

REPORT TO THE TRUST BOARD IN PUBLIC
25th November 2021

Title	Finance Report Month 6
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Purpose of the Report:

This paper highlights financial performance to 30th September 2021.

Summary of Key Issues:

Summary of Performance

- Operating surplus (EBITDA) to end of September 2021 of £8,891k compared to budget operating surplus of £8,805k.
- Net surplus of £86k (0.0%) compared to planned net surplus of zero (0.0%).
- Year to date net surplus favourable against plan by £86k.
- NHS Improvement (NHSI) risk rating is not reported at Month 6.
- Cash balance at 30th September 2021 of £136.8m.

Strategic priorities this paper supports

Improved Population Health Outcomes	<input checked="" type="checkbox"/>	Delivering financial balance aids the Trust in maintaining control in decision making.
Improved Experience of Care	<input checked="" type="checkbox"/>	Delivering financial balance aids improving service user satisfaction and experience of care.
Improved Staff Experience	<input checked="" type="checkbox"/>	Delivering financial balance aids improving staff experience.
Improved Value	<input checked="" type="checkbox"/>	This is a key requirement to ensure that the Trust delivers value for money and is not in breach of its Foundation Trust provider licence.

Committees/Meetings where this item has been considered:

Date	Committee/Meeting

Implications:

Equality Analysis	This report has no direct impact on equalities.
Risk and Assurance	NHS Improvement (NHSI) risk rating is not currently being reported.
Service User/Carer/Staff	This report has no direct impact Service User/Carer/Staff.
Financial	As stated in the report.
Quality	There is no known impact on the quality of services as a consequence of this report.

1 Purpose of Report

- 1.1 This paper highlights financial performance for the financial year ended 31st September 2021.

2 Executive Summary

- Operating surplus (EBITDA) to end of September 2021 of £8,891k compared to budget operating surplus of £8,805k.
- Net surplus of £86k (0.0%) compared to planned net surplus of zero (0.0%).
- Year to date net surplus favourable against plan by £86k.
- NHS Improvement (NHSI) risk rating is not reported at Month 6.
- Cash balance at 30th September 2021 of £136.8m.

3 Financial Framework

- 3.1 System wide plans for the first six months of the financial year (“H1”) were submitted on 7th May. The Trust submitted a H1 financial and workforce plan to NHS Improvement (NHSI) on 26th May.
- 3.2 The Trust is assuming a H1 breakeven financial plan (i.e. net surplus of zero).
- 3.3 Opening expenditure budgets have been uploaded based on work completed by finance teams, including a review of non-pay budgets in clinical Directorates. The non-pay review resulted in Directorate non-pay budgets being increased by £6.9m in total.
- 3.4 A further list of cost pressures is being considered, and agreement has been made to provide additional funding to ICT and infection control budgets. Reserves budgets have been reviewed and devolved to local budgets as appropriate.
- 3.5 Income budgets have been revised since Month 1 to account for initial assumptions from draft system plans and expected new investments. Expenditure budgets have been allocated in reserves and will be allocated to Directorate budgets in line with costed proposals against each investment.
- 3.6 The Trust is assuming for financial reporting purposes that H1 plans continue for the second six months of the financial year (“H2”). It is now anticipated that block payments will continue during H2, but that the efficiency requirement will be increased. Budgets will be amended accordingly as the financial framework for H2 is published and system assumptions are confirmed.

Additional efficiency requirements may be levied on STPs that are not in financial balance, and any impact of this for ELFT remains to be seen.

4 Summary of Performance to 30th September 2021

4.1 The financial performance is summarised in the table below:

	YTD Sep-21			Annual Budget £000	YTD Aug-21 Variance £000	Change +/- £000
	Budget £000	Actual £000	Variance £000			
Operating Income	283,593	283,774	181	555,978	631	(450)
Operating Spend	(274,788)	(274,883)	(95)	(538,368)	(601)	506
Operating Surplus (EBITDA)	8,805	8,891	86	17,610	31	55
Interest Receivable	0	0	0	0	0	0
Interest Payable	(986)	(986)	0	(1,972)	0	0
Depreciation	(5,272)	(5,272)	0	(10,544)	0	0
Public Dividend Capital	(2,547)	(2,547)	0	(5,094)	0	0
Net Surplus / (Deficit)	0	86	86	0	31	55

4.2 A six-month rolling income and expenditure run rate is included as an appendix to this report.

4.3 Financial Viability Programme (FVP)

As a result of uploading the initial 2021/22 budgets and updating for H1 plan income assumptions, the Trust has an FVP requirement of £9.1m. The requirement at Month 6 was £3,465k of which £1,569k has been achieved.

This is subject to change once funding for cost pressures is considered (see 3.4), final income assumptions are confirmed (3.5), and the H2 financial framework is known (3.6).

4.4 The opening balance includes £5.3m carried from previous years and £1.1m (0.28%) national efficiency assumption for H1.

4.5 A separate paper on financial viability is tabled and discussed at Finance Business and Investment Committee (FBIC) which includes relevant detail of the programme.

5 Key Highlights of Performance to 31st September 2021

5.1 Operating income at Month 6 is reported as ahead of plan by £181k (Month 5, £631k).

5.2 Month 6 income assumptions are based on H1 plans including any currently planned 2021/22 investments.

5.3 The BLMK and NEL CCG contract values have been adjusted to reflect the latest revised values including 2021/22 planned investments.

5.4 The Month 5 position included an unbudgeted income assumption for the impact of aging well income agreed in BLMK ICS. The income and expenditure budgets have now been updated for this, which explains the

change in variance on CCG income between Month 5 and Month 6 (£398k).

The Month 6 income position includes additional budget and income in BLMK against reported costs for COVID domiciliary care and discharge hubs (£402k YTD).

5.5 Income in Primary Care is ahead of plan by £209k, offsetting some of the expenditure overspend in this Directorate.

5.6 Table 1: Summary of Operating Income to 30th September 2021

	YTD Sep-21			Annual Budget £000	YTD Aug-21 Variance £000	Change +/- £000
	Budget £000	Actual £000	Variance £000			
<u>Block Income</u>						
CCGs	206,829	206,829	0	413,659	398	(398)
NHSE	5,634	5,634	0	11,268	0	0
Sub total	212,463	212,463	0	424,926	398	(398)
<u>Cost and Volume Income</u>						
Overseas Income	0	0	0	0	0	0
OATS / Spot Income	672	702	30	672	40	(10)
Sub total	672	702	30	672	40	(10)
<u>SLA Income</u>						
NCEL CAMHS Service (Lead Provider)	16,207	16,207	0	29,034	0	0
NCEL Forensic Service (BEH)	20,627	20,627	0	41,254	0	0
Services to other Trusts	3,926	3,929	3	7,853	(0)	3
Sub total	40,761	40,764	3	78,140	0	0
<u>Workforce Allocation</u>						
SIFT/MADEL/NMET R&D etc	5,599	5,599	0	9,437	0	0
<u>COVID-19</u>						
Vaccination Centre (London)	3,289	3,289	0	3,289	0	0
Vaccination Centre (Luton & Bedfordshire)	42	42	0	42	0	0
Vaccination Lead Employer	2,063	2,063	0	2,063	0	0
Sub total	5,394	5,394	0	5,394	0	0
<u>Other Income</u>						
Primary Care	1,838	2,048	209	3,677	211	(2)
CAMHS	19	16	(3)	38	0	(3)
Addiction Services	1,741	1,741	0	3,481	0	0
Community Services (Local Authority)	4,129	4,071	(58)	8,258	(18)	(40)
Other Income	363	363	0	726	0	0
Sub total	8,090	8,238	148	16,180	193	(45)
<u>Deferred Income</u>						
Deferred Income Released	10,614	10,614	0	21,227	0	0
Sub total	10,614	10,614	0	21,227	0	0
EBITDA Income	283,593	283,774	181	555,978	631	(450)

5.7 Operating Expenditure

The Trust is reporting an adverse variance of £95k (Month 5, £601k) against operating expenditure at 30th September 2021.

5.8 COVID-19

Where it has been possible to separately identify COVID-19 related expenditure, this has been charged to separate cost centre codes in each Directorate, and the impact is adjusted for at summary level in Table 2b.

Overall reported YTD Trust COVID-19 costs exceed the funding available by £519k at Month 6 (Month 5, £1,151k). However, the run-rate for COVID-19 specific expenditure shows overall an improving position as illustrated in Table 2a.

The national expectation is that these costs should decrease over H1 and recurrent or medium-term expenditure (e.g. discharge hubs) is offset by Service Recovery (SR) or other mainstream funding (see also 5.5 above).

Whilst the response to COVID-19 is critical, the containment of cost is still under constant review and in year monitoring continues to identify areas where expenditure constraint may need to be applied.

5.9 Table 2a: COVID-19 Income and Expenditure Run-Rate

	Apr-21 £000	May-21 £000	Jun-21 £000	Jul-21 £000	Aug-21 £000	Sep-21 £000
COVID-19 Block Income						
CCGs COVID Funding	717	717	717	717	717	717
COVID-19 Other Income						
Vaccination Centre (London)	430	613	537	461	628	620
Vaccination Centre (Luton & Bedfordshire)	6	0	12	6	11	7
Vaccination Lead Employer	114	252	136	514	657	390
TOTAL COVID Income	1,267	1,583	1,402	1,697	2,012	1,734
COVID-19 Expenditure						
Central COVID-19 Costs	(576)	(281)	(149)	(119)	(82)	15
Clinical Directorate COVID-19 Costs	(1,183)	(767)	(511)	(701)	(365)	(99)
Vaccination Centres	(436)	(613)	(549)	(466)	(640)	(627)
NEL Vaccination Lead Employer	(114)	(252)	(136)	(514)	(657)	(390)
TOTAL COVID Expenditure	(2,309)	(1,914)	(1,345)	(1,800)	(1,745)	(1,102)
NET COVID INCOME LESS EXPENDITURE	(1,042)	(331)	57	(102)	268	632

5.10 Bedfordshire Community Health (CHS)

The Directorate is overspent by £1,786k at Month 6 (Month 5, £1,776k).

£561k of the year to date overspend related to COVID domiciliary and discharge hubs (Month 5, £773k). The Trust has invoiced for agreed funding totalling £804k (YTD £402k) but this is not sufficient to cover the

existing level of expenditure. Other COVID related expenditure accounts for a further £673k.

The Home Team (South) is particularly reliant on agency nursing and is also reporting increased demand. This budget for this team is contributing a further £379k to the Directorate overspend.

5.11 **Bedfordshire Adult Mental Health (AMH)**

The Directorate is now reporting an underspend of £491k at Month 6 (Month 5, £1,551k overspend). This is due to finalising investment and deferred income assumptions, which have been released to budgets, offsetting overspends reported earlier in the year.

Within the overall position, there remain areas of overspend, including Medical Staffing. The £167k YTD overspend from the Crisis Line / 111 service has reduced from £470k at Month 5.

5.12 **Corporate Services**

There are continuing overspends against some Corporate budgets.

Overspend against Human Resources budgets accounts for over 85% of the Corporate and Estates overspend (£1,017k). A large proportion of this overspend relates to posts funded non-recurrently in 2020/21 and which have continued into 2021/22 due to COVID related delays. A business case has been prepared for discussion by the Executive Team, including requesting continued non-recurrent funding during 2021/22.

The Estates budget is impacted by increased rental costs which would be covered by an equivalent pass-through cost to CCGs under normal contracting arrangements. It is expected this will be resolved as part of the 2022/23 contracting round. There are additional risks relating to increases in Estates charges from Barts Health. These are being reviewed by both finance teams and are not yet included in the expenditure position.

The Corporate finance team are continuing to work with section leads to identify and resolve overspends in other budgets where possible.

5.13 The Trust is continuing to manage underlying overspends against expenditure budgets through reserves.

5.14 Table 2b: Summary of Expenditure to 30th September 2021

	YTD Sep-21	Annual	YTD Aug-21	Change
Chair: Mark	6Lam		Chief	
Executive: Paul Calaminus				

	Budget £000	Actual £000	Variance £000	Budget £000	Variance £000	+/- £000
<u>Mental Health Services</u>						
Tower Hamlets	(21,896)	(20,661)	1,235	(43,885)	879	356
Newham	(17,469)	(17,699)	(231)	(35,028)	(74)	(157)
City & Hackney	(19,981)	(19,700)	280	(40,024)	209	71
Forensic Services	(18,175)	(18,428)	(253)	(36,326)	(214)	(39)
Specialist Services	(28,528)	(28,142)	386	(57,567)	285	101
Luton	(12,453)	(13,011)	(558)	(24,909)	(508)	(50)
Bedfordshire	(25,520)	(25,029)	491	(51,044)	(1,551)	2,041
Less COVID-19 Costs	15	1,933	1,918	29	2,133	(215)
Sub total	(144,008)	(140,738)	3,269	(288,753)	1,160	2,109
<u>Community Health & Primary Care</u>						
Newham CHS	(13,180)	(13,514)	(334)	(26,373)	(285)	(49)
Specialist CHS	(3,606)	(3,563)	43	(7,213)	29	15
Tower Hamlets CHS	(7,415)	(7,627)	(212)	(14,832)	(179)	(32)
Bedfordshire CHS	(19,705)	(21,492)	(1,786)	(39,412)	(1,776)	(10)
Primary Care	(3,724)	(4,392)	(667)	(7,449)	(555)	(112)
Less COVID-19 Costs	402	1,694	1,292	804	1,395	(103)
Sub total	(47,229)	(48,893)	(1,664)	(94,476)	(1,372)	(292)
<u>Commissioning</u>						
NCEL Provider Collaborative	(18,146)	(18,146)	(0)	(32,622)	(1)	1
Sub total	(18,146)	(18,146)	(0)	(32,622)	(1)	1
<u>Central Support Services</u>						
Board / Members' Council	(1,525)	(1,545)	(20)	(3,050)	(26)	6
Director of Operations	(435)	(763)	(329)	(869)	(297)	(31)
Corporate Affairs	(391)	(371)	19	(782)	7	13
ICT	(4,198)	(4,077)	121	(8,397)	146	(25)
Business Develop Unit	(532)	(602)	(70)	(1,064)	(47)	(23)
Social Inclusion	(529)	(540)	(11)	(1,058)	(5)	(6)
Finance	(2,737)	(2,770)	(32)	(5,481)	(4)	(29)
Human Resources	(2,832)	(3,849)	(1,017)	(5,694)	(847)	(171)
Central Medical/Pharmacy	(4,049)	(4,149)	(101)	(8,133)	(57)	(43)
NMET	(1,864)	(1,370)	494	(2,899)	475	19
Central Nursing/MHA admin	(2,848)	(2,968)	(120)	(6,128)	(101)	(19)
Chief Quality Officer	(2,270)	(2,025)	245	(4,540)	178	67
Director of Integrated Care	(3,833)	(3,772)	61	(7,648)	(77)	138
R&D	(425)	(544)	(118)	(851)	(112)	(7)
AMPS	0	(2)	(2)	0	(1)	(1)
Estates & Facilities	(18,926)	(19,206)	(280)	(37,859)	(257)	(23)
Central NHS SLAs	0	0	(0)	0	0	(0)
Less COVID-19 Costs	0	5	5	0	4	1
Sub total	(47,394)	(48,549)	(1,155)	(94,454)	(1,021)	(134)
<u>COVID-19</u>						
Central COVID-19 Costs	(4,300)	(1,192)	3,108	(8,600)	2,377	732
Clinical Directorate COVID-19 Costs	(417)	(3,627)	(3,210)	(833)	(3,528)	317
Vaccination Centres	(3,331)	(3,331)	0	(3,331)	0	0
NEL Vaccination Lead Employer	(2,063)	(2,063)	0	(2,063)	(0)	0
Sub total	(10,111)	(10,213)	(102)	(14,827)	(1,152)	0
<u>Reserves</u>						
Development Reserve	(4,943)	(4,968)	(25)	(9,938)	757	(782)

Financial Viability	1,896	0	(1,896)	5,906	(1,836)	(60)
Pay/non pay reserve	(4,854)	(3,376)	1,478	(9,204)	2,864	(1,386)
Sub total	(7,901)	(8,344)	(443)	(13,235)	1,785	(2,228)
EBITDA Spend	(274,788)	(274,883)	(95)	(538,368)	(601)	506

5.15 NHSI Agency Ceiling

Total monthly agency expenditure has been consistently at or above 50% above the 2019/20 agency ceiling for the past 18 months. Medical agency expenditure is consistently above the ceiling calculated for that staff group.

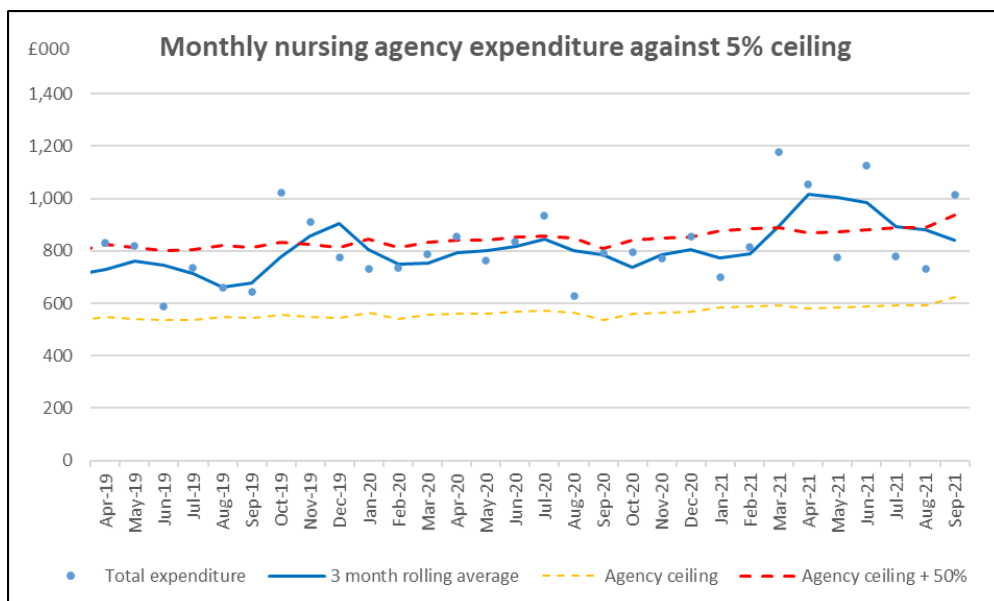
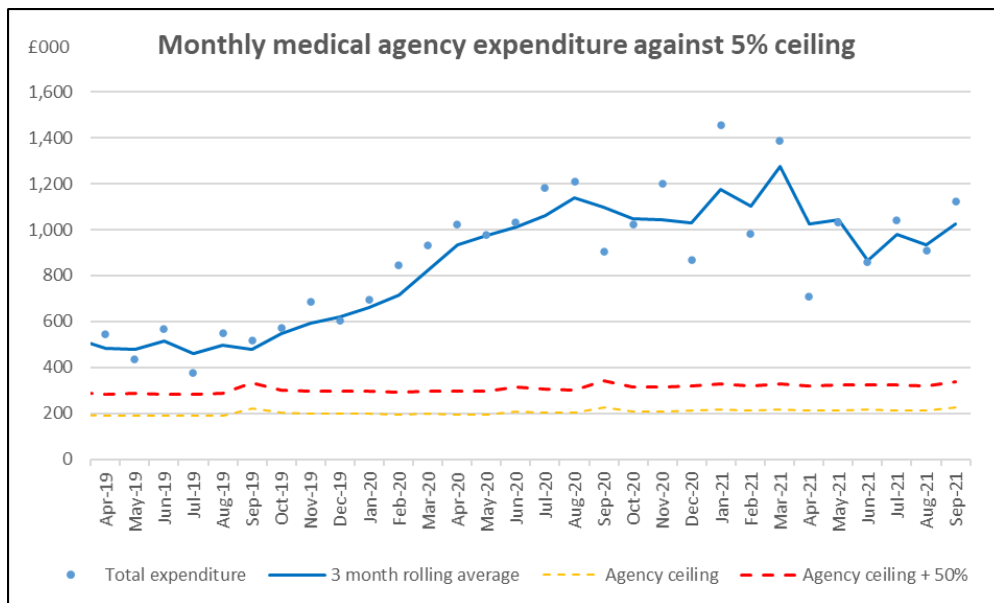
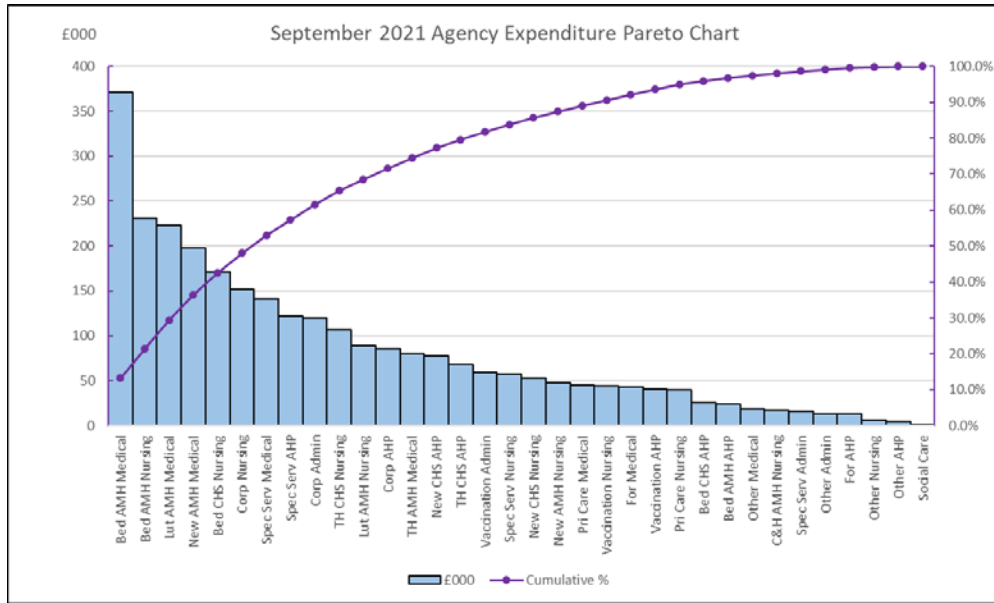
While agency expenditure may be impacted due to COVID-19, if the underlying agency expenditure is not addressed, there is a significant risk that once reinstated, the Trust would breach 50% above the agency ceiling on a cumulative basis.

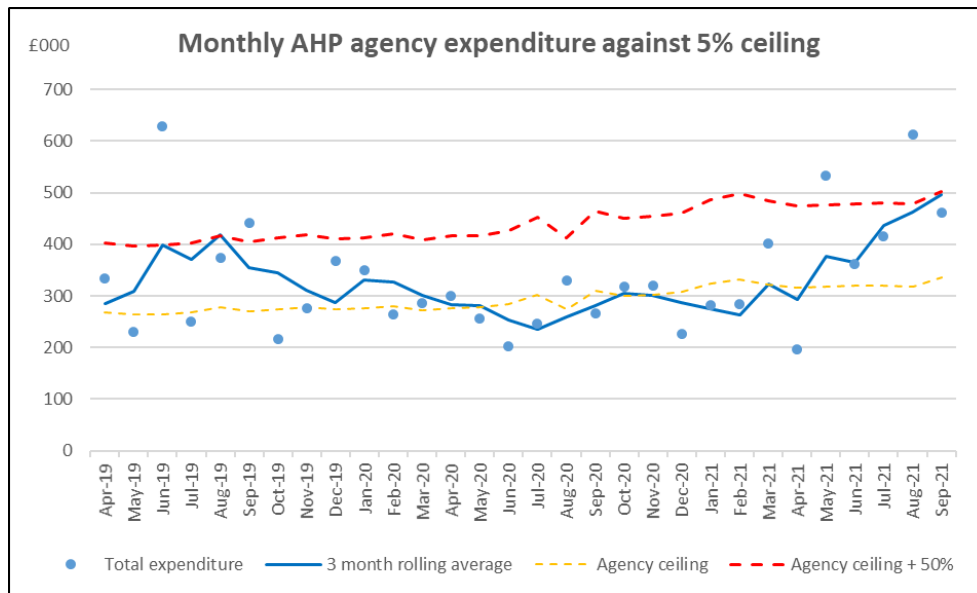
As the Trust begins to expand services funded within the Phase 3 plan and bring forward additional investment in Mental Health services in 2021/22, there is a need to work at pace to meet national activity targets. This has the potential to increase agency expenditure further, and this risk will need to be considered. Services need to be particularly mindful that agency should only be considered as a short-term solution with substantive recruitment completed as quickly as possible.

There are a number of workstream that have now begun operation to look at recruitment, retention, agency control and workforce planning to address the ongoing high cost, demand and usage of agency.

Agency expenditure is summarised in the charts below:

- (a) Pareto Chart showing September 2021 agency expenditure by staff category and Directorate. Combinations with expenditure less than £10k in month are grouped under 'Other' by staff category.
- (b) Medical, Nursing and Allied Health Professional (AHP) expenditure run rates against a calculated 5% agency cap for these staff groups.





6 Forecast to March 2021

- 6.1 The plan outlined above is consistent with reporting a break-even financial position (i.e. net surplus of zero).
- 6.2 The COVID-19 expenditure run-rate is showing signs of a sustained reduction against the income available.
- 6.4 The Trust expects to be able to manage a further H2 efficiency requirement within the reserves position, although the impact of any further STP efficiency will need to be understood.

7 Conclusions

- 7.1 Reported net surplus at Month 6 is £86k, which is £86k favourable against plan.

8 Equalities

- 8.1 This paper has no direct impact on equalities.

9 Financial Implications

- 9.1 These are as stated in this report.

10 Risk

- 10.1 The NHSI risk rating is not currently being reported. However, the high level of agency expenditure could adversely impact the Trust's overall financial risk rating at a later date if it is not reduced.
- 10.2 The level of investment into the Trust is not currently being fully committed, mainly due to workforce challenges, in particular the supply and availability of suitable staff being limited. There is a risk that the Trust will not be able to fully deploy the available funds against long term plan trajectories.
- 10.3 H2 allocations have not yet been finalised but at present any additional efficiency requirement is likely to be managed at a system level.
- 10.4 There is a risk of increased Estates charges from Barts Health in the region of £0.5m which are not funded in budgets.

11 Actions Being Requested

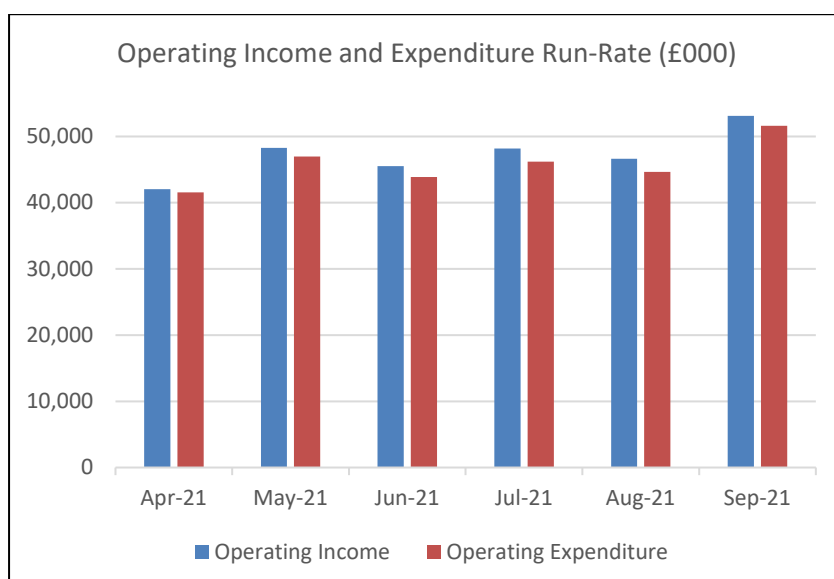
- 11.1 The Board is asked to **RECEIVE** and **DISCUSS** this report.
NOTE the assurance provided and **CONSIDER** if further sources of assurance are required.

Appendix 1: Six-month Income and Expenditure Run-Rate

OPERATING INCOME	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21
	£000	£000	£000	£000	£000	£000
<u>Block Income</u>						
CCGs	31,505	35,088	33,296	33,007	33,622	36,010
CCGs COVID Funding	717	717	717	717	717	717
NHSE	939	939	939	939	939	939
Sub total	33,161	36,743	34,952	34,663	35,278	37,666
<u>Cost and Volume Income</u>						
Overseas Income	0	0	0	0	0	0
OATS / Spot Income	112	112	112	112	152	102
Sub total	112	112	112	112	152	102
<u>SLA Income</u>						
NCEL CAMHS Service (Lead Provider)	2,361	2,361	2,398	2,726	2,253	4,110
NCEL Forensic Service (BEH)	3,438	3,438	3,438	3,438	3,438	3,438
Services to other Trusts	340	341	339	329	351	2,229
Sub total	6,138	6,139	6,175	6,492	6,042	9,777
<u>Workforce Allocation</u>						
SIFT/MADEL/NMET R&D etc	749	749	749	1,672	865	814
<u>COVID-19</u>						
Vaccination Centre (London)	430	613	537	461	628	620
Vaccination Centre (Luton & Bedfordshire)	6	0	12	6	11	7
Vaccination Lead Employer	114	252	136	514	657	390
Sub total	550	866	685	981	1,296	1,018
<u>Other Income</u>						
Primary Care	280	331	410	364	320	343
CAMHS	3	3	3	3	3	0
Addiction Services	300	300	271	290	290	290
Community Services (Local Authority)	681	695	673	689	685	648
Other Income	61	61	61	61	61	61
Sub total	1,324	1,390	1,418	1,406	1,359	1,342
<u>Deferred Income</u>						
Deferred Income Released	0	2,285	1,408	2,874	1,642	2,404
Sub total	0	2,285	1,408	2,874	1,642	2,404
EBITDA Income	42,034	48,285	45,499	48,200	46,633	53,123

OPERATING EXPENDITURE	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21
	£000	£000	£000	£000	£000	£000
<u>Mental Health Services</u>						
Tower Hamlets	(3,321)	(3,555)	(3,312)	(3,302)	(3,327)	(3,845)
Newham	(2,830)	(2,984)	(2,795)	(2,800)	(2,866)	(3,424)
City & Hackney	(3,087)	(3,226)	(3,293)	(3,064)	(3,426)	(3,604)
Forensic Services	(2,895)	(3,050)	(3,069)	(2,863)	(3,125)	(3,425)
Specialist Services	(3,824)	(4,580)	(4,419)	(4,755)	(4,275)	(6,291)
Luton	(2,160)	(2,106)	(2,088)	(2,070)	(2,141)	(2,446)
Bedfordshire	(3,759)	(3,872)	(4,007)	(3,919)	(3,818)	(5,654)
Less COVID-19 Costs	625	538	370	478	122	(200)
Sub total	(21,250)	(22,836)	(22,614)	(22,295)	(22,855)	(28,888)
<u>Community Health & Primary Care</u>						
Newham CHS	(2,200)	(2,147)	(2,266)	(2,131)	(2,259)	(2,510)
Specialist CHS	(549)	(599)	(623)	(579)	(549)	(665)
Tower Hamlets CHS	(1,251)	(1,291)	(1,244)	(1,174)	(1,245)	(1,422)
Bedfordshire CHS	(3,585)	(3,750)	(3,578)	(3,096)	(3,457)	(4,026)
Primary Care	(741)	(711)	(720)	(725)	(685)	(811)
Less COVID-19 Costs	558	229	141	223	243	299
Sub total	(7,767)	(8,269)	(8,289)	(7,482)	(7,952)	(9,134)
<u>Commissioning</u>						
NCEL Provider Collaborative	(2,360)	(3,102)	(2,697)	(3,024)	(2,552)	(4,411)
Sub total	(2,360)	(3,102)	(2,697)	(3,024)	(2,552)	(4,411)
<u>Central Support Services</u>						
Board / Members' Council	(225)	(228)	(227)	(311)	(299)	(255)
Director of Operations	(192)	(188)	(184)	(167)	89	(122)
Corporate Affairs	(84)	(64)	(45)	(58)	(58)	(61)
ICT	(636)	(750)	(634)	(719)	(563)	(775)
Business Develop Unit	(77)	(143)	(53)	(81)	(126)	(122)
Social Inclusion	(107)	(84)	(100)	(57)	(84)	(108)
Finance	(434)	(441)	(468)	(439)	(452)	(536)
Human Resources	(563)	(638)	(713)	(498)	(730)	(707)
Central Medical/Pharmacy	(696)	(589)	(669)	(540)	(879)	(776)
NMET	(153)	(161)	(170)	(477)	(168)	(242)
Central Nursing/MHA admin	(475)	(611)	(381)	(442)	(461)	(598)
Chief Quality Officer	(400)	(206)	(413)	(297)	(320)	(389)
Director of Integrated Care	(87)	(96)	(47)	(895)	(407)	(306)
R&D	(102)	(92)	(67)	(59)	(133)	(91)
AMPS	(0)	(0)	(0)	(0)	0	(1)
Estates & Facilities	(3,243)	(3,335)	(3,148)	(3,111)	(3,174)	(3,194)
Central NHS SLAs	(0)	0	0	0	(0)	(0)

Less COVID-19 Costs	2	(0)	1	0	0	1
Sub total	(7,471)	(7,628)	(7,319)	(8,152)	(7,763)	(8,281)
Community Transformation	(225)	(601)	(433)	(225)	(225)	(225)
Sub total	(225)	(601)	(433)	(225)	(225)	(225)
COVID-19						
Central COVID-19 Costs	(576)	(281)	(149)	(119)	(82)	15
Clinical Directorate COVID-19 Costs	(1,183)	(767)	(511)	(701)	(365)	(99)
Vaccination Centres	(436)	(613)	(549)	(467)	(639)	(627)
NEL Vaccination Lead Employer	(114)	(252)	(136)	(514)	(657)	(390)
Sub total	(2,309)	(1,914)	(1,345)	(1,801)	(1,743)	(1,102)
Reserves						
Development Reserve	0	(2,676)	(846)	(2,234)	(932)	1,642
Financial Viability	0	0	0	0	0	0
Pay/non pay reserve	(170)	46	(343)	(1,007)	(623)	(1,203)
Sub total	(170)	(2,629)	(1,189)	(3,241)	(1,555)	440
EBITDA Spend	(41,553)	(46,979)	(43,885)	(46,219)	(44,646)	(51,601)



APPENDIX 2. COST CENTRE HOT SPOTS

This table lists all cost centres with YTD overspend greater than £100k, ranked by size of overspend.

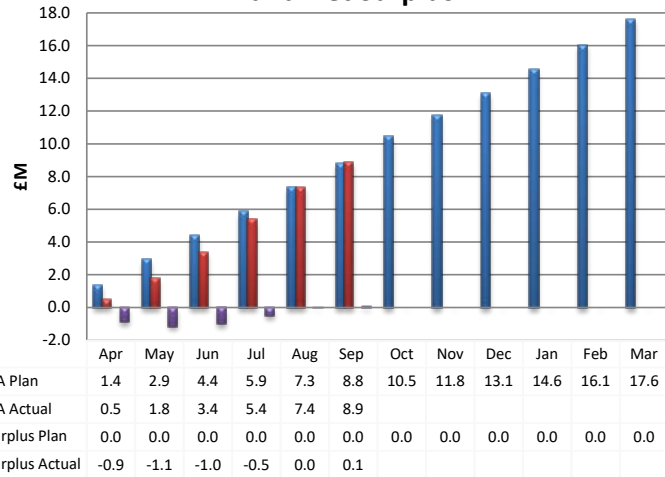
Rank	Cost Centre Code	Directorate	Cost Centre Description	YTD Budget (£000)	YTD Actual (£000)	YTD Variance (£000)	YTD % Overspend
1	E73491	Bedford Directorate	B-Medical Staffing	2,936	4,234	(1,297)	44.2%
2	E73647	Luton Directorate	L-Luton Medical Staffing	2,192	2,750	(557)	25.4%
3	E72906	NEWHAM CHS	C-Intergrated Dis Hub	0	557	(557)	
4	E73965	BEDFORDSHIRE CHS	CHB - COVID-19 Domiciliary	342	847	(505)	147.8%
5	E72067	CORPORATE	MH: Human Resources	321	814	(494)	153.9%
6	E74001	PRIMARY CARE	PC - Leighton Road Surgery	85	558	(474)	559.4%
7	E71342	NEWHAM	NH AMH Medical Acute Treatment Teams	658	1,120	(461)	70.0%
8	E73823	TOWER HAMLETS CHS	TC-INTERGRATED DIS HIUB	0	459	(459)	
9	E73019	ESTATES & FACILITIES	EF East Ham Care Centre	2,449	2,864	(415)	16.9%
10	E73946	BEDFORDSHIRE CHS	CHB - Home Team - South	1,442	1,821	(379)	26.3%
11	E71684	SPECIALIST SERVICES	C&H Community CAMHS	406	760	(354)	87.2%
12	E72099	CORPORATE	Digital Data and Comms	541	871	(330)	60.9%
13	E71049	CITY & HACKNEY	CH AMH MBU	862	1,179	(317)	36.7%
14	E72060	CORPORATE	Director of Operations	361	669	(309)	85.6%
15	E72096	CORPORATE	Digital Recharges	0	279	(279)	
16	E71273	NEWHAM	NH AMH Ivory Ward	576	834	(258)	44.7%
17	E73473	Bedford Directorate	B-Lds Medical Staffing	3	250	(248)	9597.7%
18	E72800	NEWHAM CHS	C-CHN Management	139	351	(212)	153.0%
19	E71824	FORENSIC SERVICES	Broadgate Admissions Msu	578	779	(200)	34.7%
20	E71658	SPECIALIST SERVICES	EL Coborn Acute Service	1,482	1,673	(191)	12.9%
21	E72069	CORPORATE	Legal + Consumer Affairs	1,037	1,222	(185)	17.9%
22	E73435	Bedford Directorate	B-TABI	491	669	(178)	36.2%
23	E71912	FORENSIC SERVICES	Clerkenwell Ward	582	753	(170)	29.3%
24	E72910	NEWHAM CHS	C-Falls Fast Response Service	0	170	(170)	
25	E72109	CORPORATE	Director Of Nursing	803	971	(169)	21.0%
26	E73470	Bedford Directorate	B-Fountains Contin. Care	956	1,124	(168)	17.6%
27	E73500	Bedford Directorate	B-111 Service	397	564	(167)	41.9%
28	E73437	Bedford Directorate	B-Day Resource Centre	1	160	(160)	16722.1%
29	E73407	SPECIALIST SERVICES	Bedford EB3	454	613	(159)	34.9%
30	E73434	Bedford Directorate	B-Recovery Team	907	1,053	(145)	16.0%
31	E71477	TOWER HAMLETS	TH MHCOP Columbia Ward	621	764	(143)	23.0%
32	E72221	CORPORATE	Comms + Engagement Dept	252	394	(142)	56.3%
33	E74002	PRIMARY CARE	PC - Cauldwell Med Centre	116	256	(140)	120.8%
34	E71040	CITY & HACKNEY	CH AMH Bevan Ward	714	853	(139)	19.5%
35	E71330	NEWHAM	NH AMH Medical Recovery Team South	616	754	(139)	22.5%
36	E72181	CORPORATE	TH Pharmacy Department	676	813	(137)	20.3%
37	E73907	BEDFORDSHIRE CHS	CHB - Wheelchairs Service	542	679	(137)	25.3%
38	E71312	NEWHAM	NH AMH Private Placements	375	505	(130)	34.6%
39	E73013	ESTATES & FACILITIES	EF Shrewsbury Centre	12	137	(125)	1083.3%
40	E71478	TOWER HAMLETS	TH MHCOP Leadenhall Ward	614	734	(120)	19.5%
41	E71268	NEWHAM	NH AMH Sapphire Ward	527	642	(115)	21.8%
42	E72908	NEWHAM CHS	C-NW EPC Team	829	939	(110)	13.3%
43	E72274	CORPORATE	PAC Resourcing	287	397	(109)	38.0%
44	E71646	SPECIALIST SERVICES	CFCS	2,336	2,444	(108)	4.6%
45	E73825	TOWER HAMLETS CHS	TC-FALLS RAPID RESPONSE SERVICE	0	107	(107)	
46	E71412	TOWER HAMLETS	TH AMH Rosebank Ward	782	889	(107)	13.6%
47	E72240	CORPORATE	Effectiveness of group Arts Therapy	0	106	(106)	
48	E72141	CORPORATE	R and D Team Prof. Priebe	139	245	(106)	75.8%
49	E73634	Luton Directorate	L-MED. STAFFING INPATIENT	0	103	(103)	
50	E73936	BEDFORDSHIRE CHS	CHB - Home Team - Night	199	302	(103)	51.7%
51	E72943	NEWHAM CHS	C-Management & GP's	28	129	(101)	364.8%
52	E71729	SPECIALIST SERVICES	SpecServ Reconciling Adj.	(100)	0	(100)	

Financial Overview to Period Ending 30th September 2021

EBITDA AND NET SURPLUS (TEMPORARY ARRANGEMENTS)

Reported	To 30/09/21		Projection		Plan	
	£m	%	£m	%	£m	%
EBITDA	8.9	3.1	17.6	3.3	17.6	3.3
SURPLUS	0.1	0.0	0.0	0.0	0.0	0.0

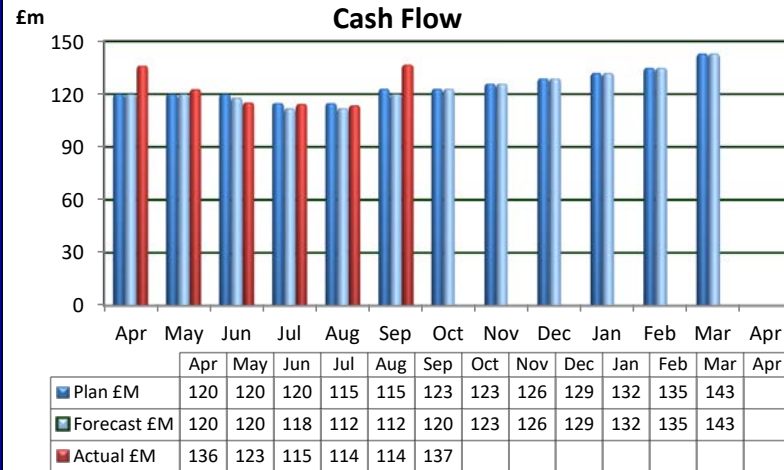
EBITDA and Net Surplus



WORKING CAPITAL

	£m	Risk
Cash : at Bank	136.8	●
: Short term deposits	0.0	●
Short term : Assets	177.0	●
: Liabilities	121.1	●

Cash Flow



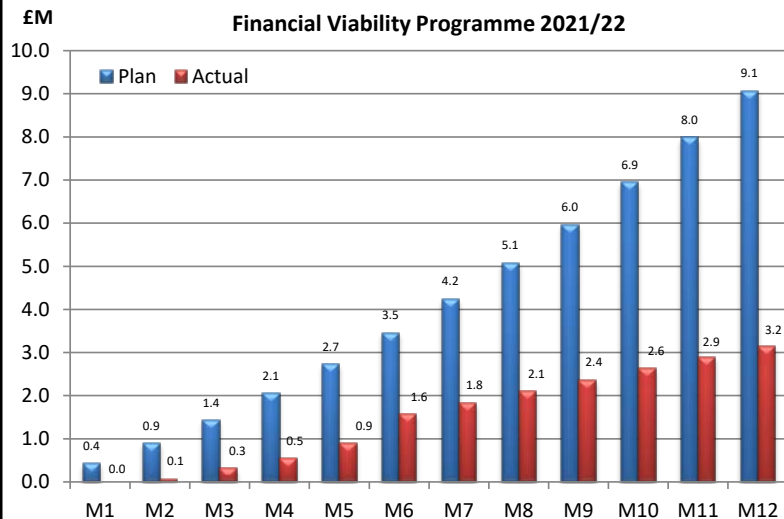
RISKS AND RISK RATINGS

	£m	Risk Rating
INCOME		
Total EBITDA Income	556.0	
CCG	413.7	
NHSE	40.3	
Other	80.8	
Deferred Income	21.2	
INCOME RISK		LOW

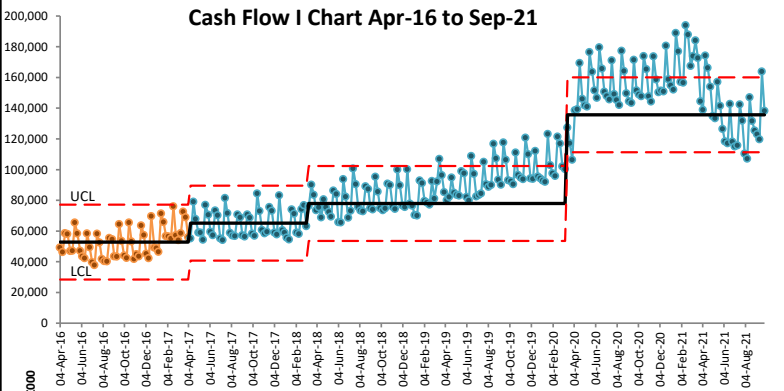
EXPENDITURE

Financial Viability Prog.	HIGH
Expenditure Risk	HIGH

Financial Viability Programme 2021/22



Cash Flow I Chart Apr-16 to Sep-21



	M02	M03	M04	M05	M06
DEBTOR DAYS	6	15	11	10	8
CREDITOR DAYS	25	23	16	20	21

METRICS RISK RATING

NHSI SEGMENTATION	
Maximum autonomy	1
Targeted Support	2
Mandated Support	3
Special Measures	4

Segment rating	1
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