

REPORT TO THE TRUST BOARD IN PUBLIC
23 September 2021

Title	Finance Report Month 4
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Purpose of the report

This paper provides assurance on the Trust's financial performance to 31 July 2021.

Key messages

Summary of Performance

- Operating surplus (EBITDA) to end of July 2021 of £5,412k compared to budget operating surplus of £5,900k.
- Net deficit of £458k (-0.3%) compared to planned net surplus of £30k (0.0%).
- Year to date net surplus adverse against plan by £488k.
- NHS Improvement (NHSI) risk rating is not reported at Month 4.
- Cash balance at 31 July 2021 of £114.4m.
- Current forecast is to meet H1 breakeven plan given improved covid spend rates, receipt of additional income from BLMK for discharge hubs and use of slippage on in year investments.
- Risk remains around agency costs and delivery of the financial viability programme (£1.5m behind plan).

Committees/Meetings where this item has been considered

Date	Committee/Meeting
08/09/21	Finance, Business & Investment Committee

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.

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 31 July 2021.

2 Executive Summary

- Operating surplus (EBITDA) to end of July 2021 of £5,412k compared to budget operating surplus of £5,900k.
- Net deficit of £458k (-0.3%) compared to planned net surplus of £30k (0.0%).
- Year to date net surplus adverse against plan by £488k.
- NHS Improvement (NHSI) risk rating is not reported at Month 4.
- Cash balance at 31st July 2021 of £114.4m.
- Current forecast is to meet H1 breakeven plan given improved covid spend rates, receipt of additional income from BLMK for discharge hubs and use of slippage on in year investments.
- Risk remains around agency costs and delivery of the financial viability programme (£1.5m behind plan).

3 Financial Framework

3.1 System wide plans for the first six months of the financial year ("H1") were submitted on 7 May. The Trust submitted a H1 financial and workforce plan to NHS Improvement (NHSI) on 26 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. Directorate management teams have been asked to sign off their individual financial control totals on the basis of the assumptions set out above.

4 Summary of Performance to 31 July 2021

4.1 The financial performance is summarised in the table below:

	YTD Jul-21			Annual Budget £000	YTD Jun-21 Variance £000	Change +/- £000
	Budget £000	Actual £000	Variance £000			
Operating Income	183,451	184,018	567	534,096	(211)	778
Operating Spend	(177,551)	(178,606)	(1,055)	(516,487)	(791)	(264)
Operating Surplus (EBITDA)	5,900	5,412	(488)	17,609	(1,002)	514
Interest Receivable	0	0	0	0	0	0
Interest Payable	(657)	(657)	0	(1,972)	0	0
Depreciation	(3,515)	(3,515)	0	(10,544)	0	0
Public Dividend Capital	(1,698)	(1,698)	0	(5,094)	0	0
Net Surplus / (Deficit)	30	(458)	(488)	(0)	(1,002)	514

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 4 was £2,060k of which £549k 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 31 July 2021**

5.1 Operating income at Month 4 is reported as ahead of plan by £567k.

5.2 Month 4 income assumptions are based on H1 plans including any currently planned 2021/22 investments.

5.3 Income in Primary Care is ahead of plan by £190k, offsetting some of the expenditure overspend in this Directorate.

5.4 The NCEL commissioning budget is reporting income ahead of plan by £403k, offset in full by commitments in the Directorate position.

5.5 Table 1: Summary of Operating Income to 31 July 2021

	YTD Jul-21			Annual Budget £000	YTD Jun-21 Variance £000	Change +/- £000
	Budget £000	Actual £000	Variance £000			
<u>Block Income</u>						
CCGs	135,763	135,763	0	400,187	(359)	359
NHSE	3,756	3,756	0	11,268	0	0
Sub total	139,519	139,519	0	411,455	(359)	359
<u>Cost and Volume Income</u>						
Overseas Income	0	0	0	0	0	0
OATS / Spot Income	448	448	0	672	0	0
Sub total	448	448	0	672	0	0
<u>SLA Income</u>						
NCEL CAMHS Service (Lead Provider)	9,442	9,845	403	28,326	38	365
NCEL Forensic Service (BEH)	13,751	13,751	0	41,254	0	0
Services to other Trusts	1,360	1,349	(11)	4,080	(0)	(11)
Sub total	24,553	24,945	392	73,660	38	354
<u>Workforce Allocation</u>						
SIFT/MADEL/NMET R&D etc	3,919	3,919	0	9,437	0	0
<u>COVID-19</u>						
Vaccination Centre (London)	2,041	2,041	0	2,041	0	0
Vaccination Centre (Luton & Bedfordshire)	24	24	0	24	0	0
Vaccination Lead Employer	1,016	1,016	0	1,016	0	0
Sub total	3,081	3,081	0	3,081	0	0
<u>Other Income</u>						
Primary Care	1,195	1,385	190	3,584	125	65
CAMHS	13	13	0	38	0	0
Addiction Services	1,160	1,160	0	3,481	0	0
Community Services (Local Authority)	2,753	2,738	(15)	8,258	(15)	0
Other Income	242	242	0	726	0	0
Sub total	5,362	5,538	175	16,087	110	66
<u>Deferred Income</u>						
Deferred Income Released	6,568	6,568	0	19,703	0	0
Sub total	6,568	6,568	0	19,703	0	0
EBITDA Income	183,451	184,018	567	534,096	(211)	778

5.6 The Trust expects to receive additional funding to cover reported costs for COVID domiciliary care and discharge hubs. This value of this income is to be determined and is not included in the income position at Month 4. Once confirmed, this would have a beneficial impact on the overall financial position.

5.7 **Operating Expenditure**

The Trust is reporting an adverse variance of £1,055k (Month 3, £791k) against operating expenditure at 31 July 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 £1,419k at Month 4 (Month 3, £1,317k). However, the run-rate for COVID-19 specific expenditure shows overall an improving position over the last 3 months 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

	Feb-21 £000	Mar-21 £000	Apr-21 £000	May-21 £000	Jun-21 £000	Jul-21 £000
COVID-19 Block Income						
CCGs COVID Funding	808	808	717	717	717	717
COVID-19 Other Income						
Vaccination Centre (London)	770	318	430	613	537	461
Vaccination Centre (Luton & Bedfordshire)	0	0	6	0	12	6
Vaccination Lead Employer	0	0	114	252	136	514
TOTAL COVID Income	1,578	1,126	1,267	1,583	1,402	1,697
COVID-19 Expenditure						
Central COVID-19 Costs	(470)	(903)	(576)	(281)	(149)	(119)
Clinical Directorate COVID-19 Costs	(1,415)	(1,153)	(1,183)	(767)	(511)	(701)
Staff 'Thank You' Vouchers	0	0	0	0	0	0
Vaccination Centres	(774)	(314)	(436)	(613)	(549)	(466)
NEL Vaccination Lead Employer	0	0	(114)	(252)	(136)	(514)
TOTAL COVID Expenditure	(2,659)	(2,370)	(2,309)	(1,914)	(1,345)	(1,800)
NET COVID INCOME LESS EXPENDITURE	(1,081)	(1,244)	(1,042)	(331)	57	(102)

5.10 Bedfordshire Community Health (CHS)

The Directorate is overspent by £1,457k at Month 4. The largest component of the overspend is on COVID domiciliary and discharge hubs £620k, for which the Trust expects to receive some funding (see 5.5 above). This is not included in the Month 4 position as it is yet to be formally agreed. Other COVID related expenditure accounts for a further £483k.

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 £228k to the Directorate overspend.

5.11 Bedfordshire Adult Mental Health (AMH)

The Directorate is overspent by £1,279k at Month 4, of which COVID expenditure accounts for £636k.

Medical staffing budgets are overspent by £958k.

5.12 Corporate Services

There are continuing overspends against some Corporate budgets.

Overspend against Human Resources budgets accounts for over 50% of the Corporate and Estates overspend (£534k). 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 will be brought to request continued non-recurrent funding during 2021/22.

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 31 July 2021

	YTD Jul-21			Annual Budget £000	YTD Jun-21 Variance £000	Change +/- £000
	Budget £000	Actual £000	Variance £000			
<u>Mental Health Services</u>						
Tower Hamlets	(14,109)	(13,490)	619	(42,329)	335	284
Newham	(11,338)	(11,410)	(72)	(34,220)	(197)	125
City & Hackney	(13,031)	(12,670)	362	(39,220)	152	210
Forensic Services	(11,832)	(11,878)	(47)	(35,470)	(141)	95
Specialist Services	(17,728)	(17,577)	151	(53,680)	52	100
Luton	(8,046)	(8,424)	(378)	(24,141)	(285)	(93)
Bedfordshire	(14,259)	(15,556)	(1,297)	(42,781)	(978)	(319)
Less COVID-19 Costs	0	2,011	2,011	0	1,533	478
Sub total	(90,344)	(88,995)	1,349	(271,842)	469	879
<u>Community Health & Primary Care</u>						
Newham CHS	(8,575)	(8,744)	(169)	(25,737)	(182)	12
Specialist CHS	(2,341)	(2,349)	(8)	(7,024)	(14)	6
Tower Hamlets CHS	(4,821)	(4,961)	(140)	(14,464)	(171)	31
Bedfordshire CHS	(12,552)	(14,009)	(1,457)	(37,658)	(1,140)	(316)
Primary Care	(2,421)	(2,896)	(475)	(7,263)	(356)	(120)
Less COVID-19 Costs	0	1,152	1,152	0	928	223
Sub total	(30,710)	(31,807)	(1,097)	(92,146)	(934)	(163)
<u>Commissioning</u>						
NCEL Provider Collaborative	(10,781)	(11,184)	(403)	(31,909)	(38)	(365)
Sub total	(10,781)	(11,184)	(403)	(31,909)	(38)	(365)
<u>Central Support Services</u>						
Board / Members' Council	(1,012)	(992)	20	(3,035)	53	(33)
Director of Operations	(475)	(731)	(256)	(1,452)	(208)	(48)
Corporate Affairs	(253)	(252)	2	(760)	(4)	6
ICT	(2,759)	(2,739)	20	(8,277)	49	(29)
Business Develop Unit	(346)	(354)	(8)	(1,037)	(13)	5
Social Inclusion	(342)	(348)	(6)	(1,026)	(34)	28
Finance	(1,783)	(1,782)	1	(5,361)	(64)	65
Human Resources	(1,840)	(2,413)	(572)	(5,522)	(534)	(38)
Central Medical/Pharmacy	(2,441)	(2,494)	(53)	(7,323)	(123)	70
NMET	(1,290)	(960)	330	(2,868)	281	49

Central Nursing/MHA admin	(1,852)	(1,909)	(57)	(5,192)	(85)	28
Chief Quality Officer	(1,452)	(1,317)	134	(4,355)	69	65
Director of Integrated Care	(2,530)	(2,609)	(79)	(7,563)	(55)	(24)
R&D	(273)	(320)	(47)	(818)	(56)	9
AMPS	0	(2)	(2)	0	(1)	
Estates & Facilities	(12,604)	(12,838)	(234)	(37,812)	(293)	59
Central NHS SLAs	(0)	0	0	0	0	0
Less COVID-19 Costs	0	4	4	0	3	0
Sub total	(31,251)	(32,055)	(804)	(92,400)	(1,016)	212
COVID-19						
Central COVID-19 Costs	(2,867)	(1,125)	1,742	(4,300)	1,144	598
Clinical Directorate COVID-19 Costs	0	(3,162)	(3,162)	0	(2,461)	(701)
Vaccination Centres	(2,065)	(2,065)	0	(2,065)	0	0
NEL Vaccination Lead Employer	(1,016)	(1,015)	1	(1,016)	(0)	1
Sub total	(5,948)	(7,367)	(1,419)	(7,381)	(1,317)	(102)
Reserves						
Development Reserve	(2,999)	(2,394)	605	(8,998)	944	(339)
Financial Viability	1,504	0	(1,504)	7,381	(1,118)	(386)
Pay/non pay reserve	(7,023)	(4,805)	2,218	(19,190)	2,218	0
Sub total	(8,519)	(7,199)	1,320	(20,808)	2,045	(725)
EBITDA Spend	(177,551)	(178,606)	(1,055)	(516,487)	(791)	(264)

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.

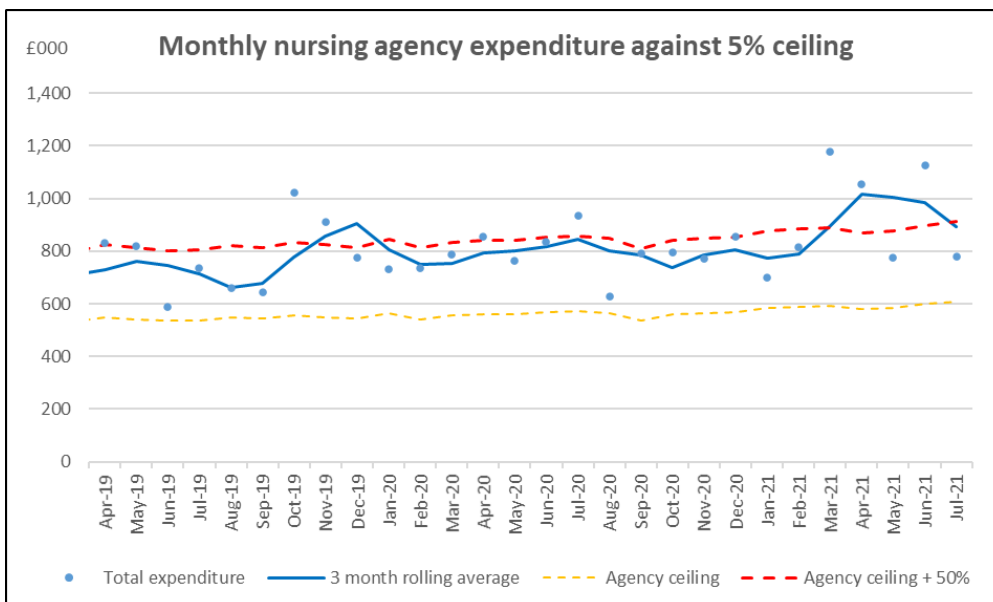
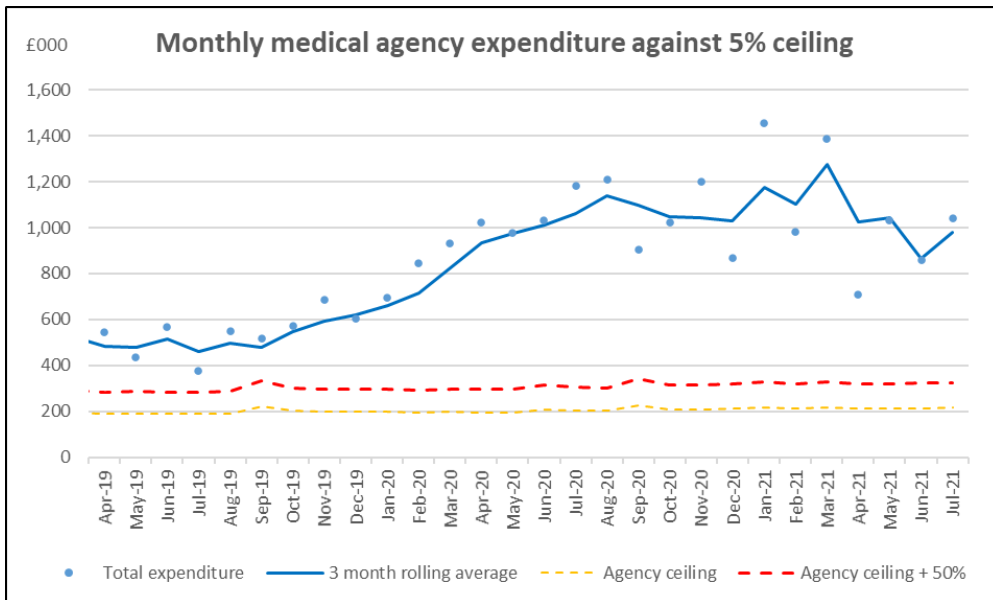
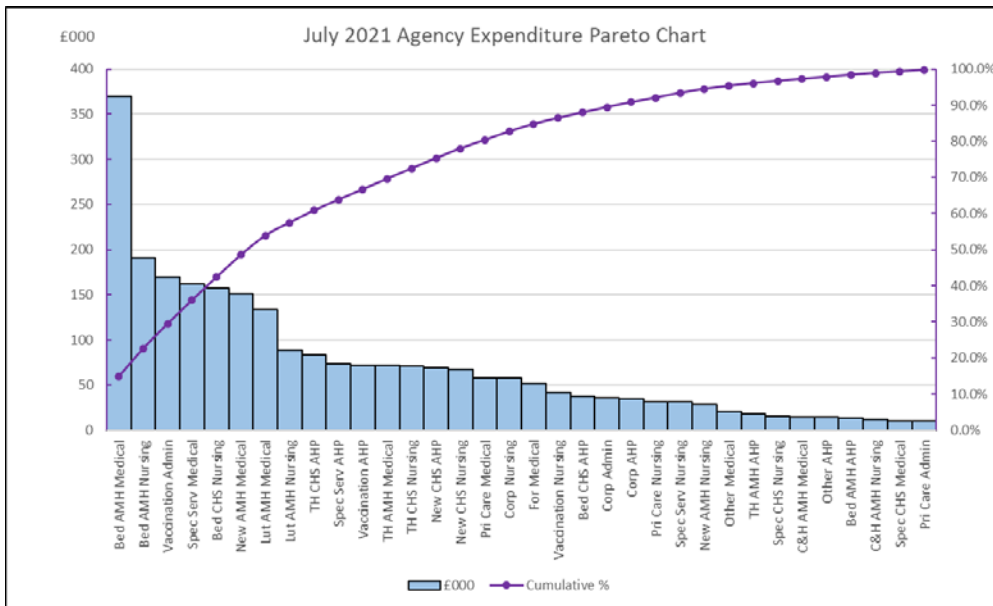
While agency expenditure may be impacted due to COVID-19, if the underlying agency expenditure is not addressed, there is a significant risk that once reinstated, the Trust would breach 50% above the agency ceiling on a cumulative basis.

Under normal reporting, this would result in an agency risk rating of "4" and a maximum overall risk rating of "3". Action will be required if this is to be prevented.

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:

- Pareto Chart showing July 2021 agency expenditure by staff category and Directorate. Combinations with expenditure less than £10k in month are grouped under 'Other' by staff category.
- Medical and Nursing 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).

Whilst the Trust is £488k overspent at Month 4, additional income is anticipated to offset some of the overspend, subject to confirmation.

The COVID-19 expenditure run-rate is showing signs of a sustained reduction against the income available.

The Trust expects to be able to manage a further H2 efficiency requirement within the reserves position, although the impact of any further STP impact will need to be understood.

- 6.2 The current trajectory against the H1 plan submitted to NHSI and the NEL ICS requires in month surpluses of £244k for the next 2 months to deliver the H1 plan.

	In Month Surplus / (Deficit)		
	Plan £000	Actual £000	Variance £000
Apr	-891	-891	0
May	-484	-235	249
June	-331	124	455
July	30	514	484
Aug	236	244	8
Sep	1,439	244	-1,195
Total	0	0	0

- 6.3 Given the current position excludes income for Integrated discharge hubs in Bedfordshire coupled with the sustained reduction in covid costs the expectation is that the H1 plan of breakeven will be met.

7 Conclusions

- 7.1 Reported net deficit at Month 4 is £458k, which is £488k adverse 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 H2 allocations have not yet been finalised, and in particular the Trust does not know what STP efficiency requirement may be required.

11 Actions Being Requested

11.1 The Board is asked to

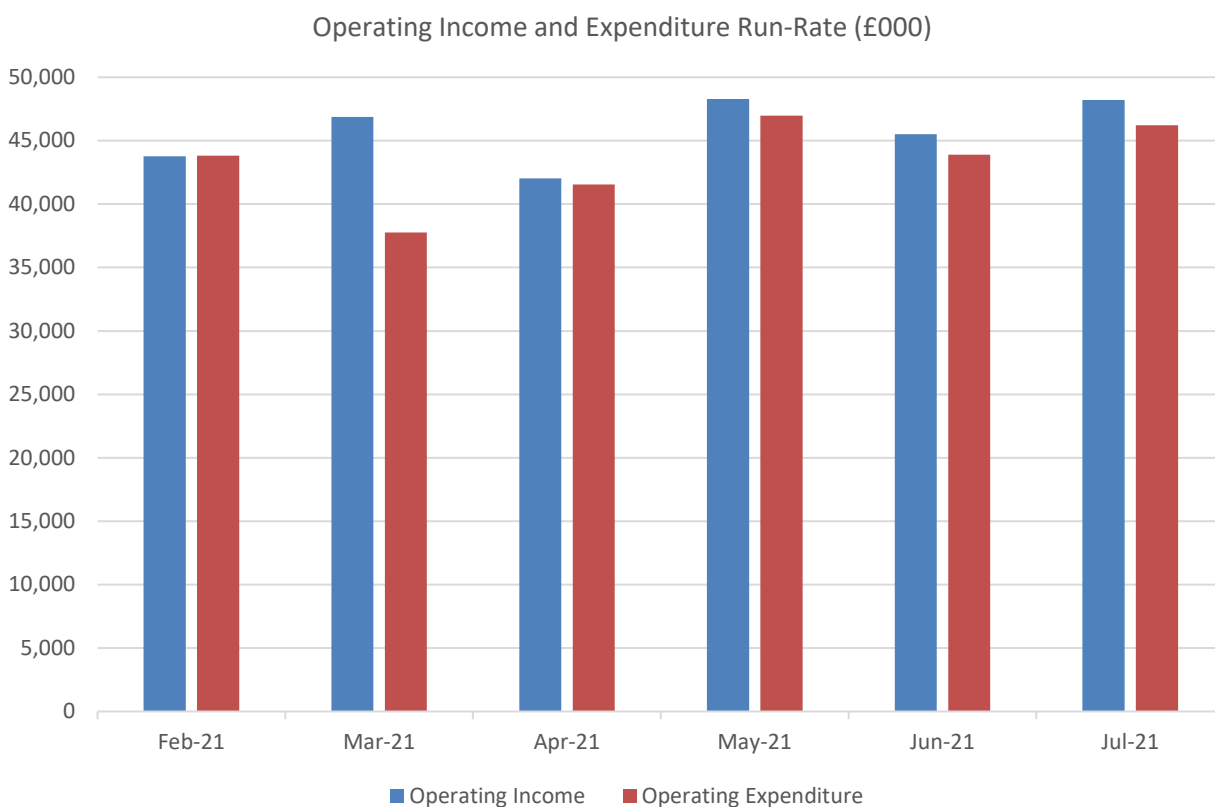
- **RECEIVE** and **DISCUSS** the report
- **NOTE** the assurance provided and **CONSIDER** if further sources of assurance are required.

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

	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21
	£000	£000	£000	£000	£000	£000
OPERATING INCOME						
<u>Block Income</u>						
CCGs	33,167	30,893	31,505	35,088	33,296	33,007
CCGs COVID Funding	808	808	717	717	717	717
NHSE	867	3,367	939	939	939	939
Sub total	34,841	35,068	33,161	36,743	34,952	34,663
<u>Cost and Volume Income</u>						
Overseas Income	0	26	0	0	0	0
OATS / Spot Income	102	151	112	112	112	112
Sub total	102	177	112	112	112	112
<u>SLA Income</u>						
NCEL CAMHS Service (Lead Provider)	2,360	2,874	2,361	2,361	2,398	2,726
NCEL Forensic Service (BEH)	3,421	4,646	3,438	3,438	3,438	3,438
Services to other Trusts	456	687	340	341	339	329
Sub total	6,237	8,207	6,138	6,139	6,175	6,492
<u>Workforce Allocation</u>						
SIFT/MADEL/NMET R&D etc	684	1,172	749	749	749	1,672
<u>COVID-19</u>						
Vaccination Centre (London)	770	318	430	613	537	461
Vaccination Centre (Luton & Bedfordshire)	0	0	6	0	12	6
Vaccination Lead Employer	0	0	114	252	136	514
Sub total	770	318	550	866	685	981
<u>Other Income</u>						
Primary Care	166	607	280	331	410	364
CAMHS	(36)	21	3	3	3	3
Addiction Services	300	382	300	300	271	290
Community Services (Local Authority)	643	756	681	695	673	689
Other Income	61	174	61	61	61	61
Sub total	1,134	1,940	1,324	1,390	1,418	1,406
<u>Deferred Income</u>						
Deferred Income Released	0	0	0	2,285	1,408	2,874
Sub total	0	0	0	2,285	1,408	2,874
EBITDA Income	43,768	46,881	42,034	48,285	45,499	48,200

OPERATING EXPENDITURE	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21
	£000	£000	£000	£000	£000	£000
Mental Health Services						
Tower Hamlets	(3,442)	(3,302)	(3,321)	(3,555)	(3,312)	(3,302)
Newham	(2,837)	(3,268)	(2,830)	(2,984)	(2,795)	(2,800)
City & Hackney	(3,100)	(3,981)	(3,087)	(3,226)	(3,293)	(3,064)
Forensic Services	(2,792)	(2,341)	(2,895)	(3,050)	(3,069)	(2,863)
Specialist Services	(2,485)	(4,034)	(3,824)	(4,580)	(4,419)	(4,755)
Luton	(2,146)	(2,314)	(2,160)	(2,106)	(2,088)	(2,070)
Bedfordshire	(3,651)	(5,162)	(3,759)	(3,872)	(4,007)	(3,919)
Less COVID-19 Costs	731	914	625	538	370	478
Sub total	(19,722)	(23,487)	(21,250)	(22,836)	(22,614)	(22,295)
Community Health & Primary Care						
Newham CHS	(2,183)	(2,355)	(2,200)	(2,147)	(2,266)	(2,131)
Specialist CHS	(475)	(657)	(549)	(599)	(623)	(579)
Tower Hamlets CHS	(1,264)	(1,231)	(1,251)	(1,291)	(1,244)	(1,174)
Bedfordshire CHS	(3,731)	(3,440)	(3,585)	(3,750)	(3,578)	(3,096)
Primary Care	(888)	(836)	(741)	(711)	(720)	(725)
Less COVID-19 Costs	683	239	558	229	141	223
Sub total	(7,857)	(8,280)	(7,767)	(8,269)	(8,289)	(7,482)
Commissioning						
NCEL Provider Collaborative	(5,161)	(2,789)	(2,360)	(3,102)	(2,697)	(3,024)
Sub total	(5,161)	(2,789)	(2,360)	(3,102)	(2,697)	(3,024)
Central Support Services						
Board / Members' Council	(221)	(411)	(225)	(228)	(227)	(311)
Director of Operations	(193)	(270)	(192)	(188)	(184)	(167)
Corporate Affairs	(14)	(61)	(84)	(64)	(45)	(58)
ICT	(683)	(486)	(636)	(750)	(634)	(719)
Business Develop Unit	(97)	(88)	(77)	(143)	(53)	(81)
Social Inclusion	(88)	(119)	(107)	(84)	(100)	(57)
Finance	(399)	(436)	(434)	(441)	(468)	(439)
Human Resources	(582)	(772)	(563)	(638)	(713)	(498)
Central Medical/Pharmacy	(235)	(653)	(696)	(589)	(669)	(540)
NMET	(202)	(436)	(153)	(161)	(170)	(477)
Central Nursing/MHA admin	(622)	(645)	(475)	(611)	(381)	(442)
Chief Quality Officer	(369)	(292)	(400)	(206)	(413)	(297)
Director of Integrated Care	(92)	(216)	(87)	(96)	(47)	(895)
R&D	(107)	(201)	(102)	(92)	(67)	(59)
AMPS	(0)	(1)	(0)	(0)	(0)	(0)
Estates & Facilities	(3,292)	(2,774)	(3,243)	(3,335)	(3,148)	(3,111)
Central NHS SLAs	0	54	(0)	0	0	0
Less COVID-19 Costs	28	146	2	(0)	1	0
Sub total	(7,168)	(7,661)	(7,471)	(7,628)	(7,319)	(8,152)
Community Transformation	(304)	(1,144)	(225)	(601)	(433)	(225)
Sub total	(304)	(1,144)	(225)	(601)	(433)	(225)
COVID-19						
Central COVID-19 Costs	(470)	(903)	(576)	(281)	(149)	(119)
Clinical Directorate COVID-19 Costs	(1,415)	(1,153)	(1,183)	(767)	(511)	(701)
Vaccination Centres	(774)	(314)	(436)	(613)	(549)	(467)

NEL Vaccination Lead Employer	0	0	(114)	(252)	(136)	(514)
Sub total	(2,659)	(2,370)	(2,309)	(1,914)	(1,345)	(1,801)
Reserves						
Development Reserve	878	(27)	0	(2,676)	(846)	(2,234)
Financial Viability	74	82	0	0	0	0
Pay/non pay reserve	(1,907)	7,905	(170)	46	(343)	(1,007)
Sub total	(954)	7,959	(170)	(2,629)	(1,189)	(3,241)
EBITDA Spend	(43,824)	(37,773)	(41,553)	(46,979)	(43,885)	(46,219)



Appendix 2: Cost Centre Hot Spots

This table lists all cost centres with YTD overspend greater than £70k, ranked by size of overspend.

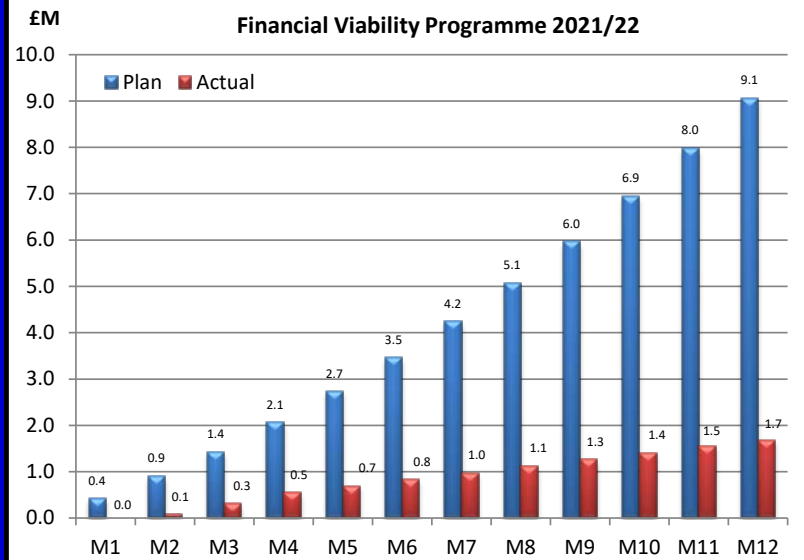
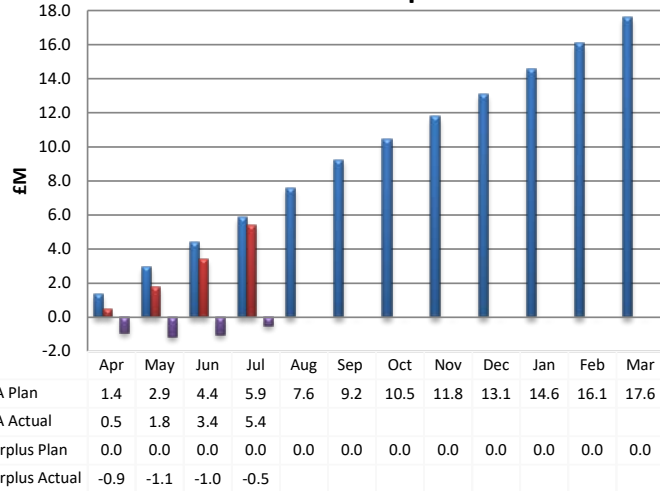
Rank	Cost Centre Code	Directorate	Cost Centre Description	YTD Budget (£000)	YTD Actual (£000)	YTD Variance (£000)	YTD % Overspend
1	E73491	Bedford Directorate	B-Medical Staffing	1,909	2,711	(802)	42.03%
2	E74213	NCEL PROVIDER COLLABORATIVE	NCEL COLLAB CONTRA	1,083	1,803	(720)	66.44%
3	E73647	Luton Directorate	L-Luton Medical Staffing	1,424	1,776	(352)	24.75%
4	E72099	CORPORATE	Digital Data and Comms	361	671	(310)	85.84%
5	E72067	CORPORATE	MH: Human Resources	210	513	(303)	144.52%
6	E73435	Bedford Directorate	B-TABI	178	465	(287)	161.17%
7	E73019	ESTATES & FACILITIES	EF East Ham Care Centre	1,633	1,909	(276)	16.91%
8	E74001	PRIMARY CARE	PC - Leighton Road Surgery	55	309	(254)	458.98%
9	E73946	BEDFORDSHIRE CHS	CHB - Home Team - South	936	1,164	(228)	24.37%
10	E72060	CORPORATE	Director of Operations	226	450	(224)	99.15%
11	E71684	SPECIALIST SERVICES	C&H Community CAMHS	227	426	(199)	87.85%
12	E71049	CITY & HACKNEY	MBU	524	710	(186)	35.40%
13	E73473	Bedford Directorate	B-Lds Medical Staffing	2	157	(155)	9007.82%
14	E71330	NEWHAM	NH AMH Medical Recovery Team South	400	554	(154)	38.59%
15	E72262	CORPORATE	CMH Transformation Prg - N	670	821	(152)	22.66%
16	E73407	SPECIALIST SERVICES	Bedford EB3	266	417	(152)	57.07%
17	E72260	CORPORATE	CMH Transformation Prg - CH	340	488	(148)	43.64%
18	E72800	NEWHAM CHS	C-CHN Management	74	212	(138)	187.03%
19	E71658	SPECIALIST SERVICES	EL Coborn Acute Service	964	1,102	(137)	14.26%
20	E71342	NEWHAM	NH AMH Medical Acute Treatment Teams	419	555	(136)	32.57%
21	E72069	CORPORATE	Legal + Consumer Affairs	688	822	(134)	19.50%
22	E74002	PRIMARY CARE	PC - Cauldwell Med Centre	78	208	(130)	168.03%
23	E71273	NEWHAM	NH AMH Ivory Ward	375	494	(119)	31.85%
24	E71912	FORENSIC SERVICES	Clerkenwell Ward	380	486	(106)	27.98%
25	E72908	NEWHAM CHS	C-NW EPC Team	538	642	(104)	19.29%
26	E73555	Bedford Directorate	BL-Psychology Management	32	131	(99)	310.53%
27	E73907	BEDFORDSHIRE CHS	CHB - Wheelchairs Service	359	458	(99)	27.67%
28	E73500	Bedford Directorate	B-111 Service	0	98	(98)	
29	E73437	Bedford Directorate	B-Day Resource Centre	1	93	(93)	14562.59%
30	E73470	Bedford Directorate	B-Fountains Contin. Care	623	715	(92)	14.76%
31	E71477	TOWER HAMLETS	TH MHCOP Columbia Ward	404	496	(92)	22.72%
32	E72910	NEWHAM CHS	C-Falls Fast Response Service	0	91	(91)	
33	E72240	CORPORATE	Effectiveness of group Arts Therapy	0	89	(89)	
34	E71312	NEWHAM	NH AMH Private Placements	250	337	(87)	34.90%
35	E72141	CORPORATE	R and D Team Prof. Priebe	90	177	(87)	96.44%
36	E71407	TOWER HAMLETS	TH AMH CRISIS LINE	346	430	(84)	24.27%
37	E73013	ESTATES & FACILITIES	EF Shrewsbury Centre	8	91	(84)	1086.97%
38	E71478	TOWER HAMLETS	TH MHCOP Leadenhall Ward	382	466	(84)	21.88%
39	E73434	Bedford Directorate	B-Recovery Team	593	676	(83)	13.93%
40	E72310	ESTATES & FACILITIES	EF CH and Newham Comm Facil	526	608	(82)	15.68%
41	E72096	CORPORATE	Digital Recharges	0	77	(77)	
42	E72109	CORPORATE	Director Of Nursing	557	629	(73)	13.05%
43	E73405	Bedford Directorate	B-Eating Disorders	68	141	(72)	105.37%
44	E73904	BEDFORDSHIRE CHS	CHB - Management Team	267	337	(70)	26.06%

Financial Overview to Period Ending 31st July 2021

EBITDA AND NET SURPLUS (TEMPORARY ARRANGEMENTS)

Reported	To 30/07/21		Projection		Plan	
	£m	%	£m	%	£m	%
EBITDA	5.3	2.9	17.6	3.3	17.6	3.3
SURPLUS	-0.5	-0.3	0.0	0.0	0.0	0.0

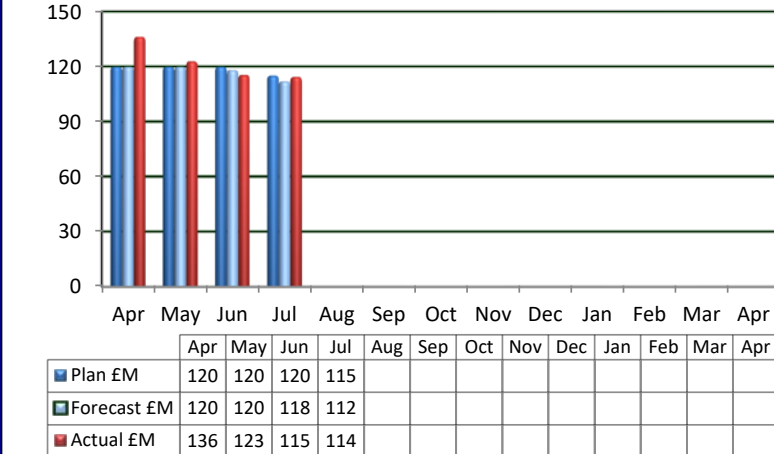
EBITDA and Net Surplus



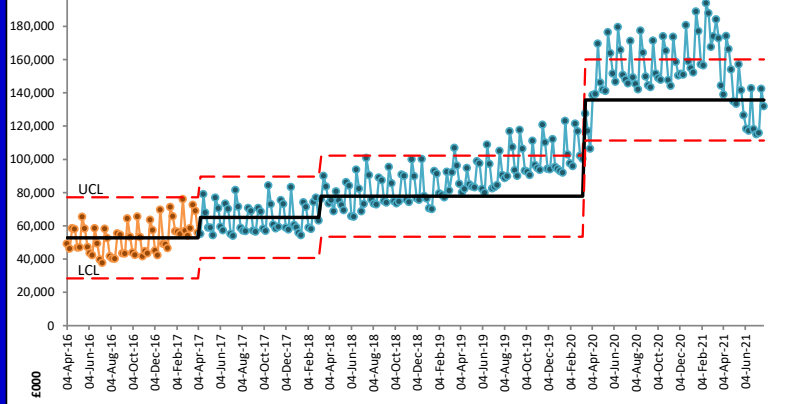
WORKING CAPITAL

	£m	Risk
Cash : at Bank	114.4	●
: Short term deposits	0.0	●
Short term : Assets	165.5	●
: Liabilities	110.5	●

Cash Flow



Cash Flow | Chart Apr-16 to Jul-21



	M02	M03	M04
DEBTOR DAYS	6	15	11
CREDITOR DAYS	25	23	16

RISKS AND RISK RATINGS

	£m
INCOME	
Total EBITDA Income	534.1
CCG	400.2
NHSE	39.6
Other	74.6
Deferred Income	19.7
INCOME RISK	LOW

EXPENDITURE

Financial Viability Prog.	HIGH
Expenditure Risk	HIGH

METRICS RISK RATING

NHSI RISK RATING (SUSPENDED)	
Capital Service Cover	1
Liquidity	1
I&E Margin rating	2
Distance from plan	1
Agency Rating	4
OVERALL RISK RATING	3