

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&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>2.50</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)	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	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>0.50</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>0.60</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>2.50</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	0.60	20%	I&E surplus margin (%)	2	0.40	25%	Liquid ratio (days)	1	0.25	Overall rating			2.50
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Overall Income & Expenditure	<p>Overall I&E - In-Month Performance</p> <p>An in-month I&E deficit of £114k against a planned surplus of £39k giving a negative variance of £153k in the month.</p> <p>Within this, income is £379k above plan and pay & non-pay expenditure show a £370k negative variance in month.</p>	<p>Overall I&E - Cumulative Performance</p> <p>Cumulative I&E performance for the year is a surplus of £121k against a planned deficit of £463k, giving a favourable variance of £584k.</p> <p>Within this, income is £1,721k above plan and expenditure is £1,321k below plan.</p>	<p>Overall I&E - Cumulative Performance Forecast</p> <p>Forecast information is not relevant in M12 as actuals are reported.</p>																																																								
Performance against Trust NHS Income Plan - 1 month lag	<p>Performance against Internal Income Plan - In-Month</p> <p>In month NHS clinical income is £465k above the Trust's planned level.</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 £48k to the end of March.</p>	<p>Internal Income Plan - Cumulative Performance Forecast (Likely Case)</p> <p>Forecast information is not relevant in M12 as actuals are reported.</p>																																																								
Cost Improvement Plan	<p>CIP Performance - In-Month</p>	<p>CIP Performance - Cumulative</p> <p>The above graph demonstrates that the level of CIP achievement for the year was 74% of the target.</p>	<p>CIP - Cumulative Performance Forecast</p> <p>Forecast information is not relevant in M12 as actuals are reported.</p>																																																								
Cash position against plan	<p>In-Month position for Month 12 (March 2011)</p> <p>The Trust had a balance of £3,199k at the end of March</p>	<p>Rolling Cashflow Forecast</p>																																																									