

# Finance Report

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2020/21 Month 8 - November

### Income & Expenditure Position

	In Month £m	YTD £m
Main Contracts	50.38	318.49
Other Income	-0.86	36.74
Retrospective Top Up		26.89
<b>TOTAL INCOME</b>	<b>49.53</b>	<b>382.12</b>
<b>EXPENDITURE</b>	<b>-49.79</b>	<b>-382.55</b>
<b>NET I&amp;E</b>	<b>-0.26</b>	<b>-0.43</b>

*\*Retro Top Up arrangement is no longer in place.*

Received agreement to pay outstanding retro top-up amounts.

Top up arrangement for 7-12 for M7 and 8 have been received from our lead commissioner.

### 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

### Covid Expenditure

£2.502m in Month, £23.794m ytd  
Pay costs £1.624m, increase of £0.301m against average. Non Pay £0.878m reduced by £0.841m against average. Concerns against controls in both areas, and proper allocation to the cost centre holding pandemic costs.

### Cost Improvement Programme

#### Year to Date

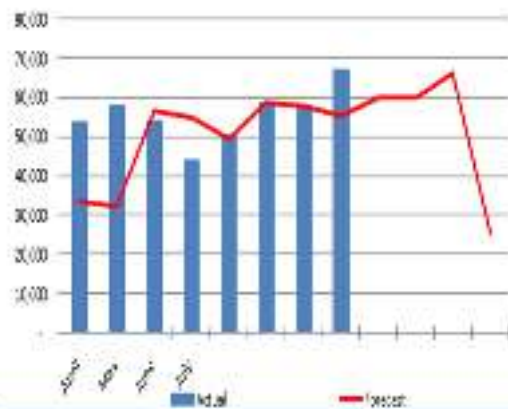
Plan	Actual	Variance
£m	£m	£m
13.69	6.47	-7.22

#### Forecast Outturn

Plan	Actual	Variance
£m	£m	£m
20.54	9.84	-10.70

Deterioration in forecast outturn across a number of schemes. Forecasting now to achieve 47.9% of the plan

### Cash in the Bank



### Forecast Expenditure

The month 8 position was favourable to the plan (£0.408m), as the monthly plan was a deficit of £0.671m. It is likely that the Elective Incentive Scheme will not be activated this year, and therefore risk around not meeting activity targets is deemed minimal. The risks within the forecast are the growth in annual leave (not within forecast), activity plans post Christmas, and the impact particularly of high marginal cost work (e.g hips, knees), pressure on pay budgets of higher bank rates, and having to use higher tier agencies etc. Currently the improved other income performance and non pay variances suggest hitting the control total is likely, and some likelihood of a favourable variance. Review of the forecast is difficult given the uncertainty around the Pandemic, but will be important in terms of the overall STP position. **A full review of the year end forecast and against risks and opportunities will be undertaken for the month 9 (Q3) report**

## Headlines Summary: Month 1 - Month 8

### **I&E**

The Trust reported a deficit in month 8 (£0.263m) this is ahead of the planned deficit of (£0.671m), a favourable variance of £0.408m. Covid specific costs increased from the previous period by £0.7m, driven by significantly increased bank (rates and volume). Other Income improved whereas Pay went up with pressure on bank rates and capacity. The adverse movements are mitigated by increased other income and reduced expenditure where activity has not been restored to planned levels.

### **PRI and Top Up**

All outstanding retro top up payments have been agreed. There is still the possibility of audit of these costs. PRI in November is in line with expectations.

### **Other Income**

Significantly above NHSI plan. This is in part due to the receipt of backdated education income due to their information having correct tariffs applied. This is being validated.

### **Pay**

Pressures on capacity, and the number of unfilled shifts has seen agreement for higher bank rates for nurses and midwives, and also pressure on agency rates as requests have gone to more expensive agencies. The use of locums in medical staff groups has also increased to cover additional capacity and other workloads.

### **Non-pay**

Increase in expenditure relating to Pathology work (still within forecast) and Modality. Other services received have also increased as activity has restored. Increase in non recurrent expenditure related to MMUH, and other one off projects. Non Pay remains in line with forecast as restoration has not occurred within high marginal cost work e.g hips and knees

### **Performance against budgets**

The clinical group showing adverse variance to budget is Medicine and Emergency care, driven by pay pressures (mostly covid related) and non-delivery of CIP. Remediation will be important as we move into 2021/2022. 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 formed 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.

### **Capital and Cash**

Slide 9 contains the Trust's 20/21 revised capital programme as submitted to NHSI/E in July 2020 and includes the recent additional PDC awarded for Critical Care, ED, Endoscopy and Breast Screening Trailers. Work has been ongoing to confirm the 20/21 and 5 year internally funded programme to re-confirm alignment to the DHSC approved FBC and the Trust's extant cash plans. This was considered at FIC in July and November, and submitted to NHSI/E in August. Scheme detail behind the affordability envelope is nearing finalisation and was submitted to FIC in November. Good progress has been made on Covid capital claims, with £2.1m authorised, albeit not all of the cash has been received.

Cash is considerably ahead of plan due to receipt of the block income in advance, and this is reflected in increased creditor balances against plan also. The working capital position is improving, as set out on slide 11. As a result of the Covid-19 Provider to Provider guidance, working balances are improving and historical debt (Pre March-20) has reduced significantly. Work continues on identifying a 2% spend commitment with local suppliers in line with Anchor Institution commitments.

## Financial Regime Update – Months 7-12

### Financial Regime Update

- The STP is being asked to improve the £27m deficit it submitted. A significant element of this are specific issues being discussed with the centre, and a number of those look like being settled in favour of the STP, including our claim for taper relief income (£2m). If all of these were delivered, the STP forecast would improve to a circa £14m deficit. The STP is likely to ask all partners then to close this gap if possible.
- The ask from the centre is for a breakeven position, and CFO's have agreed to review on the back of Q3 results.
- It is likely that EIS (Elective Incentive Scheme) will not be put into practice, although not confirmed so remains a small risk.
- STP capital plans have a £8m gap. Discussions will happen this month to assess whether slippage will address the gap, or there is a need to request brokerage. Any brokerage will have to be paid back next year, so should be avoided.

### KEY MESSAGES

- Review forecasts to ensure delivery of income and reductions in expenditure, where possible. Groups will need to identify reductions in their expenditure forecasts
- Remain within 20/21 post CIP expenditure budgets for activity recovery plan. Exit run rates and being clear on any issues that drive those away from budgets vital.
- Possibly critical decisions on significant costs (Vanguard, Endoscopy, Imaging) if additional funding for restoration is not provided
- Restoration of “other income” will be critical - value circa £5m a month
- Financial grip and control needs to be very tight across the Trust

### RISKS TO THE FORECAST

- Uncertainty around EIS, and its impact this year. *Given indications this is a low risk.*
- Increased direct covid costs (this month). Mitigation currently is that high marginal cost activity has not been restored, which is offsetting. Some concerns around controls, and impact on views of next year, as will all the expenditure disappear if covid were to cease being an issue? *Medium risk*
- Outstanding Retrospective top up costs currently unpaid, and subject to audit. *Notification of payment received, therefore only risk is an adverse audit, given this low risk.*
- Increased rates for medical staff bank nurses and midwives. One month of evidence would suggest the pressure can be contained within the forecast. Any significant restoration of elective activity in 2021 might expose this pressure. *Medium Risk*
- Further pressure on other bank rates as a result of the point above. *Medium Risk*
- Annual Leave. No indication from centre as to treatment of increases in annual leave outstanding at year end. Any increases are not in the forecast, as specifically told by the centre not to include. *Medium Risk*

# Income and Expenditure Run Rates

Month 8 2020/2021

£000's	Mar	2020/2021							
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
<b>Patient Related Income</b>									
Plan	36,955	39,250	39,250	39,250	39,250	39,250	39,250	45,383	45,388
Actual	47,105	44,075	42,844	45,611	47,379	41,311	45,007	45,436	45,170
Variance	10,149	4,825	3,594	6,361	8,129	2,061	5,758	53	-218
<b>Other Income</b>									
Plan	195	4,663	4,663	4,663	4,663	4,663	4,663	2,955	2,961
Actual	728	2,997	2,501	3,302	3,182	2,765	2,754	3,430	3,995
Variance	534	-1,666	-2,162	-1,360	-1,480	-1,897	-1,908	475	1,034
<b>Pay</b>									
Plan	-29,627	-29,110	-29,110	-29,110	-29,110	-29,110	-29,110	-30,806	-30,831
Actual	-29,506	-30,377	-29,934	-29,846	-30,745	-29,480	-30,649	-31,085	-31,195
Variance	121	-1,267	-823	-735	-1,635	-370	-1,538	-279	-364
<b>Non Pay</b>									
Plan	-7,151	-14,802	-14,802	-14,802	-14,802	-14,802	-14,802	-17,984	-18,189
Actual	-18,534	-16,691	-15,414	-19,068	-19,817	-14,596	-17,113	-17,946	-18,232
Variance	-11,383	-1,889	-612	-4,266	-5,015	206	-2,311	38	-43
<b>Net I&amp;E</b>									
Plan	372	0	0	0	0	0	0	-452	-671
Actual	-207	3	-3	0	0	0	0	-165	-263
Variance	-579	3	-3	0	0	0	0	287	408

## ANALYSIS

### Patient Related Income

Small variance from plan that reflects M7-12 agreed funding levels.

### Other Income

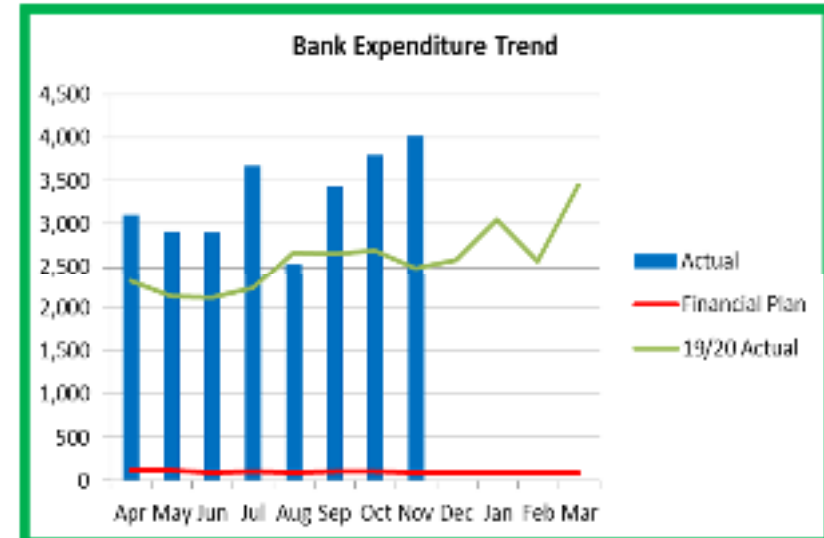
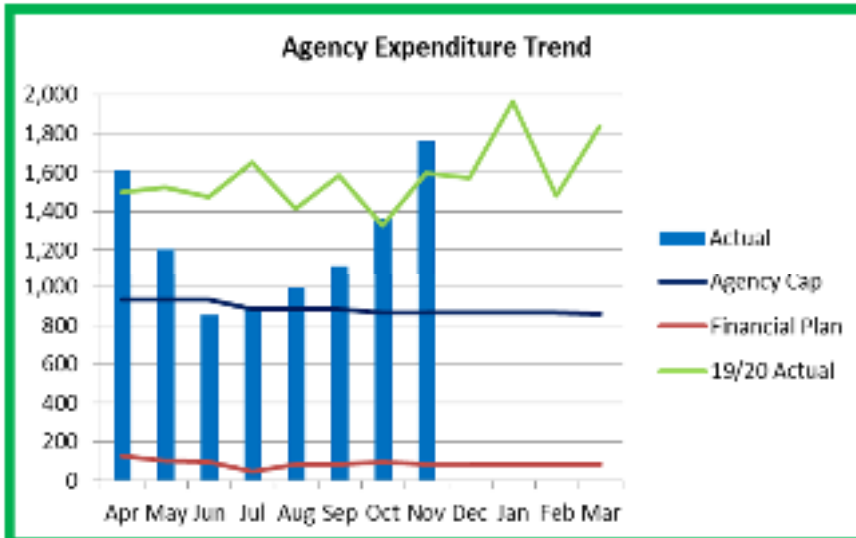
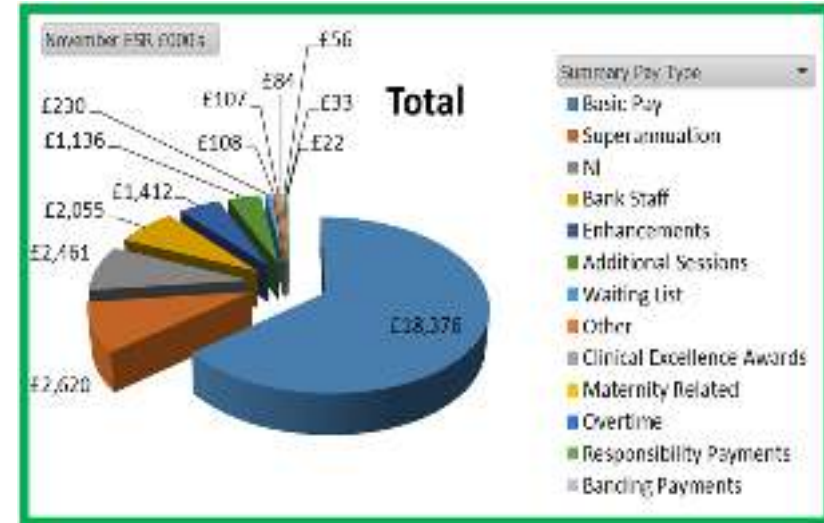
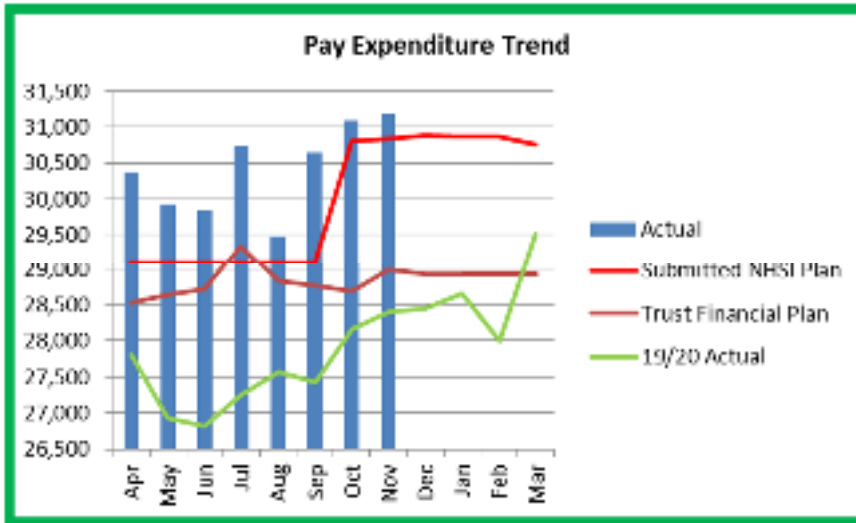
Improvements against the plan relate to backdated E&T tariff changes, and the agreed treatment of the commercial income over the life of the agreement.

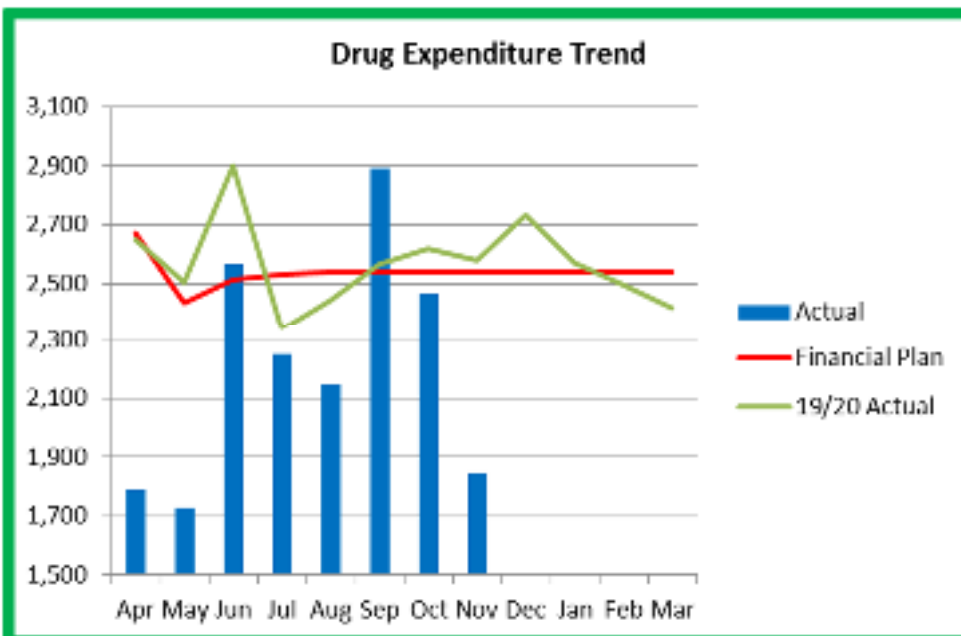
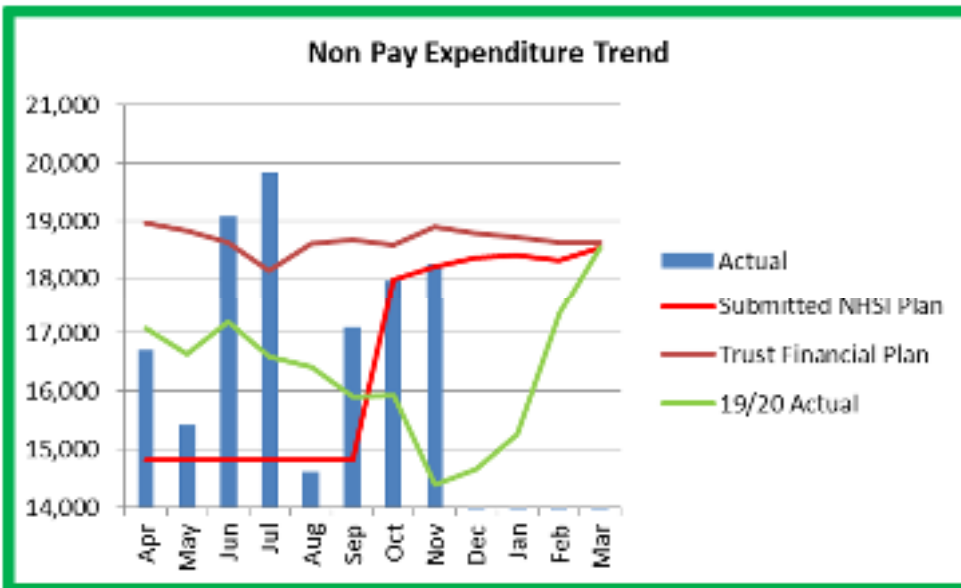
### Pay

Agreed rate changes for certain bank shifts, along with increased capacity have put pressure on the pay position. Agency spend remains a concern as preferred organisations cannot provide staff, and therefore these have been sought from higher rate agencies. Adverse to plan because the expenditure control agreed with the STP was put into pay (£4.8m M7-12, or £0.8m per month)

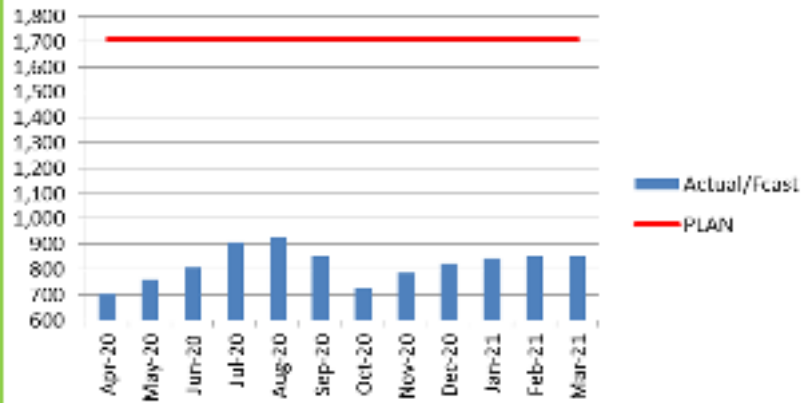
### Non Pay

Some increase in the general expenditure position within Groups with some activity increases. Work via Modality has increased, including into new specialties. Discussions have led to work in the new areas being paused whilst specialty leads agree criteria.

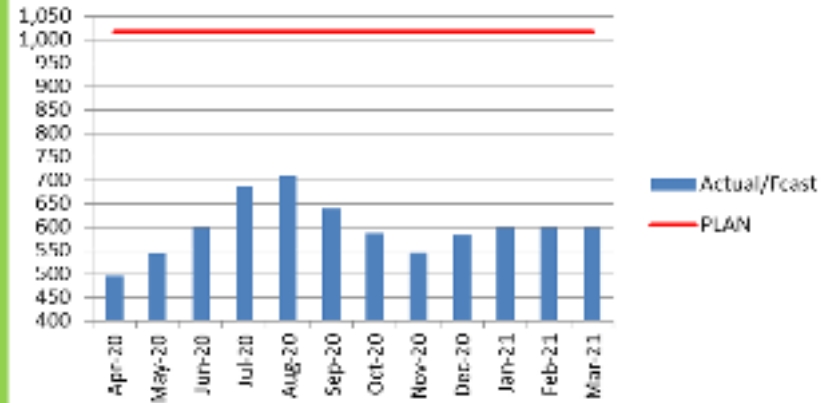




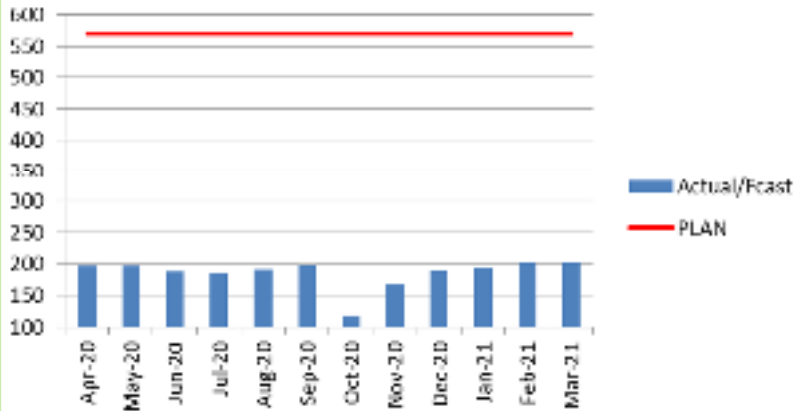
### Total CIP Trend



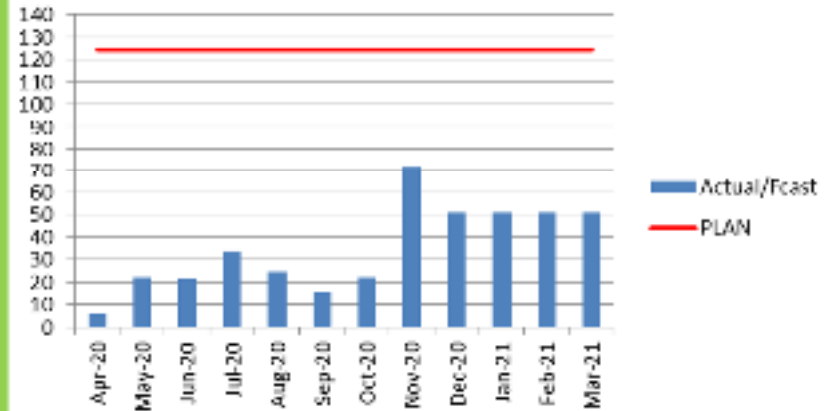
### Pay CIP Trend



### Non Pay CIP Trend



### Income CIP Trend





# Capital Expenditure

Month 8 2020/21

## SANDWELL & WEST BIRMINGHAM HOSPITALS NHS TRUST

### Summary Capital Expenditure: FY 2020/20 to P08

Programme	Year to Date			NHSI Revised Plan (Oct-20) £'000s	Forecast Outturn £'000s	Variance Revised NHSI Plan vs FOT £'000s
	Plan £'000s	Actual £'000s	Gap £'000s			
Estates	4,664	4,563	101	11,234	11,234	0
Estates - ETTF	1,500	1,183	317	1,800	1,800	0
Covid-19	0	2,404	(2,404)	0	2,961	(2,961)
Informatics	2,186	2,049	137	4,111	4,111	0
Medical equipment / Imaging	1,381	1,676	(295)	4,792	4,792	0
<b>Sub-Total</b>	<b>9,731</b>	<b>11,875</b>	<b>(2,144)</b>	<b>21,937</b>	<b>24,898</b>	<b>(2,961)</b>
Technical schemes	978	910	68	1,511	1,511	0
Donated assets	27	0	(27)	83	83	0
<b>Total Core Programme</b>	<b>10,736</b>	<b>12,785</b>	<b>(2,103)</b>	<b>23,531</b>	<b>26,492</b>	<b>(2,961)</b>
Midland Met Construction Cost to Complete	137,108	92,997	44,111	237,115	237,115	0
Reconfiguration	2,552	798	1,754	3,704	3,704	0
<b>Total Non Core Programme</b>	<b>139,660</b>	<b>93,795</b>	<b>45,865</b>	<b>240,819</b>	<b>240,819</b>	<b>0</b>
<b>Total Core &amp; Non Core Programme</b>	<b>150,396</b>	<b>106,580</b>	<b>43,762</b>	<b>264,350</b>	<b>267,311</b>	<b>(2,961)</b>

## Analysis

- The above plan and forecast outturn reflect the latest submitted plan to NHSI (July 2020) and the spend to Month 8 20/21. The actual spend and forecast will now be measured against this plan as part of regular Capital Review meetings. The Finance Team are working with operational leads to ensure the Trust does not materially slip from this forecast.
- The Year to Date actuals include COVID costs of £2,404k, 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.
- The plan values for Medical Equipment and Estates now include the additional PDC the Trust has secured for Critical Care Surge, ED, Endoscopy and Diagnostic Imaging Equipment.

# Finance Report

## SOFP

Month 8 2020/21

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

	Balance as at 31st March 2020	Balance as at 30th November 2020	NHSI Planned Balance as at 30th November 2020	Variance to plan as at 30th November 2020	NHSI Plan as at 31st March 2021	Forecast 31st March 2021
	£000	£000	£000	£000	£000	£000
<b>Non Current Assets</b>						
Property, Plant and Equipment	521,752	615,760	666,210	(50,450)	749,751	749,751
Intangible Assets	132	111	106	5	106	106
Investment Assets	0	0	0	0	0	0
Trade and Other Receivables	181	(428)	67	(495)	67	67
<b>Current Assets</b>						
Inventories	5,129	4,156	4,742	(586)	4,742	4,742
Trade and Other Receivables	45,497	32,242	47,344	(15,102)	47,344	37,344
Cash and Cash Equivalents	23,381	67,027	12,933	54,094	2,009	27,707
<b>Current Liabilities</b>						
Trade and Other Payables	(83,897)	(127,271)	(80,306)	(46,965)	(82,774)	(98,472)
Provisions	(815)	(672)	(1,855)	1,183	(1,855)	(1,855)
Borrowings	(1,858)	(1,838)	(3,872)	2,034	(3,872)	(3,872)
DH Loan	0	0	0	0	0	0
<b>Non Current Liabilities</b>						
Provisions	(3,504)	(3,504)	(3,454)	(50)	(3,454)	(3,454)
Borrowings	(27,545)	(26,223)	(30,232)	4,009	(29,295)	(29,295)
DH Loan	0	0	0	0	0	0
	<b>478,453</b>	<b>559,360</b>	<b>611,683</b>	<b>(52,323)</b>	<b>682,769</b>	<b>682,769</b>
<b>Financed By</b>						
<b>Taxpayers Equity</b>						
Public Dividend Capital	300,103	381,566	447,352	(65,786)	527,359	527,359
Retained Earnings reserve	158,853	158,297	141,948	16,349	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
	<b>478,453</b>	<b>559,360</b>	<b>611,683</b>	<b>(52,323)</b>	<b>682,769</b>	<b>682,769</b>

## 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 12
- 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 8 2020/21

Sandwell & West Birmingham Hospitals NHS Trust												
CASH FLOW 2020/21												
ACTUAL/FORECAST	April	May	June	July	August	September	October	November	December	January	February	March
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Forecast	Forecast	Forecast	Forecast
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
<u>Receipts</u>												
SLAs: SWB CCG	50,491	26,041	27,926	24,463	24,255	25,214	25,626	37,277	24,193	24,193	24,193	0
Associates	18,046	8,993	8,783	8,916	8,874	9,235	8,515	8,435	8,681	8,681	8,681	0
Other NHS	8,193	1,184	1,209	4,275	184	1,846	263	1,244	1,796	749	1,053	1,875
Specialised Services	4,987	14,583	8,206	7,089	4,394	16,352	4,012	3,683	4,586	5,123	4,918	198
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	1,499	3	0	3,854	0	4,405	0	0	4,405
Public Dividend Capital	5,059	6,208	8,979	0	16,474	11,099	16,419	14,856	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	4,817	6,793	2,252	5,250	3,844	2,775	2,075	2,075	2,075
<b>Total Receipts</b>	<b>92,879</b>	<b>57,830</b>	<b>59,181</b>	<b>51,059</b>	<b>60,975</b>	<b>65,998</b>	<b>63,938</b>	<b>69,340</b>	<b>75,362</b>	<b>57,884</b>	<b>57,879</b>	<b>25,614</b>
<u>Payments</u>												
Payroll	16,273	16,035	16,770	16,744	16,270	16,707	16,821	16,672	16,155	16,353	16,604	16,574
Tax, NI and Pensions	3,970	11,972	11,929	11,618	11,793	11,716	12,021	11,648	11,800	11,800	11,800	11,800
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	27,364	8,135	6,589	23,751	8,077	12,275	13,933	10,461	10,040	9,486	8,297	8,442
Non Pay - Capital	10,202	7,779	14,530	4,931	14,299	12,937	18,425	14,643	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	0	0	2,416	0	0	0	8,500
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	1,565	1,565	1,565	1,565	1,565	1,325	1,325	0	0
Other Payments	1,124	6,411	9,546	460	433	549	433	456	299	179	239	179
<b>Total Payments</b>	<b>62,487</b>	<b>53,887</b>	<b>62,919</b>	<b>61,060</b>	<b>54,428</b>	<b>57,739</b>	<b>65,188</b>	<b>59,851</b>	<b>71,818</b>	<b>59,657</b>	<b>57,355</b>	<b>66,053</b>
Cash Brought Forward	23,348	53,740	57,684	53,945	43,945	50,492	58,752	57,502	66,991	70,534	68,761	69,285
Net Receipts/(Payments)	30,392	3,944	(3,738)	(10,001)	6,547	8,259	(1,250)	9,489	3,544	(1,773)	524	(40,439)
Cash Carried Forward	53,740	57,684	53,945	43,945	50,492	58,752	57,502	66,991	70,534	68,761	69,285	28,846

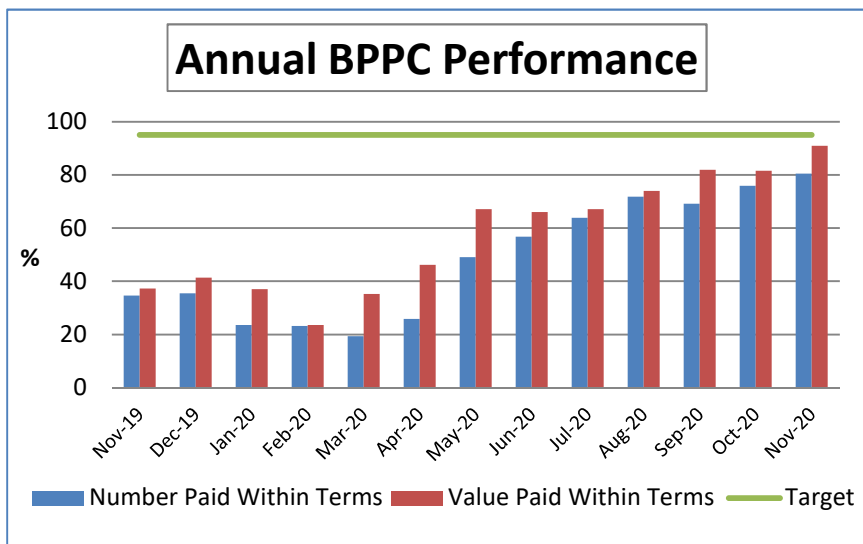
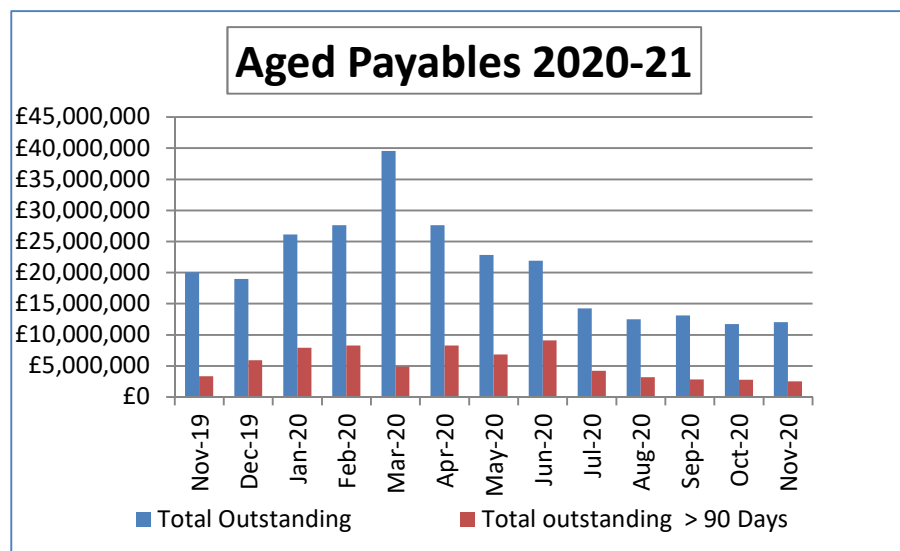
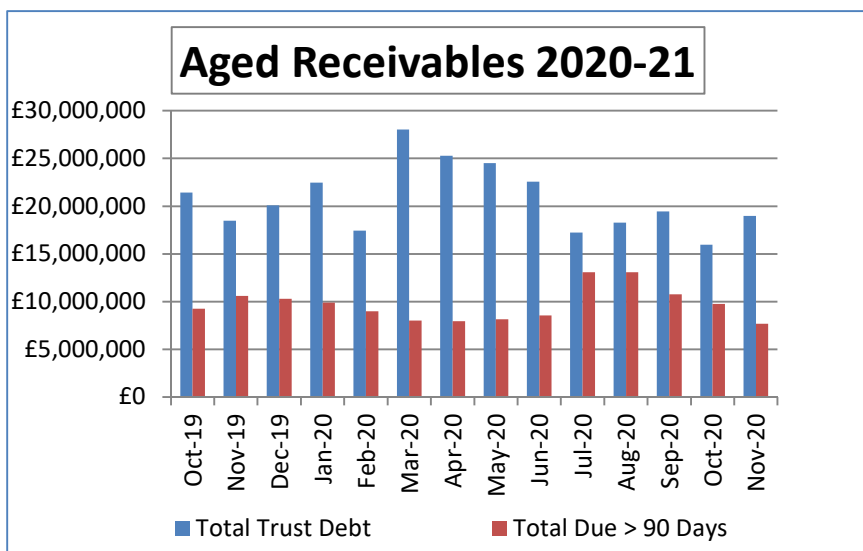
### Analysis

- This cash flow incorporates YTD M8 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 6, and achieving a small deficit during M7-12. Assumptions will need to be reassessed once the ongoing NHS Financial regime and the likely outturn is determined, particularly as discussions are till being held with Providers regarding billing arrangements.
- 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 8 2020/21



### Analysis

- The overall Debt increased as quarterly invoices to NHS Education in November were raised. The over 90 days debt decreased as historical NHS and non NHS debt was paid. 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 had a small increase in November 2020. The over 90 days NHS position reduced marginally as Provider to Provider billing arrangements settled historical debt. Ongoing work in the AP team to target aged invoices is progressing well.
- 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 A: Income and Expenditure Statement (performance against Interim 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	627.77	730.50	25,351	2,123	1,611	-512	16,870	7,362	-9,508
		Admitted Care A	420.76	439.78	6,177	516	-153	-670	4,114	-2,279	-6,393
		Admitted Care B	514.82	576.54	18,324	1,525	-335	-1,860	12,223	-1,987	-14,210
	<b>Medicine &amp; Emergency Care Total</b>		<b>1,563.35</b>	<b>1,746.82</b>	<b>49,852</b>	<b>4,165</b>	<b>1,123</b>	<b>-3,042</b>	<b>33,207</b>	<b>3,097</b>	<b>-30,110</b>
	Surgical Services	General Surgery	399.85	401.85	24,332	2,029	1,080	-949	16,218	4,846	-11,372
		Specialist Surgery	195.52	213.25	16,940	1,412	272	-1,140	11,292	2,975	-8,317
		Theatres	359.83	368.26	-26,612	-2,218	-1,843	375	-17,739	-13,930	3,809
		Anaesthetics, Pain Management and Critical Care	297.33	293.66	-10,151	-846	-852	-6	-6,768	-6,681	87
		Ophthalmology	284.07	277.55	14,532	1,214	1,053	-161	9,675	4,615	-5,060
	<b>Surgical Services Total</b>		<b>1,536.60</b>	<b>1,554.57</b>	<b>19,041</b>	<b>1,591</b>	<b>-290</b>	<b>-1,881</b>	<b>12,678</b>	<b>-8,174</b>	<b>-20,853</b>
	Women & Child Health	Gynaecology, Gynae-Oncology	95.02	88.97	6,313	506	472	-33	4,290	3,736	-555
		Maternity & Perinatal Medicine	466.09	478.70	9,786	802	806	5	6,580	5,362	-1,218
		Acute & Community Paediatrics	429.97	391.56	3,844	275	147	-128	2,744	1,634	-1,110
	<b>Women &amp; Child Health Total</b>		<b>991.08</b>	<b>959.23</b>	<b>19,943</b>	<b>1,583</b>	<b>1,426</b>	<b>-156</b>	<b>13,615</b>	<b>10,732</b>	<b>-2,883</b>
	Primary Care, Community and Therapies	iBeds	339.97	328.23	-5,317	-443	-597	-153	-3,544	-4,888	-1,344
		Ambulatory Therapies	254.25	245.73	-272	-33	-112	-80	-142	-1,731	-1,590
		iCares	281.04	296.30	5,739	478	368	-110	3,826	2,132	-1,694
		Community Medicine	171.29	156.83	4,978	420	294	-126	3,361	2,001	-1,360
		Your Health Partnership	172.34	133.68	153	11	248	237	109	182	74
	<b>Primary Care, Community and Therapies Total</b>		<b>1,218.89</b>	<b>1,160.77</b>	<b>5,280</b>	<b>433</b>	<b>202</b>	<b>-232</b>	<b>3,610</b>	<b>-2,304</b>	<b>-5,913</b>
	Imaging	Breast Screening	56.89	51.85	1,608	134	82	-52	1,072	1,013	-60
		Diagnostic Radiology	198.53	195.19	-1,827	-163	-431	-269	-1,192	-2,386	-1,194
		Interventional Radiology	12.09	9.88	1,175	98	84	-14	782	687	-95
		Nuclear Medicine	24.87	22.70	-29	-3	-21	-18	-18	-251	-233
		Black Country Pathology	5.00	6.69	-5,305	-442	-722	-280	-3,537	-5,019	-1,482
	<b>Imaging Total</b>		<b>297.38</b>	<b>286.31</b>	<b>-4,378</b>	<b>-376</b>	<b>-1,009</b>	<b>-633</b>	<b>-2,892</b>	<b>-5,956</b>	<b>-3,064</b>
	Corporate	Strategy and Governance	131.56	131.91	-20,392	-1,699	-1,722	-23	-13,595	-14,853	-1,259
		Finance	80.57	83.26	-4,491	-374	-385	-11	-2,994	-3,012	-18
		Medical Directors Office	231.78	218.23	-7,128	-594	-492	102	-4,751	-6,064	-1,313
		Operations	415.19	736.88	-21,649	-1,805	-4,855	-3,050	-14,430	-40,184	-25,754
		People & Organisation Development	141.36	165.05	-6,675	-556	-731	-175	-4,450	-4,749	-300
		Corporate Nursing Services	390.83	440.64	-12,685	-1,057	-1,061	-3	-8,456	-8,332	124
		System Transformation	177.56	194.07	-15,974	-1,419	-1,591	-172	-10,404	-12,386	-1,982
	<b>Corporate Total</b>		<b>1,568.85</b>	<b>1,970.04</b>	<b>-88,994</b>	<b>-7,505</b>	<b>-10,837</b>	<b>-3,332</b>	<b>-59,079</b>	<b>-89,580</b>	<b>-30,501</b>
	Central	Central	6.49	0.00	9,115	566	14,181	13,616	7,462	58,561	51,100
		Income	0.00	0.00	16,641	1,384	-4,908	-6,292	11,107	34,396	23,289
		Reserves	2.85	0.00	-30,811	-2,511	-150	2,361	-20,830	-1,200	19,630
	<b>Central Total</b>		<b>9.34</b>	<b>0.00</b>	<b>-5,055</b>	<b>-562</b>	<b>9,123</b>	<b>9,685</b>	<b>-2,262</b>	<b>91,758</b>	<b>94,019</b>
<b>NET I&amp;E</b>			<b>7,185.49</b>	<b>7,677.74</b>	<b>-4,310</b>	<b>-671</b>	<b>-263</b>	<b>408</b>	<b>-1,123</b>	<b>-428</b>	<b>695</b>

## 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	627.77	730.50	25,351	2,123	1,611	-512	16,870	7,362	-9,508
		Admitted Care A	420.76	439.78	6,177	516	-153	-670	4,114	-2,279	-6,393
		Admitted Care B	514.82	576.54	18,324	1,525	-335	-1,860	12,223	-1,987	-14,210
	<b>Medicine &amp; Emergency Care Total</b>		<b>1,563.35</b>	<b>1,746.82</b>	<b>49,852</b>	<b>4,165</b>	<b>1,123</b>	<b>-3,042</b>	<b>33,207</b>	<b>3,097</b>	<b>-30,110</b>
	Surgical Services	General Surgery	399.85	401.85	24,332	2,029	1,080	-949	16,218	4,846	-11,372
		Specialist Surgery	195.52	213.25	16,940	1,412	272	-1,140	11,292	2,975	-8,317
		Theatres	359.83	368.26	-26,612	-2,218	-1,843	375	-17,739	-13,930	3,809
		Anaesthetics, Pain Management and Critical Care	297.33	293.66	-10,151	-846	-852	-6	-6,768	-6,681	87
		Ophthalmology	284.07	277.55	14,532	1,214	1,053	-161	9,675	4,615	-5,060
	<b>Surgical Services Total</b>		<b>1,536.60</b>	<b>1,554.57</b>	<b>19,041</b>	<b>1,591</b>	<b>-290</b>	<b>-1,881</b>	<b>12,678</b>	<b>-8,174</b>	<b>-20,853</b>
	Women & Child Health	Gynaecology, Gynae-Oncology	95.02	88.97	6,313	506	472	-33	4,290	3,736	-555
		Maternity & Perinatal Medicine	466.09	478.70	9,786	802	806	5	6,580	5,362	-1,218
		Acute & Community Paediatrics	429.97	391.56	3,844	275	147	-128	2,744	1,634	-1,110
	<b>Women &amp; Child Health Total</b>		<b>991.08</b>	<b>959.23</b>	<b>19,943</b>	<b>1,583</b>	<b>1,426</b>	<b>-156</b>	<b>13,615</b>	<b>10,732</b>	<b>-2,883</b>
	Primary Care, Community and Therapies	iBeds	339.97	328.23	-5,317	-443	-597	-153	-3,544	-4,888	-1,344
		Ambulatory Therapies	254.25	245.73	-272	-33	-112	-80	-142	-1,731	-1,590
		iCares	281.04	296.30	5,739	478	368	-110	3,826	2,132	-1,694
		Community Medicine	171.29	156.83	4,978	420	294	-126	3,361	2,001	-1,360
		Your Health Partnership	172.34	133.68	153	11	248	237	109	182	74
	<b>Primary Care, Community and Therapies Total</b>		<b>1,218.89</b>	<b>1,160.77</b>	<b>5,280</b>	<b>433</b>	<b>202</b>	<b>-232</b>	<b>3,610</b>	<b>-2,304</b>	<b>-5,913</b>
	Imaging	Breast Screening	56.89	51.85	1,608	134	82	-52	1,072	1,013	-60
		Diagnostic Radiology	198.53	195.19	-1,827	-163	-431	-269	-1,192	-2,386	-1,194
		Interventional Radiology	12.09	9.88	1,175	98	84	-14	782	687	-95
		Nuclear Medicine	24.87	22.70	-29	-3	-21	-18	-18	-251	-233
		Black Country Pathology	5.00	6.69	-5,305	-442	-722	-280	-3,537	-5,019	-1,482
	<b>Imaging Total</b>		<b>297.38</b>	<b>286.31</b>	<b>-4,378</b>	<b>-376</b>	<b>-1,009</b>	<b>-633</b>	<b>-2,892</b>	<b>-5,956</b>	<b>-3,064</b>
	Corporate	Strategy and Governance	131.56	131.91	-20,392	-1,699	-1,722	-23	-13,595	-14,853	-1,259
		Finance	80.57	83.26	-4,491	-374	-385	-11	-2,994	-3,012	-18
		Medical Directors Office	231.78	218.23	-7,128	-594	-492	102	-4,751	-6,064	-1,313
		Operations	415.19	736.88	-21,649	-1,805	-4,855	-3,050	-14,430	-40,184	-25,754
		People & Organisation Development	141.36	165.05	-6,675	-556	-731	-175	-4,450	-4,749	-300
		Corporate Nursing Services	390.83	440.64	-12,685	-1,057	-1,061	-3	-8,456	-8,332	124
		System Transformation	177.56	194.07	-15,974	-1,419	-1,591	-172	-10,404	-12,386	-1,982
	<b>Corporate Total</b>		<b>1,568.85</b>	<b>1,970.04</b>	<b>-88,994</b>	<b>-7,505</b>	<b>-10,837</b>	<b>-3,332</b>	<b>-59,079</b>	<b>-89,580</b>	<b>-30,501</b>
	Central	Central	6.49	0.00	-17,417	-1,443	14,181	15,624	-11,566	58,561	70,127
		Income	0.00	0.00	16,641	1,384	-4,908	-6,292	11,107	34,396	23,289
		Reserves	2.85	0.00	-30,811	-2,511	-150	2,361	-20,830	-1,200	19,630
	<b>Central Total</b>		<b>9.34</b>	<b>0.00</b>	<b>-31,587</b>	<b>-2,570</b>	<b>9,123</b>	<b>11,693</b>	<b>-21,289</b>	<b>91,758</b>	<b>113,047</b>
<b>NET I&amp;E</b>			<b>7,185.49</b>	<b>7,677.74</b>	<b>-30,842</b>	<b>-2,680</b>	<b>-263</b>	<b>2,417</b>	<b>-20,151</b>	<b>-428</b>	<b>19,723</b>

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

PATIENT RELATED 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	
1 - Patient Related Income	Medicine & Emergency Care	Emergency Care	0.00	0.00	68,790	5,733	5,645	-88	45,860	40,083	-5,777	
		Admitted Care A	0.00	0.00	41,810	3,484	2,523	-961	27,874	20,782	-7,092	
		Admitted Care B	0.00	0.00	51,435	4,286	2,915	-1,371	34,290	20,507	-13,783	
	<b>Medicine &amp; Emergency Care Total</b>		<b>0.00</b>	<b>0.00</b>	<b>162,036</b>	<b>13,503</b>	<b>11,082</b>	<b>-2,421</b>	<b>108,024</b>	<b>81,372</b>	<b>-26,652</b>	
	Surgical Services	General Surgery	0.00	0.00	49,678	4,140	3,224	-916	33,119	20,956	-12,163	
		Specialist Surgery	0.00	0.00	30,176	2,515	1,465	-1,050	20,118	11,763	-8,354	
		Theatres	0.00	0.00	301	25	30	5	200	80	-121	
		Anaesthetics, Pain Management and Critical Care	0.00	0.00	12,364	1,030	1,075	45	8,243	8,144	-99	
		Ophthalmology	0.00	0.00	39,726	3,311	3,300	-11	26,484	19,756	-6,728	
	<b>Surgical Services Total</b>		<b>0.00</b>	<b>0.00</b>	<b>132,246</b>	<b>11,020</b>	<b>9,095</b>	<b>-1,926</b>	<b>88,164</b>	<b>60,699</b>	<b>-27,465</b>	
	Women & Child Health	Gynaecology, Gynae-Oncology	0.00	0.00	13,446	1,120	1,018	-102	8,964	7,648	-1,315	
		Maternity & Perinatal Medicine	0.00	0.00	42,467	3,539	3,748	209	28,311	27,841	-470	
		Acute & Community Paediatrics	0.00	0.00	23,956	1,996	1,742	-254	15,971	13,882	-2,089	
	<b>Women &amp; Child Health Total</b>		<b>0.00</b>	<b>0.00</b>	<b>79,868</b>	<b>6,656</b>	<b>6,508</b>	<b>-148</b>	<b>53,245</b>	<b>49,371</b>	<b>-3,874</b>	
	Primary Care, Community and Therapies	iBeds	0.00	0.00	8,270	689	556	-134	5,513	4,123	-1,391	
		Ambulatory Therapies	0.00	0.00	13,581	1,132	1,033	-99	9,054	7,292	-1,762	
		iCares	0.00	0.00	19,565	1,630	1,585	-45	13,044	11,624	-1,420	
		Community Medicine	0.00	0.00	26,535	2,211	1,989	-223	17,690	16,016	-1,674	
		Your Health Partnership	0.00	0.00	9,709	1,460	1,009	-451	6,472	6,205	-268	
	<b>Primary Care, Community and Therapies Total</b>		<b>0.00</b>	<b>0.00</b>	<b>77,660</b>	<b>7,122</b>	<b>6,171</b>	<b>-951</b>	<b>51,773</b>	<b>45,259</b>	<b>-6,515</b>	
	Imaging	Breast Screening	0.00	0.00	3,938	328	326	-2	2,625	2,607	-18	
		Diagnostic Radiology	0.00	0.00	3,982	332	282	-50	2,655	1,795	-859	
		Interventional Radiology	0.00	0.00	439	37	25	-12	292	191	-102	
		Nuclear Medicine	0.00	0.00	463	39	23	-16	308	140	-169	
		Black Country Pathology	0.00	0.00	10,803	900	745	-155	7,202	5,073	-2,130	
	<b>Imaging Total</b>		<b>0.00</b>	<b>0.00</b>	<b>19,624</b>	<b>1,635</b>	<b>1,401</b>	<b>-235</b>	<b>13,083</b>	<b>9,806</b>	<b>-3,277</b>	
	Corporate	Strategy and Governance	0.00	0.00	3,688	307	391	83	2,459	2,427	-32	
		Medical Directors Office	0.00	0.00	1,705	142	34	-108	1,137	1,799	663	
		Operations	0.00	0.00	78	6	-276	-282	52	45	-7	
		People & Organisation Development	0.00	0.00	48	4	2	-2	32	42	10	
		Corporate Nursing Services	0.00	0.00	1,943	162	156	-6	1,296	1,254	-42	
		System Transformation	0.00	0.00	0	0	0	0	0	0	0	
	<b>Corporate Total</b>		<b>0.00</b>	<b>0.00</b>	<b>7,463</b>	<b>622</b>	<b>308</b>	<b>-314</b>	<b>4,975</b>	<b>5,567</b>	<b>592</b>	
	Central	Central	0.00	0.00	4,630	386	17,158	16,772	3,087	81,943	78,856	3,087
		Income	0.00	0.00	62	5	-6,553	-6,558	41	22,817	22,776	41
		Reserves	0.00	0.00	0	0	0	0	0	0	0	0
	<b>Central Total</b>		<b>0.00</b>	<b>0.00</b>	<b>4,692</b>	<b>391</b>	<b>10,605</b>	<b>10,214</b>	<b>3,128</b>	<b>104,760</b>	<b>101,632</b>	
<b>1 - Patient Related Income Total</b>			<b>0.00</b>	<b>0.00</b>	<b>483,588</b>	<b>40,950</b>	<b>45,170</b>	<b>4,220</b>	<b>322,392</b>	<b>356,833</b>	<b>34,441</b>	

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

OTHER INCOME	GROUP	DIRECTORATE	Budget	Actual	Annual Plan	Current Period			Year to Date		
			WTE	WTE	£000's	£000's	£000's	Variance	£000's	£000's	£000's
2 - Other Income	Medicine & Emergency Care	Emergency Care	0.00	0.00	52	4	-2	-6	34	-41	-76
		Admitted Care A	0.00	0.00	292	24	34	10	194	239	45
		Admitted Care B	0.00	0.00	435	36	37	1	290	268	-22
	<b>Medicine &amp; Emergency Care Total</b>		<b>0.00</b>	<b>0.00</b>	<b>778</b>	<b>65</b>	<b>70</b>	<b>5</b>	<b>519</b>	<b>466</b>	<b>-52</b>
	Surgical Services	General Surgery	0.00	0.00	1,283	107	111	5	855	896	41
		Specialist Surgery	0.00	0.00	118	10	11	1	78	88	10
		Theatres	0.00	0.00	209	17	18	1	140	145	5
		Anaesthetics, Pain Management and Critical Care	0.00	0.00	55	5	5	0	36	37	0
		Ophthalmology	0.00	0.00	1,133	121	111	-10	745	720	-25
	<b>Surgical Services Total</b>		<b>0.00</b>	<b>0.00</b>	<b>2,798</b>	<b>260</b>	<b>256</b>	<b>-4</b>	<b>1,854</b>	<b>1,885</b>	<b>31</b>
	Women & Child Health	Gynaecology, Gynae-Oncology	0.00	0.00	157	13	16	3	105	132	28
		Maternity & Perinatal Medicine	0.00	0.00	37	16	23	7	34	46	12
		Acute & Community Paediatrics	0.00	0.00	752	73	50	-23	509	366	-143
	<b>Women &amp; Child Health Total</b>		<b>0.00</b>	<b>0.00</b>	<b>947</b>	<b>102</b>	<b>90</b>	<b>-12</b>	<b>647</b>	<b>544</b>	<b>-104</b>
	Primary Care, Community and Therapies	iBeds	0.00	0.00	9	1	0	-1	6	4	-2
		Ambulatory Therapies	0.00	0.00	242	20	22	2	161	184	23
		iCares	0.00	0.00	101	8	14	5	68	90	23
		Community Medicine	0.00	0.00	514	43	28	-15	343	265	-78
		Your Health Partnership	0.00	0.00	212	-431	62	493	142	256	114
	<b>Primary Care, Community and Therapies Total</b>		<b>0.00</b>	<b>0.00</b>	<b>1,078</b>	<b>-359</b>	<b>126</b>	<b>484</b>	<b>719</b>	<b>799</b>	<b>80</b>
	Imaging	Breast Screening	0.00	0.00	757	63	36	-27	504	288	-217
		Diagnostic Radiology	0.00	0.00	91	8	5	-2	61	44	-17
		Nuclear Medicine	0.00	0.00	1,957	163	132	-31	1,305	898	-407
		Black Country Pathology	0.00	0.00	6,350	529	380	-149	4,234	3,186	-1,048
	<b>Imaging Total</b>		<b>0.00</b>	<b>0.00</b>	<b>9,155</b>	<b>763</b>	<b>554</b>	<b>-209</b>	<b>6,103</b>	<b>4,416</b>	<b>-1,688</b>
	Corporate	Strategy and Governance	0.00	0.00	26	2	101	99	17	549	532
		Finance	0.00	0.00	55	5	5	1	37	46	10
		Medical Directors Office	0.00	0.00	4,435	370	604	234	2,957	1,673	-1,284
		Operations	0.00	0.00	710	59	25	-35	474	405	-69
		People & Organisation Development	0.00	0.00	1,986	165	75	-91	1,324	789	-535
		Corporate Nursing Services	0.00	0.00	653	54	79	25	435	294	-142
		System Transformation	0.00	0.00	4,369	364	168	-197	2,913	1,041	-1,872
	<b>Corporate Total</b>		<b>0.00</b>	<b>0.00</b>	<b>12,235</b>	<b>1,020</b>	<b>1,056</b>	<b>37</b>	<b>8,157</b>	<b>4,796</b>	<b>-3,360</b>
	Central	Central	0.00	0.00	12,207	1,017	198	-819	8,138	448	-7,690
		Income	0.00	0.00	16,519	1,373	1,645	272	11,025	11,571	546
	<b>Central Total</b>		<b>0.00</b>	<b>0.00</b>	<b>28,726</b>	<b>2,391</b>	<b>1,843</b>	<b>-548</b>	<b>19,163</b>	<b>12,019</b>	<b>-7,144</b>
<b>2 - Other Income Total</b>			<b>0.00</b>	<b>0.00</b>	<b>55,717</b>	<b>4,241</b>	<b>3,995</b>	<b>-247</b>	<b>37,163</b>	<b>24,926</b>	<b>-12,237</b>



## 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	Variance	£000's	£000's	£000's
3 - Pay	Medicine & Emergency Care	Emergency Care	627.77	730.50	-34,852	-2,899	-3,313	-414	-23,255	-26,806	-3,552
		Admitted Care A	420.76	439.78	-23,316	-1,943	-2,068	-124	-15,543	-16,205	-663
		Admitted Care B	514.82	576.54	-26,166	-2,183	-2,433	-250	-17,436	-17,784	-349
	Medicine & Emergency Care Total		1,563.35	1,746.82	-84,334	-7,025	-7,814	-788	-56,233	-60,796	-4,563
	Surgical Services	General Surgery	399.85	401.85	-21,588	-1,799	-1,780	19	-14,392	-13,633	759
		Specialist Surgery	195.52	213.25	-11,355	-946	-987	-41	-7,570	-7,569	2
		Theatres	359.83	368.26	-13,983	-1,166	-1,207	-42	-9,320	-8,925	395
		Anaesthetics, Pain Management and Critical Care	297.33	293.66	-21,185	-1,765	-1,769	-3	-14,123	-13,810	314
		Ophthalmology	284.07	277.55	-16,907	-1,433	-1,344	89	-11,273	-10,251	1,022
	Surgical Services Total		1,536.60	1,554.57	-85,018	-7,109	-7,086	23	-56,678	-54,187	2,492
	Women & Child Health	Gynaecology, Gynae-Oncology	95.02	88.97	-5,583	-486	-425	61	-3,640	-3,025	615
		Maternity & Perinatal Medicine	466.09	478.70	-23,360	-1,972	-2,052	-80	-15,532	-15,681	-149
		Acute & Community Paediatrics	429.97	391.56	-19,218	-1,656	-1,537	119	-12,643	-11,776	867
	Women & Child Health Total		991.08	959.23	-48,161	-4,114	-4,014	100	-31,815	-30,481	1,334
	Primary Care, Community and Therapies	iBeds	339.97	328.23	-12,683	-1,057	-1,059	-1	-8,454	-8,323	131
		Ambulatory Therapies	254.25	245.73	-9,844	-830	-791	39	-6,523	-6,347	176
		iCares	281.04	296.30	-11,359	-947	-1,040	-93	-7,573	-8,046	-473
		Community Medicine	171.29	156.83	-10,063	-833	-814	19	-6,666	-6,477	189
		Your Health Partnership	172.34	133.68	-6,624	-559	-510	49	-4,389	-3,883	506
	Primary Care, Community and Therapies Total		1,218.89	1,160.77	-50,573	-4,226	-4,213	13	-33,605	-33,075	530
	Imaging	Breast Screening	56.89	51.85	-2,682	-224	-234	-10	-1,788	-1,663	124
		Diagnostic Radiology	198.53	195.19	-10,774	-899	-1,120	-221	-7,178	-7,567	-389
		Interventional Radiology	12.09	9.88	-391	-32	-31	0	-265	-248	16
		Nuclear Medicine	24.87	22.70	-1,591	-133	-123	10	-1,061	-996	65
		Black Country Pathology	5.00	6.69	-314	-26	-29	-3	-210	-214	-4
	Imaging Total		297.38	286.31	-15,752	-1,313	-1,537	-224	-10,501	-10,689	-188
	Corporate	Strategy and Governance	131.56	131.91	-6,650	-554	-607	-53	-4,433	-4,711	-277
		Finance	80.57	83.26	-3,648	-304	-297	8	-2,432	-2,363	69
		Medical Directors Office	231.78	218.23	-9,316	-777	-786	-9	-6,210	-6,467	-257
		Operations	415.19	736.88	-14,301	-1,192	-2,796	-1,604	-9,532	-20,414	-10,883
		People & Organisation Development	141.36	165.05	-6,987	-582	-641	-58	-4,657	-4,895	-238
		Corporate Nursing Services	390.83	440.64	-12,987	-1,083	-1,090	-7	-8,657	-8,329	328
		System Transformation	177.56	194.07	-5,943	-505	-381	124	-4,001	-4,105	-105
	Corporate Total		1,568.85	1,970.04	-59,832	-4,997	-6,598	-1,601	-39,921	-51,284	-11,363
	Central	Central	6.49	0.00	-1,779	-148	217	365	-1,186	-1,598	-412
		Income	0.00	0.00	0	0	0	0	0	0	0
		Reserves	2.85	0.00	-728	-52	-150	-98	-521	-1,200	-679
	Central Total		9.34	0.00	-2,508	-200	67	267	-1,707	-2,798	-1,091
<b>3 - Pay Total</b>			<b>7,185.49</b>	<b>7,677.74</b>	<b>-346,178</b>	<b>-28,984</b>	<b>-31,195</b>	<b>-2,211</b>	<b>-230,460</b>	<b>-243,310</b>	<b>-12,850</b>

## 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	-715	-718	-4	-5,770	-5,873	-103
		Admitted Care A	0.00	0.00	-12,609	-1,049	-643	406	-8,411	-7,094	1,317
		Admitted Care B	0.00	0.00	-7,379	-614	-854	-239	-4,921	-4,978	-57
	<b>Medicine &amp; Emergency Care Total</b>		<b>0.00</b>	<b>0.00</b>	<b>-28,627</b>	<b>-2,378</b>	<b>-2,215</b>	<b>162</b>	<b>-19,102</b>	<b>-17,945</b>	<b>1,157</b>
	Surgical Services	General Surgery	0.00	0.00	-5,041	-419	-476	-57	-3,364	-3,373	-9
		Specialist Surgery	0.00	0.00	-1,999	-166	-217	-51	-1,334	-1,308	26
		Theatres	0.00	0.00	-13,139	-1,095	-684	411	-8,760	-5,229	3,530
		Anaesthetics, Pain Management and Critical Care	0.00	0.00	-1,385	-115	-164	-48	-924	-1,052	-128
		Ophthalmology	0.00	0.00	-9,420	-785	-1,014	-230	-6,281	-5,610	671
	<b>Surgical Services Total</b>		<b>0.00</b>	<b>0.00</b>	<b>-30,984</b>	<b>-2,580</b>	<b>-2,555</b>	<b>26</b>	<b>-20,662</b>	<b>-16,572</b>	<b>4,090</b>
	Women & Child Health	Gynaecology, Gynae-Oncology	0.00	0.00	-1,706	-142	-137	5	-1,138	-1,020	118
		Maternity & Perinatal Medicine	0.00	0.00	-9,358	-781	-913	-132	-6,233	-6,843	-610
		Acute & Community Paediatrics	0.00	0.00	-1,646	-138	-108	30	-1,092	-838	254
	<b>Women &amp; Child Health Total</b>		<b>0.00</b>	<b>0.00</b>	<b>-12,710</b>	<b>-1,061</b>	<b>-1,158</b>	<b>-97</b>	<b>-8,463</b>	<b>-8,702</b>	<b>-238</b>
	Primary Care, Community and Therapies	iBeds	0.00	0.00	-914	-76	-94	-18	-609	-692	-83
		Ambulatory Therapies	0.00	0.00	-4,251	-354	-376	-22	-2,834	-2,860	-26
		iCares	0.00	0.00	-2,569	-214	-191	23	-1,713	-1,536	176
		Community Medicine	0.00	0.00	-12,007	-1,000	-908	92	-8,005	-7,803	203
		Your Health Partnership	0.00	0.00	-3,145	-459	-312	147	-2,116	-2,395	-279
	<b>Primary Care, Community and Therapies Total</b>		<b>0.00</b>	<b>0.00</b>	<b>-22,885</b>	<b>-2,104</b>	<b>-1,882</b>	<b>222</b>	<b>-15,278</b>	<b>-15,286</b>	<b>-9</b>
	Imaging	Breast Screening	0.00	0.00	-404	-34	-47	-13	-269	-219	51
		Diagnostic Radiology	0.00	0.00	4,874	397	402	5	3,271	3,342	70
		Interventional Radiology	0.00	0.00	1,128	93	91	-2	754	745	-9
		Nuclear Medicine	0.00	0.00	-857	-72	-54	18	-570	-293	277
		Black Country Pathology	0.00	0.00	-22,145	-1,845	-1,818	27	-14,763	-13,063	1,700
	<b>Imaging Total</b>		<b>0.00</b>	<b>0.00</b>	<b>-17,405</b>	<b>-1,461</b>	<b>-1,426</b>	<b>35</b>	<b>-11,577</b>	<b>-9,489</b>	<b>2,088</b>
	Corporate	Strategy and Governance	0.00	0.00	-17,456	-1,455	-1,607	-153	-11,637	-13,119	-1,481
		Finance	0.00	0.00	-899	-75	-94	-19	-599	-696	-97
		Medical Directors Office	0.00	0.00	-3,951	-329	-344	-14	-2,634	-3,068	-434
		Operations	0.00	0.00	-8,136	-678	-1,808	-1,130	-5,424	-20,219	-14,795
		People & Organisation Development	0.00	0.00	-1,722	-144	-167	-24	-1,148	-685	463
		Corporate Nursing Services	0.00	0.00	-2,295	-191	-206	-15	-1,530	-1,550	-20
		System Transformation	0.00	0.00	-14,400	-1,278	-1,377	-99	-9,317	-9,322	-5
	<b>Corporate Total</b>		<b>0.00</b>	<b>0.00</b>	<b>-48,860</b>	<b>-4,149</b>	<b>-5,603</b>	<b>-1,454</b>	<b>-32,290</b>	<b>-48,659</b>	<b>-16,370</b>
	Central	Central	0.00	0.00	-2,248	-179	-855	-676	-1,453	-1,955	-502
		Income	0.00	0.00	0	0	0	0	0	0	0
		Reserves	0.00	0.00	-30,082	-2,459	0	2,459	-20,309	0	20,309
	<b>Central Total</b>		<b>0.00</b>	<b>0.00</b>	<b>-32,330</b>	<b>-2,638</b>	<b>-855</b>	<b>1,784</b>	<b>-21,762</b>	<b>-1,955</b>	<b>19,807</b>
<b>4 - Non Pay Total</b>			<b>0.00</b>	<b>0.00</b>	<b>-193,802</b>	<b>-16,372</b>	<b>-15,694</b>	<b>678</b>	<b>-129,134</b>	<b>-118,608</b>	<b>10,526</b>
5 - Non Operational Costs	Central	Central	0.00	0.00	-30,227	-2,519	-2,537	-19	-20,151	-20,276	-125
		Income	0.00	0.00	60	5	0	-5	40	8	-32
	<b>Central Total</b>		<b>0.00</b>	<b>0.00</b>	<b>-30,167</b>	<b>-2,514</b>	<b>-2,537</b>	<b>-24</b>	<b>-20,111</b>	<b>-20,268</b>	<b>-157</b>
<b>5 - Non Operational Costs Total</b>			<b>0.00</b>	<b>0.00</b>	<b>-30,167</b>	<b>-2,514</b>	<b>-2,537</b>	<b>-24</b>	<b>-20,111</b>	<b>-20,268</b>	<b>-157</b>

## Group Dashboard – Medicine & Emergency Care

Medicine & Emergency Care		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
	<b>1 - Patient Related Income</b>	0.00	0.00	162,036	13,503	11,082	-2,421	108,024	81,372	-26,652
	<b>2 - Other Income</b>	0.00	0.00	778	65	70	5	519	466	-52
	<b>3 - Pay</b>	1,563.35	1,746.82	-84,334	-7,025	-7,814	-788	-56,233	-60,796	-4,563
	<b>4 - Non Pay</b>	0.00	0.00	-28,627	-2,378	-2,215	162	-19,102	-17,945	1,157
<b>NET I&amp;E</b>		<b>1,563.35</b>	<b>1,746.82</b>	<b>49,852</b>	<b>4,165</b>	<b>1,123</b>	<b>-3,042</b>	<b>33,207</b>	<b>3,097</b>	<b>-30,110</b>

- The adverse position on Pay continues within the Group. The adverse variance in month against budget of £788k, and against forecast of £463k is driven by an higher bed base than was both forecast and funded, creating additional temporary staffing costs. In month also saw an increase in bank rates for which Medicine showed the largest impact. High levels of sickness and absence continue within Emergency Care creating the largest variance from plan. Locums starting in some Admitted Care specialties to allow delivery of elective activity has also increased costs in recent months. The £1m annual vacancy factor (as part of the Trust's CIP programme) is not being achieved leaving additional budgetary pressure.
- The favourable non pay variance exist due to lower levels of activity through the Cath Lab and Endoscopy units (meaning Admitted Care Directorate's are underspent). A correction on drug pricing also meant that Haematology high cost drugs (c£300k) were significantly favourable compared to plan and forecast, although the correction was also seen in pass-through income. The cost of delivering additional weekend endoscopy procedures through an external provider leaves a budgetary pressure (c£150k per month) but was reflected in the forecast. Overall a favourable variance to budget of £162k and £330k favourable compared to forecast.

## 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
<b>1 - Patient Related Income</b>	0.00	0.00	132,246	11,020	9,095	-1,926	88,164	60,699	-27,465
<b>2 - Other Income</b>	0.00	0.00	2,798	260	256	-4	1,854	1,885	31
<b>3 - Pay</b>	1,536.60	1,554.57	-85,018	-7,109	-7,086	23	-56,678	-54,187	2,492
<b>4 - Non Pay</b>	0.00	0.00	-30,984	-2,580	-2,555	26	-20,662	-16,572	4,090
<b>NET I&amp;E</b>	<b>1,536.60</b>	<b>1,554.57</b>	<b>19,041</b>	<b>1,591</b>	<b>-290</b>	<b>-1,881</b>	<b>12,678</b>	<b>-8,174</b>	<b>-20,853</b>

- Underlying pay costs remained consistent with the prior month but were below forecast by £125k and £23k against budget. Bank expenditure continued at the higher levels seen in the previous two months, being close to the 19/20 average, and was driven by usage across all ward areas, ITU and theatres. Whilst agency remains below pre-covid levels at £205k, it was, as in October, double the previous months. Increased usage was largely seen in theatres and anaesthetics as a response to covid pressures.
- Non pay continued to have a favourable variance against budget of £26k, and against forecast of £137k. Low levels of planned activity in theatres have driven a reduction in medical and surgical consumable expenditure partly offset by ITU costs as points remained high. Modality activity has been significantly above expectations and the resultant charges have partially eroded the favourable variance from the step down of restoration and recovery in house. Drugs expenditure continued its upward trend, surpassing 19/20 averages and £250k above the April to September average. Excluded drugs in Ophthalmology were the main driver of the increase expenditure. The current operational situation means that non delivery of CIP is currently disguised.

## Group Dashboard – Women & Child Health

				Current Period			Year to Date					
WOMENS & CHILD HEALTH				Budget	Actual	Annual Plan	Budget	Actual	Variance	Budget	Actual	Variance
				WTE	WTE	£000's	£000's	£000's	£000's	£000's	£000's	£000's
	<b>1 - Patient Related Income</b>	0.00	0.00	79,868	6,656	6,508	-148	53,245	49,371	-3,874		
	<b>2 - Other Income</b>	0.00	0.00	947	102	90	-12	647	544	-104		
	<b>3 - Pay</b>	991.08	959.23	-48,161	-4,114	-4,014	100	-31,815	-30,481	1,334		
	<b>4 - Non Pay</b>	0.00	0.00	-12,710	-1,061	-1,158	-97	-8,463	-8,702	-238		
	<b>NET I&amp;E</b>	<b>991.08</b>	<b>959.23</b>	<b>19,943</b>	<b>1,583</b>	<b>1,426</b>	<b>-156</b>	<b>13,615</b>	<b>10,732</b>	<b>-2,883</b>		

The Group's in-month adverse variance to budget is driven by income and non-pay, off-setting a favourable pay position.

The adverse in-month income variance is driven by a continuation of low levels of emergency activity for Paediatrics, Gynaecology and Gynae-Oncology, partly off-set by Births over-performance.

The adverse variance to budget on non-pay is driven by maternity pathway recharges from other organisations, where the recharges are based on 19/20 values (which didn't recognise validation challenges) under the agreed Provider to Provider block invoicing arrangement.

The Group's favourable pay position is driven by qualified nursing vacancies within Health Visiting and Acute Paediatrics. November pay costs are £171k higher than October driven by an increase in nursing bank costs, with a 40% increase in booked bank hours within Maternity and Neonates.

The Group's M8 actuals are £65k adverse to forecast, driven by an increase in Neonatal drugs spend and maternity pathway recharges to other organisations.

## Group Dashboard – Primary Care, Community and Therapies

PRIMARY CARE, COMMUNITY & THERAPIES	Budget WTE	Actual WTE	Annual				Year to Date		
			Plan £000's	Budget £000's	Actual £000's	Variance £000's	Budget £000's	Actual £000's	Variance £000's
<b>1 - Patient Related Income</b>	0.00	0.00	77,660	7,122	6,171	-951	51,773	45,259	-6,515
<b>2 - Other Income</b>	0.00	0.00	1,078	-359	126	484	719	799	80
<b>3 - Pay</b>	1,218.89	1,160.77	-50,573	-4,226	-4,213	13	-33,605	-33,075	530
<b>4 - Non Pay</b>	0.00	0.00	-22,885	-2,104	-1,882	222	-15,278	-15,286	-9
<b>NET I&amp;E</b>	<b>1,218.89</b>	<b>1,160.77</b>	<b>5,280</b>	<b>433</b>	<b>202</b>	<b>-232</b>	<b>3,610</b>	<b>-2,304</b>	<b>-5,913</b>

- Pay costs increased in November compared to prior months and was slightly above forecast by £116k but below budget by £13k. Vacancies remain across the majority of directorates that are not being backfilled with temporary spend. Cost increased in bank spend across the directorate with the impact of the increased bank rates being felt. iCares costs also increased to deliver the income received as part of the Better Care Fund.
- Non pay continues to be favourable have a favourable variance against budget of £222k, and against forecast of £64k. Significant improvement in high cost drugs (disguising CIP failure) is netted off by locums being procured for the APMS. Going forward an agreement is needed on the long term bed requirement to ensure CIP is delivered, as well as an agreement on leaving properties. The group is pulling together developments for the coming financial year plus opportunities for efficiencies given changes in working practices.

## Group Dashboard – Imaging

IMAGING		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
	<b>1 - Patient Related Income</b>	0.00	0.00	19,624	1,635	1,401	-235	13,083	9,806	-3,277
	<b>2 - Other Income</b>	0.00	0.00	9,155	763	554	-209	6,103	4,416	-1,688
	<b>3 - Pay</b>	297.38	286.31	-15,752	-1,313	-1,537	-224	-10,501	-10,689	-188
	<b>4 - Non Pay</b>	0.00	0.00	-17,405	-1,461	-1,426	35	-11,577	-9,489	2,088
	<b>NET I&amp;E</b>	<b>297.38</b>	<b>286.31</b>	<b>-4,378</b>	<b>-376</b>	<b>-1,009</b>	<b>-633</b>	<b>-2,892</b>	<b>-5,956</b>	<b>-3,064</b>

- The Group's in-month adverse variance to budget is driven by income and pay.
- The adverse income position is driven by Direct Access activity continuing to be significantly below planned levels, reduced levels of Pathology tests to other organisations and the cessation of the Breast Screening Age X trial funding.
- The Group's in-month adverse pay position is driven by the high level of Radiographer vacancies being covered by agency, combined with a YTD correction to reflect that shifts had been booked as escalated rates rather than NHSI rates for the past 3 months.
- The Group's M8 position is £113k adverse to forecast, driven by the increase in pay costs related to the agency enhanced rates correction and increased usage.

## 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
	<b>1 - Patient Related Income</b>	0.00	0.00	7,463	622	308	-314	4,975	5,567	592
	<b>2 - Other Income</b>	0.00	0.00	12,235	1,020	1,056	37	8,157	4,796	-3,360
	<b>3 - Pay</b>	1,568.85	1,970.04	-59,832	-4,997	-6,598	-1,601	-39,921	-51,284	-11,363
	<b>4 - Non Pay</b>	0.00	0.00	-48,860	-4,149	-5,603	-1,454	-32,290	-48,659	-16,370
	<b>NET I&amp;E</b>	<b>1,568.85</b>	<b>1,970.04</b>	<b>-88,994</b>	<b>-7,505</b>	<b>-10,837</b>	<b>-3,332</b>	<b>-59,079</b>	<b>-89,580</b>	<b>-30,501</b>

- The Monthly Corporate position (Compared to Budget) excluding FLP000 was adverse (£.8m), of which Income (£0.3m) adverse, impacted by Covid (catering /Car parking) adverse (£0.2m), PTS adverse in month (£0.3m) as ytd income figure adjusted and Heath Street income favourable £0.2m, Pay is materially on budget, Non pay was adverse (£0.58m), major variance included medical and surgical equipment (£0.1m), mobile phones and IT (£0.2m), Procurement CIP (£0.1m), External consultancy (£0.1m).
- The Non Covid corporate position is adverse YTD (£6.7m). With major variances in Income (£2.5m) where Covid has significantly impacted Catering (£0.7m) and Car parking (£1m), R&D (£0.4m), FP10 income (£0.3m) CNS (£0.1m). Non Pay adverse YTD (£3.5m) with IT costs (£1.0m, £0.5m prior year), Operations GTS transport costs (£0.2m), CIP non delivery in postage and procurement delivery (£0.1m) and National QC & Accreditation Fees (£0.2m) Heath Street including consultancy fee (£0.5m) in Governance (£0.7m) Legal services and bad debt provision and Bad debt CIP
- The monthly variance against forecast is £0.4m favourable with major variances being income £0.8m, Aston medical school, catering, and various CNS services, while pay is equal to forecast and non pay adverse (£0.5m). Major variance include operations (£0.2m) being off site storage, vehicle leases and IT costs, System transformation being building maintenance, medical equipment and catering provisions (matched by income).