

REPORT TO THE TRUST BOARD: PUBLIC
27 January 2022

Title	Finance Report Month 8
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Purpose of the Report:

This paper highlights financial performance to 30th November 2021.

Summary of Key Issues:

Summary of Performance
<ul style="list-style-type: none"> Operating surplus (EBITDA) to end of November 2021 of £12,231k compared to budget operating surplus of £11,740k. Net surplus of £491k (0.1%) compared to planned net surplus of zero (0.0%). Year to date net surplus favourable against plan by £487k. NHS Improvement (NHSI) risk rating is now under the new Segmentation framework. The Trust has been notified it is in Segment 1 (Maximum autonomy, minimum risk). Cash balance on 30th November 2021 of £151.6m.

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	Financial sustainability aids the organisation in being able to address and adequately resource equality issues within the services we deliver
Risk and Assurance	NHS Improvement (NHSI) risk rating places the Trust in segment 1, there are however risks around the use of temporary staff and achieving the Trusts financial Viability target
Service User/Carer/ Staff	Delivering against the Trusts financial metrics supports the investment in services for the benefit of our staff, service users and carers
Financial	As stated in the report.

Quality	Delivering our services in a financially sustainable way enables continuous investment in improving the quality of our services.
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1 Purpose of Report

- 1.1 This paper highlights financial performance for the financial year ended 30th November 2021.

2 Executive Summary

- Operating surplus (EBITDA) to end of November 2021 of £12,231k compared to budget operating surplus of £11,740k.
- Net surplus of £491k (0.1%) compared to planned net surplus of zero (0.0%).
- Year to date net surplus favourable against plan by £487k.
- NHS Improvement (NHSI) risk rating is now under the new Segmentation framework. The Trust has been notified it is in Segment 1 (Maximum autonomy, minimum risk).
- Cash balance on 30th November 2021 of £151.6m.

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 Further cost pressures are being considered on a case by case basis, 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. Known and anticipated adjustments for the second half of the financial year (“H2”), including inflation and efficiency requirements have also now been adjusted for. Expenditure budgets have been allocated in reserves and are being devolved to Directorate budgets in line with costed proposals against each investment.
- 3.6 The local Integrated Care System (ICS) has submitted plans for the second half of the financial year (“H2”). Budgets will be further amended to account for additional changes.

4 Summary of Performance to 30th November 2021

4.1 The financial performance is summarised in the table below:

	YTD Nov-21			Annual Budget £000	YTD Oct-21 Variance £000	Change +/- £000
	Budget £000	Actual £000	Variance £000			
Operating Income	378,429	378,599	170	559,399	170	0
Operating Spend	(366,689)	(366,368)	321	(541,790)	317	3
Operating Surplus (EBITDA)	11,740	12,231	491	17,610	487	4
Interest Receivable	0	0	0	0	0	0
Interest Payable	(1,315)	(1,315)	0	(1,972)	0	0
Depreciation	(7,029)	(7,029)	0	(10,544)	0	0
Public Dividend Capital	(3,396)	(3,396)	0	(5,094)	0	0
Net Surplus / (Deficit)	0	491	491	(0)	487	4

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 8 was £5,082k of which £2,515k 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 plan is confirmed (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 8 is reported as ahead of plan by £170k (Month 7, £170k).

5.2 Month 8 income assumptions are based on H1 plans including any currently planned 2021/22 investments, adjusted for any known H2 changes including inflation and efficiency adjustments.

5.3 This also includes agreed changes to growth and COVID funding in H2 (total reduction of £7.3m).

5.4 Income in Primary Care is ahead of plan by £182k, offsetting some of the expenditure overspend in this Directorate.

5.5 Table 1: Summary of Operating Income to 30th November 2021

	YTD Nov-21			Annual Budget £000	YTD Oct-21 Variance £000	Change +/- £000
	Budget £000	Actual £000	Variance £000			
<u>Block Income</u>						
CCGs	273,513	273,513	0	407,174	(1)	1
NHSE	9,144	9,144	0	13,697	0	0
Sub total	282,657	282,657	0	420,870	(1)	1
<u>Cost and Volume Income</u>						
Overseas Income	0	0	0	0	0	0
OATS / Spot Income	896	934	38	1,344	41	(3)
Sub total	896	934	38	1,344	41	(3)
<u>SLA Income</u>						
NCEL CAMHS Service (Lead Provider)	19,373	19,373	0	29,059	0	0
NCEL Forensic Service (BEH)	29,357	29,357	0	43,977	0	0
Services to other Trusts	5,235	5,235	(0)	7,853	(0)	(0)
Sub total	53,965	53,965	(0)	80,888	(0)	0
<u>Workforce Allocation</u>						
SIFT/MADEL/NMET R&D etc	8,678	8,705	26	11,595	3	23
<u>COVID-19</u>						
Vaccination Centre (London)	4,158	4,158	0	4,158	0	0
Vaccination Centre (Luton & Bedfordshire)	55	55	0	55	0	0
Vaccination Lead Employer	3,081	3,081	0	3,081	0	0
Sub total	7,294	7,294	0	7,294	0	0
<u>Other Income</u>						
Primary Care	2,451	2,633	182	3,677	192	(10)
CAMHS	25	21	(4)	38	(3)	(0)
Addiction Services	2,321	2,321	0	3,481	0	0
Community Services (Local Authority)	5,505	5,433	(72)	8,258	(62)	(10)
Other Income	484	484	0	726	0	0
Sub total	10,787	10,893	106	16,180	127	(21)
<u>Deferred Income</u>						
Deferred Income Released	14,151	14,151	0	21,227	0	0
Sub total	14,151	14,151	0	21,227	0	0
EBITDA Income	378,429	378,599	170	559,399	170	0

5.6 Operating Expenditure

The Trust is reporting a favourable variance of £321k (Month 7, £317k adverse) against operating expenditure at 30th November 2021.

5.7 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. The impact on each Directorate is shown in table 2a below, and is adjusted for at summary level in Table 2c.

Overall reported YTD Trust COVID-19 costs exceed the funding available by £380k at Month 8 (Month 7, £113k).

The national expectation has been that these costs should decrease over H2.

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.

5.8 Table 2a: COVID-19 Expenditure and Variance by Directorate

	YTD Budget £000	YTD Actual £000	YTD Variance £000
<u>Mental Health Services</u>			
Tower Hamlets	0	-118	-118
Newham	0	-136	-136
City & Hackney	0	-292	-292
Forensic Services	0	-315	-315
Specialist Services	0	-16	-16
Luton	-19	-773	-753
Bedfordshire	0	-466	-466
Sub total	-19	-2,116	-2,097
<u>Community Health & Primary Care</u>			
Newham CHS	0	-58	-58
Specialist CHS	0	-5	-5
Tower Hamlets CHS	0	-10	-10
Bedfordshire CHS	-1,072	-2,204	-1,132
Primary Care	0	0	0
Sub total	-1,072	-2,277	-1,205
Central COVID Budgets	-4,300	-1,378	2,922
Sub total	-4,300	-1,378	2,922
TOTAL (excluding vaccination centres and lead employer)	-5,391	-5,771	-380

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

	Jun-21 £000	Jul-21 £000	Aug-21 £000	Sep-21 £000	Oct-21 £000	Nov-21 £000
COVID-19 Block Income						
CCGs COVID Funding	717	717	717	717	0	0
BLMK Hospital Discharge Fund	0	0	0	0	938	134
COVID-19 Other Income						
Vaccination Centre (London)	537	461	628	620	392	478
Vaccination Centre (Luton & Bedfordshire)	12	6	11	7	6	7
Vaccination Lead Employer	136	514	657	390	561	456
TOTAL COVID Income	1,402	1,697	2,012	1,734	1,897	1,074
COVID-19 Expenditure						
Central COVID-19 Costs	(149)	(119)	(82)	15	(87)	(83)
Clinical Directorate COVID-19 Costs	(511)	(701)	(365)	(99)	(443)	(323)
Vaccination Centres	(549)	(466)	(640)	(627)	(398)	(484)
NEL Vaccination Lead Employer	(136)	(514)	(657)	(390)	(561)	(456)
TOTAL COVID Expenditure	(1,345)	(1,800)	(1,745)	(1,102)	(1,489)	(1,346)
NET COVID INCOME LESS EXPENDITURE	57	(102)	268	632	408	(272)

5.10 Bedfordshire Community Health (CHS)

The Directorate is overspent by £382k at Month 8 (Month 7, £1,706k).

A significant increase was made to the budget in Month 8 to reflect additional income received for Aging Well (YTD improvement £1,410k).

The Home Team (South) is particularly reliant on agency nursing and is also reporting increased demand. This budget for this team is contributing £520k to the Directorate overspend.

5.11 Bedfordshire Adult Mental Health (AMH)

The Directorate is reporting an overspend of £285k at Month 8 (Month 7, £180k).

Within the overall position, there remain significant areas of recurrent overspend, most significantly in Medical Staffing.

These are currently being masked at a global level through underspends in other areas, many of these being due to recruitment slippage and are therefore non-recurrent.

5.12 Corporate Services

There are continuing overspends against some Corporate budgets.

Overspend against Human Resources budgets is £1,369k (Month 7, £1,176k). 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

including requesting continued non-recurrent funding during 2021/22. However, the Trust has limited capacity to fund further business cases.

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. A total of £509k is in dispute, but an accrual has been included for this in the Month 8 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 November 2021

	YTD Nov-21			Annual Budget £000	YTD Oct-21 Variance £000	Change +/- £000
	Budget £000	Actual £000	Variance £000			
<u>Mental Health Services</u>						
Tower Hamlets	(29,215)	(27,515)	1,700	(43,873)	1,546	154
Newham	(23,297)	(23,887)	(590)	(34,982)	(454)	(136)
City & Hackney	(26,764)	(25,813)	951	(40,182)	720	231
Forensic Services	(25,314)	(24,121)	1,193	(37,962)	(134)	1,328
Specialist Services	(37,859)	(36,167)	1,692	(57,162)	632	1,059
Luton	(17,445)	(17,351)	94	(26,193)	(5)	99
Bedfordshire	(32,869)	(33,154)	(285)	(49,362)	(180)	(106)
Less COVID-19 Costs	17	2,116	2,099	29	1,981	118
Sub total	(192,747)	(185,892)	6,855	(289,686)	4,108	2,747
<u>Community Health & Primary Care</u>						
Newham CHS	(17,546)	(18,069)	(523)	(26,322)	(506)	(17)
Specialist CHS	(4,808)	(4,663)	146	(7,213)	89	57
Tower Hamlets CHS	(9,866)	(10,059)	(193)	(14,811)	(256)	63
Bedfordshire CHS	(28,242)	(28,624)	(382)	(42,365)	(1,706)	1,324
Primary Care	(4,957)	(5,861)	(903)	(7,437)	(807)	(96)
Less COVID-19 Costs	938	2,277	1,339	1,608	1,133	205
Sub total	(64,482)	(64,999)	(517)	(96,540)	(2,053)	1,536
<u>Commissioning</u>						
NCEL Provider Collaborative	(21,909)	(21,909)	0	(32,648)	0	0
Sub total	(21,909)	(21,909)	0	(32,648)	0	0

	YTD Nov-21				YTD Oct-21	Change
	Budget	Actual	Variance		Variance	+/-
	£000	£000	£000		£000	£000
<u>Central Support Services</u>						
Board / Members' Council	(2,034)	(2,016)	18	(3,050)	(10)	27
Director of Operations	(647)	(1,033)	(386)	(982)	(350)	(35)
Corporate Affairs	(521)	(509)	12	(782)	19	(8)
ICT	(5,598)	(5,371)	227	(8,397)	79	148
Business Develop Unit	(709)	(739)	(30)	(1,064)	(14)	(15)
Social Inclusion	(731)	(703)	27	(1,096)	14	14
Finance	(3,652)	(3,620)	31	(5,481)	23	9
Human Resources	(3,869)	(5,238)	(1,369)	(5,832)	(1,176)	(193)
Central Medical/Pharmacy	(5,403)	(5,517)	(114)	(8,123)	(129)	15
NMET	(2,350)	(2,047)	303	(3,202)	494	(191)
Central Nursing/MHA admin	(4,082)	(4,054)	27	(6,539)	(130)	157
Chief Quality Officer	(3,085)	(2,851)	235	(4,628)	205	30
Director of Integrated Care	(5,214)	(4,727)	487	(7,819)	120	367
R&D	(567)	(532)	35	(851)	(33)	68
AMPS	0	(3)	(3)	0	(2)	(0)
Estates & Facilities	(25,280)	(25,870)	(590)	(37,918)	(499)	(90)
Central NHS SLAs	0	0	0	0	0	0
Less COVID-19 Costs	0	6	6	0	6	0
Sub total	(63,742)	(64,824)	(1,082)	(95,764)	(1,384)	302
<u>COVID-19</u>						
Central COVID-19 Costs	(4,300)	(1,361)	2,939	(4,300)	3,021	(83)
Clinical Directorate COVID-19 Costs	(955)	(4,393)	(3,438)	(1,637)	(3,115)	(323)
Vaccination Centres	(4,213)	(4,213)	0	(4,213)	0	0
NEL Vaccination Lead Employer	(3,081)	(3,080)	0	(3,081)	0	0
Sub total	(12,549)	(13,048)	(499)	(13,231)	(93)	0
<u>Reserves</u>						
Development Reserve	(6,331)	(7,239)	(908)	(10,116)	1,706	(2,614)
Financial Viability	2,567	0	(2,567)	5,349	(2,202)	(365)
Pay/non pay reserve	(7,497)	(8,457)	(961)	(9,155)	236	(1,197)
Sub total	(11,261)	(15,697)	(4,436)	(13,922)	(260)	(4,176)
EBITDA Spend	(366,689)	(366,368)	321	(541,790)	317	3

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.

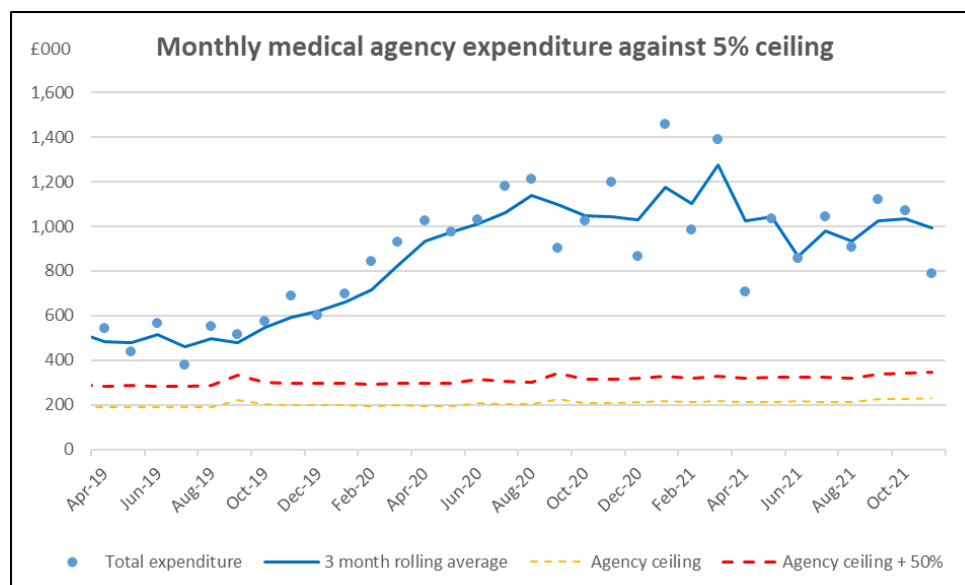
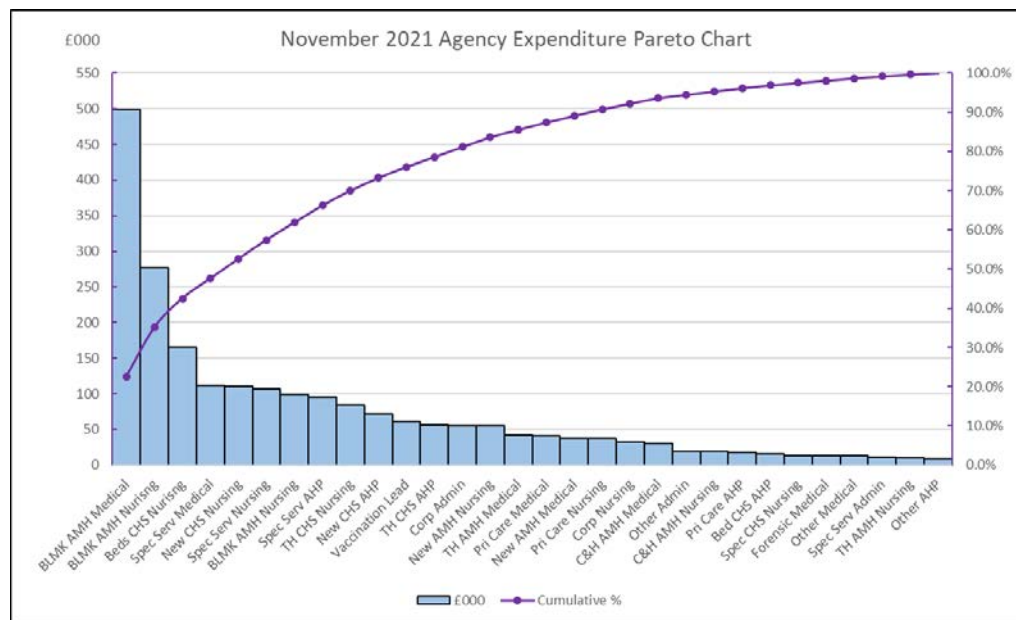
As the Trust begins to expand services funded within the Phase 3 plan and bring forward additional investment in Mental Health services in

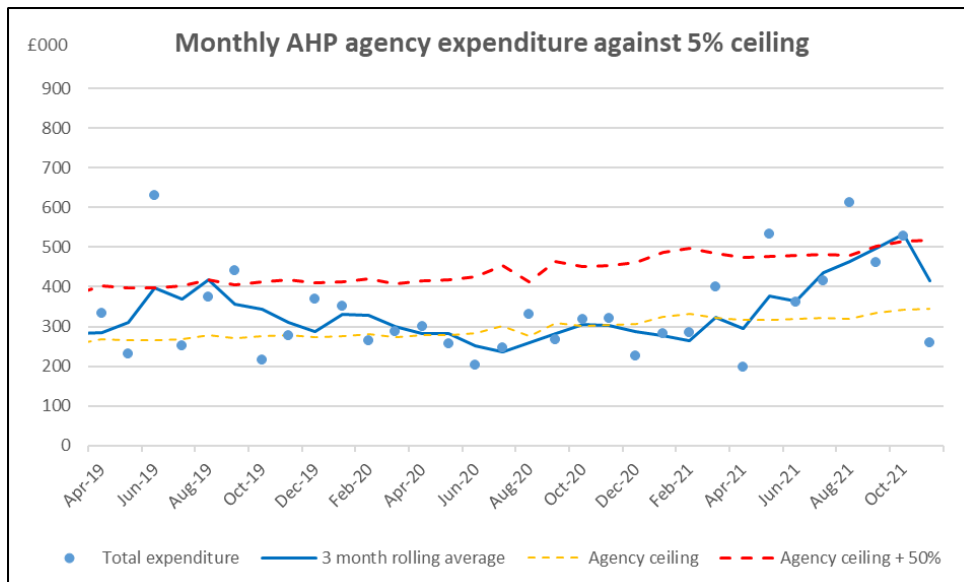
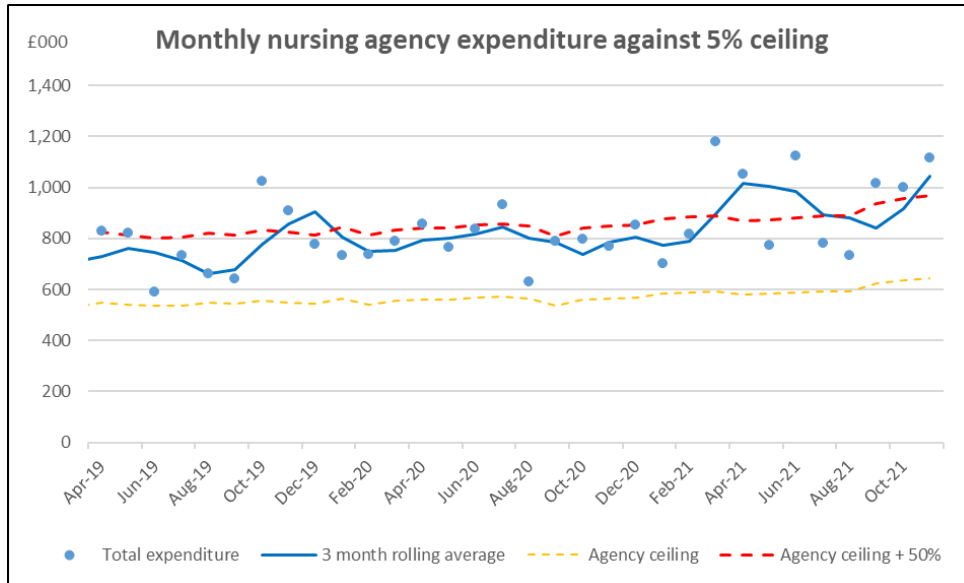
2021/22, there is a need to work at pace to meet national activity targets. This has the potential to increase agency expenditure further, and this risk will need to be considered. Services need to be particularly mindful that agency should only be considered as a short-term solution with substantive recruitment completed as quickly as possible.

Agency expenditure is summarised in the charts below:

(a) Pareto Chart showing November 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 2022

- 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 shows some signs of a sustained reduction against the income available.
- 6.3 The Trust expects to be able to manage a further H2 efficiency requirement within the reserves position.

7 Conclusions

- 7.1 Reported net surplus at Month 8 is £491k, which is £491k 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 in the same way, whilst agency spend is still monitored by NHSI the Trust is currently in segment 1 (Maximum autonomy, low risk). However, the high level of agency expenditure could adversely impact the Trust's overall risk rating at a later date if it is not reduced.

10.2 H2 allocations have not yet been fully finalised.

10.3 Barts Health have levied an increase Estates charge of £0.5m (full year) which is not funded in budgets and is being reported as an overspend at Month 8.

11 Actions Being Requested

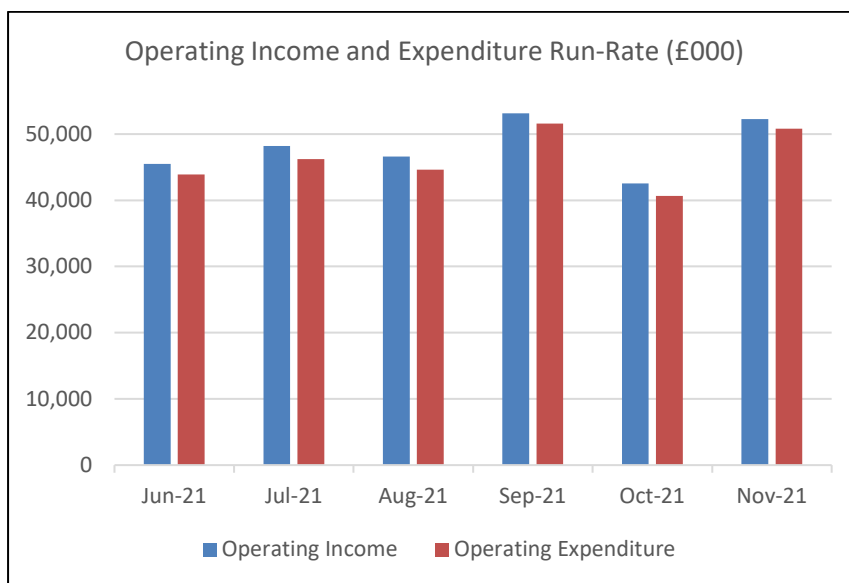
11.1 The Board is asked to **RECEIVE** and **DISCUSS** this report.

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

OPERATING INCOME	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21
	£000	£000	£000	£000	£000	£000
<u>Block Income</u>						
CCGs	33,296	33,007	33,622	36,010	32,410	34,274
CCGs COVID Funding	717	717	717	717	0	0
NHSE	939	939	939	939	58	3,453
Sub total	34,952	34,663	35,278	37,666	32,467	37,727
<u>Cost and Volume Income</u>						
Overseas Income	0	0	0	0	0	0
OATS / Spot Income	112	112	152	102	123	110
Sub total	112	112	152	102	123	110
<u>SLA Income</u>						
NCEL CAMHS Service (Lead Provider)	2,398	2,726	2,253	4,110	729	2,436
NCEL Forensic Service (BEH)	3,438	3,438	3,438	3,438	3,837	4,893
Services to other Trusts	339	329	351	2,229	651	654
Sub total	6,175	6,492	6,042	9,777	5,218	7,984
<u>Workforce Allocation</u>						
SIFT/MADEL/NMET R&D etc	749	1,672	865	814	684	2,422
<u>COVID-19</u>						
Vaccination Centre (London)	537	461	628	620	392	478
Vaccination Centre (Luton & Bedfordshire)	12	6	11	7	6	7
Vaccination Lead Employer	136	514	657	390	561	456
Sub total	685	981	1,296	1,018	959	940
<u>Other Income</u>						
Primary Care	410	364	320	343	289	296
CAMHS	3	3	3	0	3	3
Addiction Services	271	290	290	290	290	290
Community Services (Local Authority)	673	689	685	648	684	678
Other Income	61	61	61	61	61	61
Sub total	1,418	1,406	1,359	1,342	1,327	1,328
<u>Deferred Income</u>						
Deferred Income Released	1,408	2,874	1,642	2,404	1,769	1,769
Sub total	1,408	2,874	1,642	2,404	1,769	1,769
EBITDA Income	45,499	48,200	46,633	53,123	42,546	52,279

OPERATING EXPENDITURE	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21
	£000	£000	£000	£000	£000	£000
<u>Mental Health Services</u>						
Tower Hamlets	(3,312)	(3,302)	(3,327)	(3,845)	(3,345)	(3,509)
Newham	(2,795)	(2,800)	(2,866)	(3,424)	(3,124)	(3,063)
City & Hackney	(3,293)	(3,064)	(3,426)	(3,604)	(3,114)	(2,999)
Forensic Services	(3,069)	(2,863)	(3,125)	(3,425)	(2,906)	(2,787)
Specialist Services	(4,419)	(4,755)	(4,275)	(6,291)	(4,688)	(3,336)
Luton	(2,088)	(2,070)	(2,141)	(2,446)	(2,414)	(1,925)
Bedfordshire	(4,007)	(3,919)	(3,818)	(5,654)	(4,015)	(4,110)
Less COVID-19 Costs	370	478	122	(200)	65	118
Sub total	(22,614)	(22,295)	(22,855)	(28,888)	(23,541)	(21,613)
<u>Community Health & Primary Care</u>						
Newham CHS	(2,266)	(2,131)	(2,259)	(2,510)	(2,377)	(2,178)
Specialist CHS	(623)	(579)	(549)	(665)	(556)	(544)
Tower Hamlets CHS	(1,244)	(1,174)	(1,245)	(1,422)	(1,259)	(1,173)
Bedfordshire CHS	(3,578)	(3,096)	(3,457)	(4,026)	(4,094)	(3,039)
Primary Care	(720)	(725)	(685)	(811)	(760)	(709)
Less COVID-19 Costs	141	223	243	299	377	205
Sub total	(8,289)	(7,482)	(7,952)	(9,134)	(8,668)	(7,438)
<u>Commissioning</u>						
NCEL Provider Collaborative	(2,697)	(3,024)	(2,552)	(4,411)	(1,028)	(2,735)
Sub total	(2,697)	(3,024)	(2,552)	(4,411)	(1,028)	(2,735)
<u>Central Support Services</u>						
Board / Members' Council	(227)	(311)	(299)	(255)	(244)	(227)
Director of Operations	(184)	(167)	89	(122)	(120)	(149)
Corporate Affairs	(45)	(58)	(58)	(61)	(65)	(73)
ICT	(634)	(719)	(563)	(775)	(742)	(552)
Business Develop Unit	(53)	(81)	(126)	(122)	(33)	(104)
Social Inclusion	(100)	(57)	(84)	(108)	(86)	(78)
Finance	(468)	(439)	(452)	(536)	(402)	(449)
Human Resources	(713)	(498)	(730)	(707)	(699)	(691)
Central Medical/Pharmacy	(669)	(540)	(879)	(776)	(709)	(659)
NMET	(170)	(477)	(168)	(242)	(241)	(436)
Central Nursing/MHA admin	(381)	(442)	(461)	(598)	(624)	(463)
Chief Quality Officer	(413)	(297)	(320)	(389)	(448)	(377)
Director of Integrated Care	(47)	(195)	(86)	(98)	(76)	(100)
R&D	(67)	(59)	(133)	(91)	14	(3)
AMPS	(0)	(0)	0	(1)	(0)	(0)
Estates & Facilities	(3,148)	(3,111)	(3,174)	(3,194)	(3,414)	(3,250)
Central NHS SLAs	0	0	(0)	(0)	0	0
Less COVID-19 Costs	1	0	0	1	1	0
Sub total	(7,319)	(7,452)	(7,442)	(8,073)	(7,887)	(7,609)
Community Transformation	(433)	(433)	(925)	(546)	(437)	(184)
Sub total	(433)	(433)	(925)	(546)	(437)	(184)

	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21
OPERATING EXP. (CONT'D)	£000	£000	£000	£000	£000	£000
Clinical Directorate COVID-19 Costs	(511)	(701)	(365)	(99)	(443)	(323)
Vaccination Centres	(549)	(467)	(639)	(627)	(398)	(484)
NEL Vaccination Lead Employer	(136)	(514)	(657)	(390)	(561)	(456)
Sub total	(1,345)	(1,801)	(1,743)	(1,102)	(1,489)	(1,346)
Reserves						
Development Reserve	(846)	(2,234)	(932)	1,642	1,578	(4,674)
Financial Viability	0	0	0	0	0	0
Pay/non pay reserve	(343)	(1,007)	(623)	(1,203)	952	(5,209)
Sub total	(1,189)	(3,241)	(1,555)	440	2,530	(9,883)
EBITDA Spend	(43,885)	(46,219)	(44,646)	(51,601)	(40,678)	(50,808)



APPENDIX 2. COST CENTRE HOT SPOTS

This table lists all cost centres with YTD overspend greater than £135k, ranked by size of overspend.

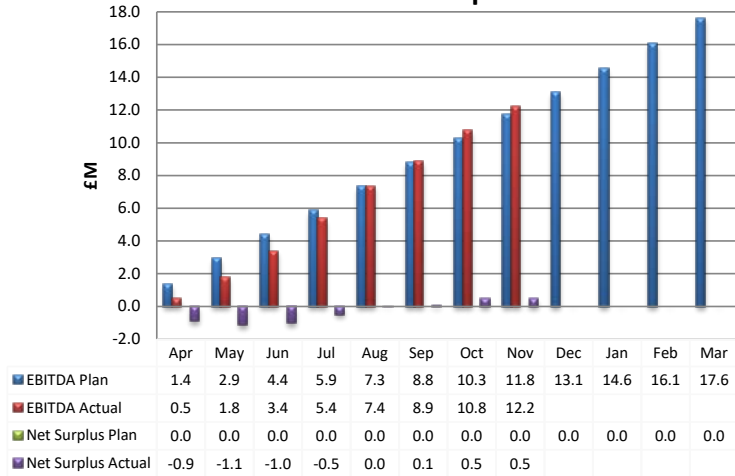
Rank	Cost Centre Code	Directorate	Cost Centre Description	YTD Budget (£000)	YTD Actual (£000)	YTD Variance (£000)	YTD % Overspend
1	E73569	Bedford Directorate	B-MED. STAFF COMMUNITY	2,416	3,290	(875)	36%
2	E72906	NEWHAM CHS	C-Intergrated Dis Hub	0	788	(788)	
3	E74001	PRIMARY CARE	PC - Leighton Road Surgery	104	861	(757)	724%
4	E73823	TOWER HAMLETS CHS	TC-INTERGRATED DIS HIUB	0	599	(599)	
5	E72099	CORPORATE	Digital Data and Comms	722	1,304	(582)	81%
6	E73019	ESTATES & FACILITIES	EF East Ham Care Centre	3,265	3,828	(563)	17%
7	E71342	NEWHAM	NH AMH Medical Acute Treatment Teams	887	1,418	(531)	60%
8	E73946	BEDFORDSHIRE CHS	CHB - Home Team - South	1,923	2,442	(520)	27%
9	E71684	SPECIALIST SERVICES	C&H Community CAMHS	536	964	(427)	80%
10	E72060	CORPORATE	Director of Operations	481	883	(402)	84%
11	E71049	CITY & HACKNEY	CH AMH MBU	1,150	1,551	(401)	35%
12	E71273	NEWHAM	NH AMH Ivory Ward	768	1,169	(401)	52%
13	E72067	CORPORATE	MH: Human Resources	421	821	(400)	95%
14	E73567	Bedford Directorate	B-MED. STAFFING INPATIENT	1,049	1,412	(363)	35%
15	E73634	Luton Directorate	L-MED. STAFFING INPATIENT	1,195	1,556	(361)	30%
16	E71658	SPECIALIST SERVICES	EL Coborn Acute Service	1,976	2,304	(327)	17%
17	E72274	CORPORATE	PAC Resourcing	392	686	(294)	75%
18	E72800	NEWHAM CHS	C-CHN Management	185	477	(292)	158%
19	E73635	Luton Directorate	L-MED. STAFF CRISIS CARE	516	803	(286)	55%
20	E72910	NEWHAM CHS	C-Falls Fast Response Service	0	283	(283)	
21	E73434	Bedford Directorate	B-Recovery Team	1,210	1,485	(275)	23%
22	E73491	Bedford Directorate	B-Medical Staffing	33	306	(273)	840%
23	E73470	Bedford Directorate	B-Fountains Contin. Care	1,275	1,524	(250)	20%
24	E71824	FORENSIC SERVICES	Broadgate Admissions Msu	771	1,009	(238)	31%
25	E72069	CORPORATE	Legal + Consumer Affairs	1,383	1,621	(238)	17%
26	E71912	FORENSIC SERVICES	Clerkenwell Ward	776	1,009	(233)	30%
27	E71477	TOWER HAMLETS	TH MHCOP Columbia Ward	828	1,042	(214)	26%
28	E73435	Bedford Directorate	B-TABI	655	849	(195)	30%
29	E72310	ESTATES & FACILITIES	EF CH and Newham Comm Facil	1,052	1,245	(193)	18%
30	E74002	PRIMARY CARE	PC - Cauldwell Med Centre	155	332	(177)	114%
31	E71478	TOWER HAMLETS	TH MHCOP Leadenhall Ward	828	1,004	(176)	21%
32	E71312	NEWHAM	NH AMH Private Placements	500	674	(174)	35%
33	E71040	CITY & HACKNEY	CH AMH Bevan Ward	951	1,122	(170)	18%
34	E73500	Bedford Directorate	B-111 Service	530	697	(167)	32%
35	E73013	ESTATES & FACILITIES	EF Shrewsbury Centre	15	181	(166)	1076%
36	E73907	BEDFORDSHIRE CHS	CHB - Wheelchairs Service	723	889	(166)	23%
37	E71268	NEWHAM	NH AMH Sapphire Ward	702	865	(162)	23%
38	E71064	CITY & HACKNEY	CH AMH Home Treatment Team	832	994	(162)	19%
39	E73647	Luton Directorate	L-Luton Medical Staffing	33	193	(161)	490%
40	E73620	Luton Directorate	L-Coral Ward	1,042	1,191	(150)	14%
41	E71330	NEWHAM	NH AMH Medical Recovery Team South	821	970	(149)	18%
42	E71412	TOWER HAMLETS	TH AMH Rosebank Ward	1,043	1,188	(145)	14%
43	E73936	BEDFORDSHIRE CHS	CHB - Home Team - Night	265	410	(144)	54%

Financial Overview to Period Ending 30th November 2021

EBITDA AND NET SURPLUS (TEMPORARY ARRANGEMENTS)

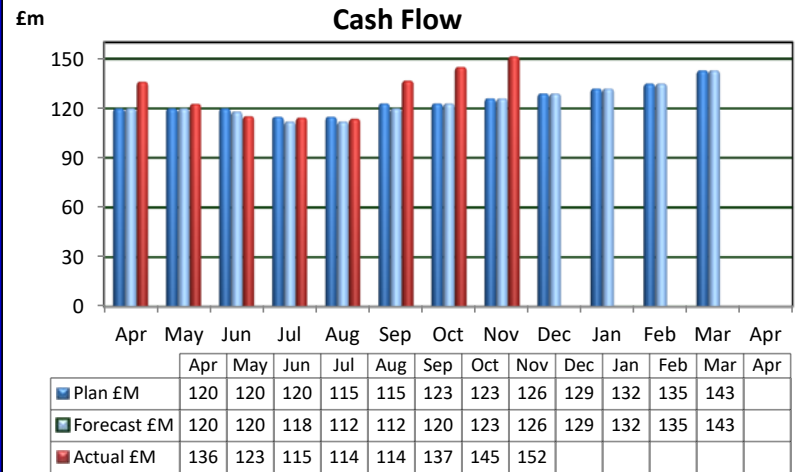
Reported	To 30/11/21		Projection		Plan	
	£m	%	£m	%	£m	%
EBITDA	12.2	3.2	17.6	3.1	17.6	3.3
SURPLUS	0.5	0.1	0.0	0.0	0.0	0.0

EBITDA and Net Surplus



WORKING CAPITAL

	£m	Risk
Cash : at Bank	151.6	●
: Short term deposits	0.0	●
Short term : Assets	175.9	●
: Liabilities	115.9	●

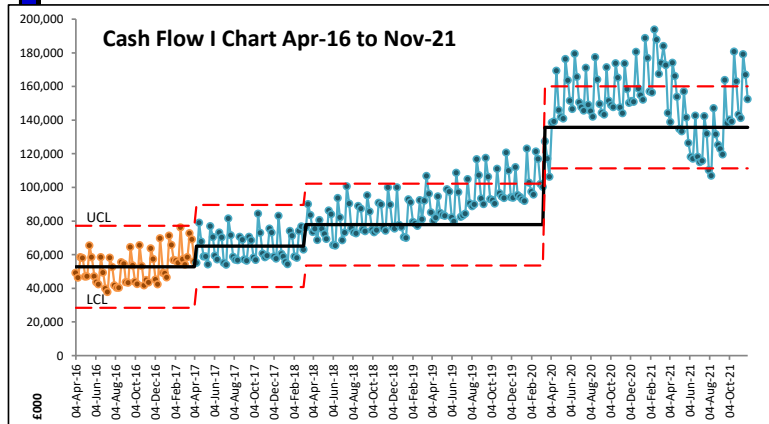
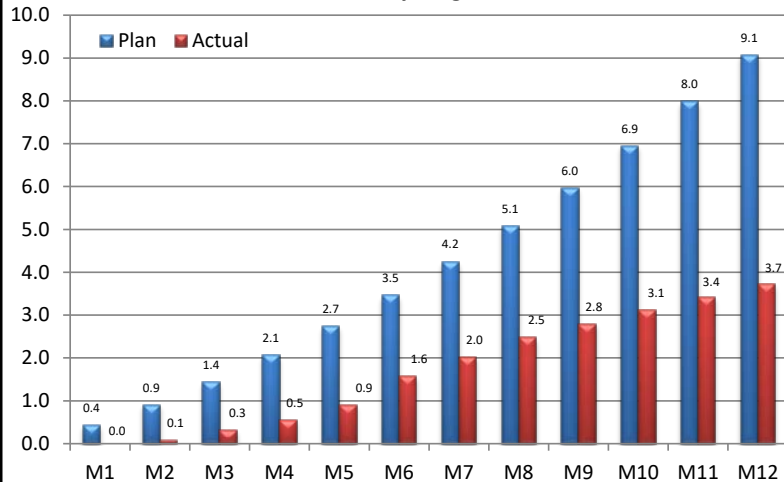


RISKS AND RISK RATINGS

	£m
INCOME	
Total EBITDA Income	559.4
CCG	407.2
NHSE	42.8
Other	88.2
Deferred Income	21.2
INCOME RISK	LOW

EXPENDITURE	
Financial Viability Prog.	HIGH
Expenditure Risk	HIGH

Financial Viability Programme 2021/22



DEBTOR DAYS	15	8	8	7
CREDITOR DAYS	23	21	23	22

SEGMENTATION FRAMEWORK

SEGMENT	1
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