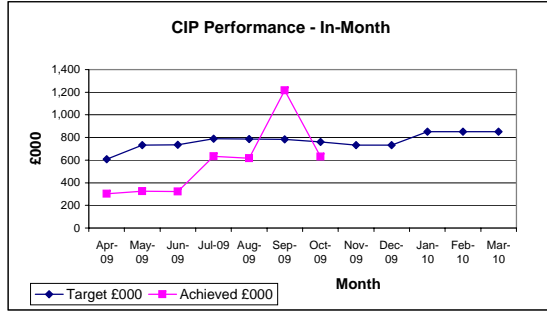


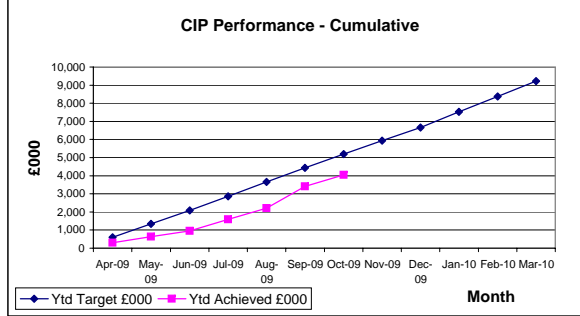
Appendix 1: Finance Charts detailing information included in dashboard

	Monthly Performance	Year To Date Performance	Full Year Forecast Performance - after recovery plans																																																								
Risk rating	N/A	<table border="1"> <thead> <tr> <th>Weighting</th> <th>Metric Description</th> <th>Rating</th> <th>Weighted Value</th> </tr> </thead> <tbody> <tr> <td>10%</td> <td>EBITDA achieved (% of plan)</td> <td>4</td> <td>0.40</td> </tr> <tr> <td>25%</td> <td>EBITDA margin (%)</td> <td>3</td> <td>0.75</td> </tr> <tr> <td>20%</td> <td>Return on Assets (%)</td> <td>2</td> <td>0.40</td> </tr> <tr> <td>20%</td> <td>I&E surplus margin (%)</td> <td>2</td> <td>0.40</td> </tr> <tr> <td>25%</td> <td>Liquid ratio (days)</td> <td>1</td> <td>0.25</td> </tr> <tr> <td colspan="3">Overall rating</td> <td>2.20</td> </tr> </tbody> </table> <p><i>This is shown as RED in the dashboard as it is <= 3</i></p>	Weighting	Metric Description	Rating	Weighted Value	10%	EBITDA achieved (% of plan)	4	0.40	25%	EBITDA margin (%)	3	0.75	20%	Return on Assets (%)	2	0.40	20%	I&E surplus margin (%)	2	0.40	25%	Liquid ratio (days)	1	0.25	Overall rating			2.20	<table border="1"> <thead> <tr> <th>Weighting</th> <th>Metric Description</th> <th>Rating</th> <th>Weighted Value</th> </tr> </thead> <tbody> <tr> <td>10%</td> <td>EBITDA achieved (% of plan)</td> <td>4</td> <td>0.40</td> </tr> <tr> <td>25%</td> <td>EBITDA margin (%)</td> <td>3</td> <td>0.75</td> </tr> <tr> <td>20%</td> <td>Return on Assets (%)</td> <td>3</td> <td>0.60</td> </tr> <tr> <td>20%</td> <td>I&E surplus margin (%)</td> <td>2</td> <td>0.40</td> </tr> <tr> <td>25%</td> <td>Liquid ratio (days)</td> <td>1</td> <td>0.25</td> </tr> <tr> <td colspan="3">Overall rating</td> <td>2.40</td> </tr> </tbody> </table> <p><i>This is shown as RED in the dashboard as it is <= 3</i></p>	Weighting	Metric Description	Rating	Weighted Value	10%	EBITDA achieved (% of plan)	4	0.40	25%	EBITDA margin (%)	3	0.75	20%	Return on Assets (%)	3	0.60	20%	I&E surplus margin (%)	2	0.40	25%	Liquid ratio (days)	1	0.25	Overall rating			2.40
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Overall Income & Expenditure	<p>Overall I&E - In-Month Performance</p> <p>An in-month I&E surplus of £150k against a planned surplus of £419k giving an adverse variance of £269k in the month primarily due to overspends on medical staffing.</p> <p>Within this, income is £2k below plan and expenditure is £380k above plan.</p>	<p>Overall I&E - Cumulative Performance</p> <p>Cumulative I&E performance to October is a deficit of £166k against a planned surplus of £208k, giving an adverse variance of £373k to date.</p> <p>Within this, income is £1.9m above plan (including £1.15m provision release) and expenditure is £3.1m above plan, with underspends against interest payable and depreciation due to changes in IFRS accounting rules</p>	<p>Overall I&E - Cumulative Performance Projection Before Further Recovery Action</p> <p>The plan is a £212k surplus for 2009/10 (before impairments and before removing the impact of IFRS on PFI, both of which do not count for break-even duty purposes). The current forecast is for a deficit of £231k on this basis - which after removing the impact of IFRS on PFI gives a surplus of £615k (as measured for break-even duty statutory requirement) against the NHS London control target of £2.1m.</p>																																																								
Performance against Trust NHS Income Plan - 1 month lag	<p>Performance against Internal Income Plan - In-Month</p> <p>September NHS clinical income was £83k above the Trust's planned level. Late data entry for August totalled £101k. Preliminary uncoded data indicates a likely under-performance in October estimated at £347k.</p>	<p>Performance against Internal Income Plan - Cumulative</p> <p>Cumulative performance against the Trust's internal NHS clinical income plan is an adverse variance of £18k to September.</p>	<p>Internal Income Plan - Cumulative Performance Forecast (Likely Case)</p> <p>Forecast performance against the Trust's income plan for the year is based upon income on-plan for the remainder of the year, with the exception of October's estimated adverse variance of £347k which is already included in the Month 7 financial position.</p>																																																								

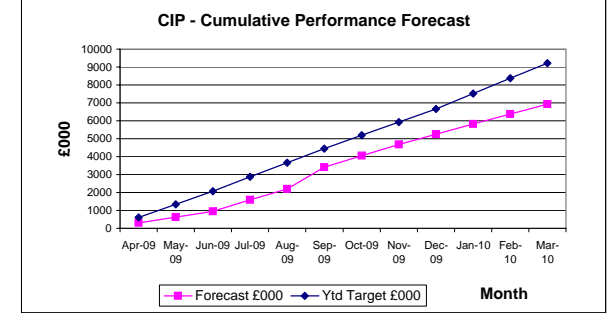
Cost Improvement Plan



Validated achievement in October was £130k worse than planned. However, September's achievement has increased as a result of a change in the way that performance against outpatient income CIPs is validated.



Cumulative validated CIP is £1.1m worse than planned at the end of October.



The current cumulative performance forecast assumes that current underachievement continues unless directors and managers have provided clear evidence that this is not the case.

Cash position against plan

In-Month position for Month 7 (October 2009)

The closing cash balance at the end of October was £1.8m. Significant PCT receipts in October allowed the Trust to pay most overdue creditors.

