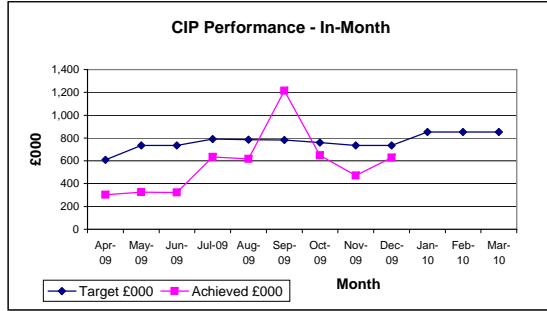


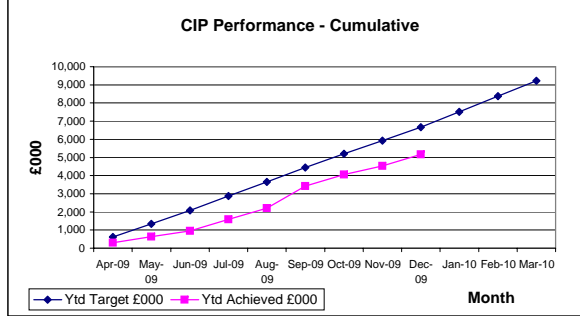
Appendix 1: Finance Charts detailing information included in dashboard

	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>3</td> <td>0.30</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>0.40</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>2.10</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)	3	0.30	25%	EBITDA margin (%)	3	0.75	20%	Return on Assets (%)	3	0.40	20%	I&E surplus margin (%)	2	0.40	25%	Liquid ratio (days)	1	0.25	Overall rating			2.10
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Overall Income & Expenditure	<p>Overall I&E - In-Month Performance</p> <p>An in-month I&E deficit of £858k against a planned deficit of £710 giving an adverse variance of £147k in the month partly due to an agreement to reimburse PCTs £1.25m for the full financial year in settlement of several disputes - which was higher than had been provided for. Within this, income is £277k below plan due to additional unexpected MPET training funding, and expenditure is £489k above plan, partly due to an accrual for new Agenda for Change guidance on payments for staff on preceptorship.</p>	<p>Overall I&E - Cumulative Performance</p> <p>Cumulative I&E performance to December is a deficit of £939k against a planned deficit of £475k, giving an adverse variance of £463k to date. Within this, income is £2.1m above plan (including £1.15m provision release and £425k single-sex funding) and expenditure is £3.4m above plan, with underspends on interest and depreciation due to IFRS changes</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 £731k on this basis - which after removing the impact of IFRS on PFI gives a surplus of £115k (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>November NHS clinical income was £128k below the Trust's planned level. Late data entry for October totalled £91k. Preliminary uncoded data indicates a likely under-performance in December estimated at £370k</p>	<p>Performance against Internal Income Plan - Cumulative</p> <p>Cumulative performance against the Trust's internal NHS clinical income plan is a favourable variance of £378k to November.</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 remaining on-plan for the remainder of the year, with the exception of December's estimated adverse variance of £370k which is already included in the Month 9 financial position. Note: Agreed reimbursement to PCTs is not included in the chart above.</p>																																																								

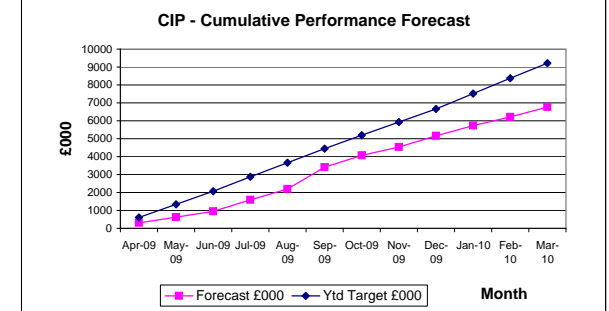
Cost Improvement Plan



Validated achievement in December was £105k worse than planned. Significant variances continue on the project to capture HDU activity on wards, and on the ED nursing CIP project.



Cumulative validated CIP is £1.5m worse than planned at the end of December.



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 9 (December 2009)

The closing cash balance at the end of November was £1.9m with most overdue creditors paid. PCTs have, as part of the agreement entered into to avoid arbitration, agreed to clear a further £3m of outstanding invoices by the end of January. The Trust is now forecasting a year-end cash balance of £2.4m, consistent with the revised External Financing Limit that the Trust is now expecting following discussions with NHS London.

