

Headlines Summary Quarter 1

I&E – Slide 3

The Trust has achieved Break Even for Months 1-3 under the Covid-19 regime. Covid specific costs increased in Month 3 due to PPE and re-classification of Midland Met UH welfare facility costs from Capital to revenue following discussion with NHSI/E. Income and Pay were relatively stable month on month; non-pay saw an increase in Month 3, related to the above and explained further below.

PRI and Top Up – Slide 4

An increase in Month 3 reflecting the non-pay increase and resulting need for top up

M1: £3.796m (£3.331m covid) - £1.029m other

M2: £2.759m (£2.752m covid) - £835k other

M3: £5.340m (£4.75m covid) - £1.021m other

Other variations include YHP (£600k) not in the block plan, the prospective top of £322k, and other commissioner PRI outside of the block

Other Income Slide 4

Below plan currently due to Covid-19 impact on car parking, Pathology and catering. Pathology activity picked up in Month 3, which is to be expected.

Pay – Slide 5

Stable month on month overall. Encouragingly, agency spend was the lowest it has been for some time. Bank spend was stable, meaning that substantive costs have increased. Some of this is Nursing Students, and Medical students starting early. More work is needed on this with HR colleagues.

Non-pay – Slide 6

Significant increase month on month driven by PPE costs £681k, the revenue consequences of the welfare changes at Midland Met £306k, increasing drug expenditure £1m, Taper Relief accrual £700k, and IT costs £280k, some of which were historic.

Performance against budgets – see slide 13

The clinical group showing adverse variance to budget is Medicine and Emergency care, driven by Covid related pay pressures, budgets required in relation to developments, and non-delivery of CIP. Remediation will be important when the retro top up arrangements end. Other clinical groups are showing underspends against expenditure budgets. It is important to note that these underspends will not be available locally in future months as they form part of the net top up required. Compliance to post CIP budgets should be the focus. Budgetary pressures are also seen in all Corporate directorates, with the exception of Finance. The drivers for the non-Covid adverse variances are mostly related to non-delivery of CIP and require in year mitigation.

Cash and Capital

Slide 8 contains the Trust's 20/21 capital programme as submitted to NHSI/E on 29th May. Work has been ongoing to confirm the 20/21 and 5 year internally funded to re-confirm alignment to the DHSC approved FBC and the Trust's extant cash plans. This will be considered in detail at FIC, and submitted to NHSI/E in August. Work continues in the STP to confirm the CRL for the STP for 20/21. The Trust is clear that minimum spend is £13.7m from internal funds, plus £1.8m ETTF plus £3.704m STP reconfig capex. Excluding charitable, technical, Midland Met and Covid, this is c£1.2m less than the return indicated. This is because internally funded capex is lower than the depreciation expected during 2021 and because of STP expenditure constraints.

Cash is considerably ahead of plan due to receipt of the block income in advance, and this is reflected in creditor balances against plan also. The working capital position is improving, as set out on slide 11. For the first time in many years, UHB has paid all of monies owed to the Trust, and the Trust is in the process of repaying all money owed to UHB. This is as a result of the Covid-19 Provider to Provider guidance. Work continues on identifying local suppliers on the system for prompt payment and identifying a 2% spend commitment in line with Anchor Institution commitments.

Financial Regime Update – Months 5-12

Financial Regime Update

The Covid-19 retrospective top up process is now expected to be in place until the end of Month 5, and possibly Month 6, before a refined system is introduced. Proposals centre around;

Block (Fixed, adjusted from M1-4 value for agreed errors or omissions)

Top Up (Fixed, adjusted from M1-4 for agreed errors or omissions)

Covid (Fixed, allocations based on historic claims)

This is expected to maintain BAU / core capacity at 1920 winter run rates and achieve break even. The blocks will be set on the basis of achieving break even, but organisations will be permitted to deliver surplus / deficit positions. There will be no retrospective funding component. Covid funding will be allocated to organisations in advance. Block contract may have a, “cap and collar” type element to incentivise recovery. There will be a break glass mechanism, activated by the National Incident response team, to deal with any exceptional circumstances including any future waves.

Capital

Covid-19 claims – feedback was received on the 20.7 on the Trust’s claims to date. Work is underway to analyse this against to ascertain what remains unapproved. Capital expenditure not funded would have to be funded internally and CRL would have to be sought over and above the Trust’s submitted plans.

20/21 spend – additional “Critical Infrastructure” monies announced – circa £5m allocated to the BCWB STP. Possible this may fund the over-commitment against the STP control total reflected in the capital plans submitted on 29th May, with circa £2.5m slippage into 21/22 required.

The Trust should also seek to secure the Taper Relief funding stream for capital and revenue Midland Met related expenditure commitments.

Other

CCG allocation will be notified and clear on what is included/excluded. Mental Health remains a priority

Income & Expenditure Position

	In Month £m	YTD £m
Block	38.16	114.47
Other Income	5.42	14.97
Top Up (retro)	5.34	11.89
TOTAL INCOME	48.91	141.33
Expenditure	-48.91	-141.33
Net I&E	0.00	0.00

* Block includes initial retro top-up of £322k per month

In Month Pay Expenditure



Patient Related Income

During interim funding arrangements, this section will not be populated. This approach will be reviewed on a regular basis

Underlying Position

During interim funding arrangements, this section will not be populated. This approach will be reviewed on a regular basis

Cost Improvement Programme

£2.25m ytd

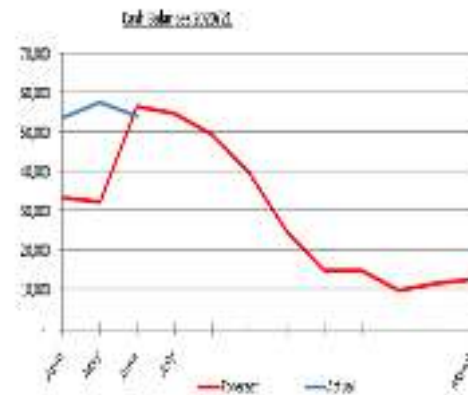
43.8% delivery

£2.885m adverse variance to plan

Current forecast £10.279m

50.04%

Cash in the Bank



Covid Expenditure

£4.75m in Month, £10.83m ytd
Significant increase due to increased PPE purchases, and MMUH associated costs

Forecast Expenditure

In the absence of a funding framework for M5-M12, forecast is not available. Emerging proposals, outline importance of understanding costs of delivering recovery, and cost control for both covid and non-covid costs (see Financial Regime Update)

Income and Expenditure Run Rates

Month 3 2020/2021

£000's	Nov	Dec	2019/2020			2020/2021		
			Jan	Feb	Mar	Apr	May	Jun
Patient Related Income								
Plan	39,854	39,247	41,433	37,808	36,955	39,250	39,250	39,250
Actual	37,762	36,683	39,845	37,279	47,105	44,075	42,844	45,611
Variance	-2,092	-2,564	-1,588	-529	10,149	4,825	3,594	6,361
Other Income								
Plan	4,342	5,060	4,943	4,603	195	4,663	4,663	4,663
Actual	4,659	4,863	4,828	5,414	728	2,997	2,501	3,302
Variance	317	-197	-115	812	534	-1,666	-2,162	-1,360
Pay								
Plan	-28,597	-27,963	-28,439	-28,154	-29,627	-29,110	-29,110	-29,110
Actual	-28,405	-28,452	-28,654	-28,001	-29,506	-30,377	-29,934	-29,846
Variance	192	-490	-215	153	121	-1,267	-823	-735
Non Pay								
Plan	-16,031	-17,941	-17,050	-16,963	-7,151	-14,802	-14,802	-14,802
Actual	-14,390	-14,652	-15,251	-17,347	-18,534	-16,691	-15,414	-19,068
Variance	1,641	3,290	1,799	-384	-11,383	-1,889	-612	-4,266
Net I&E								
Plan	-432	-1,597	887	-2,706	372	0	0	0
Actual	-374	-1,557	767	-2,654	-207	3	-3	0
Variance	59	40	-120	52	-579	3	-3	0

ANALYSIS

Patient Related Income

Movements relate largely to the Retrospective top-up income, this saw a significant increase in June, driven by higher covid expenditure and increased general expenditure.

Other Income

Other income is tracking at significantly lower values than last year. Driven by facilities related (car parking, catering etc) and Pathology specialist lab activity. The System transformation team are working through the expected long-term impact on key facilities related income areas, and mitigations. There has been some recovery in Specialist lab income, and reductions in non-pay to offset some of the gap. The Trust are working through with BCP the actions required moving forward.

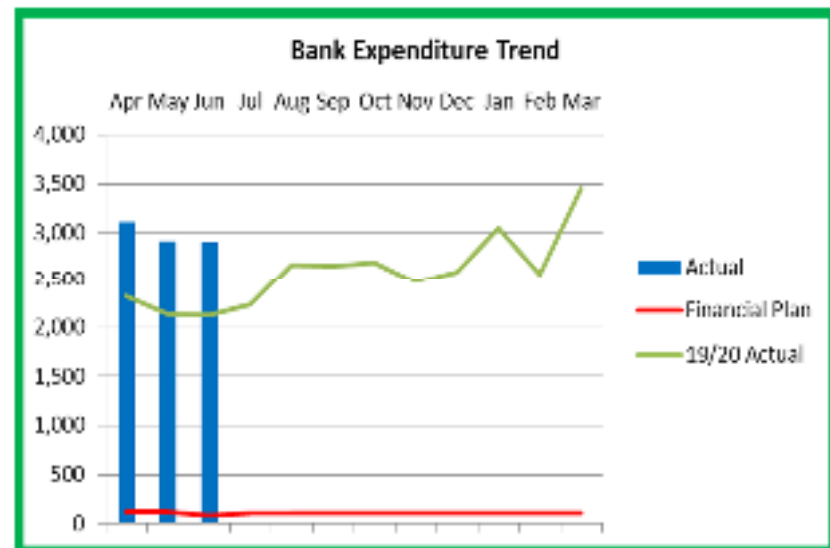
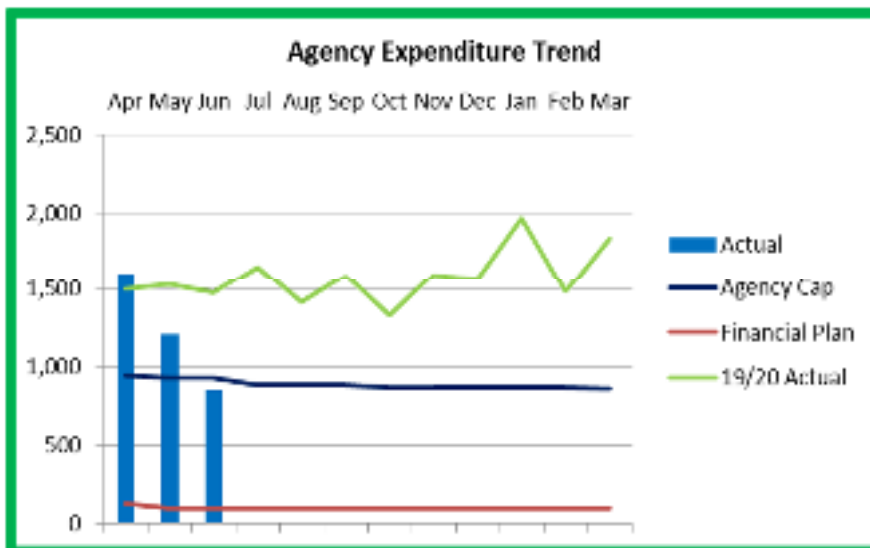
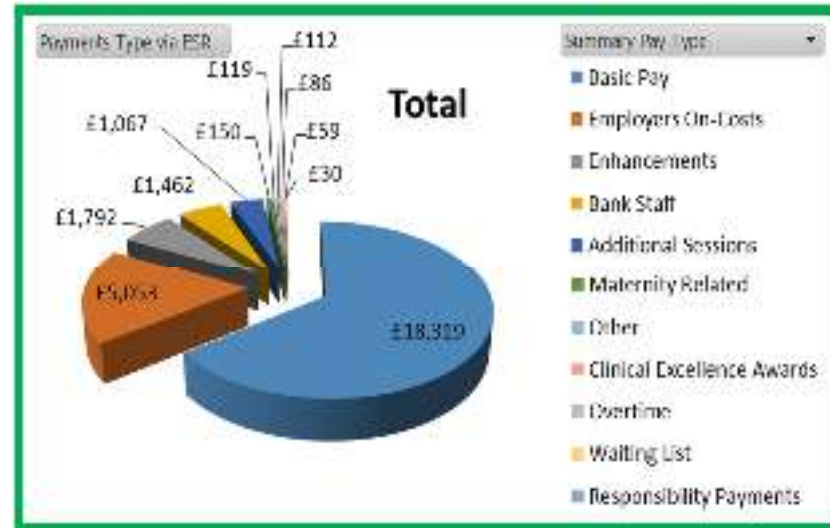
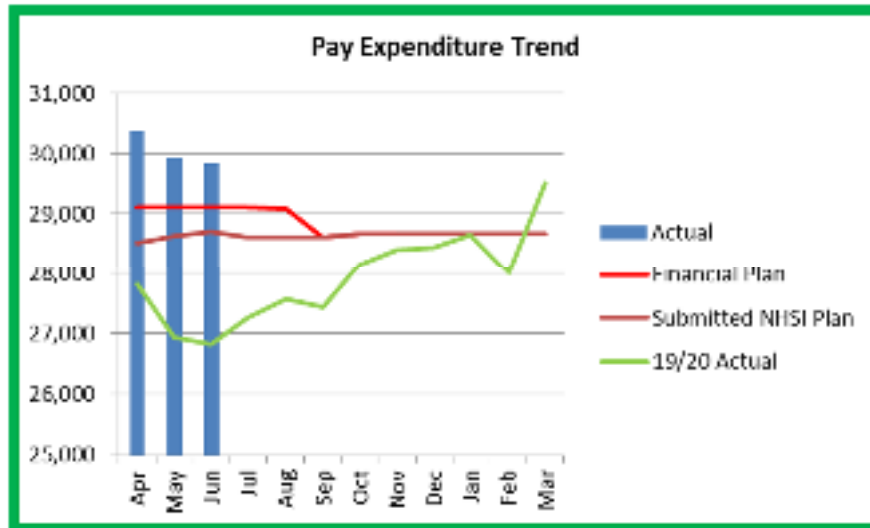
Pay

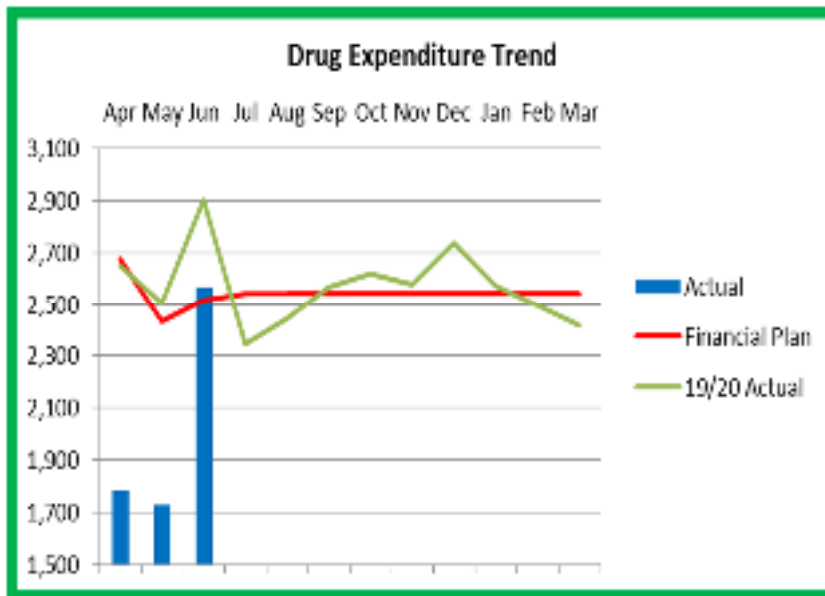
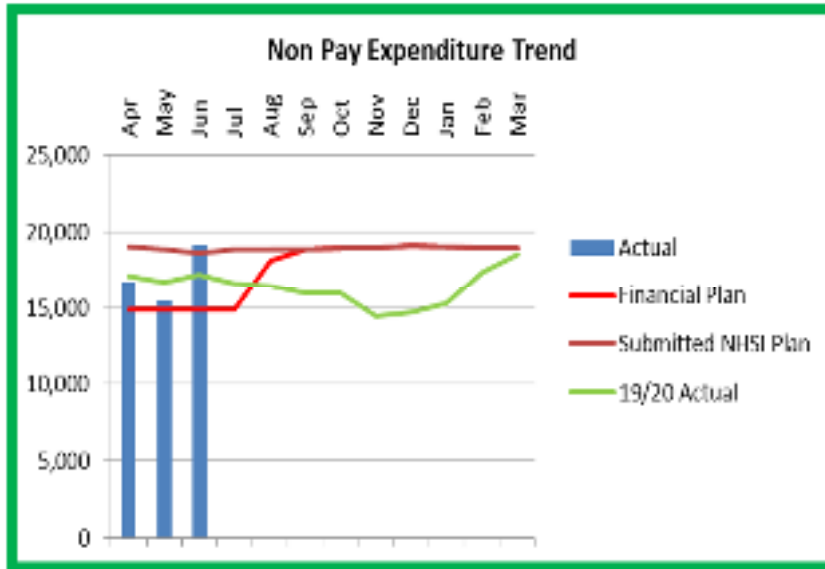
Relatively stable to previous month. Key actions are around enhanced bank rates, average pay arrangements, and ensuring strong controls are in place around rostering etc. As vacancies are filled stress on vacancy factors will increase. It is important that when funding for restoration is agreed that work is done to ensure pay costs do not exceed funding.

Non Pay

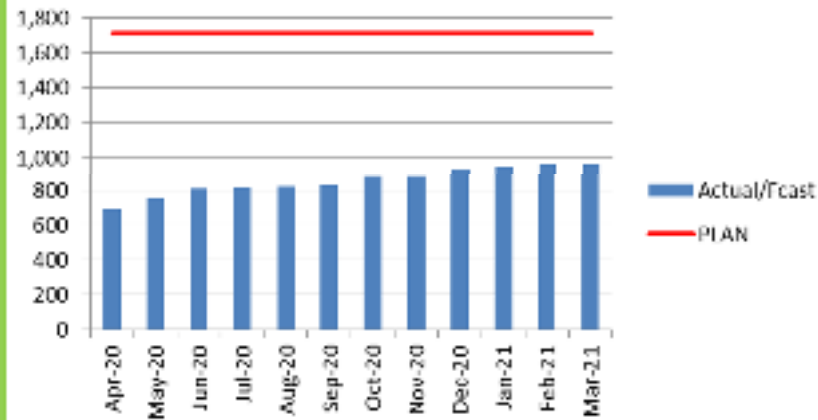
The significant increase in March was driven by increased Covid costs, most notably increased PPE purchases and the recognition of costs in relation to MMUH and social distancing. The PPE costs are in part related to the requirement to wear masks in hospital settings, and the purchase of re-usable masks.

Non covid cost increases relate to significant increase in pass-through drugs expenditure, and recognition of the Taper Relief costs of MMUH. This last issue is an important issue the Trust are addressing in conjunction with NHSM

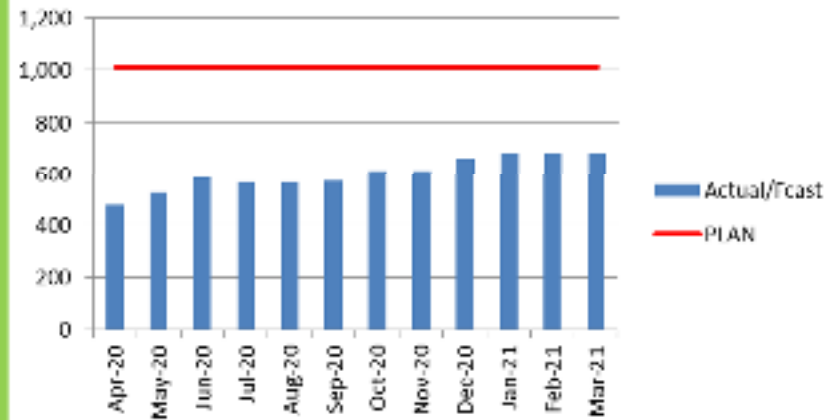




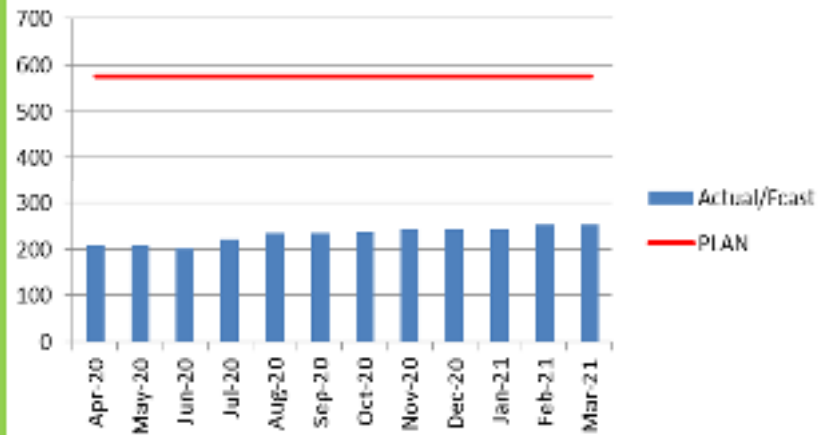
Total CIP Trend



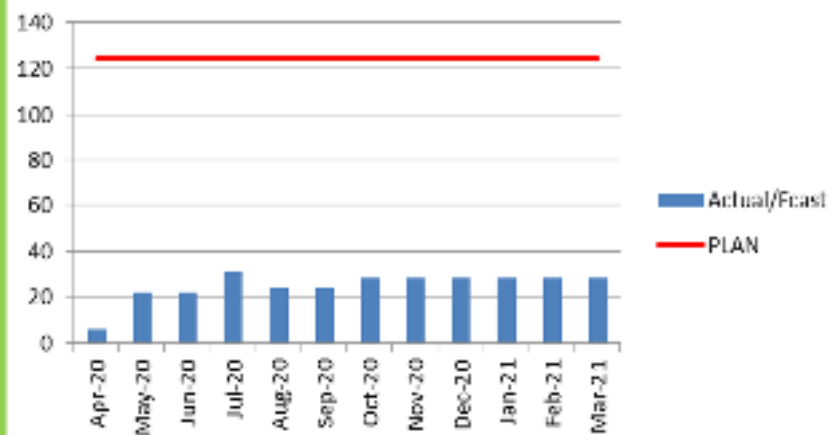
Pay CIP Trend



Non Pay CIP Trend



Income CIP Trend



Capital Expenditure

Month 3 2020/21

SANDWELL & WEST BIRMINGHAM HOSPITALS NHS TRUST

Summary Capital Expenditure: FY 2020/20 to P03

Programme	Year to Date			Variance		
	Plan	Actual	Gap	NHSI Plan	Forecast Outturn	Revised NHSI Plan vs FOT
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
Estates	1,961	1,105	856	8,618	8,618	0
Estates - EFFF	450	221	229	1,800	1,800	0
Covid-19	0	652	(652)	0	2,671	(2,671)
Informatics	795	991	(196)	4,111	4,111	0
Medical equipment / Imaging	436	68	368	2,272	2,272	0
Sub-Total	3,642	3,037	605	16,801	19,472	(2,671)
Technical schemes	351	317	34	1,511	1,511	0
Donated assets	0	0	0	83	83	0
Total Core Programme	3,993	3,354	639	18,395	21,066	(2,671)
Midland Met Construction Cost to Complete	37,798	24,490	13,308	237,115	237,115	0
Reconfiguration	999	233	766	3,704	3,704	0
Total Non Core Programme	38,797	24,723	14,074	240,819	240,819	0
Total Core & Non Core Programme	42,790	28,077	14,713	259,214	261,885	(2,671)

Analysis

- The above plan and forecast outturn reflect the latest submitted plan to NHSI (May 2020) and the spend to Month 3 20/21. The Plan is under review for resubmission in August 2020, following internal approval.
- The Year to Date actuals include COVID costs of £652k, which represents those items received and/or paid for at the reporting date. Retrospective funding for this will be requested from NHSI/E. The Forecast for COVID represents all known orders placed with suppliers.

Finance Report

SOFP

Month 3 2020/21

Sandwell & West Birmingham Hospitals NHS Trust
STATEMENT OF FINANCIAL POSITION 2020/21

	Balance as at 31st March 2019	Balance as at 30th June 2020	NHSI Planned Balance as at 30th June 2020	Variance to plan as at 30th June 2020	NHSI Plan as at 31st March 2021	Forecast 31st March 2021
	£000	£000	£000	£000	£000	£000
Non Current Assets						
Property, Plant and Equipment	521,752	545,244	574,376	(29,132)	749,751	749,751
Intangible Assets	132	122	106	16	106	106
Investment Assets	0	0	0	0	0	0
Trade and Other Receivables	181	12	67	(55)	67	67
Current Assets						
Inventories	5,129	5,129	4,742	387	4,742	4,742
Trade and Other Receivables	45,497	41,679	47,344	(5,665)	47,344	47,344
Cash and Cash Equivalents	23,381	53,979	23,984	29,995	2,009	2,009
Current Liabilities						
Trade and Other Payables	(83,897)	(112,385)	(81,498)	(30,887)	(82,774)	(82,774)
Provisions	(815)	(813)	(1,855)	1,042	(1,855)	(1,855)
Borrowings	(1,858)	(1,852)	(3,872)	2,020	(3,872)	(3,872)
DH Loan	0	0	0	0	0	0
Non Current Liabilities						
Provisions	(3,504)	(3,504)	(3,454)	(50)	(3,454)	(3,454)
Borrowings	(27,545)	(27,074)	(31,403)	4,329	(29,295)	(29,295)
DH Loan	0	0	0	0	0	0
	478,453	500,537	528,537	(28,000)	682,769	682,769
Financed By						
Taxpayers Equity						
Public Dividend Capital	300,103	322,185	352,912	(30,727)	527,359	527,359
Retained Earnings reserve	158,853	158,855	153,242	5,613	133,027	133,027
Revaluation Reserve	10,439	10,439	13,325	(2,886)	13,325	13,325
Other Reserves	9,058	9,058	9,058	0	9,058	9,058
	478,453	500,537	528,537	(28,000)	682,769	682,769

Analysis

- The overall variance from plan is due to lower capital spend due to slippage on major capital schemes.
- Working balances are improving as the NHSI/E Provider to Provider payment arrangements reduce aged balances. Payables is showing a higher value due to the Block Income now being received a month in advance and reflected in the SOFP as a payment in advance.
- Further Analysis of Cash Balances and movements are included on the SOCF slide
- Further analysis on Receivables and Payables balances is available on slide 11
- Cash and Cash Equivalents balances on this slide will differ from the SOCF by the value of Cash in Hand, that is not included in the SOCF

Finance Report

SOCF

Month 3 2020/21

Sandwell & West Birmingham Hospitals NHS Trust												
CASH FLOW 2020/21												
ACTUAL/FORECAST	April Actual £000s	May Actual £000s	June Actual £000s	July Forecast £000s	August Forecast £000s	September Forecast £000s	October Forecast £000s	November Forecast £000s	December Forecast £000s	January Forecast £000s	February Forecast £000s	March Forecast £000s
Receipts												
SLAs: SWB CCG	50,491	26,041	27,926	22,603	15,003	15,200	14,700	14,900	16,003	16,700	16,700	16,703
Associates	18,046	8,993	8,783	6,466	10,466	6,466	1,166	6,466	6,466	7,141	7,141	7,141
Other NHS	8,193	1,184	1,209	0	0	0	1,154	728	1,796	749	5,501	6,184
Specialised Services	4,987	14,583	8,206	3,896	3,896	3,896	3,768	3,487	3,495	3,666	4,403	2,759
STF Funding	0	0	0	0	0	0	0	0	0	0	0	0
Over Performance	0	0	0	0	0	0	0	0	0	0	0	0
Education & Training - HEE	5,209	26	0	0	0	4,476	0	0	4,405	0	0	4,405
Public Dividend Capital	5,059	6,208	8,979	12,717	14,920	26,036	19,610	20,856	28,925	17,062	16,959	17,061
Loans	0	0	0	0	0	0	0	0	0	0	0	0
Other Receipts	893	796	4,078	2,075	2,075	2,075	1,375	1,375	2,775	2,075	2,075	2,075
Total Receipts	92,879	57,830	59,181	47,757	46,360	58,149	41,774	47,812	63,866	47,394	52,779	56,328
Payments												
Payroll	16,273	16,035	16,770	14,154	14,103	14,455	14,445	14,430	13,155	12,353	12,604	11,574
Tax, NI and Pensions	3,970	11,972	11,929	10,080	10,080	10,080	10,130	10,130	10,130	10,130	10,130	10,130
Non Pay - NHS	1,550	1,550	1,550	1,550	1,550	1,550	1,550	1,550	1,550	1,550	1,550	1,550
Non Pay - Trade	31,470	8,135	6,589	6,032	6,830	6,737	6,864	6,491	6,540	6,486	6,797	6,893
Non Pay - Capital	6,096	7,779	14,530	14,278	16,180	27,323	20,871	22,117	30,209	18,524	18,425	18,568
MMH PFI	0	0	0	0	0	0	0	0	0	0	0	0
PDC Dividend	0	0	0	0	0	4,914	0	0	0	0	0	4,914
Repayment of Loans & Interest	0	0	0	0	0	0	0	0	0	0	0	0
BTC Unitary Charge	440	440	440	440	440	440	440	440	440	440	440	440
NHS Litigation Authority	1,565	1,565	1,565	1,325	1,325	1,325	1,325	1,325	1,325	1,325	0	0
Other Payments	1,124	6,411	9,546	89	93	117	139	189	299	179	239	179
Total Payments	62,487	53,887	62,919	47,947	50,601	66,940	55,764	56,672	63,648	50,987	50,185	54,248
Cash Brought Forward	23,348	53,740	57,684	53,945	53,755	49,514	40,723	26,732	17,872	18,090	14,496	17,090
Net Receipts/(Payments)	30,392	3,944	(3,738)	(190)	(4,241)	(8,791)	(13,990)	(8,860)	218	(3,593)	2,594	2,080
Cash Carried Forward	53,740	57,684	53,945	53,755	49,514	40,723	26,732	17,872	18,090	14,496	17,090	19,171

Analysis

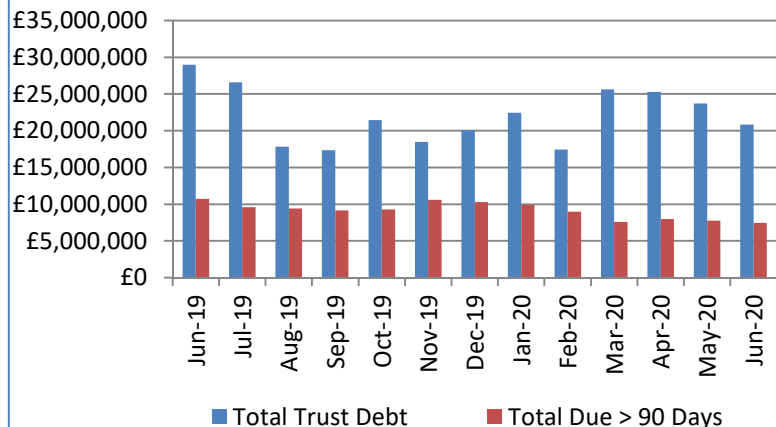
- This cash flow incorporates YTD M3 actual movements and a full year forecast for balances in the Trusts Bank Account.
- The cash flow represents the application of the breakeven NHS funding plans for Months 1 to 4, with a return to a balanced plan for the remainder of the year. Assumptions will need to be reassessed once the ongoing NHS Financial regime is determined.
- Over the medium term delivery of I&E plans are the key determinant of cash borrowing requirements, as well as capital investment.

Finance Report

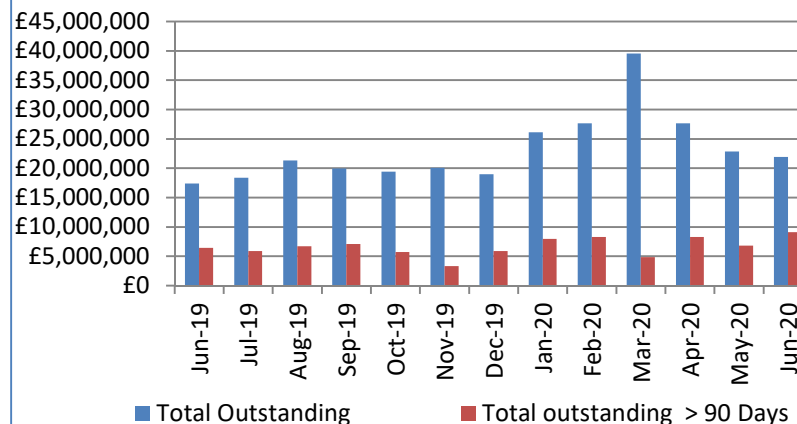
Aged Receivables, Aged Payables & BPPC

Month 3 2020/21

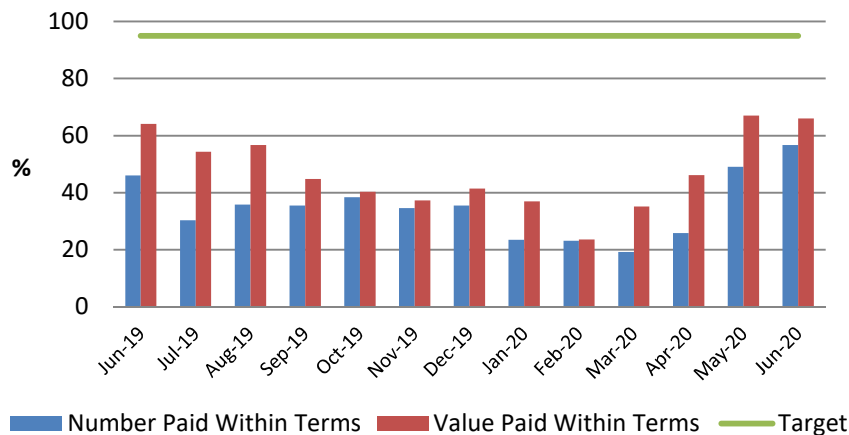
Aged Receivables 2019-20



Aged Payables 2019-20



Annual BPPC Performance



Analysis

- The overall Debt reduced as NHS invoices were paid in June, with further improvement expected in July as providers to provider debt is cleared. The over 90 days debt increased as disputed NHS and non NHS debt aged further. The Trust is continuing to target specific customers to settle outstanding amounts as part of the overall plan to further reduce the Aged debt profile during 2020/21
- The overall value of Payables continued to decrease in June 2020 as cash was released to ensure fast payment guidelines were adhered to. The over 90 days NHS position reduced as Provider to Provider billing arrangements settled historical debt. Non NHS invoices aged further, increasing the profile of aged debt by c£2.3m, the suppliers in question are under review with the AP team and the relevant operational leads to ensure payment can be progressed.
- BPPC is showing continued signs of improvement but remains below the 95% target. This will continue to be managed in line with non-NHS creditor improvement and cash balances. The Trust is investigating further plans to improve performance against the target.

Appendix B: Net I and E Statement by Directorate (versus Trust plan)

NET I&E	GROUP	DIRECTORATE	Budget WTE	Actual WTE	Annual Plan £000's	Current Period			Year to Date		
						Budget £000's	Actual £000's	Variance £000's	Budget £000's	Actual £000's	Variance £000's
	Medicine & Emergency Care	Emergency Care	635.87	693.47	25,949	2,156	-3,826	-5,982	6,483	-11,810	-18,294
		Admitted Care A	420.21	428.57	8,042	664	-2,500	-3,164	2,021	-8,003	-10,024
		Admitted Care B	511.96	501.23	17,154	1,408	-2,568	-3,976	4,293	-7,610	-11,903
	Medicine & Emergency Care Total		1,568.04	1,623.27	51,145	4,228	-8,894	-13,121	12,797	-27,423	-40,221
	Surgical Services	General Surgery	400.37	371.41	24,590	2,042	-1,896	-3,938	6,164	-5,753	-11,917
		Specialist Surgery	266.63	250.89	14,565	1,211	-1,172	-2,383	3,647	-3,687	-7,334
		Theatres	287.18	259.73	-24,014	-2,001	-1,328	674	-6,004	-4,206	1,798
		Anaesthetics, Pain Management and Critical Care	295.54	266.36	-9,939	-829	-1,717	-888	-2,484	-5,478	-2,994
		Ophthalmology	289.03	258.79	14,675	1,222	-1,722	-2,944	3,672	-5,051	-8,722
	Surgical Services Total		1,538.75	1,407.18	19,878	1,645	-7,834	-9,479	4,994	-24,175	-29,169
	Women & Child Health	Gynaecology, Gynae-Oncology	95.13	76.79	6,532	543	-458	-1,001	1,636	-1,398	-3,034
		Maternity & Perinatal Medicine	459.63	447.65	10,142	841	-2,814	-3,655	2,543	-8,192	-10,735
		Acute & Community Paediatrics	423.58	361.84	4,724	487	-1,459	-1,946	1,275	-4,457	-5,732
	Women & Child Health Total		978.34	886.28	21,398	1,871	-4,730	-6,602	5,454	-14,048	-19,501
	Primary Care, Community and Therapies	iBeds	339.90	318.17	-5,315	-443	-1,119	-677	-1,329	-3,426	-2,098
		Ambulatory Therapies	249.51	238.11	-58	-11	-1,091	-1,080	-14	-3,324	-3,309
		iCares	283.32	281.88	5,772	476	-946	-1,421	1,443	-3,062	-4,505
		Community Medicine	171.48	156.01	5,165	429	-1,991	-2,420	1,295	-5,155	-6,449
		Your Health Partnership	168.23	144.13	167	10	-32	-42	42	-188	-230
	Primary Care, Community and Therapies Total		1,212.44	1,138.30	5,731	461	-5,179	-5,640	1,436	-15,154	-16,591
	Imaging	Breast Screening	57.25	48.01	1,743	145	-129	-274	435	-400	-836
		Diagnostic Radiology	197.99	189.65	-1,631	-108	-345	-236	-450	-1,067	-617
		Interventional Radiology	12.79	11.22	1,173	101	59	-42	288	185	-104
		Nuclear Medicine	26.60	23.67	6	-3	-17	-14	-1	-48	-47
		Black Country Pathology	5.00	6.68	-5,319	-443	-1,097	-654	-1,330	-3,606	-2,276
	Imaging Total		299.63	279.23	-4,029	-309	-1,528	-1,219	-1,058	-4,937	-3,879
	Corporate	Strategy and Governance	131.56	131.89	-20,388	-1,697	-1,914	-217	-5,097	-5,726	-629
		Finance	80.57	81.43	-4,490	-374	-339	36	-1,123	-1,070	52
		Medical Directors Office	232.40	226.37	-7,120	-579	-982	-403	-1,780	-2,871	-1,091
		Operations	482.96	828.31	-21,420	-1,797	-6,753	-4,956	-5,355	-16,844	-11,489
		People & Organisation Development	141.36	151.60	-6,670	-562	-572	-10	-1,668	-1,758	-90
		Corporate Nursing Services	393.58	413.63	-12,710	-1,047	-1,242	-195	-3,178	-3,591	-413
		System Transformation	174.56	189.55	-15,876	-1,138	-1,321	-183	-3,805	-4,410	-605
	Corporate Total		1,636.99	2,022.78	-88,675	-7,194	-13,122	-5,928	-22,004	-36,270	-14,266
	Central	Central	7.49	0.00	-17,508	-1,459	-2,930	-1,470	-4,346	-8,268	-3,922
		Income	0.00	0.00	16,679	1,390	44,459	43,069	4,170	131,001	126,832
		Reserves	0.00	0.00	-35,460	-2,914	-242	2,672	-8,865	-726	8,139
	Central Total		7.49	0.00	-36,290	-2,984	41,287	44,271	-9,041	122,008	131,049
NET I&E			7,241.68	7,357.04	-30,842	-2,282	0	2,282	-7,422	0	7,422

Appendix C: Patient Related Income by Directorate (versus Trust plan)

PATIENT RELATED INCOM	GROUP	DIRECTORATE	Budget WTE	Actual WTE	Annual Plan £000's	Current Period			Year to Date		
						Budget £000's	Actual £000's	Variance £000's	Budget £000's	Actual £000's	Variance £000's
1 - Patient Related Income	Medicine & Emergency Care	Emergency Care	0.00	0.00	68,790	5,733	151	-5,582	17,198	376	-16,822
		Admitted Care A	0.00	0.00	41,810	3,484	99	-3,386	10,453	446	-10,006
		Admitted Care B	0.00	0.00	51,435	4,286	0	-4,287	12,859	32	-12,827
	Medicine & Emergency Care Total		0.00	0.00	162,036	13,503	249	-13,254	40,509	854	-39,655
	Surgical Services	General Surgery	0.00	0.00	49,678	4,140	0	-4,140	12,420	0	-12,420
		Specialist Surgery	0.00	0.00	30,176	2,515	0	-2,515	7,544	0	-7,544
		Theatres	0.00	0.00	301	25	0	-25	75	0	-75
		Anaesthetics, Pain Management and Critical Care	0.00	0.00	12,364	1,030	1	-1,029	3,091	4	-3,087
		Ophthalmology	0.00	0.00	39,726	3,311	10	-3,301	9,932	26	-9,905
	Surgical Services Total		0.00	0.00	132,246	11,020	11	-11,009	33,061	30	-33,031
	Women & Child Health	Gynaecology, Gynae-Oncology	0.00	0.00	13,946	1,245	1	-1,245	3,486	2	-3,484
		Maternity & Perinatal Medicine	0.00	0.00	42,467	3,539	18	-3,521	10,617	96	-10,521
		Acute & Community Paediatrics	0.00	0.00	23,956	1,996	10	-1,986	5,989	-39	-6,028
	Women & Child Health Total		0.00	0.00	80,368	6,781	29	-6,752	20,092	59	-20,033
	Primary Care, Community and Therapies	iBeds	0.00	0.00	8,270	705	8	-697	2,068	23	-2,044
		Ambulatory Therapies	0.00	0.00	13,581	1,147	8	-1,139	3,395	23	-3,372
		iCares	0.00	0.00	19,565	1,630	170	-1,461	4,891	509	-4,382
		Community Medicine	0.00	0.00	26,535	2,211	0	-2,211	6,634	1	-6,633
		Your Health Partnership	0.00	0.00	9,389	782	670	-113	2,347	1,960	-388
	Primary Care, Community and Therapies Total		0.00	0.00	77,341	6,476	855	-5,621	19,335	2,516	-16,819
	Imaging	Breast Screening	0.00	0.00	3,922	327	1	-326	980	2	-978
		Diagnostic Radiology	0.00	0.00	3,982	332	0	-332	995	0	-995
		Interventional Radiology	0.00	0.00	439	37	0	-37	110	0	-110
		Nuclear Medicine	0.00	0.00	463	39	1	-37	116	4	-112
		Black Country Pathology	0.00	0.00	10,803	900	4	-897	2,701	9	-2,692
	Imaging Total		0.00	0.00	19,608	1,634	6	-1,629	4,902	15	-4,887
	Corporate	Strategy and Governance	0.00	0.00	3,688	307	377	70	922	1,105	183
		Medical Directors Office	0.00	0.00	1,705	142	111	-31	426	331	-95
		Operations	0.00	0.00	78	6	1	-5	19	4	-15
		People & Organisation Development	0.00	0.00	48	4	2	-2	12	5	-7
		Corporate Nursing Services	0.00	0.00	1,943	162	-1	-163	486	-3	-489
		System Transformation	0.00	0.00	0	0	0	0	0	0	0
	Corporate Total		0.00	0.00	7,463	622	490	-132	1,866	1,443	-423
	Central	Central	0.00	0.00	4,630	386	9	-377	1,158	27	-1,130
		Income	0.00	0.00	62	5	43,962	43,957	15	127,586	127,571
		Reserves	0.00	0.00	0	0	0	0	0	0	0
	Central Total		0.00	0.00	4,692	391	43,971	43,580	1,173	127,613	126,440
1 - Patient Related Income Total			0.00	0.00	483,753	40,427	45,611	5,184	120,938	132,530	11,592

Appendix D: Other Income by Directorate (versus Trust plan)

OTHER INCOME	GROUP	DIRECTORATE	Budget WTE	Actual WTE	Annual Plan £000's	Current Period			Year to Date		
						Budget £000's	Actual £000's	Variance £000's	Budget £000's	Actual £000's	Variance £000's
2 - Other Income	Medicine & Emergency Care	Emergency Care	0.00	0.00	52	4	2	-3	13	4	-9
		Admitted Care A	0.00	0.00	292	24	1	-24	73	58	-14
		Admitted Care B	0.00	0.00	435	36	33	-4	109	96	-13
	Medicine & Emergency Care Total		0.00	0.00	778	65	35	-30	194	158	-36
	Surgical Services	General Surgery	0.00	0.00	1,283	107	118	11	321	335	15
		Specialist Surgery	0.00	0.00	118	10	11	1	29	33	4
		Theatres	0.00	0.00	209	17	18	1	52	54	2
		Anaesthetics, Pain Management and Critical Care	0.00	0.00	55	5	5	0	14	14	0
		Ophthalmology	0.00	0.00	1,069	89	81	-8	267	243	-25
	Surgical Services Total		0.00	0.00	2,733	228	232	5	683	679	-4
	Women & Child Health	Gynaecology, Gynae-Oncology	0.00	0.00	157	13	16	3	39	51	11
		Maternity & Perinatal Medicine	0.00	0.00	37	3	4	1	9	8	-2
		Acute & Community Paediatrics	0.00	0.00	731	61	51	-10	183	156	-27
	Women & Child Health Total		0.00	0.00	925	77	71	-6	231	214	-17
	Primary Care, Community and Therapies	iBeds	0.00	0.00	9	1	1	0	2	2	0
		Ambulatory Therapies	0.00	0.00	242	20	1	-20	60	57	-4
		iCares	0.00	0.00	101	8	18	10	25	41	15
		Community Medicine	0.00	0.00	514	26	37	11	128	98	-30
		Your Health Partnership	0.00	0.00	212	18	80	62	53	151	98
	Primary Care, Community and Therapies Total		0.00	0.00	1,078	73	136	63	270	349	79
	Imaging	Breast Screening	0.00	0.00	747	62	63	1	187	190	3
		Diagnostic Radiology	0.00	0.00	91	8	5	-3	23	17	-5
		Nuclear Medicine	0.00	0.00	1,957	163	108	-56	489	323	-167
		Black Country Pathology	0.00	0.00	6,350	529	429	-100	1,588	968	-619
	Imaging Total		0.00	0.00	9,146	762	605	-157	2,286	1,498	-788
	Corporate	Strategy and Governance	0.00	0.00	26	2	213	211	6	212	205
		Finance	0.00	0.00	55	-3	12	15	14	19	6
		Medical Directors Office	0.00	0.00	4,435	370	233	-136	1,109	472	-636
		Operations	0.00	0.00	710	59	99	39	178	204	26
		People & Organisation Development	0.00	0.00	1,986	165	80	-85	496	302	-194
		Corporate Nursing Services	0.00	0.00	653	54	27	-27	163	98	-66
		System Transformation	0.00	0.00	4,369	364	121	-243	1,092	247	-846
	Corporate Total		0.00	0.00	12,235	1,012	786	-226	3,059	1,554	-1,505
	Central	Central	0.00	0.00	12,207	1,017	0	-1,017	3,052	0	-3,052
		Income	0.00	0.00	16,557	1,380	1,437	57	4,139	4,347	208
	Central Total		0.00	0.00	28,764	2,397	1,437	-960	7,191	4,347	2,344
2 - Other Income Total			0.00	0.00	55,659	4,614	3,302	-1,311	13,915	8,800	-5,115

Appendix E: Pay by Directorate (versus Trust plan)

PAY	GROUP	DIRECTORATE	Budget	Actual	Annual Plan	Current Period			Year to Date		
						WTE	WTE	£000's	£000's	£000's	£000's
3 - Pay	Medicine & Emergency Care	Emergency Care	635.87	693.47	-34,254	-2,855	-3,219	-365	-8,564	-10,039	-1,475
		Admitted Care A	420.21	428.57	-21,966	-1,857	-1,918	-61	-5,492	-5,870	-379
		Admitted Care B	511.96	501.23	-26,938	-2,245	-2,102	143	-6,734	-6,380	354
		Medicine & Emergency Care Total	1,568.04	1,623.27	-83,158	-6,956	-7,239	-283	-20,790	-22,289	-1,500
	Surgical Services	General Surgery	400.37	371.41	-21,330	-1,777	-1,605	173	-5,332	-4,956	376
		Specialist Surgery	266.63	250.89	-13,653	-1,138	-1,046	91	-3,413	-3,289	124
		Theatres	287.18	259.73	-11,463	-955	-844	111	-2,866	-2,662	204
		Anaesthetics, Pain Management and Critical Care	295.54	266.36	-20,972	-1,748	-1,641	106	-5,243	-5,109	134
		Ophthalmology	289.03	258.79	-16,700	-1,392	-1,205	187	-4,175	-3,643	532
		Surgical Services Total	1,538.75	1,407.18	-84,117	-7,010	-6,341	668	-21,029	-19,659	1,370
	Women & Child Health	Gynaecology, Gynae-Oncology	95.13	76.79	-5,864	-572	-354	218	-1,466	-1,085	381
		Maternity & Perinatal Medicine	459.63	447.65	-22,961	-1,914	-1,984	-70	-5,740	-5,846	-105
		Acute & Community Paediatrics	423.58	361.84	-18,278	-1,430	-1,387	43	-4,476	-4,289	187
		Women & Child Health Total	978.34	886.28	-47,103	-3,915	-3,725	190	-11,682	-11,220	462
	Primary Care, Community and Therapies	iBeds	339.90	318.17	-12,680	-1,072	-1,032	40	-3,170	-3,215	-45
		Ambulatory Therapies	249.51	238.11	-9,629	-820	-768	51	-2,407	-2,383	25
		iCares	283.32	281.88	-11,326	-942	-960	-18	-2,832	-3,020	-189
		Community Medicine	171.48	156.01	-9,897	-808	-752	56	-2,474	-2,387	87
		Your Health Partnership	168.23	144.13	-6,430	-536	-459	77	-1,608	-1,390	218
		Primary Care, Community and Therapies Total	1,212.44	1,138.30	-49,963	-4,178	-3,971	206	-12,491	-12,395	96
	Imaging	Breast Screening	57.25	48.01	-2,522	-211	-179	32	-631	-540	91
		Diagnostic Radiology	197.99	189.65	-10,661	-883	-872	11	-2,665	-2,621	44
		Interventional Radiology	12.79	11.22	-393	-33	-34	-1	-98	-96	2
		Nuclear Medicine	26.60	23.67	-1,674	-145	-126	19	-418	-384	34
		Black Country Pathology	5.00	6.68	-314	-48	-36	12	-79	-83	-5
		Imaging Total	299.63	279.23	-15,565	-1,319	-1,246	73	-3,891	-3,725	167
	Corporate	Strategy and Governance	131.56	131.89	-6,646	-552	-578	-26	-1,661	-1,746	-85
		Finance	80.57	81.43	-3,647	-319	-282	37	-912	-866	46
		Medical Directors Office	232.40	226.37	-9,308	-761	-780	-19	-2,327	-2,470	-143
		Operations	482.96	828.31	-14,365	-1,209	-2,907	-1,698	-3,591	-7,799	-4,208
		People & Organisation Development	141.36	151.60	-6,982	-588	-609	-21	-1,745	-1,854	-108
		Corporate Nursing Services	393.58	413.63	-13,012	-1,072	-1,004	67	-3,253	-3,035	218
		System Transformation	174.56	189.55	-5,852	-497	-489	9	-1,493	-1,567	-75
		Corporate Total	1,636.99	2,022.78	-59,811	-4,999	-6,648	-1,650	-14,983	-19,338	-4,355
	Central	Central	7.49	0.00	-1,779	-148	-215	-66	-445	-585	-140
		Income	0.00	0.00	0	0	-219	-219	0	-219	-219
		Reserves	0.00	0.00	-2,231	-186	-242	-56	-558	-726	-168
		Central Total	7.49	0.00	-4,010	-334	-676	-342	-1,002	-1,530	118
3 - Pay Total			7,241.68	7,357.04	-343,728	-28,710	-29,846	-1,135	-85,869	-90,157	-4,288

Appendix F: Non Pay & Non Operational Exp by Directorate (versus Trust plan)

NON PAY & NON OPEX	GROUP	DIRECTORATE	Budget WTE	Actual WTE	Annual Plan £000's	Current Period			Year to Date		
						Budget £000's	Actual £000's	Variance £000's	Budget £000's	Actual £000's	Variance £000's
4 - Non Pay	Medicine & Emergency Care	Emergency Care	0.00	0.00	-8,639	-726	-759	-33	-2,163	-2,151	12
		Admitted Care A	0.00	0.00	-12,094	-988	-681	307	-3,013	-2,637	376
		Admitted Care B	0.00	0.00	-7,777	-670	-499	171	-1,940	-1,358	582
	Medicine & Emergency Care Total		0.00	0.00	-28,510	-2,384	-1,939	445	-7,116	-6,146	970
	Surgical Services	General Surgery	0.00	0.00	-5,041	-427	-409	18	-1,244	-1,132	112
		Specialist Surgery	0.00	0.00	-2,076	-176	-137	39	-514	-432	82
		Theatres	0.00	0.00	-13,062	-1,088	-502	587	-3,265	-1,598	1,668
		Anaesthetics, Pain Management and Critical Care	0.00	0.00	-1,385	-116	-81	34	-346	-387	-42
		Ophthalmology	0.00	0.00	-9,420	-786	-608	179	-2,352	-1,676	676
	Surgical Services Total		0.00	0.00	-30,984	-2,593	-1,737	857	-7,721	-5,225	2,496
	Women & Child Health	Gynaecology, Gynae-Oncology	0.00	0.00	-1,706	-144	-121	23	-424	-365	58
		Maternity & Perinatal Medicine	0.00	0.00	-9,402	-787	-851	-64	-2,343	-2,450	-107
		Acute & Community Paediatrics	0.00	0.00	-1,684	-141	-134	7	-421	-285	136
	Women & Child Health Total		0.00	0.00	-12,792	-1,071	-1,106	-35	-3,187	-3,100	87
	Primary Care, Community and Therapies	iBeds	0.00	0.00	-914	-76	-95	-19	-228	-237	-8
		Ambulatory Therapies	0.00	0.00	-4,251	-358	-331	27	-1,063	-1,021	42
		iCares	0.00	0.00	-2,569	-221	-173	48	-642	-591	51
		Community Medicine	0.00	0.00	-11,987	-1,000	-1,276	-276	-2,993	-2,867	126
		Your Health Partnership	0.00	0.00	-3,004	-254	-323	-68	-751	-908	-157
	Primary Care, Community and Therapies Total		0.00	0.00	-22,725	-1,910	-2,199	-288	-5,678	-5,624	54
	Imaging	Breast Screening	0.00	0.00	-404	-33	-14	19	-102	-53	48
		Diagnostic Radiology	0.00	0.00	4,957	435	522	87	1,197	1,537	340
		Interventional Radiology	0.00	0.00	1,128	97	93	-5	277	281	4
		Nuclear Medicine	0.00	0.00	-740	-60	0	60	-188	9	197
		Black Country Pathology	0.00	0.00	-22,159	-1,824	-1,493	331	-5,540	-4,500	1,040
	Imaging Total		0.00	0.00	-17,218	-1,386	-892	493	-4,355	-2,726	1,629
	Corporate	Strategy and Governance	0.00	0.00	-17,456	-1,455	-1,927	-472	-4,364	-5,297	-933
		Finance	0.00	0.00	-899	-52	-68	-16	-225	-223	1
		Medical Directors Office	0.00	0.00	-3,951	-329	-546	-217	-988	-1,204	-216
		Operations	0.00	0.00	-7,844	-654	-3,946	-3,292	-1,961	-9,254	-7,293
		People & Organisation Development	0.00	0.00	-1,722	-144	-45	98	-431	-211	219
		Corporate Nursing Services	0.00	0.00	-2,295	-191	-264	-73	-574	-650	-76
		System Transformation	0.00	0.00	-14,394	-1,005	-954	51	-3,404	-3,089	315
	Corporate Total		0.00	0.00	-48,561	-3,829	-7,750	-3,921	-11,946	-19,928	-7,983
	Central	Central	0.00	0.00	-2,339	-195	-222	-27	-554	-203	351
		Income	0.00	0.00	0	0	-721	-721	0	-721	-721
		Reserves	0.00	0.00	-33,229	-2,729	0	2,729	-8,307	0	8,307
	Central Total		0.00	0.00	-35,568	-2,924	-943	1,981	-8,861	-923	7,938
4 - Non Pay Total			0.00	0.00	-196,359	-16,098	-16,566	-468	-48,865	-43,674	5,191
5 - Non Operational Costs	Central	Central	0.00	0.00	-30,227	-2,519	-2,502	17	-7,557	-7,507	49
		Income	0.00	0.00	60	5	0	-5	15	8	-7
	Central Total		0.00	0.00	-30,167	-2,514	-2,502	12	-7,542	-7,500	42
5 - Non Operational Costs Total			0.00	0.00	-30,167	-2,514	-2,502	12	-7,542	-7,500	42

Group Dashboard – Medicine & Emergency Care

Medicine & Emergency Care		Current Period						Year to Date		
		Budget WTE	Actual WTE	Annual Plan £000's	Budget £000's	Actual £000's	Variance £000's	Budget £000's	Actual £000's	Variance £000's
	1 - Patient Related Income	0.00	0.00	162,036	13,503	249	-13,254	40,509	854	-39,655
	2 - Other Income	0.00	0.00	778	65	35	-30	194	158	-36
	3 - Pay	1,568.04	1,623.27	-83,158	-6,956	-7,239	-283	-20,790	-22,289	-1,500
	4 - Non Pay	0.00	0.00	-28,510	-2,384	-1,939	445	-7,116	-6,146	970
	NET I&E	1,568.04	1,623.27	51,145	4,228	-8,894	-13,121	12,797	-27,423	-40,221

- The adverse variance in pay is driven by :
 - Medical Staffing in Emergency Care (£1m) – increase in shifts above funded rota during Covid (not coded to Covid, although above rota).
 - Vacancy factor (£0.25m) not achieved and CIP failure.
 - Reduction in month on bank shifts non Covid relate compared to previous months.
- The favourable non pay variance is driven by
 - Cardiology devices (£0.6m), endoscopy costs (£0.1m) and high cost drugs costs (£0.2m) due to reduction in activity.

Group Dashboard – Surgical Services

SURGICAL SERVICES	Annual			Current Period			Year to Date		
	Budget	Actual	Plan	Budget	Actual	Variance	Budget	Actual	Variance
	WTE	WTE	£000's	£000's	£000's	£000's	£000's	£000's	£000's
1 - Patient Related Income	0.00	0.00	132,246	11,020	11	-11,009	33,061	30	-33,031
2 - Other Income	0.00	0.00	2,733	228	232	5	683	679	-4
3 - Pay	1,538.75	1,407.18	-84,117	-7,010	-6,341	668	-21,029	-19,659	1,370
4 - Non Pay	0.00	0.00	-30,984	-2,593	-1,737	857	-7,721	-5,225	2,496
NET I&E	1,538.75	1,407.18	19,878	1,645	-7,834	-9,479	4,994	-24,175	-29,169

The favourable pay position is driven by:

- Further reductions in pay costs with bank and agency significantly reduced across most areas. The sustainability of some of these agency reductions is yet to be seen as available capacity in the services is currently low. Coming out of covid arrangements the largest areas of risk will be around the agency savings, achievement of stretch vacancy factors

The favourable non-pay variance is driven by

- Low activity levels although drugs expenditure did take an upward turn particularly in Ophthalmology (pass-through drugs). The current operational situation means that non delivery of CIP is currently disguised.

The group is currently working on schemes to mitigate these risks.

Group Dashboard – Women & Child Health

WOMENS & CHILD HEALTH		Budget WTE	Actual WTE	Annual			Budget £000's	Actual £000's	Variance £000's	Budget £000's	Actual £000's	Variance £000's
				Plan £000's	Budget £000's	Actual £000's						
	1 - Patient Related Income	0.00	0.00	80,368	6,781	29	-6,752	20,092	59	-20,033		
	2 - Other Income	0.00	0.00	925	77	71	-6	231	214	-17		
	3 - Pay	978.34	886.28	-47,103	-3,915	-3,725	190	-11,682	-11,220	462		
	4 - Non Pay	0.00	0.00	-12,792	-1,071	-1,106	-35	-3,187	-3,100	87		
	NET I&E	978.34	886.28	21,398	1,871	-4,730	-6,602	5,454	-14,048	-19,501		

The adverse variance against other income is driven by:

- SLA income for provider SLAs below the £100k threshold.

The favourable variance against pay is driven by:

- Qualified Nursing vacancies across Maternity, Health Visiting and Gynae Onc. Not all posts are being backfilled as a result of Covid. Recruitment is expected to increase in line with recovery and recruitment plans. The current month saw some backdated payments in relation to HCA rebandings.

The favourable non pay variance is driven by:

- MSSE & Drugs spend, driven by lower activity levels.

CIP slippage on group schemes can be mitigated by NR vacancy factor delivery that have not been increased beyond the trust set targets.

Group Dashboard – Primary Care, Community and Therapies

PRIMARY CARE, COMMUNITY & THERAPIES	Budget WTE	Actual WTE	Annual			Variance £000's	Budget £000's	Actual £000's	Variance £000's
			Plan £000's	Budget £000's	Actual £000's				
1 - Patient Related Income	0.00	0.00	77,341	6,476	855	-5,621	19,335	2,516	-16,819
2 - Other Income	0.00	0.00	1,078	73	136	63	270	349	79
3 - Pay	1,212.44	1,138.30	-49,963	-4,178	-3,971	206	-12,491	-12,395	96
4 - Non Pay	0.00	0.00	-22,725	-1,910	-2,199	-288	-5,678	-5,624	54
NET I&E	1,212.44	1,138.30	5,731	461	-5,179	-5,640	1,436	-15,154	-16,591

The favourable variance on pay is driven by:

- Vacancies above 1.6% across group (across all directorates).
- A reduction in bed base with McCarthy closed and a consequential impact on bank and agency spend.

The favourable variance against non pay is driven by

- Drugs expenditure, partially offset by Trust wide CIP schemes not delivering (Procurement and Drugs). The current period saw significant increase in high cost drugs expenditure.

Group Dashboard – Imaging

IMAGING		Annual			Current Period			Year to Date		
		Budget WTE	Actual WTE	Plan £000's	Budget £000's	Actual £000's	Variance £000's	Budget £000's	Actual £000's	Variance £000's
	1 - Patient Related Income	0.00	0.00	19,608	1,634	6	-1,629	4,902	15	-4,887
	2 - Other Income	0.00	0.00	9,146	762	605	-157	2,286	1,498	-788
	3 - Pay	299.63	279.23	-15,565	-1,319	-1,246	73	-3,891	-3,725	167
	4 - Non Pay	0.00	0.00	-17,218	-1,386	-892	493	-4,355	-2,726	1,629
	NET I&E	299.63	279.23	-4,029	-309	-1,528	-1,219	-1,058	-4,937	-3,879

The adverse variance against Other income is driven by

- Pathology activity including Spec Labs and is Covid driven. There has been some improvement income run rates in relation to Specialist Labs income.

The favourable variance against Pay is driven by

- vacancies across Medics and Radiographers. Not all posts are being backfilled, and agency in areas such as Breast Screening has completely stopped as result of Covid. This is expected to resume post Covid in line with recovery plans.

The favourable variance against Non Pay is driven by

- MSSE, activity and Imaging Outsourcing reporting are the main areas, and are a result of activity decreases relating to Covid.
- CIP programme underperformance primarily driven by Covid. Other income such as Krypton and Breast Screening high risk screening income underperforming.

Group Dashboard – Corporate

CORPORATE		Current Period						Year to Date		
		Budget	Actual	Annual	Budget	Actual	Variance	Budget	Actual	Variance
		WTE	WTE	Plan £000's	£000's	£000's	£000's	£000's	£000's	£000's
	1 - Patient Related Income	0.00	0.00	7,463	622	490	-132	1,866	1,443	-423
	2 - Other Income	0.00	0.00	12,235	1,012	786	-226	3,059	1,554	-1,505
	3 - Pay	1,636.99	2,022.78	-59,811	-4,999	-6,648	-1,650	-14,983	-19,338	-4,355
	4 - Non Pay	0.00	0.00	-48,561	-3,829	-7,750	-3,921	-11,946	-19,928	-7,983
	NET I&E	1,636.99	2,022.78	-88,675	-7,194	-13,122	-5,928	-22,004	-36,270	-14,266

- Covid expenditure is held Corporately. June saw £4.75m of expenditure, £10.833m ytd. Pay increased by £0.46m in month, driven by some backdated recharges, and full month effects of nursing students, and medical students. Non Pay increased by over £1.5m, driven by increased PPE purchases (reusable masks, and general masks due to change in rules). The other main increase relates to costs in relation to social distancing at MMUH.
- The adverse position in relation to non-covid expenditure is driven by
- Income: Facilities related income. The Directorate are reviewing this in order to mitigate the long term impact of lower foot-fall etc.
- Pay expenditure. Pressure on CIPs in a number of directorates. These are being reviewed for mitigations, and a specific piece of work is being under-taken with regard to Portering rotas.
- Non Pay expenditure. Pressure on CIP delivery, and a number of one off costs. On-going work within HIS, as significant issues have been identified and are being addressed.