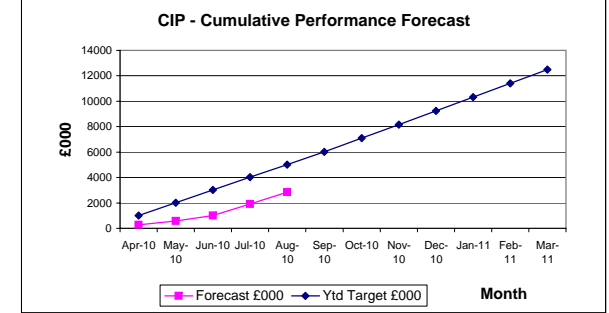
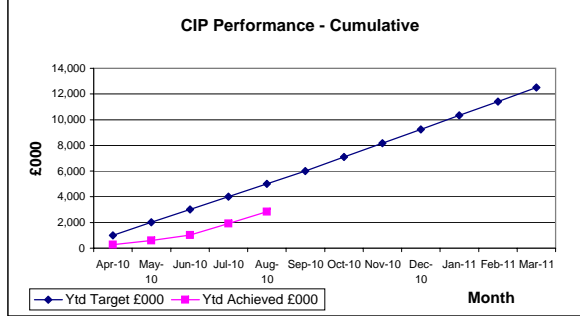
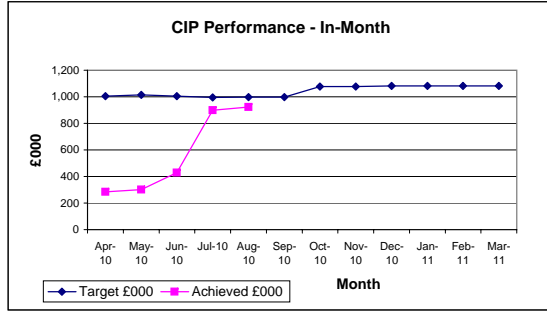


Appendix 1: Finance Charts detailing information included in dashboard

	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>0.50</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>0.60</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>2.50</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	0.50	25%	EBITDA margin (%)	3	0.75	20%	Return on Assets (%)	2	0.40	20%	I&E surplus margin (%)	2	0.60	25%	Liquid ratio (days)	1	0.25	Overall rating			2.50	<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
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Performance against Trust NHS Income Plan - 1 month lag	<p>Performance against Internal Income Plan - In-Month</p>	<p>Performance against Internal Income Plan - Cumulative</p>	<p>Internal Income Plan - Cumulative Performance Forecast (Likely Case)</p>																																																								

Cost Improvement Plan



Cash position against plan

In-Month position for Month 5 (August 2010)

The closing cash balance at the end of August was £7.7m, which was £3.4m above forecast. The Trust expects to be within its External Financing Limit (EFL) set by the Department of Health.

