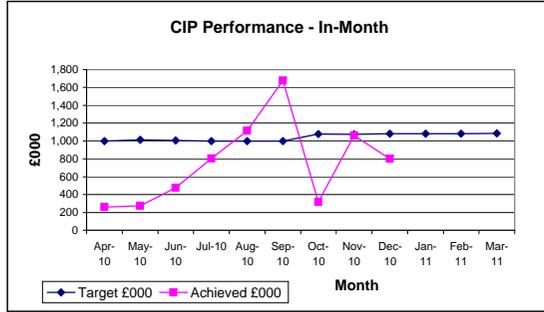


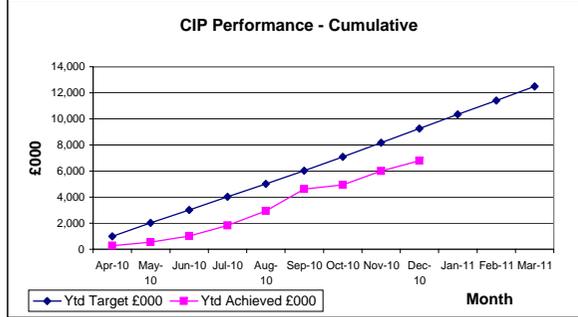
Appendix 1: Finance Charts detailing information included in dashboard

	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>0.40</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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Overall Income & Expenditure	<p>An in-month I&E deficit of £444k against a planned deficit of £562k giving a positive variance of £118k in the month.</p> <p>Within this, income is £18k above plan and pay & non-pay expenditure which show a £87k positive variance in month.</p>	<p>Cumulative I&E performance for the year is a surplus of £549k against a planned deficit of £854k, giving a favourable variance of £1,403k.</p> <p>Within this, income is £1,885k above plan and expenditure is £686k 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 £21k above the Trust's planned level.</p>	<p>Cumulative performance against the Trust's internal NHS clinical income plan is a favourable variance of £334k to the end of December.</p>																																																									

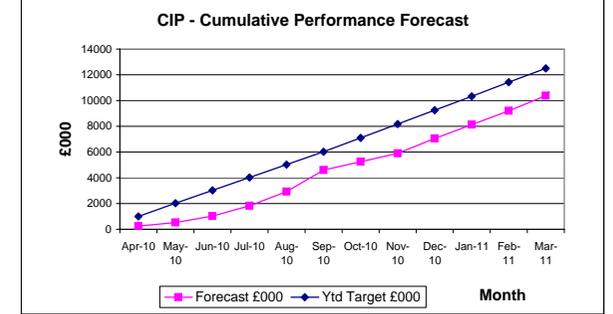
Cost Improvement Plan



In month recognition of £300k previous months additional activity has been included in the CIP this month



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



The forecast shortfall on CIP is £2,050k which is a very slight improvement on last month's forecast shortfall of £2,120k.

Cash position against plan

In-Month position for Month 9 (December 2010)

The Trust had a balance of £5,608k at the end of December & is forecasting a cash balance of £1,431 at year-end

