Appendix 1: Finance Charts detailing information included in dashboard

	Monthly Performance	Year To Date Performance	Full Year Forecast Performance - after recovery plans

Risk rating

Monthly Performance: N/A

Year To Date Performance:

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**

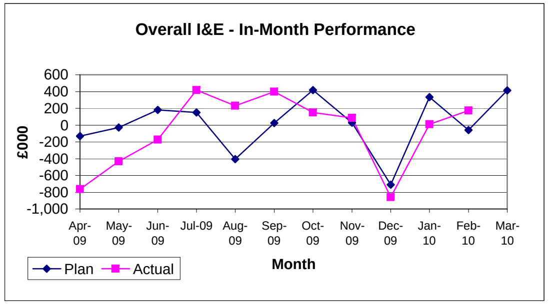
This is shown as RED in the dashboard as it is <= 3

Full Year Forecast Performance - after recovery plans:

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**

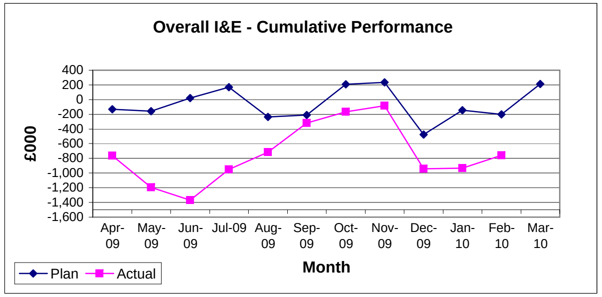
This is shown as RED in the dashboard as it is <= 3

Overall Income & Expenditure



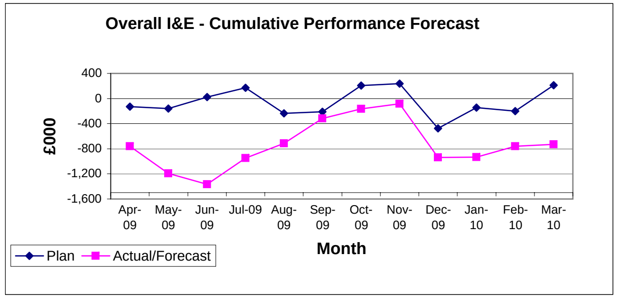
An in-month I&E surplus of £172k against a planned deficit of £59k giving a favourable variance of £231k in the month.

Within this, income is £411k above plan due to continued high activity levels, and expenditure is £283k above plan - an improvement on previous months.



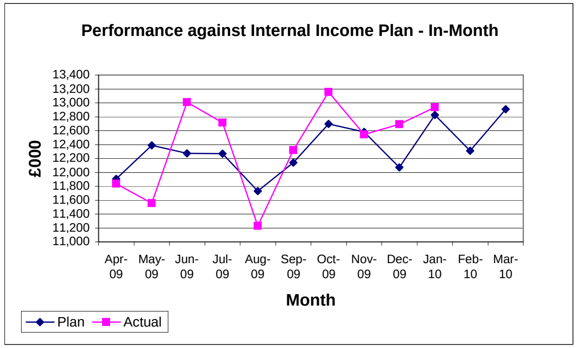
Cumulative I&E performance to February is a deficit of £759k against a planned deficit of £203k, giving an adverse variance of £556k to date.

Within this, income is £3.4m above plan (including £1.15m provision release) and expenditure is £5.1m above plan, with underspends on interest payable and depreciation and overspend on interest payable due to IFRS accounting changes

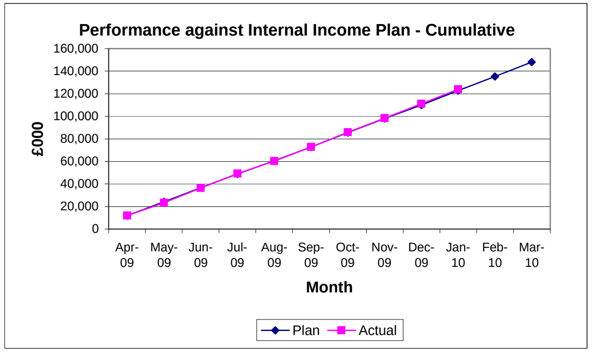


The plan is a £212k surplus for 2009/10 (before impairments and before removing the impact of IFRS on PFI, both of which do not count for break-even duty purposes). The current forecast is for a deficit of £731k on this basis - which after removing the impact of IFRS on PFI gives a surplus of £115k (as measured for break-even duty statutory requirement) against the NHS London control target of £2.1m.

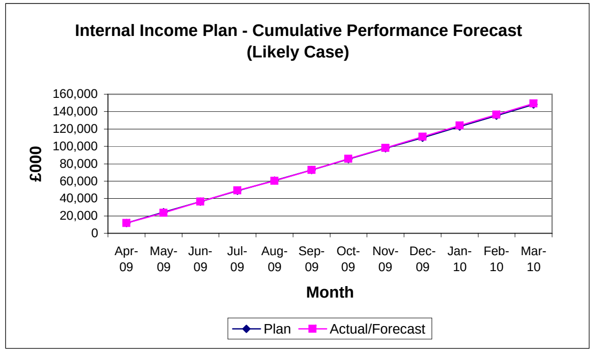
Performance against Trust NHS Income Plan - 1 month lag



January NHS clinical income was £90k above the Trust's planned level. Late data entry for December totalled just £19k (around £80k lower than usual due to coding errors in the data). Preliminary uncoded data indicates a likely over-performance in February estimated at £203k

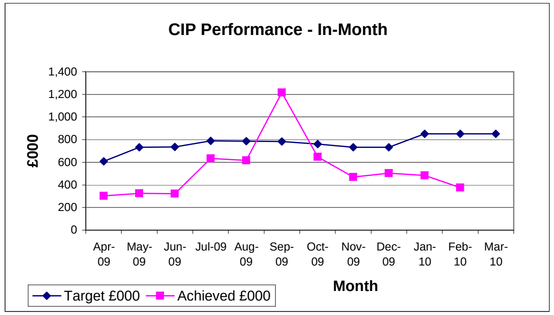


Cumulative performance against the Trust's internal NHS clinical income plan is a favourable variance of £1.1m to the end of January

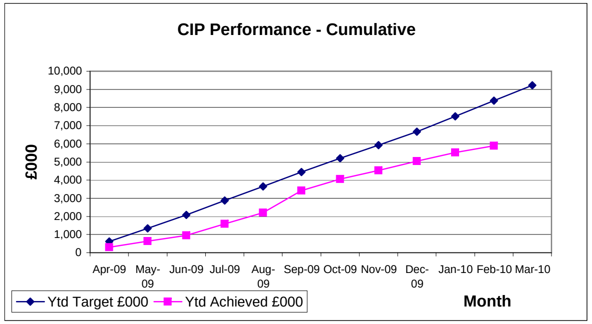


Forecast performance for the year is based upon income remaining on-plan for the remainder of the year, with the exception of February's estimated favourable variance of £203k which is already included in the Month 11 financial position. Note: Agreed reimbursement to PCTs is ***not*** included in the chart above.

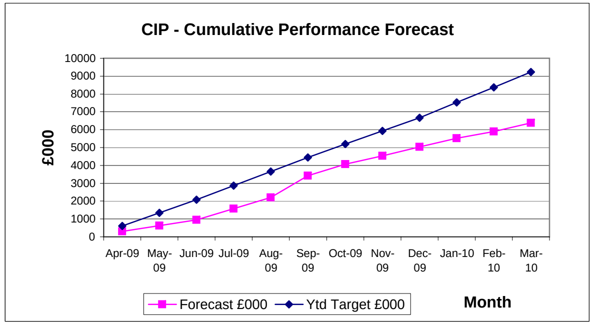
Cost Improvement Plan



Validated achievement in February was £475k worse than planned. Significant variances continue predominantly on income generation projects which have not been fully successful. Recently available data has resulted in the restatement downwards of the previously reported December and January achievement.



Cumulative validated CIP is £2.48m worse than planned at the end of February.



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 11 (February 2010)

The closing cash balance at the end of February was £2.3m, which is £1.4m worse than forecast. This is partly due to the fact that PCTs have not yet paid in full the £3m outstanding debt that they agreed to pay by the end of January as part of the agreement to avoid taking them to arbitration. Outstanding PCT debt has also risen further due to further non-payment of overdue invoices - as a result the Trust has reduced its year-end cash forecast to £1m.