

**REPORT TO THE TRUST BOARD: PUBLIC  
24 MARCH 2022**

<b>Title</b>	Finance Report Month 10
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**Purpose of the report**

This paper highlights financial performance to 31st January 2022.

**Committees/meetings where this item has been considered**

Date	Committee/Meeting
23/02/22	Service Delivery Board

**Key messages**

Summary of Performance

- Operating surplus (EBITDA) to end of January 2022 of £15,243k compared to budget operating surplus of £14,675k.
- Net surplus of £578k (0.1%) compared to planned net surplus of zero (0.0%).
- Year to date net surplus favourable against plan by £578k.
- 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 31st January 2022 of £156.3m.

**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	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.

## **1 Background/Introduction**

- 1.1 This paper highlights financial performance for the financial year ended 31st January 2022.

## **2 Executive Summary**

- Operating surplus (EBITDA) to end of January 2022 of £15,243k compared to budget operating surplus of £14,675k.
- Net surplus of £578k (0.1%) compared to planned net surplus of zero (0.0%).
- Year to date net surplus favourable against plan by £578k.
- 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 31st January 2022 of £156.3m.

## **3 Financial Framework**

- 3.1 System wide plans for the first six months of the financial year (“H1”) were submitted on 7<sup>th</sup> May. The Trust submitted a H1 financial and workforce plan to NHS Improvement (NHSI) on 26<sup>th</sup> May.
- 3.2 The Trust is assuming a breakeven financial plan (i.e. net surplus of zero).
- 3.3 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 31st January 2022

- 4.1 The financial performance is summarised in the table below:

	YTD Jan-22			Annual Budget £000	YTD Dec-21 Variance £000	Change +/- £000
	Budget £000	Actual £000	Variance £000			
Operating Income	470,350	470,324	(26)	566,833	98	(124)
Operating Spend	(456,455)	(455,861)	594	(550,154)	544	49
<b>Operating Surplus (EBITDA)</b>	<b>13,895</b>	<b>14,463</b>	<b>568</b>	<b>16,680</b>	<b>643</b>	<b>(75)</b>
Interest Receivable	0	10	10	0	0	10
Interest Payable	(1,643)	(1,643)	0	(1,972)	0	0
Depreciation	(8,786)	(8,786)	0	(10,544)	0	0
Public Dividend Capital	(4,245)	(4,245)	0	(5,094)	0	0
<b>Net Surplus / (Deficit)</b>	<b>(780)</b>	<b>(201)</b>	<b>578</b>	<b>(930)</b>	<b>643</b>	<b>(64)</b>

- 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 10 was £6,950k of which £5,249k has been achieved.

- 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 January 2022

- 5.1 Operating income at Month 10 is reported as behind plan by £26k (Month 9, ahead of plan by £98k).
- 5.2 Month 10 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 £102k (Month 9, £213k), offsetting some of the expenditure overspend in this Directorate.

5.5 There is a reduction in reported income against the plan for Greenhouse Practice, as shown in the variance against CCG income. This is being investigated and may result from COVID-19 block income calculations.

5.6 Table 1: Summary of Operating Income to 31st January 2022

	YTD Jan-22			Annual Budget £000	YTD Dec-21 Variance £000	Change +/- £000
	Budget £000	Actual £000	Variance £000			
<b><u>Block Income</u></b>						
CCGs	338,981	338,804	(177)	410,472	(169)	(8)
NHSE	11,863	11,863	0	14,063	0	0
<b>Sub total</b>	<b>350,844</b>	<b>350,667</b>	<b>(177)</b>	<b>424,535</b>	<b>(169)</b>	<b>(8)</b>
<b><u>Cost and Volume Income</u></b>						
Overseas Income	0	23	23	0	18	4
OATS / Spot Income	1,120	1,183	63	1,344	62	1
<b>Sub total</b>	<b>1,120</b>	<b>1,206</b>	<b>86</b>	<b>1,344</b>	<b>80</b>	<b>6</b>
<b><u>SLA Income</u></b>						
NCEL CAMHS Service (Lead Provider)	23,623	23,623	0	28,372	0	0
NCEL Forensic Service (BEH)	36,667	36,667	0	43,977	0	0
Services to other Trusts	6,720	6,742	22	8,064	25	(3)
<b>Sub total</b>	<b>67,010</b>	<b>67,032</b>	<b>22</b>	<b>80,412</b>	<b>25</b>	<b>(3)</b>
<b><u>Workforce Allocation</u></b>						
SIFT/MADEL/NMET R&D etc	10,357	10,390	33	13,289	30	3
<b><u>COVID-19</u></b>						
Vaccination Centre (London)	5,059	5,059	0	5,059	0	0
Vaccination Centre (Luton & Bedfordshire)	66	66	0	66	0	0
Vaccination Lead Employer	4,721	4,721	0	4,721	0	0
<b>Sub total</b>	<b>9,846</b>	<b>9,846</b>	<b>0</b>	<b>9,846</b>	<b>0</b>	<b>0</b>
<b><u>Other Income</u></b>						
Primary Care	3,064	3,166	102	3,677	213	(111)
CAMHS	32	34	2	38	(4)	7
Addiction Services	2,901	2,901	0	3,481	0	0
Community Services (Local Authority)	6,882	6,788	(94)	8,258	(76)	(17)
Other Income	605	605	0	726	0	0
<b>Sub total</b>	<b>13,484</b>	<b>13,494</b>	<b>11</b>	<b>16,180</b>	<b>132</b>	<b>(121)</b>
<b><u>Deferred Income</u></b>						
Deferred Income Released	17,689	17,689	0	21,227	0	0
<b>Sub total</b>	<b>17,689</b>	<b>17,689</b>	<b>0</b>	<b>21,227</b>	<b>0</b>	<b>0</b>
<b>EBITDA Income</b>	<b>470,350</b>	<b>470,324</b>	<b>(26)</b>	<b>566,833</b>	<b>98</b>	<b>(124)</b>

## 5.7 Operating Expenditure

The Trust is reporting a favourable variance of £594k (Month 9, £544k) against operating expenditure at 31st January 2022.

## 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. 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 £1,411k at Month 10 (Month 9, £921k).

The national expectation has been that these costs should decrease over H2, however the Trust is currently seeing an increase in expenditure, which is likely to be due to increased cost resulting from illness and self-isolation rules put in place to combat the Omicron variant.

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 Expenditure and Variance by Directorate

	YTD Budget £000	YTD Actual £000	YTD Variance £000
<b><u>Mental Health Services</u></b>			
Tower Hamlets	0	(305)	(305)
Newham	0	(222)	(222)
City & Hackney	(0)	(353)	(353)
Forensic Services	0	(423)	(423)
Specialist Services	0	(16)	(16)
Luton	(24)	(881)	(857)
Bedfordshire	0	(527)	(527)
<b>Sub total</b>	<b>(24)</b>	<b>(2,727)</b>	<b>(2,703)</b>
<b><u>Community Health &amp; Primary Care</u></b>			
Newham CHS	(1)	(71)	(70)
Specialist CHS	0	(5)	(5)
Tower Hamlets CHS	0	(10)	(10)
Bedfordshire CHS	(1,657)	(3,010)	(1,353)
Primary Care	0	0	0
<b>Sub total</b>	<b>(1,657)</b>	<b>(3,096)</b>	<b>(1,438)</b>
<b>Central COVID Budgets</b>	(4,300)	(1,570)	2,730
<b>Sub total</b>	<b>(4,300)</b>	<b>(1,570)</b>	<b>2,730</b>
<b>TOTAL (excluding vaccination centres and lead employer)</b>	<b>(5,982)</b>	<b>(7,393)</b>	<b>(1,411)</b>

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

	Aug-21 £000	Sep-21 £000	Oct-21 £000	Nov-21 £000	Dec-21 £000	Jan-22 £000
<b>COVID-19 Block Income</b>						
CCGs COVID Funding	717	717	0	0	0	0
BLMK Hospital Discharge Fund	0	0	938	134	134	480
<b>COVID-19 Other Income</b>						
Vaccination Centre (London)	628	620	392	478	397	503
Vaccination Centre (Luton & Bedfordshire)	11	7	6	7	6	5
Vaccination Lead Employer	657	390	561	456	828	813
<b>TOTAL COVID Income</b>	<b>2,012</b>	<b>1,734</b>	<b>1,897</b>	<b>1,074</b>	<b>1,365</b>	<b>1,801</b>
<b>COVID-19 Expenditure</b>						
Central COVID-19 Costs	(82)	15	(87)	(83)	(106)	(112)
Clinical Directorate COVID-19 Costs	(365)	(99)	(443)	(323)	(571)	(859)
Vaccination Centres	(640)	(627)	(398)	(484)	(403)	(508)
NEL Vaccination Lead Employer	(657)	(390)	(561)	(456)	(828)	(813)
<b>TOTAL COVID Expenditure</b>	<b>(1,745)</b>	<b>(1,102)</b>	<b>(1,489)</b>	<b>(1,346)</b>	<b>(1,907)</b>	<b>(2,291)</b>
<b>NET COVID INCOME LESS EXPENDITURE</b>	<b>268</b>	<b>632</b>	<b>408</b>	<b>(272)</b>	<b>(542)</b>	<b>(490)</b>

## 5.11 UK Cloud Storage

£600k has been allowed for to Month 10 under non-recurrent commitments for the anticipated cost arising from difficulties involving the Trust's cloud services provider, and the need to migrate to a new provider.

## 5.12 Investment Slippage

The Trust is accumulating significant slippage against some planned 2021/22 investments, both in London and Luton & Bedfordshire which is apparent in the large favourable variances in some clinical Directorates.

The Trust is unable to defer CCG funds into future financial years, and has agreed to return £15,000k to North East London CCG in recognition of forecast slippage. The CCG is making arrangements with local authorities to hold these funds under a Section 256 agreement. The use of these funds will be determined by the CCG and local authorities and will not be directly available to Trust services in 2022/23. This is accounted for in month 10 via reserves accruals, and will be recovered by the CCG in months 11 and 12.

The Trust has also accounted for additional planned non-recurrent expenditure as below.

Plan	YTD £000	Forecast £000
Additional non-recurrent schemes – NEL	2,750	2,750
Additional non-recurrent schemes - BLMK	1,000	1,000
UK Cloud Transition	600	600
Section 256 arrangements	12,500	15,000

<b>Total</b>	<b>16,850</b>	<b>19,350</b>
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The staff reward scheme resulted in expenditure of £715k in Month 10, and this cost is now included in Directorate positions.

#### 5.13 **Bedfordshire Community Health (CHS)**

The Directorate is overspent by £806k at Month 10 (Month 9, £516k).

The Home Team (South) is particularly reliant on agency nursing and is also reporting increased demand. This budget for this team is contributing £641k to the Directorate overspend.

#### 5.14 **Bedfordshire Adult Mental Health (AMH)**

The Directorate is reporting an overspend of £436k at Month 10 (Month 9, £265k).

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.

#### 5.15 **Corporate Services**

There are continuing overspends against some Corporate budgets.

Overspend against Human Resources budgets is £1,693k (Month 9, £1,589k). 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 10 position.

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

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

5.17 Table 2b: Summary of Expenditure to 31st January 2022

	YTD Jan-22			Annual Budget £000	YTD Dec-21 Variance £000	Change +/- £000
	Budget £000	Actual £000	Variance £000			
<b><u>Mental Health Services</u></b>						
Tower Hamlets	(37,399)	(34,931)	2,467	(45,028)	2,307	161
Newham	(29,710)	(30,053)	(343)	(35,792)	(74)	(269)
City & Hackney	(34,094)	(32,607)	1,488	(40,952)	1,259	229
Forensic Services	(32,146)	(30,443)	1,703	(38,562)	1,287	416
Specialist Services	(49,667)	(45,110)	4,557	(59,891)	3,780	777
Luton	(21,877)	(22,017)	(140)	(26,256)	64	(204)
Bedfordshire	(41,381)	(41,817)	(436)	(49,668)	(265)	(171)
Less COVID-19 Costs	24	2,727	2,703	29	2,397	305
<b>Sub total</b>	<b>(246,251)</b>	<b>(234,253)</b>	<b>11,998</b>	<b>(296,120)</b>	<b>10,754</b>	<b>1,244</b>
<b><u>Community Health &amp; Primary Care</u></b>						
Newham CHS	(21,977)	(22,633)	(656)	(26,372)	(632)	(24)
Specialist CHS	(6,027)	(5,716)	311	(7,230)	265	46
Tower Hamlets CHS	(12,362)	(12,622)	(260)	(14,836)	(246)	(14)
Bedfordshire CHS	(35,754)	(36,561)	(806)	(42,929)	(516)	(290)
Primary Care	(6,235)	(7,247)	(1,012)	(7,480)	(1,065)	53
Less COVID-19 Costs	1,657	3,096	1,438	2,020	1,612	(173)
<b>Sub total</b>	<b>(80,698)</b>	<b>(81,683)</b>	<b>(985)</b>	<b>(96,825)</b>	<b>(583)</b>	<b>(402)</b>
<b><u>Commissioning</u></b>						
NCEL Provider Collaborative	(27,428)	(27,431)	(3)	(32,700)	0	(3)
<b>Sub total</b>	<b>(27,428)</b>	<b>(27,431)</b>	<b>(3)</b>	<b>(32,700)</b>	<b>0</b>	<b>(3)</b>
<b><u>Central Support Services</u></b>						
Board / Members' Council	(2,460)	(2,443)	17	(2,951)	(18)	35
Director of Operations	(884)	(1,314)	(430)	(1,154)	(432)	2
Corporate Affairs	(653)	(659)	(6)	(783)	1	(7)
ICT	(7,364)	(7,304)	60	(8,763)	218	(158)
Business Develop Unit	(888)	(921)	(33)	(1,066)	(33)	0
Social Inclusion	(915)	(882)	33	(1,098)	30	3
Finance	(4,652)	(4,520)	132	(5,584)	119	13
Human Resources	(4,870)	(6,563)	(1,693)	(5,844)	(1,589)	(104)
Central Medical/Pharmacy	(6,774)	(6,876)	(103)	(8,134)	(88)	(15)
NMET	(2,889)	(2,133)	755	(3,433)	328	428
Central Nursing/MHA admin	(5,346)	(4,817)	528	(6,619)	54	475
Chief Quality Officer	(4,397)	(4,235)	162	(5,169)	294	(132)
Director of Integrated Care	(6,666)	(5,839)	827	(7,996)	578	249
R&D	(711)	(630)	81	(853)	117	(36)
AMPS	0	1	1	0	1	
Estates & Facilities	(32,193)	(32,783)	(590)	(38,631)	(425)	(164)
Central NHS SLAs	0	0	0	0	0	0
Less COVID-19 Costs	1	7	7	1	7	(0)
<b>Sub total</b>	<b>(81,660)</b>	<b>(81,911)</b>	<b>(251)</b>	<b>(98,076)</b>	<b>(838)</b>	<b>588</b>



	YTD Jan-22			Annual Budget £000	YTD Dec-21 Variance £000	Change +/- £000
	Budget £000	Actual £000	Variance £000			
Central COVID-19 Costs	(4,302)	(1,578)	2,723	(4,301)	2,833	(110)
Clinical Directorate COVID-19 Costs	(1,682)	(5,822)	(4,141)	(2,049)	(4,009)	(132)
Vaccination Centres	(5,125)	(5,126)	(1)	(5,125)	0	(1)
NEL Vaccination Lead Employer	(4,721)	(4,721)	(0)	(4,721)	0	(0)
<b>Sub total</b>	<b>(15,829)</b>	<b>(17,248)</b>	<b>(1,418)</b>	<b>(16,196)</b>	<b>(1,176)</b>	<b>(243)</b>
<b>Reserves</b>						
Development Reserve	(3,101)	(417)	2,685	(3,668)	711	1,974
Financial Viability	1,700	0	(1,700)	2,766	(1,734)	34
Pay/non pay reserve	(3,188)	3,930	7,117	(9,334)	3,460	3,657
<b>Sub total</b>	<b>(4,589)</b>	<b>3,513</b>	<b>8,102</b>	<b>(10,237)</b>	<b>2,437</b>	<b>5,665</b>
<b>Other</b>						
Other non-recurrent commitments	0	(16,850)	(16,850)	0	(10,050)	(6,800)
<b>Sub total</b>	<b>0</b>	<b>(16,850)</b>	<b>(16,850)</b>	<b>0</b>	<b>(10,050)</b>	<b>(6,800)</b>
<b>EBITDA Spend</b>	<b>(456,455)</b>	<b>(455,861)</b>	<b>594</b>	<b>(550,154)</b>	<b>544</b>	<b>49</b>

## 5.18 NHSI Agency Ceiling

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

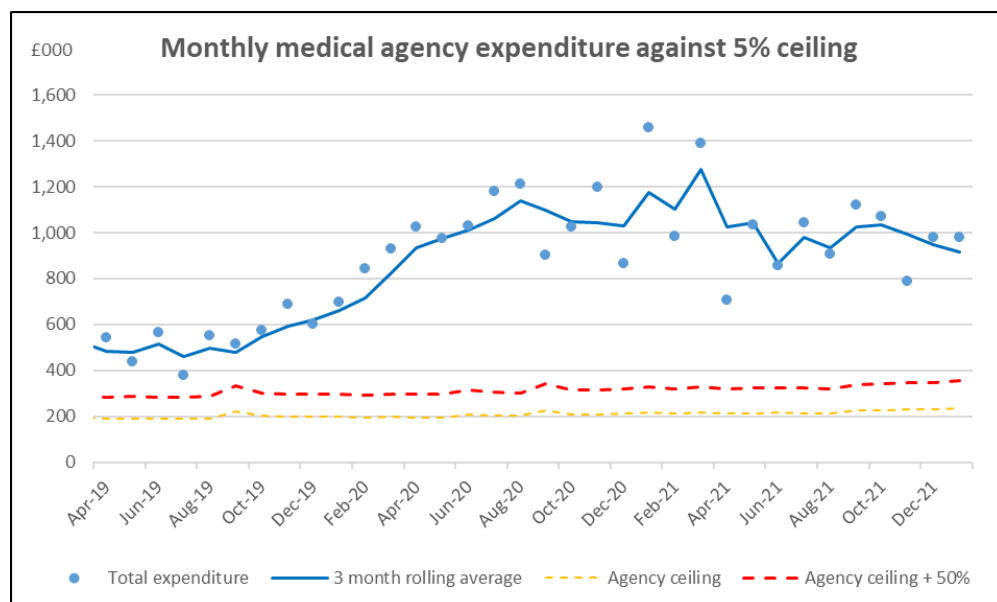
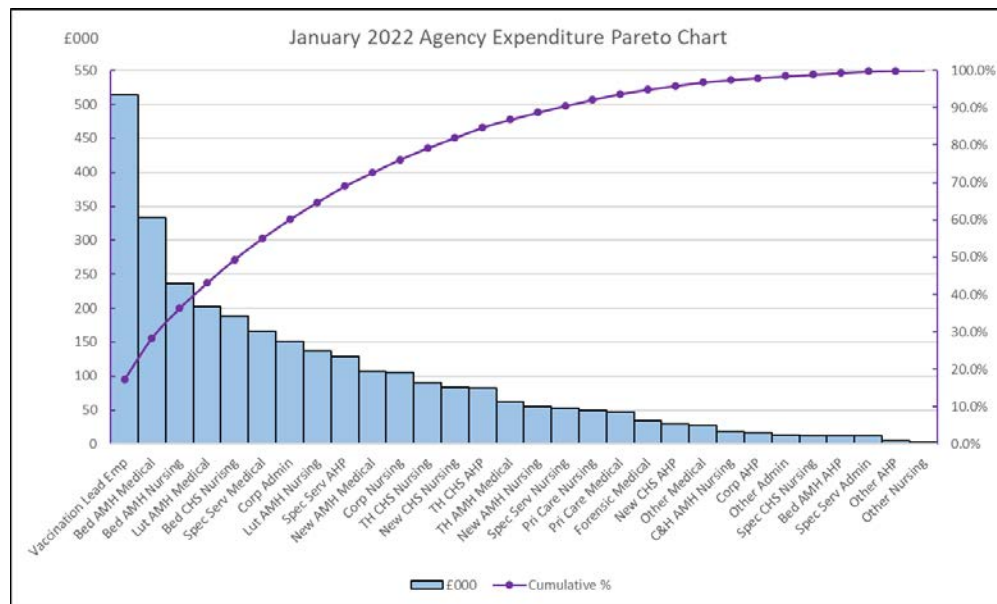
While agency expenditure may be impacted due to COVID-19, if the underlying agency expenditure is not addressed, there is a significant risk that once reinstated, the Trust would breach 50% above the agency ceiling on a cumulative basis.

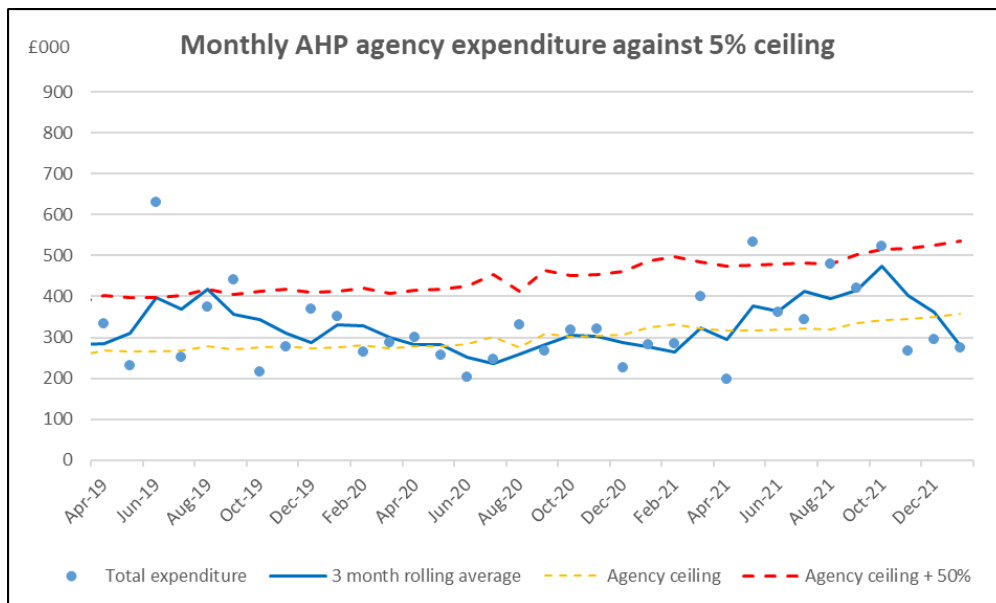
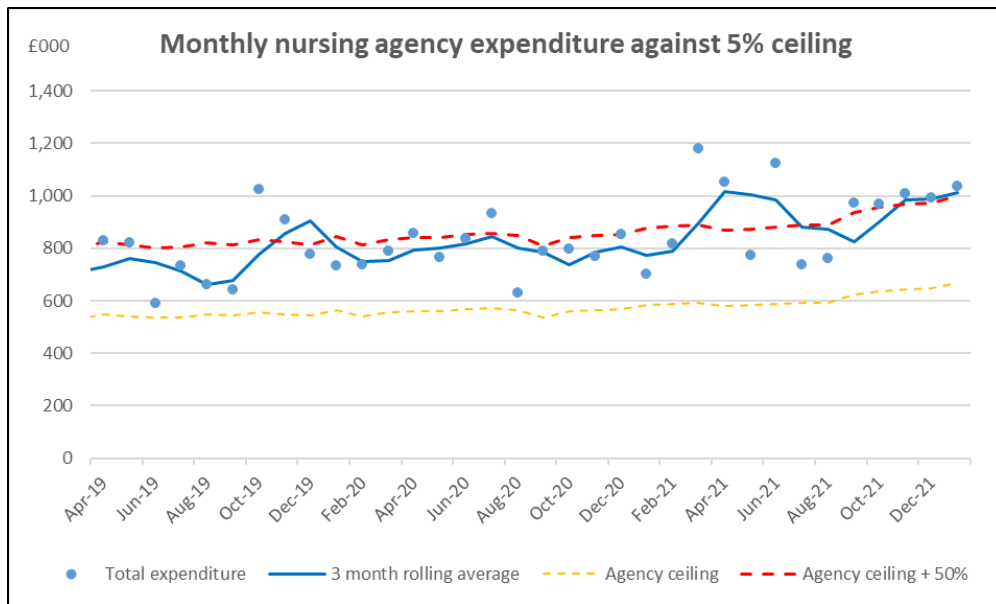
As the Trust begins to expand services funded within the Phase 3 plan and bring forward additional investment in Mental Health services in 2022/23 there is a need to work at pace to meet national activity targets. This has the potential to increase agency expenditure further, and this risk will need 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 January 2022 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. These charts exclude agency expenditure recorded under the Vaccination Lead Employer programme to present the underlying Trust position.





## 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 signs of increasing again, most likely impacted by measures to combat the Omicron variant.
- 6.3 The Trust has significant slippage against some 2021/22 investments, and non-recurrent plans are being progressed in order utilise these funds in year, and to work with CCGs and local authorities to hold funds under section 256 agreements.

## **7 Conclusions**

- 7.1 Reported net surplus at Month 10 is £643k, which is £643k 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 as before the COVID pandemic. 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 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 10.

## **11 Actions Being Requested**

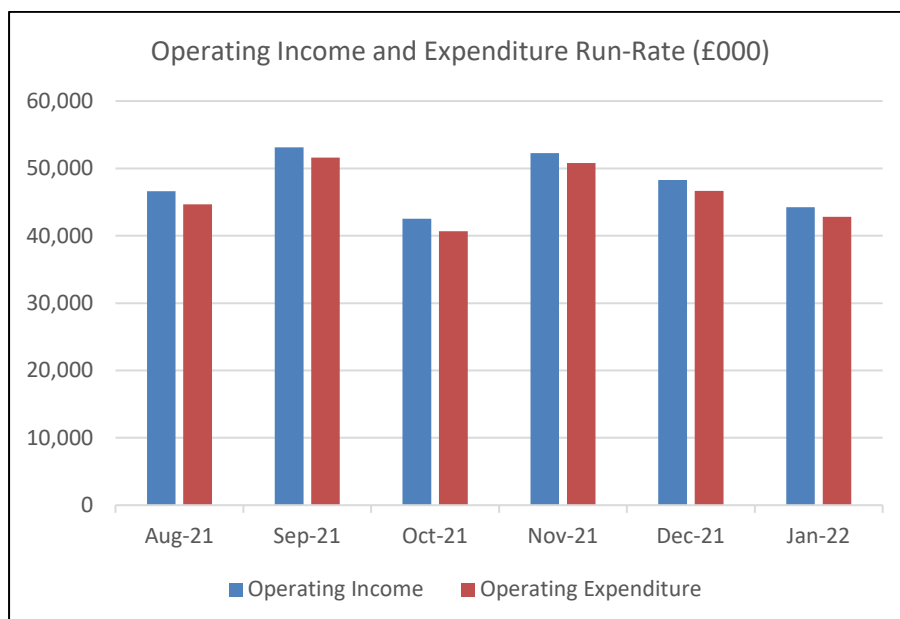
- 11.1 The Trust Board is asked to:
- a. **RECEIVE** and **NOTE** the report
  - b. **NOTE** the assurance provided and **CONSIDER** if further sources of assurance are required

## APPENDIX 1: SIX-MONTH INCOME AND EXPENDITURE RUN-RATE

	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22
	£000	£000	£000	£000	£000	£000
<b>OPERATING INCOME</b>						
<b><u>Block Income</u></b>						
CCGs	33,622	36,010	32,410	34,274	34,874	30,416
CCGs COVID Funding	717	717	0	0	0	0
NHSE	939	939	58	3,453	1,619	1,100
<b>Sub total</b>	<b>35,278</b>	<b>37,666</b>	<b>32,467</b>	<b>37,727</b>	<b>36,493</b>	<b>31,516</b>
<b><u>Cost and Volume Income</u></b>						
Overseas Income	0	0	0	0	18	4
OATS / Spot Income	152	102	123	110	136	113
<b>Sub total</b>	<b>152</b>	<b>102</b>	<b>123</b>	<b>110</b>	<b>154</b>	<b>118</b>
<b><u>SLA Income</u></b>						
NCEL CAMHS Service (Lead Provider)	2,253	4,110	729	2,436	1,876	2,374
NCEL Forensic Service (BEH)	3,438	3,438	3,837	4,893	3,655	4,434
Services to other Trusts	351	2,229	651	654	838	669
<b>Sub total</b>	<b>6,042</b>	<b>9,777</b>	<b>5,218</b>	<b>7,984</b>	<b>6,369</b>	<b>7,478</b>
<b><u>Workforce Allocation</u></b>						
SIFT/MADEL/NMET R&D etc	<b>865</b>	<b>814</b>	<b>684</b>	<b>2,422</b>	<b>888</b>	<b>798</b>
<b><u>COVID-19</u></b>						
Vaccination Centre (London)	628	620	392	478	397	503
Vaccination Centre (Luton & Bedfordshire)	11	7	6	7	6	5
Vaccination Lead Employer	657	390	561	456	828	813
<b>Sub total</b>	<b>1,296</b>	<b>1,018</b>	<b>959</b>	<b>940</b>	<b>1,231</b>	<b>1,321</b>
<b><u>Other Income</u></b>						
Primary Care	320	343	289	296	337	195
CAMHS	3	0	3	3	3	10
Addiction Services	290	290	290	290	290	290
Community Services (Local Authority)	685	648	684	678	684	671
Other Income	61	61	61	61	61	61
<b>Sub total</b>	<b>1,359</b>	<b>1,342</b>	<b>1,327</b>	<b>1,328</b>	<b>1,375</b>	<b>1,227</b>
<b><u>Deferred Income</u></b>						
Deferred Income Released	1,642	2,404	1,769	1,769	1,769	1,769
<b>Sub total</b>	<b>1,642</b>	<b>2,404</b>	<b>1,769</b>	<b>1,769</b>	<b>1,769</b>	<b>1,769</b>
<b>EBITDA Income</b>	<b>46,633</b>	<b>53,123</b>	<b>42,546</b>	<b>52,279</b>	<b>48,278</b>	<b>44,226</b>

	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22
<b>OPERATING EXPENDITURE</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b><u>Mental Health Services</u></b>						
Tower Hamlets	(3,327)	(3,845)	(3,345)	(3,509)	(3,584)	(3,833)
Newham	(2,866)	(3,424)	(3,124)	(3,063)	(2,928)	(3,239)
City & Hackney	(3,426)	(3,604)	(3,114)	(2,999)	(3,207)	(3,586)
Forensic Services	(3,125)	(3,425)	(2,906)	(2,787)	(3,067)	(3,255)
Specialist Services	(4,275)	(6,291)	(4,688)	(3,336)	(4,233)	(4,710)
Luton	(2,141)	(2,446)	(2,414)	(1,925)	(2,217)	(2,450)
Bedfordshire	(3,818)	(5,654)	(4,015)	(4,110)	(4,102)	(4,561)
Less COVID-19 Costs	122	(200)	65	118	298	313
<b>Sub total</b>	<b>(22,855)</b>	<b>(28,888)</b>	<b>(23,541)</b>	<b>(21,613)</b>	<b>(23,040)</b>	<b>(25,321)</b>
<b><u>Community Health &amp; Primary Care</u></b>						
Newham CHS	(2,259)	(2,510)	(2,377)	(2,178)	(2,300)	(2,264)
Specialist CHS	(549)	(665)	(556)	(544)	(481)	(572)
Tower Hamlets CHS	(1,245)	(1,422)	(1,259)	(1,173)	(1,288)	(1,274)
Bedfordshire CHS	(3,457)	(4,026)	(4,094)	(3,039)	(3,665)	(4,272)
Primary Care	(685)	(811)	(760)	(709)	(781)	(604)
Less COVID-19 Costs	243	299	377	205	273	546
<b>Sub total</b>	<b>(7,952)</b>	<b>(9,134)</b>	<b>(8,668)</b>	<b>(7,438)</b>	<b>(8,243)</b>	<b>(8,441)</b>
<b><u>Commissioning</u></b>						
NCEL Provider Collaborative	(2,552)	(4,411)	(1,028)	(2,735)	(2,810)	(2,711)
<b>Sub total</b>	<b>(2,552)</b>	<b>(4,411)</b>	<b>(1,028)</b>	<b>(2,735)</b>	<b>(2,810)</b>	<b>(2,711)</b>
<b><u>Central Support Services</u></b>						
Board / Members' Council	(299)	(255)	(244)	(227)	(215)	(211)
Director of Operations	89	(122)	(120)	(149)	(151)	(130)
Corporate Affairs	(58)	(61)	(65)	(73)	(76)	(74)
ICT	(563)	(775)	(742)	(552)	(709)	(1,224)
Business Develop Unit	(126)	(122)	(33)	(104)	(92)	(90)
Social Inclusion	(84)	(108)	(86)	(78)	(88)	(90)
Finance	(452)	(536)	(402)	(449)	(444)	(456)
Human Resources	(730)	(707)	(699)	(691)	(717)	(607)
Central Medical/Pharmacy	(879)	(776)	(709)	(659)	(653)	(706)
NMET	(168)	(242)	(241)	(436)	(221)	134
Central Nursing/MHA admin	(461)	(598)	(624)	(463)	(595)	(168)
Chief Quality Officer	(320)	(389)	(448)	(377)	(326)	(1,058)
Director of Integrated Care	(86)	(98)	(76)	(100)	(90)	35
R&D	(133)	(91)	14	(3)	12	(109)
AMPS	0	(1)	(0)	(0)	4	(0)
Estates & Facilities	(3,174)	(3,194)	(3,414)	(3,250)	(2,995)	(3,918)
Central NHS SLAs	(0)	(0)	0	0	0	0
Less COVID-19 Costs	0	1	1	0	0	0
<b>Sub total</b>	<b>(7,442)</b>	<b>(8,073)</b>	<b>(7,887)</b>	<b>(7,609)</b>	<b>(7,357)</b>	<b>(8,673)</b>
Community Transformation	(925)	(546)	(437)	(184)	(437)	(619)
<b>Sub total</b>	<b>(925)</b>	<b>(546)</b>	<b>(437)</b>	<b>(184)</b>	<b>(437)</b>	<b>(619)</b>

	Aug-21 £000	Sep-21 £000	Oct-21 £000	Nov-21 £000	Dec-21 £000	Jan-22 £000
<b>COVID-19</b>						
Central COVID-19 Costs	(82)	15	(87)	(83)	(106)	(112)
Clinical Directorate COVID-19 Costs	(365)	(99)	(443)	(323)	(571)	(859)
Vaccination Centres	(639)	(627)	(398)	(484)	(403)	(508)
NEL Vaccination Lead Employer	(657)	(390)	(561)	(456)	(828)	(813)
<b>Sub total</b>	<b>(1,743)</b>	<b>(1,102)</b>	<b>(1,489)</b>	<b>(1,346)</b>	<b>(1,907)</b>	<b>(2,291)</b>
<b>Reserves</b>						
Development Reserve	(932)	1,642	1,578	(4,674)	3,910	3,814
Financial Viability	0	0	0	0	0	0
Pay/non pay reserve	(623)	(1,203)	952	(5,209)	3,276	8,209
<b>Sub total</b>	<b>(1,555)</b>	<b>440</b>	<b>2,530</b>	<b>(9,883)</b>	<b>7,186</b>	<b>12,023</b>
<b>Other</b>						
Other non-recurrent commitments	0	0	0	0	(10,050)	(6,800)
<b>Sub total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(10,050)</b>	<b>(6,800)</b>
<b>EBITDA Spend</b>	<b>(44,646)</b>	<b>(51,601)</b>	<b>(40,678)</b>	<b>(50,808)</b>	<b>(46,659)</b>	<b>(42,833)</b>

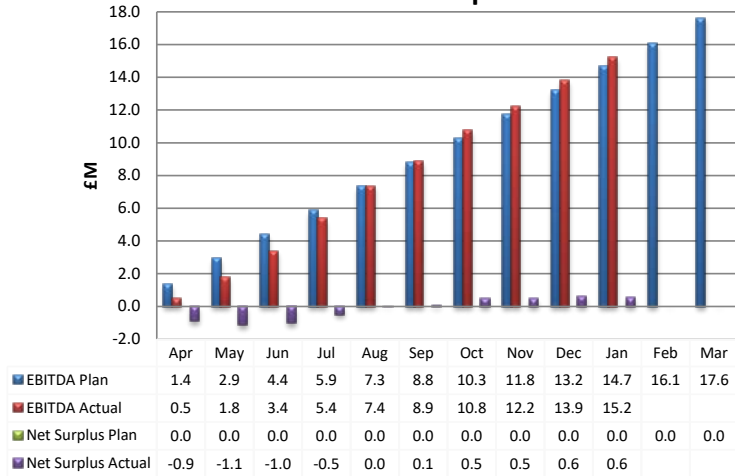


# Financial Overview to Period Ending 31st January 2022

## EBITDA AND NET SURPLUS

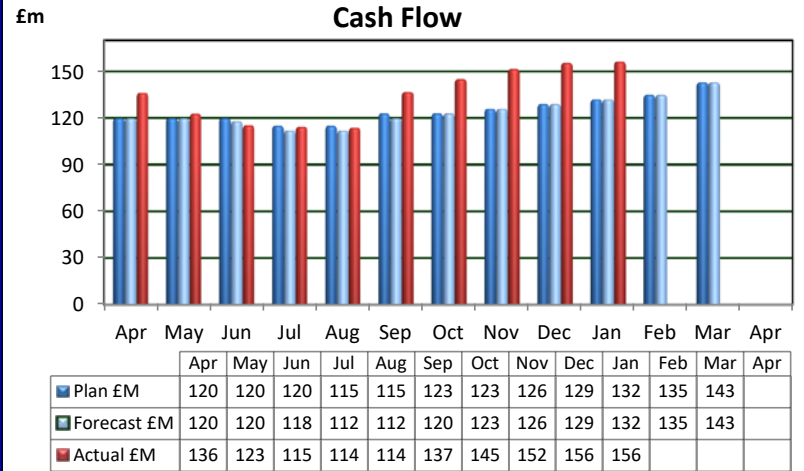
Reported	To 31/01/22		Projection		Plan	
	£m	%	£m	%	£m	%
EBITDA	15.2	3.2	17.6	3.1	17.6	3.3
SURPLUS	0.6	0.1	0.0	0.0	0.0	0.0

### EBITDA and Net Surplus



## WORKING CAPITAL

	£m	Risk
Cash : at Bank	156.3	●
: Short term deposits	0.0	
Short term : Assets	178.4	
: Liabilities	121.1	●

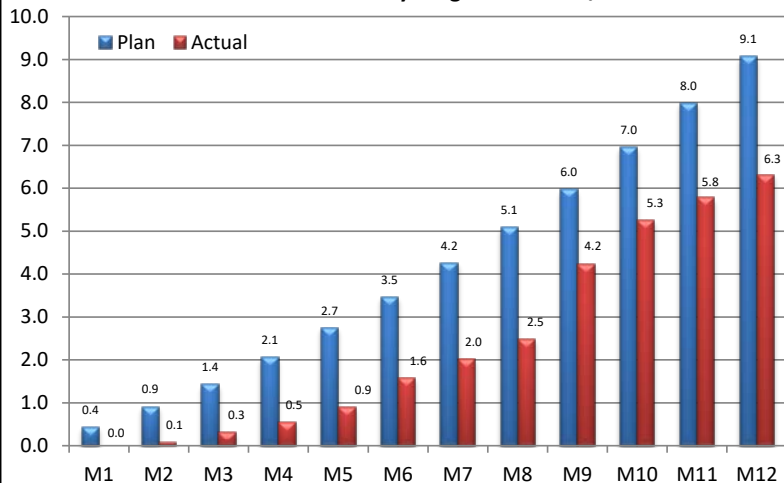


## RISKS AND RISK RATINGS

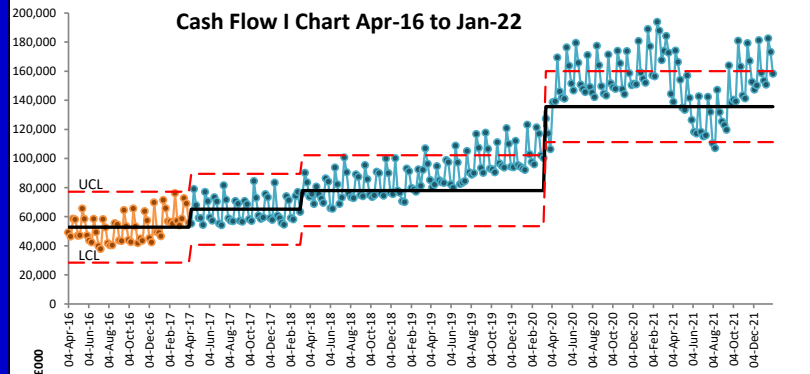
	£m
<b>INCOME</b>	
Total EBITDA Income	567.8
CCG	410.5
NHSE	42.4
Other	93.6
Deferred Income	21.2
<b>INCOME RISK</b>	<b>LOW</b>

<b>EXPENDITURE</b>	
<b>Financial Viability Prog.</b>	<b>HIGH</b>
<b>Expenditure Risk</b>	<b>HIGH</b>

### Financial Viability Programme 2021/22



### Cash Flow | Chart Apr-16 to Jan-22



	Q1	Q2	Q3	M10
DEBTOR DAYS	15	8	8	9
CREDITOR DAYS	23	21	19	24

### SEGMENTATION FRAMEWORK

SEGMENT	1
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