190	All Other Receipts	2,162	3,558	1,396	2,571	2,015	1,909	1,109	3,273	1,442	3,628	1,685	3,558	2,785	1,798	1,877
3,889	S&T Fund		2,036	2,036						1,853			2,036		3,053	
6,875	Loan	1,445	2,565	1,120						3,310	1,000		2,565			5,994
	Loan Repayment													(829)		
446,786	Total Receipts	46,873	53,433	6,560	49,394	52,798	45,338	48,642	46,625	52,645	52,631	45,279	53,433	46,031	46,381	52,293
	Payments															
232,089	Monthly Payroll inc NI & Super	26,566	26,213	(353)	25,383	25,988	26,075	25,647	25,558	25,385	25,797	26,043	26,213	26,252	26,250	26,350
196,744	Creditor Payment Run	19,364	19,382	18	18,795	21,553	23,592	20,664	25,321	20,450	22,361	24,626	19,382	21,852	17,212	21,426
11,150	Capital Payments	1,171	924	(247)	1,353	1,259	730	471	1,432	702	956	3,323	924	1,883	2,236	2,673
3,183	PDC Dividend Payment									3,183						3,411
399	Interest Payments									399						458
443,565	Total Payments	47,101	46,519	(582)	45,531	48,799	50,397	46,782	52,311	50,119	49,114	53,993	46,519	49,988	45,698	54,319
3,221	Total Movement In Bank Balance	(228)	6,914	7,142	3,863	3,998	(5,059)	1,860	(5,686)	2,527	3,517	(8,714)	6,914	(3,957)	683	(2,025)
8,304	Closing Bank Balance	2,042	8,304	6,262	8,947	12,945	7,886	9,746	4,060	6,586	10,104	1,390	8,304	4,347	5,030	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				11	285	(2,941)	(2,359)	(3,777)	2,107	4,769	(880)	6,262	2,160	(984)	

Cash Flow

Month 09 (December) 2017/18

Unconsolidated Cash balance was £8.3m at the end of December 2017, £6.3m above the plan revised 19 May 2017.

Total receipts in December 2017 were £6.5m above the revised plan

- EK CCGs £1.0m above plan
- Other NHS Receipts £0.9m above plan
- All Other income £1.4m above plan
- Sustainability and Transformation Fund £2.0m above plan
- Loan £1.1m above plan

Total Payments in December 2017 were £0.6m below the revised plan

- Creditor payments incl capital were £0.2m below plan
- Payroll (inc Tax/NIC/Pensions) was £0.4m below plan

YTD position is £6.3m above the revised plan

- EK CCG income (inc 2016/17 overperformance) is £5.4m above plan
- Other NHS income is £0.2m below plan
- STF income is £1.2m below plan (15% of Q1 not achieved and 30% of Q2 not achieved)
- Working capital facility drawn is £2.4m above plan
- All other income is £0.8m above plan
- Payroll expenditure is £4.2m below plan
- PDC Payment was £0.4m below plan
- All other payments are £5.5m over plan

Changes to 2017/18 Forecast for December

- £1.5m Winter Monies allocation notified by NHSE. £0.75m received late December and a further £0.75m forecast for receipt in February.
- EK CCGs notified that c.£2m re CQUIN will be withheld from payment of contracts in February.
- Creditor payment runs were reforecast for the remainder of the year, reducing the forecast runs for the year by £2.0m.

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 Q1 STF £1.8m on 29th September (85% of £2.1m) and Q2 STF £2.0m (70% of £2.9m) on 27th December. The cashflow currently forecasts 70% Q3 STF receivable for £3m in Q4. The Month 9 forecast removes the expectation of Q4 STF and in cash terms this will be recognised as additional deficit funding. The payment date for Q3 STF has not been confirmed 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)	-829	ISUCL	N/A	N/A	N/A
Mar' 2018 (forecast)	5,994	ISUCL	TBA*	TBA	TBA

- 17/18 Loan per revised plan was £4.4m in line with the plan pre technical deficit.
- Forecast Pre Technical Deficit as at M9 is £23.3m and the Trust is assuming that deficit funding will be made available to that level
- £6.9m has been drawn to the end of December with a planned repayment of £0.8m on the 15th January
- The cashflow will be reforecast in January to reflect the revised I&E deficit as forecast in the Month 9 return

Creditor Management

Creditor management continued to be applied throughout December 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 December 2017 the Trust was recording 72 creditor days (Calculated as invoiced creditors at 31st December/ 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

Subjective Analysis

Month 09 (December) 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							
69,643	Electives	100,038	73,091	67,387	(5,704)	(7.80%)	(1,250)	(2,256)
109,414	Non-Electives	153,125	114,636	118,909	4,273	3.73%	357	9,495
17,791	Accident and Emergency	26,602	19,683	19,636	(47)	(0.24%)	36	1,845
58,200	Outpatients	80,322	59,643	57,758	(1,885)	(3.16%)	(741)	(442)
25,460	High Cost Drugs	57,684	43,263	41,239	(2,024)	(4.68%)	373	15,779
353	Private Patients	433	326	184	(142)	(43.48%)	(21)	(169)
102,207	Other NHS Clinical Income	106,249	79,875	87,413	7,539	9.44%	2,182	(14,794)
1,556	Other Clinical Income	2,022	1,516	1,367	(149)	(9.83%)	(49)	(189)
384,625	Total Corporate and SLA Income	526,475	392,033	393,894	1,861	0.47%	888	9,269
38,442	Other Income	57,658	41,568	41,066	(502)	(1.21%)	310	2,624
423,066	Total Income	584,133	433,601	434,959	1,358	0.31%	888	11,893
	Expenditure							
(222,538)	Permanent Staff	(315,296)	(235,751)	(224,700)	11,051	4.69%	1,446	(2,162)
(3,426)	Overtime	0	0	(3,804)	(3,804)	-	(484)	(377)
(2,997)	Waiting List Payments	(1,144)	(855)	(1,586)	(730)	(85.39%)	(93)	1,412
(2,901)	Medical Locums/Short Sessions	(1,950)	(1,458)	(2,555)	(1,097)	(75.22%)	60	346
(4,133)	Bank	(8,509)	(6,313)	(9,962)	(3,649)	(57.81%)	(348)	(5,830)
(10,650)	Agency	(13,650)	(10,667)	(14,617)	(3,950)	(37.03%)	(1,295)	(3,967)
(6,806)	Staffflow Locum	(3,808)	(2,976)	(2,888)	88	2.95%	253	3,918
(253,452)	Total Pay	(344,356)	(258,021)	(260,112)	(2,092)	(0.81%)	(461)	(6,660)
	Non-Pay							
(48,073)	Drugs	(70,014)	(52,873)	(50,238)	2,635	4.98%	(111)	(2,165)
(54,514)	Clinical Supplies	(69,612)	(52,682)	(51,617)	1,064	2.02%	168	2,897
(7,990)	Non-Clinical Supplies	(10,621)	(7,168)	(8,657)	(1,489)	(20.77%)	(108)	(667)
(11,742)	Facilities Management	(15,819)	(11,989)	(12,137)	(148)	(1.23%)	(122)	(395)
(1,660)	NHS Supplies and Services	(2,363)	(1,760)	(2,305)	(545)	(30.96%)	(77)	(645)
(6,878)	Cost of Secondary Commissioning of mandatory Services	(4,123)	(2,718)	(5,913)	(3,195)	(117.54%)	(432)	965
(1,430)	Education & Training	(1,594)	(1,197)	(1,882)	(685)	(57.18%)	(62)	(451)
(1,201)	Consultancy	(829)	(613)	(493)	120	19.56%	(5)	708
(7,429)	Premises	(12,465)	(9,851)	(8,098)	1,753	17.79%	119	(669)
(13,723)	Clinical Negligence	(21,637)	(16,227)	(16,084)	143	0.88%	16	(2,361)
(905)	Printing and Stationary	(1,553)	(1,159)	(785)	374	32.28%	48	120
(673)	Postage	(1,012)	(759)	(833)	(74)	(9.76%)	(22)	(160)
(683)	Telephones	(723)	(541)	(548)	(6)	(1.17%)	22	136
(1,274)	Staff Travel	(2,177)	(1,621)	(1,336)	285	17.59%	(24)	(62)
(464)	Transport Hire/Lease	(702)	(530)	(444)	86	16.27%	14	20
(328)	Cleaning Materials	(339)	(254)	(291)	(37)	(14.76%)	2	37
(226)	Office Equipment and Consumables	(183)	(120)	(83)	37	30.59%	29	143
(6,497)	Misc Other Operating Expenses	(1,875)	(1,428)	(5,098)	(3,670)	(256.96%)	(1,084)	1,399
(165,690)	Total Non-Pay	(217,640)	(163,491)	(166,843)	(3,352)	(2.05%)	(1,627)	(1,152)
(419,142)	Total Expenditure	(561,996)	(421,511)	(426,955)	(5,443)	(1.29%)	(2,088)	(7,812)
3,924	EBITDA	22,136	12,090	8,004	(4,085)	(33.79%)	(1,200)	4,080
(20,399)	Non-Operating Expenses	(27,693)	(20,630)	(19,004)	1,626	7.88%	464	1,395
(16,475)	Income and Expenditure Surplus/(Deficit)	(5,557)	(8,540)	(11,000)	(2,459)	(28.79%)	(736)	5,475

Pay Analysis: Permanent, Overtime, WLI, Bank

Month 09 (December) 2017/18

This Month				Annual £000	Year to Date £000				
Planned WTE	Contracted WTE	Worked WTE	Category	Plan	Plan	Actual	Variance	Variance %	
2,305.84	2,067.07	2,069.41	Nurses and Midwives	(92,559)	(69,192)	(68,534)	658	0.95%	
1,397.43	1,328.40	1,309.86	Scientific, Therapeutic and Technical	(50,138)	(37,489)	(37,342)	147	0.39%	
1,518.37	1,293.85	1,281.71	Admin and Clerical	(33,077)	(24,726)	(24,311)	415	1.68%	
1,523.91	1,397.68	1,401.11	Other Pay	(46,461)	(34,726)	(36,045)	(1,318)	(3.80)%	
1,091.29	956.90	946.15	Medical and Dental	(102,713)	(76,786)	(73,821)	2,966	3.86%	
7,836.83	7,043.90	7,008.24	Total	(324,949)	(242,920)	(240,052)	2,867	1.18%	

This Month				Annual £000	Year to Date £000				
Planned WTE	Contracted WTE	Worked WTE	Directorate	Plan	Plan	Actual	Variance	Variance %	
420.49	357.58	354.58	Speciality Medicine	(20,030)	(14,922)	(14,393)	529	3.55%	
273.66	239.31	236.01	HCOOP	(11,111)	(8,314)	(8,398)	(84)	(1.01)%	
703.40	609.65	598.86	Acute Medicine	(25,726)	(19,339)	(19,573)	(234)	(1.21)%	
470.07	387.58	392.92	Emergency Medicine	(17,702)	(13,296)	(16,051)	(2,755)	(20.72)%	
163.46	141.05	145.34	Vascular, Inter Radiology & Urology	(8,165)	(6,120)	(5,642)	478	7.80%	
78.13	66.12	64.37	UC<C Divisonal Support	(3,827)	(2,902)	(2,728)	174	5.99%	
134.10	100.88	98.27	Surgical Division Management	265	(179)	(3,073)	(2,894)	(1617.09)%	
286.16	258.81	265.34	General Surgery	(13,779)	(10,262)	(9,302)	959	9.35%	
233.38	209.41	210.28	Head & Neck	(12,716)	(9,472)	(9,065)	407	4.30%	
342.57	300.22	289.91	Trauma & Orthopaedics	(16,316)	(12,086)	(10,515)	1,571	13.00%	
755.33	734.00	748.55	Anaesthetics	(36,942)	(27,671)	(26,969)	702	2.54%	
23.40	18.80	18.98	Specialist Services Divisional Management	(333)	(319)	(821)	(501)	(156.99)%	
451.93	428.66	418.09	Child Health	(20,571)	(15,430)	(15,342)	88	0.57%	
495.96	455.19	453.66	Womens Health	(21,872)	(16,406)	(16,694)	(288)	(1.75)%	
324.28	302.73	301.06	Pathology	(13,152)	(9,840)	(9,700)	139	1.42%	
492.60	430.96	428.28	Radiological Sciences	(21,367)	(15,945)	(15,395)	550	3.45%	
275.29	256.27	242.23	Therapies	(8,679)	(6,499)	(6,523)	(24)	(0.37)%	
180.01	163.30	161.64	Pharmacy	(5,299)	(3,949)	(4,007)	(57)	(1.45)%	
193.09	179.61	177.71	Cancer, Clinical Haematology and Haemophilia	(7,375)	(5,515)	(5,446)	69	1.25%	
1.75	14.64	14.74	Clinical Support Divisional Management and Infection Control	(2,044)	(1,369)	(519)	850	62.10%	
307.33	273.28	270.41	Outpatient Services	(6,392)	(4,744)	(4,706)	38	0.80%	
46.91	39.38	38.32	Dermatology	(1,816)	(1,363)	(1,526)	(163)	(11.98)%	
244.27	230.68	235.19	Renal	(9,656)	(7,247)	(7,254)	(7)	(0.09)%	
118.69	108.43	109.42	Directorate of Clinical Quality, Patient Safety and Operations	(5,162)	(3,761)	(3,545)	216	5.75%	
96.96	86.76	84.47	Human Resources Directorate	(4,710)	(3,506)	(3,150)	357	10.17%	
111.00	99.83	101.97	Facilities	(2,943)	(2,249)	(2,146)	104	4.60%	
140.43	126.16	127.03	Finance and Performance Management	(5,520)	(4,086)	(3,947)	139	3.41%	
35.80	28.88	27.88	Trust Board	(1,392)	(1,025)	(997)	28	2.77%	
19.65	15.92	15.84	Strategic Development	(1,272)	(947)	(875)	72	7.58%	
107.26	96.11	95.22	Information Technology	(3,974)	(2,976)	(2,734)	242	8.12%	
3.00	3.00	3.00	Strategic Estates	(98)	(74)	(94)	(20)	(27.55)%	
28.50	25.50	26.61	Hospital Management - WHH	(984)	(738)	(708)	30	4.07%	
30.00	26.75	27.22	Hospital Management - QMH	(1,017)	(763)	(735)	28	3.69%	
32.50	26.00	26.41	Hospital Management - KCH	(1,038)	(778)	(688)	90	11.59%	
56.28	47.44	46.49	Procurement	(1,720)	(1,289)	(1,135)	154	11.91%	
0.00	0.00	0.00	Central Budgets	(2,460)	(1,554)	291	1,846	118.73%	
43.64	42.42	42.01	PGME/Library	(2,165)	(1,622)	(1,621)	1	0.04%	
47.00	46.06	43.69	Research & Development	(1,880)	(1,357)	(1,356)	1	0.10%	
68.50	66.53	66.24	Recharges	(4,011)	(3,005)	(2,972)	33	1.10%	
7,836.77	7,043.90	7,008.24	Total	(324,949)	(242,920)	(240,052)	2,867	1.18%	

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.

Temporary Staff: Agency, STAFFflow, Locum

Month 09 (December) 2017/18

Pay Analysis Year to Date £000

Directorate	Contracted	%	Overtime	%	Bank	%	Temporary	%	Temporary Plan	Temporary Var.
Specialty Medicine	(13,739)	80.1%	(129)	0.8%	(525)	3.1%	(2,762)	16.1%	(1,803)	(959)
HCOOP	(7,484)	78.8%	(135)	1.4%	(780)	8.2%	(1,104)	11.6%	(969)	(135)
Acute Medicine	(17,863)	76.6%	(287)	1.2%	(1,423)	6.1%	(3,742)	16.0%	(2,042)	(1,700)
Emergency Medicine	(12,163)	58.9%	(497)	2.4%	(3,391)	16.4%	(4,597)	22.3%	(4,534)	(63)
Vascular, Inter Radiology & Urology	(5,433)	79.3%	(59)	0.9%	(150)	2.2%	(1,208)	17.6%	(35)	(1,172)
UC<C Divisional Support	(2,647)	96.5%	(44)	1.6%	(37)	1.3%	(16)	0.6%	1,164	(1,180)
Surgical Division Management	(2,959)	96.3%	(27)	0.9%	(86)	2.8%	0	0.0%	(2,306)	2,306
General Surgery	(8,835)	83.1%	(173)	1.6%	(294)	2.8%	(1,327)	12.5%	(64)	(1,263)
Head & Neck	(8,809)	94.8%	(100)	1.1%	(156)	1.7%	(228)	2.4%	(19)	(208)
Trauma & Orthopaedics	(9,944)	89.5%	(98)	0.9%	(473)	4.3%	(597)	5.4%	(108)	(489)
Anaesthetics	(25,318)	89.6%	(847)	3.0%	(805)	2.8%	(1,292)	4.6%	(75)	(1,217)
Specialist Services Divisional Management	(817)	99.5%	(2)	0.2%	(2)	0.3%	0	0.0%	403	(403)
Child Health	(14,976)	91.3%	(138)	0.8%	(229)	1.4%	(1,056)	6.4%	(661)	(395)
Womens Health	(15,966)	92.5%	(246)	1.4%	(482)	2.8%	(566)	3.3%	(441)	(125)
Pathology	(9,562)	95.9%	(87)	0.9%	(51)	0.5%	(271)	2.7%	(170)	(101)
Radiological Sciences	(15,035)	89.6%	(292)	1.7%	(69)	0.4%	(1,377)	8.2%	(799)	(578)
Therapies	(6,427)	97.4%	(83)	1.3%	(13)	0.2%	(75)	1.1%	(70)	(5)
Pharmacy	(3,941)	93.8%	(18)	0.4%	(47)	1.1%	(195)	4.6%	(148)	(48)
Cancer, Clinical Haematology and Haemophilia	(5,299)	97.4%	(40)	0.7%	(107)	2.0%	3	-0.1%	(203)	207
Clinical Support Divisional Management and Infection Control	(518)	99.8%	(1)	0.2%	0	0.0%	0	0.0%	252	(252)
Outpatient Services	(4,644)	98.7%	(68)	1.4%	5	-0.1%	0	0.0%	0	0
Dermatology	(1,174)	75.8%	(12)	0.8%	(339)	21.9%	(24)	1.5%	(259)	235
Renal	(6,993)	95.4%	(170)	2.3%	(91)	1.2%	(77)	1.1%	(137)	60
Directorate of Clinical Quality, Patient Safety and Operations	(3,471)	97.9%	(34)	1.0%	(39)	1.1%	(1)	0.0%	0	(1)
Human Resources Directorate	(3,117)	96.7%	(15)	0.5%	(17)	0.5%	(75)	2.3%	0	(75)
Facilities	(1,888)	84.8%	(53)	2.4%	(205)	9.2%	(80)	3.6%	(71)	(9)
Finance and Performance Management	(3,796)	95.1%	(59)	1.5%	(93)	2.3%	(43)	1.1%	(100)	57
Trust Board	(997)	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0
Strategic Development	(801)	91.5%	(2)	0.2%	(72)	8.3%	(1)	0.0%	0	(1)
Information Technology	(2,729)	99.8%	(5)	0.2%	0	0.0%	0	0.0%	0	0
Strategic Estates	(94)	100.0%	0	0.0%	0	0.0%	0	0.0%	(38)	38
Hospital Management - WHH	(683)	96.4%	(23)	3.3%	(2)	0.3%	(1)	0.1%	0	(1)
Hospital Management - QMH	(712)	97.0%	(20)	2.8%	(2)	0.3%	0	0.0%	0	0
Hospital Management - KCH	(677)	98.5%	(12)	1.7%	1	-0.2%	0	0.0%	(18)	18
Procurement	(1,127)	93.1%	(3)	0.3%	(5)	0.4%	(75)	6.2%	0	(75)
Central Budgets	258	25.5%	(1)	0.0%	33	3.3%	721	71.2%	(1,849)	2,570
PGME/Library	(1,610)	99.3%	(1)	0.0%	(11)	0.7%	0	0.0%	0	0
Research & Development	(1,347)	99.3%	(5)	0.4%	(4)	0.3%	0	0.0%	0	0
Recharges	(2,952)	99.4%	(19)	0.6%	0	0.0%	0	0.0%	0	0
Total	(226,286)	87.0%	(3,804)	1.5%	(9,962)	3.8%	(20,060)	7.7%	(15,101)	(4,959)

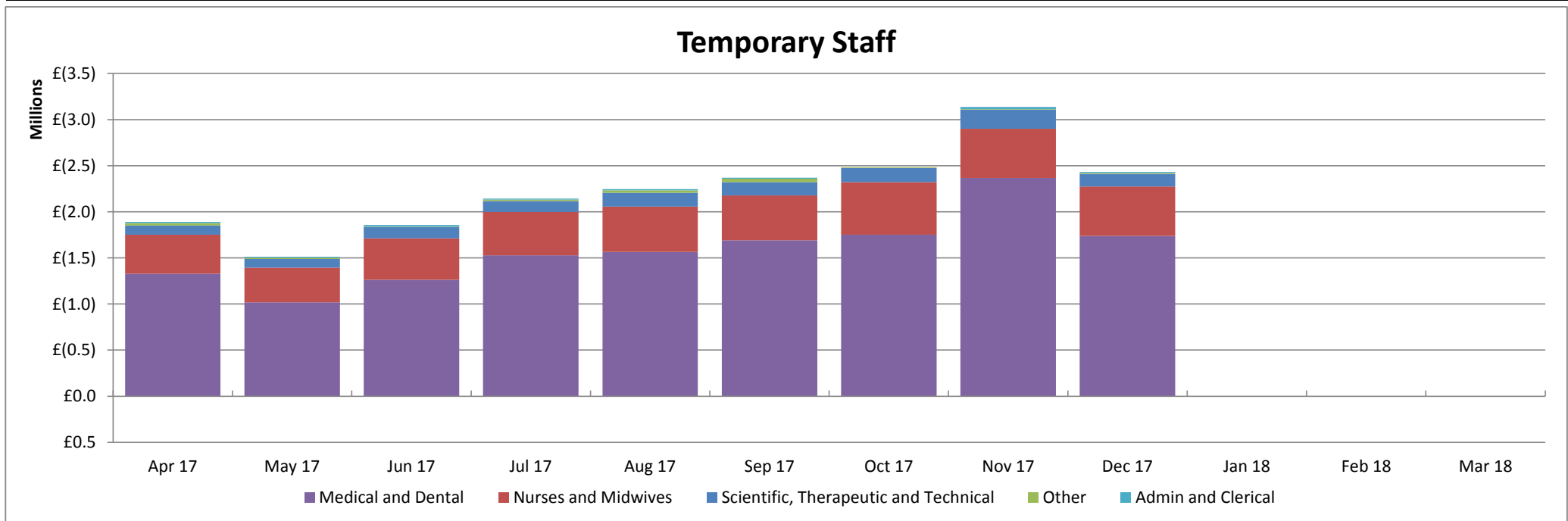
The temporary staffing spend (agency, STAFFflow, medical locums) in emergency, acute and speciality medicine remains static at 54% of the total spend. Pressures remain in EDs and following KCH service transfers.

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

Pay Analysis - Temporary Staff

Month 09 (December) 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)	(1,739)			
Agency	(405)	(189)	(860)	(818)	(847)	(1,075)	(1,278)	(1,723)	(1,609)			
Medical Locum and Short Session	(368)	(260)	(236)	(372)	(372)	(254)	(301)	(290)	(102)			
STAFFflow	(555)	(568)	(165)	(337)	(346)	(363)	(173)	(353)	(28)			
Scientific, Therapeutic and Technical	(101)	(96)	(119)	(117)	(151)	(145)	(152)	(208)	(137)			
Agency	(101)	(96)	(119)	(117)	(151)	(145)	(152)	(208)	(137)			
Nurses and Midwives	(421)	(376)	(451)	(473)	(491)	(485)	(571)	(533)	(535)			
Agency	(421)	(376)	(451)	(473)	(491)	(485)	(571)	(533)	(535)			
Admin and Clerical	(12)	(10)	(19)	(10)	(13)	(10)	5	(25)	(10)			
Agency	(12)	(10)	(19)	(10)	(13)	(10)	5	(25)	(10)			
Other	(26)	(14)	(5)	(15)	(25)	(37)	(7)	(5)	(11)			
Agency	(26)	(14)	(5)	(15)	(25)	(37)	(7)	(5)	(11)			
Total	(1,889)	(1,503)	(1,837)	(2,132)	(2,231)	(2,359)	(2,482)	(3,112)	(2,423)			



Pay Analysis - Temporary Staff

Month 09 (December) 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	1.06	0.40	0.04		1.50	0.14	0.12
Surgical Services	0.36	0.10	0.02		0.48	(0.04)	(0.02)
Clinical Support Services	0.14		0.09		0.23	0.01	0.06
Specialist Services	0.18	0.03			0.21	0.02	0.01
Strategic Development and Capital Planning				0.01	0.01		(0.01)
Corporate					0.01	(0.01)	(0.04)
Central						0.08	0.08
Total	1.74	0.53	0.15	0.01	2.43	0.20	0.20

Variance v 2017/18 average	0.16	0.05		(0.01)	0.20
Variance v 2016/17 average	0.24	0.01	(0.01)	(0.05)	0.19

Temporary Staff Year to Date £m	M & D	N & M	PAMS	A&C Other	Total	Average per Month
Urgent Care & LongTerm Conditions	8.80	3.00	0.42		12.22	1.36
Surgical Services	3.51	0.99	0.15	0.01	4.65	0.52
Clinical Support Services	1.25		0.67		1.92	0.21
Specialist Services	1.28	0.44			1.72	0.19
Strategic Development and Capital Planning				0.16	0.16	0.02
Corporate	0.03			0.09	0.12	0.01
Central	(0.61)	(0.09)	(0.01)		(0.72)	(0.08)
Total	14.26	4.34	1.23	0.26	20.09	2.23
Average per month	1.58	0.48	0.14	0.03	2.23	

Trust Statement of Comprehensive Income by Division

Month 09 (December) 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	15,669	65,733	19,636	15,438	4,165	61	11,059	1,726	(73,363)	(23,226)	36,898
Surgical Services	41,996	28,296	0	23,846	5,827	18	13,243	1,675	(69,216)	(31,621)	14,065
Clinical Support Services	283	13	0	3,271	11,463	74	25,361	4,603	(42,769)	(33,613)	(31,316)
Specialist Services	9,439	25,165	0	15,203	19,549	31	36,525	1,641	(48,802)	(28,568)	30,183
Clinical Divisions Total	67,387	119,206	19,636	57,758	41,005	185	86,189	9,645	(234,150)	(117,029)	49,829
Strategic Development and Capital Planning	0	0	0	0	0	0	0	6,821	(9,270)	(25,849)	(28,297)
Corporate	0	0	0	0	0	0	0	13,862	(14,733)	(23,007)	(23,877)
Divisional Total	67,387	119,206	19,636	57,758	41,005	185	86,189	30,328	(258,153)	(165,884)	(2,345)
Central	0	(296)	0	0	234	()	2,592	10,738	(1,959)	(958)	10,350
EBITDA											8,005
Capital Charges and Interest										(19,004)	(19,004)
Income and Expenditure Surplus/(Deficit)											(10,999)

	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	912	2,151	143	(536)	(237)	(66)	1,780	1,355	(6,406)	(2,738)	(3,640)
Surgical Services	(2,465)	2,070	0	(552)	347	(4)	731	228	(819)	1,345	881
Clinical Support Services	(67)	(95)	0	(188)	(132)	(97)	1,048	(276)	513	63	770
Specialist Services	(111)	1,429	0	62	(859)	(27)	1,193	(7)	(1,224)	409	865
Clinical Divisions Total	(1,731)	5,556	143	(1,213)				1,301	(7,935)	(921)	(1,123)
Strategic Development and Capital Planning	0	0	0	0	0	0	0	(1,574)	670	1,638	734
Corporate	0	0	0	0	0	0	0	196	725	(213)	708
Divisional Total	(1,731)	5,556	143	(1,213)				(77)	(6,540)	504	319
Central	(3,675)	(1,232)	(197)	(581)	(1,143)	()	2,257	(425)	4,449	(3,856)	(4,403)
EBITDA											(4,085)
Capital Charges and Interest										1,626	1,626
Income and Expenditure Surplus/(Deficit)											(2,459)

Cost Improvement Phasing

Month 09 (December) 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	420	513	513	583	3,395
Diagnostic Demand Reduction	-	-	-	-	-	-	-	-	-	-	-	-	-
Agency	365	413	200	269	328	276	534	331	377	507	525	555	4,679
Workforce	551	690	583	642	680	572	537	508	588	871	451	452	7,124
Procurement	126	197	178	181	185	219	212	231	187	171	147	133	2,167
Medicine Optimisation	29	56	55	51	73	61	84	121	120	115	123	135	1,023
Clinical Support	38	260	53	62	82	174	124	183	144	213	186	202	1,721
Specialist	16	35	159	114	189	253	238	347	303	239	229	221	2,343
Surgery	212	212	215	353	271	305	287	260	312	350	350	319	3,445
UC<C	-	43	90	114	103	121	196	785	150	200	205	206	2,213
Corporate - Other	-	-	-	230	58	58	58	755	104	104	104	110	1,580
SD&CP	34	44	60	46	46	46	241	75	75	79	79	79	905
Sub-total	1,371	1,969	1,764	2,265	2,231	2,350	2,774	3,823	2,779	3,362	2,911	2,995	30,595
Central	238	(194)	22	22	22	22	106	22	136	343	266	423	1,428
Grand Total	1,609	1,774	1,786	2,287	2,253	2,372	2,880	3,845	2,915	3,705	3,177	3,418	32,023

Urgent Care and Long Term Conditions

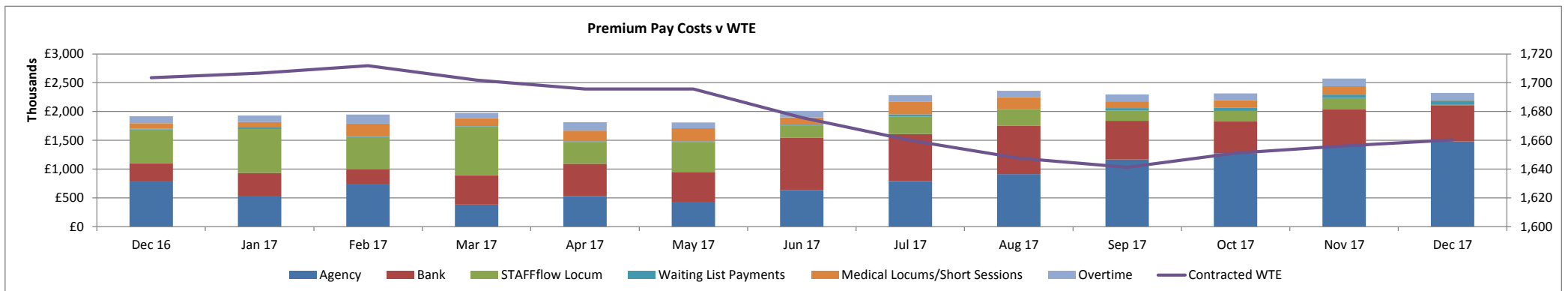
Month 09 (December) 2017/18

Statement of Comprehensive Income £000	Year to Date			This Month		
	Plan	Actual	Var.	Plan	Actual	Var.
Income						
Electives	14,757	15,669	912	1,529	1,573	44
Non-Electives	63,581	65,733	2,151	7,420	7,552	132
Accident & Emergency	19,493	19,636	143	2,107	2,166	59
First Outpatients	9,156	8,720	(437)	972	819	(153)
Follow Up Outpatients	6,817	6,718	(99)	734	667	(67)
High Cost Drugs	4,403	4,165	(237)	489	413	(76)
Private Patients	127	61	(66)	5	3	(2)
Other NHS Clinical	7,951	9,939	1,988	827	1,064	237
Other Clinical	1,328	1,120	(208)	148	92	(56)
Prior Month Adjustment		()	()		564	564
Total Corporate and SLA Income	127,613	131,762	4,148	14,231	14,913	682
All Other Income	371	1,726	1,355	50	1,317	1,266
Total Income	127,984	133,487	5,503	14,281	16,229	1,948
Expenditure						
Permanent Staff	(56,307)	(53,585)	2,722	(6,091)	(5,999)	92
Overtime		(1,091)	(1,091)		(134)	(134)
Waiting List Payments	(84)	(311)	(227)	(7)	(62)	(55)
Medical Locums/Short Sessions	(1,495)	(1,360)	135	(168)	(3)	165
Bank	(2,382)	(6,156)	(3,774)	(258)	(631)	(372)
Agency	(3,109)	(8,599)	(5,490)	(132)	(1,477)	(1,346)
STAFFflow Locum	(3,580)	(2,261)	1,319	(408)	(17)	391
Total Pay	(66,958)	(73,363)	(6,406)	(7,064)	(8,323)	(1,259)
Non Pay	(20,488)	(23,226)	(2,738)	(2,328)	(2,937)	(609)
Total Expenditure	(87,446)	(96,590)	(9,144)	(9,392)	(11,260)	(1,868)
Contribution	40,538	36,898	(3,640)	4,889	4,969	80

Activity performance this month delivered £0.1m adverse plan but the position is supported by £0.6m backdated coding and pricing adjustments relating to November and £0.2m H&SCV income. OPD income fell this month in most specialities due to the cancellation of activity over the Christmas period and to support flow. Elective income is ahead of plan not only due to Endoscopy but also improved coding in QEQM Ambulatory. NEL income is expected to increase from January through the rebasing of beds from Surgical to UC<C. Other Income is reflective of £1.3m relating to Winter/ED Recovery Plan funding received for Q3 and is offset by pay costs of which the majority is Agency.

The Divisional position includes £0.7m December cost (£1.3m ytd) as a consequence of the ED recovery plan (mostly Medical and Nursing Agency). StaffFlow costs are minimal this month following the transfer to NHSP Direct Engagement model but costs are estimated due to data inconsistencies. Total Agency costs decreased by £0.2m to £1.8m however November included £0.2m prior months costs therefore usage overall is consistent between months. Consultant spend decreased in Acute Medicine and Diabetes. ED Middle Grade spend decreased by £0.2m; 8 substantive doctors are due to join in the next month. RMOs are being used on all 3 Sites (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. Nursing Agency includes £0.06m costs for TFS on Quex Ward which transferred from Surgery late December and other ad hoc usage as required but at high hourly rate. Other pay costs include premium arrangements for ED staffing to ensure an appropriate level of staffing cover.

Non pay adverse variance includes expenditure on trend for Endoscopy 18 Weeks, RMO and H&SCV beds. Consumable costs reduced slightly compared to November at £0.1m adverse.



Surgical Services

Month 09 (December) 2017/18

Statement of Comprehensive Income	Year to Date			This Month		
	Plan	Actual	Var.	Plan	Actual	Var.
£000						
Income						
Electives	44,461	41,996	(2,465)	4,601	4,255	(346)
Non-Electives	26,225	28,296	2,070	2,787	3,211	424
Accident & Emergency						
First Outpatients	12,086	11,716	(369)	1,190	1,108	(81)
Follow Up Outpatients	12,312	12,130	(183)	1,201	1,177	(24)
High Cost Drugs	5,480	5,827	347	609	634	25
Private Patients	23	18	(4)	1		(1)
Other NHS Clinical	12,414	13,143	729	1,366	1,504	138
Other Clinical	98	101	2	11	15	4
Prior Month Adjustment		()	()		(371)	(371)
Total Corporate and SLA Income	113,100	113,227	127	11,765	11,532	(233)
All Other Income	1,447	1,675	228	157	383	226
Total Income	114,546	114,902	355	11,923	11,916	(7)
Expenditure						
Permanent Staff	(63,245)	(60,147)	3,099	(6,978)	(6,738)	239
Overtime		(1,304)	(1,304)		(157)	(157)
Waiting List Payments	(1,189)	(1,150)	39	(161)	(126)	35
Medical Locums/Short Sessions	(909)	(766)	143	(101)	(26)	75
Bank	(1,355)	(1,964)	(610)	(142)	(218)	(76)
Agency	(143)	(3,296)	(3,153)	46	(448)	(494)
STAFFflow Locum	(1,556)	(589)	967	(173)	(8)	165
Total Pay	(68,397)	(69,216)	(819)	(7,509)	(7,721)	(212)
Non Pay	(32,966)	(31,621)	1,345	(3,780)	(3,540)	240
Total Expenditure	(101,363)	(100,837)	526	(11,289)	(11,262)	27
Contribution	13,183	14,065	881	633	654	20

Below plan elective income is mostly due to underperformance in Orthopaedics. This has been a trend throughout the year due to recruitment and delays in internal capacity. However the Division made plans to achieve year end plan by outsourcing and using an external provider. A tender process was required which was not in place in December. Further to this, the Division has had to implement the winter plan one week prior to original implementation resulting in cancellations for elective inpatients.

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

Outpatients performance is adverse year to date due to Ophthalmology (£309k) and Pre-Op Assessments (£196k). The CCG contract for WAMD and new glaucoma were implemented in late December and are now fully operational. A tender process has been completed to commence additional outpatient activity from end of January.

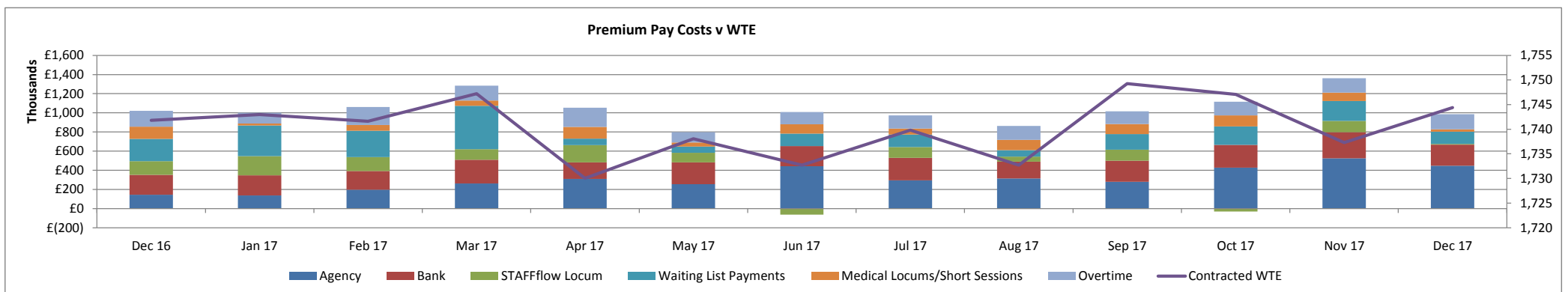
Other NHS Clinical Income is favourable mostly due to ITU (£709k). For third month in a row there is improving performance in the below plan Direct Access Audiology (£104k), as part of a recovery plan to recoup all lost capacity from staffing gaps earlier in the year. This is proposed to achieve plan year end.

Other Income is favourable with the receipt of additional Winter Pressures funding

Pay is adverse year to date, with new agency costs incurred in relation to the Winter Plan as well as high agency costs for middle grade vacancies in General Surgery, Urology and Vascular. Interviews and appointments have been made. Nursing agency has not reduced as originally planned, in particular at WHH for ITU and bedding of patients overnight in the Day Surgery Unit.

Non Pay is favourable with underspends on Independent Sector (£1,154k) for Orthopaedic & Ophthalmology services, and Clinical Supplies (£283k).

Included in the above expenditure is approximately £1.8m for medical patient outliers, with no additional income. This has equated to the loss on average of 38 Surgical beds per day.



Clinical Support

Month 09 (December) 2017/18

Statement of Comprehensive Income £000	Year to Date			This Month		
	Plan	Actual	Var.	Plan	Actual	Var.
Income						
Electives	350	283	(67)	35	16	(19)
Non-Electives	107	13	(95)	12		(12)
Accident & Emergency						
First Outpatients	1,442	1,411	(31)	140	116	(24)
Follow Up Outpatients	2,016	1,859	(157)	192	180	(12)
High Cost Drugs	11,595	11,463	(132)	1,288	1,752	464
Private Patients	171	74	(97)	7	10	3
Other NHS Clinical	24,313	25,360	1,047	2,546	2,726	180
Other Clinical		1	1			
Prior Month Adjustment					(138)	(138)
Total Corporate and SLA Income	39,995	40,464	469	4,220	4,662	442
All Other Income	4,878	4,603	(276)	521	381	(140)
Total Income	44,873	45,067	194	4,741	5,044	302
Expenditure						
Permanent Staff	(42,189)	(39,985)	2,204	(4,742)	(4,419)	322
Overtime		(549)	(549)		(71)	(71)
Waiting List Payments	(118)	(141)	(23)	(13)	(12)	2
Medical Locums/Short Sessions	(47)	(6)	40	(5)		5
Bank	(40)	(176)	(135)	(3)	(21)	(18)
Agency	(889)	(1,707)	(818)	(59)	(223)	(164)
STAFFflow Locum		(205)	(205)		(3)	(3)
Total Pay	(43,283)	(42,769)	513	(4,822)	(4,750)	72
Non Pay	(33,676)	(33,613)	63	(3,723)	(4,142)	(419)
Total Expenditure	(76,959)	(76,382)	577	(8,545)	(8,891)	(347)
Contribution	(32,086)	(31,316)	770	(3,803)	(3,848)	(44)

The Clinical Support Division now has a year to date surplus of £0.8m. Income is above plan and expenditure budgets are underspent. The deficit position this month is significantly due to an underperformance of 'Other income'. This is partly due to the GE cash reimbursement of costs was less than anticipated and partly due to the continuation of lower Pharmacy R&D income against plan.

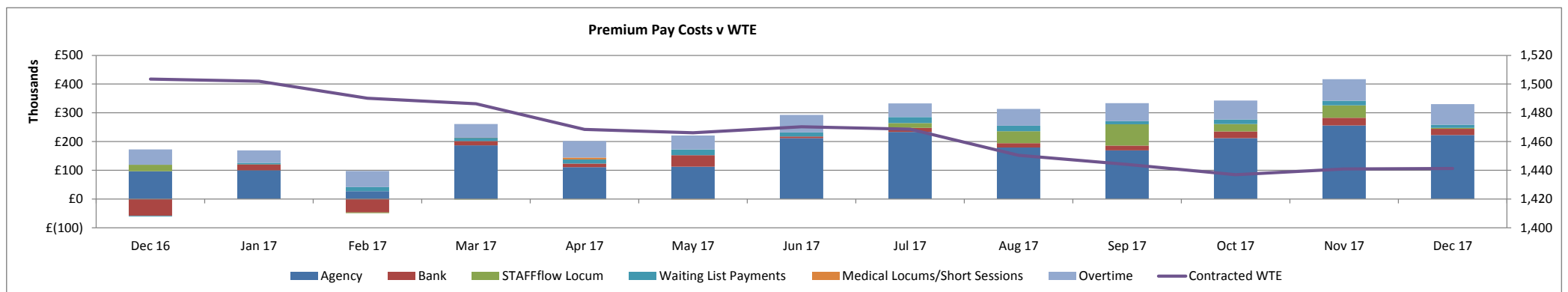
Main income is now in surplus above plan as the was a dramatic increase in Homecare income in month (+£0.5m). Other departments in the Division saw typical income and activity reduction for direct access and outpatients for December. Radiology (Interventional) and Therapies (Physio) income was below plan in month and both are continuing trend. The Physiotherapy department is sourcing additional capacity where possible and also endeavouring to make the capacity templates as efficient as possible to deliver activity and reduce patient waiting times.

Pay costs in the Division reduced in December in all departments except Pharmacy, total run rate increase being £0.16m lower than last month. There was also reduced agency costs, however all departments are overspending against their agency budgets. The forecast outturn on agency spend for this Division is now at £1m adverse. The significant drivers behind this cost pressure is the difficulty to recruit both Radiologists and also Radiographers, Physiotherapists and Specialty Pharmacists. The Division will be supporting the Trusts' patient flow exercise which will be another driver of increased agency costs for this Division.

The Non-pay run-rate reflected the Homecare (pass-through drugs costs) catch up by increasing however in Radiology and Pathology, there was a small non-pay reduction. Imaging and Radiology reporting capacity is still a challenge in the division and the driver for significant costs pressures on outsourced capacity. Efforts are being made to negotiate prices and recruit fixed term Radiologists to reduce outsourcing as much as possible.

The Division is meeting is CIP plan and forecasting a £1m I&E surplus position at the end of the year.

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.



Specialist Services

Month 09 (December) 2017/18

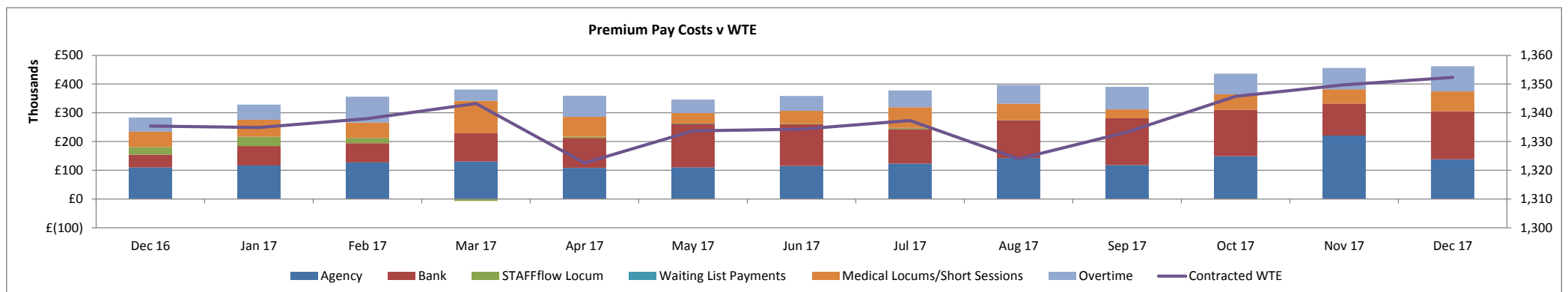
Statement of Comprehensive Income £000	Year to Date			This Month		
	Plan	Actual	Var.	Plan	Actual	Var.
Income						
Electives	9,549	9,439	(111)	993	1,060	67
Non-Electives	23,736	25,165	1,429	2,770	2,803	33
Accident & Emergency						
First Outpatients	6,165	6,281	116	640	601	(39)
Follow Up Outpatients	8,976	8,922	(54)	948	830	(117)
High Cost Drugs	20,408	19,549	(859)	2,268	2,181	(87)
Private Patients	58	31	(27)	2	4	2
Other NHS Clinical	35,290	36,375	1,085	3,873	3,895	22
Other Clinical	43	150	108	5	13	8
Prior Month Adjustment		()	()		341	341
Total Corporate and SLA Income	104,224	105,912	1,688	11,499	11,729	230
All Other Income	1,648	1,641	(7)	172	150	(22)
Total Income	105,872	107,553	1,681	11,670	11,878	208
Expenditure						
Permanent Staff	(45,805)	(45,223)	582	(5,113)	(5,201)	(88)
Overtime		(608)	(608)		(88)	(88)
Waiting List Payments		(1)	(1)			
Medical Locums/Short Sessions	(499)	(484)	15	(54)	(70)	(16)
Bank	(475)	(1,251)	(776)	(52)	(166)	(114)
Agency	(604)	(1,225)	(622)	(51)	(138)	(87)
STAFFflow Locum	(195)	(10)	184	(22)		22
Total Pay	(47,577)	(48,802)	(1,224)	(5,292)	(5,663)	(371)
Non Pay	(28,977)	(28,568)	409	(3,304)	(3,238)	66
Total Expenditure	(76,554)	(77,370)	(816)	(8,596)	(8,901)	(305)
Contribution	29,317	30,183	865	3,074	2,977	(97)

Excluding rechargeable costs, the income position was £200k above plan in December. Whilst there was continued over performance in Obstetric non-electives, renal dialysis and maternity pathway income, NICU/SCBU income was below plan for the first time this year. A £160k shortfall in renal rechargeable drug income reported last month has been investigated and adjusted in December, thereby boosting the income position. Overall, the average monthly income run rate in 2017/18 is £230k higher than 2016/17.

Overall pay costs were overspent by £370k in December due to NICU/SCBU nursing and Gynaecology medical overspends and higher agency usage than planned. A general increase in recruitment, unachieved savings (together with a pay savings target phased more heavily in the second half of the year), 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 Women's Health in January. Overall, the average monthly pay run rate in 2017/18 is £140k higher than 2016/17.

When the pass through cost variance is excluded, non pay budgets were overspent by £50k in month, and £440k year to date. Non rechargeable drugs is the main factor (£20k overspent in month and £220k overspent year to date). Consumables and medical equipment were £60k overspent in month, £360k year to date. This is partly activity driven, but also linked to rechargeable insulin pump consumables as well as cautionary stocking for the Christmas period. 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.

Overall, the average monthly I&E contribution run rate so far this year is £180k higher than in 2016/17. Note: The overall contribution favourable variance of £865k year to date is overstated by £240k due to bad debt provisions being held centrally. The 'in-month' variance of £97k is overstated by £40k for the same reason. Therefore the actual results for the division are a deficit of £57k in month and a year to date surplus of £625k. These amendments will be made next month.



Strategic Development and Capital Planning

Month 09 (December) 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	8,395	6,821	(1,574)	924	698	(226)
Total Income	8,395	6,821	(1,574)	924	698	(226)
Expenditure						
Permanent Staff	(9,628)	(8,711)	918	(918)	(813)	105
Overtime		(118)	(118)		(12)	(12)
Waiting List Payments						
Medical Locums/Short Sessions						
Bank	(185)	(285)	(101)	(25)	(37)	(13)
Agency	(127)	(155)	(28)	(14)	(14)	
STAFFflow Locum		()	()			
Total Pay	(9,940)	(9,270)	670	(957)	(877)	80
Non Pay	(27,487)	(25,849)	1,638	(3,156)	(2,985)	171
Total Expenditure	(37,426)	(35,118)	2,308	(4,113)	(3,862)	252
Contribution	(29,031)	(28,297)	734	(3,189)	(3,164)	25

The position as at Month 9 is £734k favourable YTD. The income/expenditure positions are showing large variances due to the SaCP project being behind original plan, which net off. Income performance (excluding SaCP) is £315k favourable.. Pay £670k favourable and Non Pay (excluding SaCP) £251k adverse .

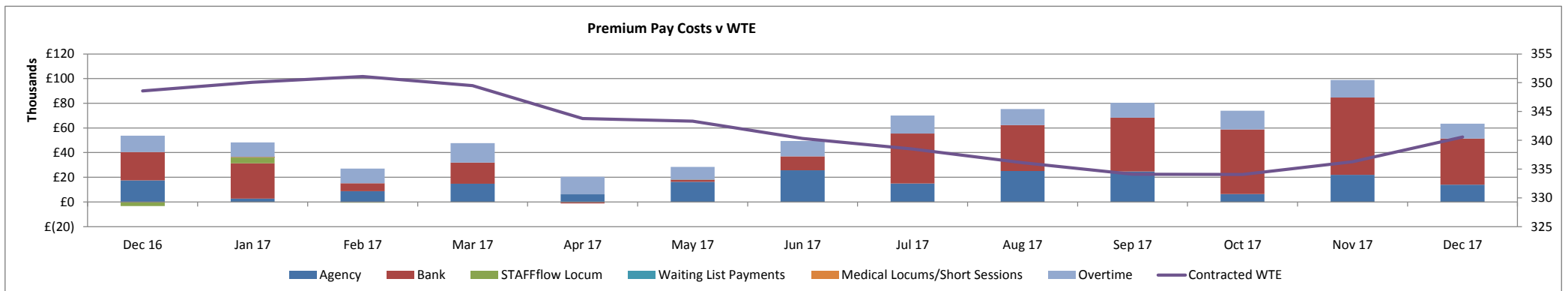
Income is favourable YTD £315k (excl SACP). This is broken down as follows:

- Car parking income £77k YTD approx 50% due to parking control notices,
- Accommodation income over-achievement £55k YTD, EKLS for additional activity for Berkeley Homes £55k YTD , some pay & consumables exp to be offset.
- Staff recharges to Medway for work on the vascular plan £55k YTD,
- Utilities services provided to external organisations £41k YTD,
- Rental of space to external organisations £29k YTD.

Pay is favourable £670k YTD. The Division currently has a vacancy rate (comparing contracted/budgeted WTE) of just over 12%, 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. All vacancies being reviewed .

Non Pay is adverse YTD (excluding SaCP) £251k, this is mainly due to the ring fenced allocations being ahead of plan, £383k adverse YTD, and Estates day to day budgets being adverse £87k YTD . Savings overall I are over-achieving YTD and on plan for 2017/18 plan. These are offset by various favourable variances such utilities, which are favourable 73k YTD (mainly due to steam, gas and other fuels underspends), IT maintenance £143k YTD, Strategic Estates £82k YTD., mainly attributable to rent / hire of premises.

Savings are £22k 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.



Corporate

Month 09 (December) 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	13,666	13,862	196	1,470	1,662	192
Total Income	13,666	13,862	196	1,470	1,662	192
Expenditure						
Permanent Staff	(15,305)	(14,338)	967	(1,783)	(1,690)	93
Overtime		(114)	(114)		(20)	(20)
Waiting List Payments		(28)	(28)		(4)	(4)
Medical Locums/Short Sessions		(53)	(164)	(19)	(13)	7
Bank	(53)	(164)	(111)	(19)	(13)	7
Agency	(100)	(90)	10	(5)	(2)	3
STAFFflow Locum						
Total Pay	(15,458)	(14,733)	725	(1,807)	(1,729)	78
Non Pay	(22,794)	(23,007)	(213)	(2,296)	(2,457)	(161)
Total Expenditure	(38,252)	(37,740)	512	(4,103)	(4,186)	(83)
Contribution	(24,585)	(23,877)	708	(2,633)	(2,523)	110

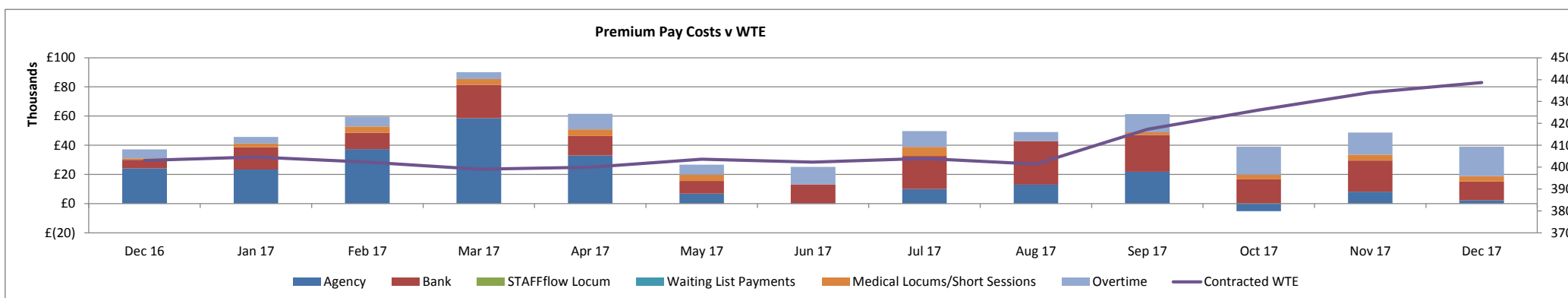
The position is £708k favourable YTD, this is an improvement of £110k compared to Month 8, and £110k favourable in month.

Income is favourable £196k YTD, compared to Month 8 £4k. The swing in the month is due to the income for the 20/20 consultancy work, which nets off against expenditure.

Pay is £725k favourable position YTD due to vacancies approx 44 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 £(213)k adverse YTD, this is a deterioration of £161k compared to Month 8. This is mainly due to the 20/20 consultancy work and is offset by the income overperformance. Otherwise, the position has improved due to £120k of RPST legal cases costs to date being recoded centrally in the month and reduction in both management consultancy and training costs.



Income Metrics

Month 09 (December) 2017/18

£ Thousands	2016/17	Rolling Average		Actuals											
	Monthly Average	Plan	Actual	Jan 17	Feb 17	Mar 17	Apr 17	May 17	Jun 17	Jul 17	Aug 17	Sep 17	Oct 17	Nov 17	Dec 17
Average Income per spell/attendance															
Day Cases	0.63	0.63	0.66	0.68	0.66	0.67	0.64	0.63	0.65	0.64	0.66	0.68	0.67	0.68	0.64
Elective Inpatients	2.73	3.03	2.70	2.77	2.59	2.68	2.85	2.81	2.73	2.64	2.79	2.63	2.58	2.72	2.64
Non-Elective	1.76	1.73	1.93	1.82	1.85	1.71	1.92	1.92	1.92	1.92	2.02	2.02	1.99	2.04	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	0.84	0.86	0.87	0.89	0.85	0.83	0.87	0.82	0.91	0.86	0.84	0.88	0.86	0.86
A&E	0.11	0.12	0.12	0.11	0.11	0.10	0.12	0.12	0.12	0.12	0.13	0.13	0.13	0.13	0.13
Specialist Care	0.14	0.15	0.15	0.13	0.14	0.14	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15
Other Income	0.03	0.02	0.02	0.02	0.03	0.02	0.02	0.02	0.02	0.03	0.03	0.03	0.02	0.02	0.03
Average Income per Working/Calendar Day															
Day Cases (w)	193.35	189.13	192.11	204.31	213.36	208.41	170.34	174.77	195.16	186.40	175.02	200.81	197.43	209.09	170.21
Elective Inpatients (w)	163.55	184.15	157.00	140.72	147.60	164.54	154.24	146.87	160.95	165.40	151.63	158.99	161.60	172.91	158.55
Non-Elective (c)	402.38	407.87	428.50	404.95	429.74	414.70	425.62	447.63	444.75	406.90	420.88	438.75	429.61	450.90	427.52
Outpatients (w)	301.57	302.38	300.52	307.84	324.58	309.58	278.45	286.88	304.10	305.64	279.63	297.67	316.49	333.58	261.81
Critical Care (c)	50.29	48.68	51.61	51.84	50.92	49.49	50.74	50.09	48.27	58.49	51.71	52.87	49.78	53.10	52.06
A&E (c)	63.78	69.09	68.74	60.67	61.77	59.83	70.40	71.84	71.80	73.10	71.41	72.27	70.30	71.64	69.88
Specialist Care (c)	39.90	39.39	39.76	40.10	41.38	40.48	38.32	39.47	40.55	38.43	40.55	39.12	39.44	41.43	37.88
Other Income (c)	387.01	379.35	380.50	365.25	409.21	359.84	351.52	353.88	373.95	388.32	393.83	411.02	377.13	398.63	383.45
Working Days				22	20	23	20	23	22	21	23	21	22	22	21
Calendar Days				31	28	31	30	31	30	31	31	30	31	30	31
Favourable															
On Target															
Adverse															

Expenditure Metrics

Month 09 (December) 2017/18

£ Millions	2014/15	Rolling Average		Actuals											
	Monthly Average	Plan	Actual	Jan 17	Feb 17	Mar 17	Apr 17	May 17	Jun 17	Jul 17	Aug 17	Sep 17	Oct 17	Nov 17	Dec 17
Income & Expenditure															
Clinical Income	42.68	42.96	43.46 Green	42.41	40.06	45.11	40.34	42.91	44.38	43.86	44.02	44.17	44.54	46.06	43.62
Other Income	3.90	4.71	4.11 Red	3.40	3.48	1.43	4.18	3.76	4.63	4.67	4.28	4.13	4.79	5.11	5.52
Total Income	46.58	47.68	47.57 Red	45.81	43.54	46.54	44.52	46.67	49.00	48.53	48.30	48.29	49.33	51.17	49.14
Expenditure															
Pay	(28.24)	(28.08)	(28.79) Red	(28.20)	(28.31)	(28.91)	(28.06)	(28.52)	(28.70)	(28.52)	(28.68)	(29.02)	(29.23)	(30.33)	(29.07)
Non-Pay	(18.17)	(17.81)	(18.26) Red	(18.37)	(16.12)	(17.81)	(17.00)	(17.80)	(18.80)	(18.62)	(19.37)	(18.10)	(18.27)	(18.86)	(20.02)
Total Operating Expenditure	(46.40)	(45.88)	(47.06) Red	(46.56) Down	(44.43) Down	(46.72) Up	(45.06) Down	(46.31) Up	(47.49) Up	(47.14) Down	(48.05) Up	(47.12) Down	(47.50) Up	(49.20) Up	(49.09) Down
Non Operating Expenditure	(2.79)	(2.38)	(2.68) Red	(2.15)	(2.41)	(8.57)	(2.24)	(2.14)	(2.19)	(1.90)	(2.13)	(2.03)	(2.07)	(2.25)	(2.06)
Total Expenditure	(49.20)	(48.27)	(49.73) Red	(48.71) Down	(46.84) Down	(55.29) Up	(47.30) Down	(48.45) Up	(49.68) Up	(49.04) Down	(50.18) Up	(49.15) Down	(49.57) Up	(51.45) Up	(51.14) Down
Surplus/(Deficit)	(2.62)	(0.59)	(2.16) Red	(2.90)	(3.30)	(8.75)	(2.78)	(1.78)	(0.68)	(0.52)	(1.88)	(0.85)	(0.23)	(0.28)	(2.00)
Income as % of Income															
Pay as % of Income	60.63%	58.89%	60.53% Red	61.55%	65.02%	62.13%	63.01%	61.10%	58.56%	58.78%	59.37%	60.09%	59.24%	59.28%	59.15%
Non-Pay as % of Income	39.00%	37.35%	38.39% Red	40.09%	37.03%	38.26%	38.19%	38.14%	38.36%	38.37%	40.10%	37.48%	37.04%	36.87%	40.74%
Financing as % of Income	6.00%	5.00%	5.63% Red	4.69%	5.54%	18.42%	5.04%	4.58%	4.47%	3.91%	4.41%	4.20%	4.20%	4.40%	4.18%
Total % of Income	105.62%	101.24%	104.55% Red	106.33%	107.59%	118.80%	106.24%	103.82%	101.39%	101.07%	103.88%	101.77%	100.48%	100.54%	104.07%

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

Workforce Metrics

Month 09 (December) 2017/18

£ Thousands	2014/15	Rolling Average		Actuals											
	Monthly Average	Plan	Actual	Jan 17	Feb 17	Mar 17	Apr 17	May 17	Jun 17	Jul 17	Aug 17	Sep 17	Oct 17	Nov 17	Dec 17
Contracted Pay per WTE															
Medical and Dental	(7.88)	(7.56)	(7.98) ✖	(7.83)	(7.94)	(8.09)	(7.67)	(8.15)	(7.97)	(7.72)	(8.13)	(8.03)	(7.99)	(8.13)	(8.13)
Nurses and Midwives	(3.50)	(3.18)	(3.55) ✖	(3.51)	(3.56)	(3.47)	(3.57)	(3.56)	(3.55)	(3.52)	(3.54)	(3.56)	(3.57)	(3.57)	(3.59)
Scientific, Therapeutic and Technical	(3.05)	(2.94)	(3.10) ✖	(3.03)	(3.04)	(3.05)	(3.11)	(3.12)	(3.09)	(3.17)	(2.99)	(3.11)	(3.13)	(3.18)	(3.14)
Admin and Clerical	(1.97)	(1.74)	(2.01) ✖	(1.97)	(1.98)	(1.98)	(2.03)	(2.03)	(2.02)	(2.03)	(2.04)	(2.02)	(2.05)	(2.04)	(1.92)
Other Pay	(2.62)	(2.36)	(2.68) ✖	(2.63)	(2.62)	(2.56)	(2.73)	(2.77)	(2.78)	(2.71)	(2.73)	(2.73)	(2.71)	(2.74)	(2.50)
Average Contracted Pay per WTE	(3.80)	(3.56)	(3.86) ✖	(3.79)	(3.83)	(3.83)	(3.82)	(3.92)	(3.88)	(3.83)	(3.89)	(3.89)	(3.89)	(3.93)	(3.86)
Contracted Pay as % of Total															
Medical and Dental	26%	29%	26%	26%	26%	27%	26%	27%	26%	26%	26%	26%	26%	25%	27%
Nurses and Midwives	27%	27%	26%	26%	27%	25%	26%	26%	26%	25%	25%	26%	25%	24%	26%
Scientific, Therapeutic and Technical	14%	15%	14%	15%	14%	14%	15%	15%	14%	15%	14%	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%	12%	13%	13%	13%	13%	13%	13%	13%	13%	12%
Non Contracted Pay	11%	8%	12%	11%	11%	13%	10%	10%	11%	12%	12%	13%	13%	15%	13%
Contracted & Bank Pay per WTE															
Medical and Dental	(7.89)	(7.69)	(8.39) ✖	(7.83)	(7.94)	(8.20)	(7.93)	(9.00)	(8.62)	(8.15)	(8.71)	(8.56)	(8.33)	(8.71)	(8.65)
Nurses and Midwives	(3.59)	(3.26)	(3.66) ✖	(3.67)	(3.65)	(3.56)	(3.68)	(3.66)	(3.66)	(3.66)	(3.66)	(3.68)	(3.68)	(3.67)	(3.72)
Scientific, Therapeutic and Technical	(3.05)	(2.94)	(3.10) ✖	(3.04)	(3.04)	(3.05)	(3.13)	(3.11)	(3.10)	(3.17)	(3.00)	(3.11)	(3.14)	(3.20)	(3.14)
Admin and Clerical	(2.02)	(1.79)	(2.08) ✖	(2.06)	(2.01)	(2.06)	(2.08)	(2.06)	(2.07)	(2.11)	(2.12)	(2.09)	(2.14)	(2.14)	(1.99)
Other Pay	(2.81)	(2.52)	(2.90) ✖	(2.84)	(2.82)	(2.92)	(2.96)	(2.86)	(3.02)	(2.91)	(2.97)	(2.95)	(2.97)	(2.92)	(2.67)
Average Contracted & Bank Pay per WTE	(7.89)	(7.69)	(8.39) ✖	(7.83)	(7.94)	(8.20)	(7.93)	(9.00)	(8.62)	(8.15)	(8.71)	(8.56)	(8.33)	(8.71)	(8.65)
Agency Pay per Vacant WTE															
Medical and Dental	(4.14)		(6.30)	(3.17)	(3.73)	(4.13)	(3.37)	(1.36)	(6.42)	(5.79)	(5.33)	(6.71)	(8.87)	(12.32)	(11.97)
Nurses and Midwives	(1.69)		(1.81)	(1.38)	(1.83)	(1.22)	(1.66)	(1.53)	(1.68)	(1.96)	(1.92)	(2.08)	(2.37)	(2.27)	(2.24)
Scientific, Therapeutic and Technical	(5.65)		(1.70)	1.39	188.11	17.14	(0.64)	(0.60)	(0.87)	(1.73)	(2.05)	(2.08)	(1.52)	(3.00)	(1.99)
Admin and Clerical	(0.15)		(0.08)	(0.14)	(0.18)	(0.23)	(0.06)	(0.06)	(0.11)	(0.06)	(0.07)	(0.05)	0.03	(0.11)	(0.05)
Other Pay	(0.73)		(0.24)	(0.46)	(0.53)	(0.80)	(0.50)	(0.31)	(0.10)	(0.14)	(0.22)	(0.30)	(0.06)	(0.04)	(0.09)
Average Agency Pay per Vacant WTE	(2.47)		(2.03)	(0.75)	36.37	2.15	(1.25)	(0.77)	(1.84)	(1.93)	(1.92)	(2.24)	(2.56)	(3.55)	(3.27)
Vacancy = Budgeted WTE - Contracted WTE															
Agency Spend as % of Pay															
Medical and Dental	1%	3%	3%	1%	1%	1%	1%	1%	3%	3%	3%	4%	4%	6%	6%
Nurses and Midwives	2%	2%	2%	2%	2%	1%	2%	1%	2%	2%	2%	2%	2%	2%	2%
Scientific, Therapeutic and Technical	1%	0%	0%	0%	0%	1%	0%	0%	0%	0%	1%	1%	1%	1%	0%
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%	97%	96%	96%	97%	98%	95%	95%	95%	94%	93%	92%	92%

Efficiency Metrics

Month 09 (December) 2017/18

Thousands	2015/16	Rolling Average		Actuals											
	Monthly Average	Plan	Actual	Jan 17	Feb 17	Mar 17	Apr 17	May 17	Jun 17	Jul 17	Aug 17	Sep 17	Oct 17	Nov 17	Dec 17
Efficiency Calculation															
Inpatient Admissions	14.89	14.97	14.33 ❌	14.64	14.08	16.10	13.08	14.79	14.80	14.04	13.75	14.03	14.52	14.80	13.35
Inpatient Income	19,986.52	20,489.94	20,593.79 ✅	20,144.26	19,251.91	21,433.36	19,260.01	21,274.06	21,177.15	20,001.88	20,560.41	20,718.13	21,216.43	21,930.76	20,157.17
Outpatient Income	6,348.75	6,319.98	6,299.61 ❌	6,546.12	6,291.00	6,915.67	5,382.45	6,382.70	6,470.66	6,208.00	6,216.93	6,048.86	6,726.19	7,100.25	5,306.48
Adjusted Admissions D.1	19.62	19.58	18.71 ❌	19.40	18.68	21.29	16.73	19.22	19.32	18.40	17.91	18.12	19.13	19.60	16.86
Operational Expenditure	(46,404.92)	(45,884.54)	(47,055.96) ❌	(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)	(49,088.63)
Income Per Admission	1.34	1.37	1.44 ✅	1.38	1.37	1.33	1.47	1.44	1.43	1.42	1.49	1.48	1.46	1.48	1.51
Expenditure per Admission	(2.37)	(2.34)	(2.51) ❌	(2.40)	(2.38)	(2.19)	(2.69)	(2.41)	(2.46)	(2.56)	(2.68)	(2.60)	(2.48)	(2.51)	(2.91)
Efficiency Metric	(1.02)	(0.97)	(1.08) ❌	(1.02)	(1.01)	(0.86)	(1.22)	(0.97)	(1.03)	(1.14)	(1.19)	(1.12)	(1.02)	(1.03)	(1.40)

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.