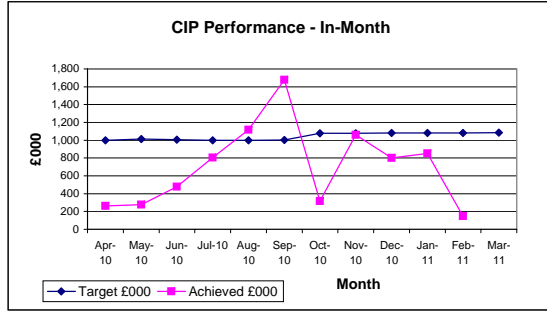


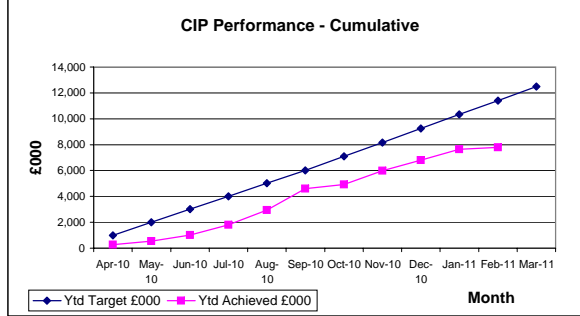
Appendix 1: Finance Charts detailing information included in dashboard

	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>5</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>3</td> <td>0.60</td> </tr> <tr> <td>20%</td> <td>I&amp;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"><b>Overall rating</b></td> <td><b>2.50</b></td> </tr> </tbody> </table> <p><i>This is shown as RED in the dashboard as it is &lt;= 3</i></p>	Weighting	Metric Description	Rating	Weighted Value	10%	EBITDA achieved (% of plan)	5	0.50	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	<b>Overall rating</b>			<b>2.50</b>	<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&amp;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"><b>Overall rating</b></td> <td><b>2.20</b></td> </tr> </tbody> </table> <p><i>This is shown as RED in the dashboard as it is &lt;= 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	<b>Overall rating</b>			<b>2.20</b>
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Overall Income & Expenditure	<p>An in-month I&amp;E deficit of £783k against a planned deficit of £52k giving a negative variance of £731k in the month.</p> <p>Within this, income is £321k below plan and pay &amp; non-pay expenditure show a £172k negative variance in month.</p>	<p>Cumulative I&amp;E performance for the year is a surplus of £236k against a planned deficit of £502k, giving a favourable variance of £738k.</p> <p>Within this, income is £1,341k above plan and expenditure is £831k below plan.</p>	<p>The plan is a £463k deficit for 2010/11 before impairments and before removing the impact of IFRS on PFI, both of which do not count for break-even duty purposes. The Trust is forecasting achievement of this plan.</p>																																																								
Performance against Trust NHS Income Plan - 1 month lag	<p>NHS clinical income is £497k below the Trust's planned level.</p>	<p>Cumulative performance against the Trust's internal NHS clinical income plan is a adverse variance of £512k to the end of February.</p>																																																									

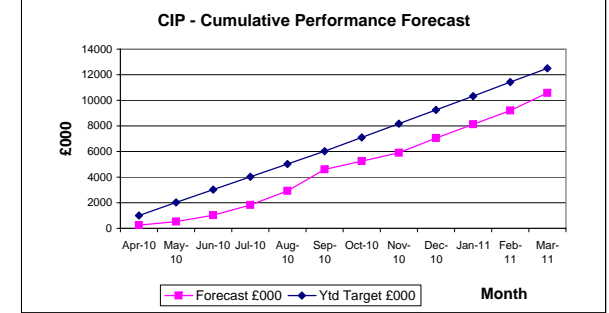
**Cost Improvement Plan**



The above graph demonstrates that the level of CIP achievement continues to be below target as the year progresses.



The above graph demonstrates that the level of CIP achievement continues to be below target as the year progresses.



**Cash position against plan**

**In-Month position for Month 11 (February 2011)**

The Trust had a balance of £5,213k at the end of February and is forecasting a cash balance of £1,997 at year-end

