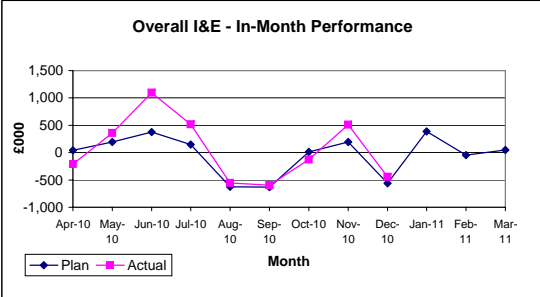
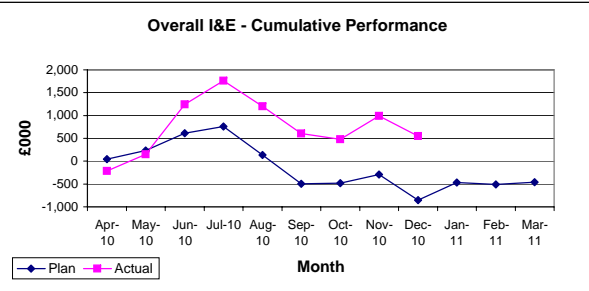
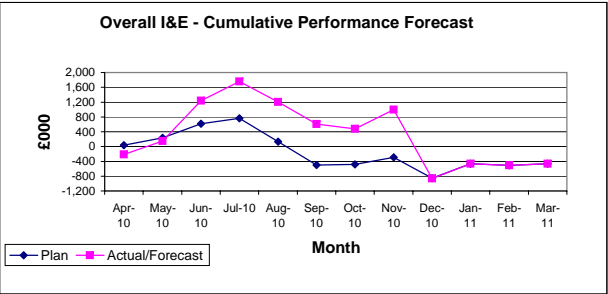
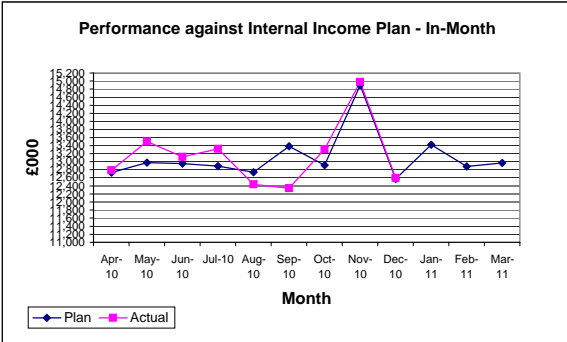
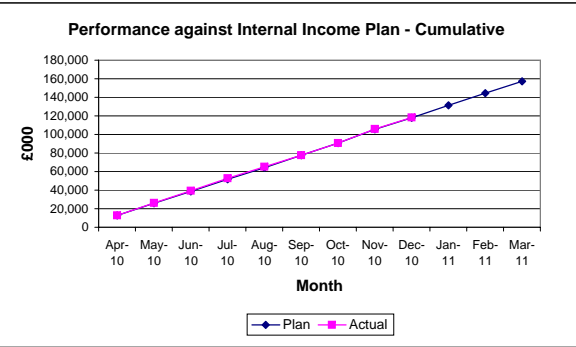
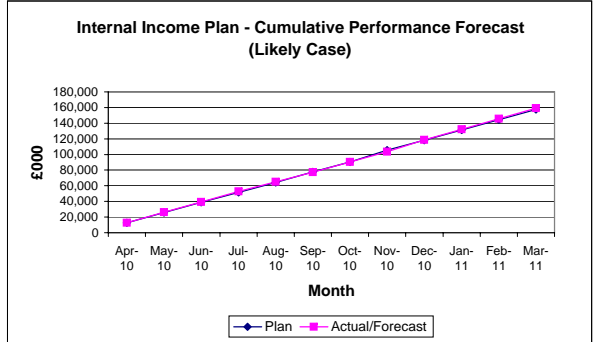
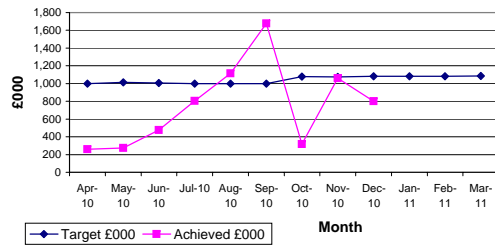


Appendix 1: Finance Charts detailing information included in dashboard

	Monthly Performance	Year To Date Performance	Full Year Forecast Performance - after recovery plans																																																								
Risk rating	N/A	<table><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></td><td>Overall rating</td><td></td><td>2.50</td></tr></tbody></table> <p>This is shown as RED in the dashboard as it is <= 3</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><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></td><td>Overall rating</td><td></td><td>2.20</td></tr></tbody></table> <p>This is shown as RED in the dashboard as it is <= 3</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	<div><p>Overall I&E - In-Month Performance</p></div> <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>	<div><p>Overall I&E - Cumulative Performance</p></div> <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>	<div><p>Overall I&E - Cumulative Performance Forecast</p></div> <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	<div><p>Performance against Internal Income Plan - In-Month</p></div> <p>NHS clinical income is £21k above the Trust's planned level.</p>	<div><p>Performance against Internal Income Plan - Cumulative</p></div> <p>Cumulative performance against the Trust's internal NHS clinical income plan is a favourable variance of £334k to the end of December.</p>	<div><p>Internal Income Plan - Cumulative Performance Forecast (Likely Case)</p></div>																																																								

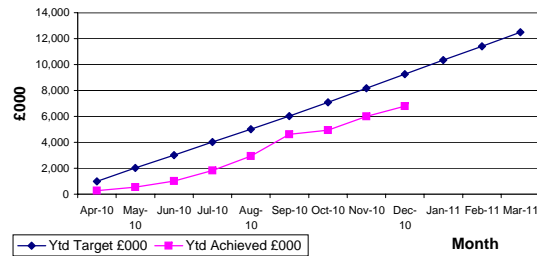
Cost Improvement Plan

CIP Performance - In-Month



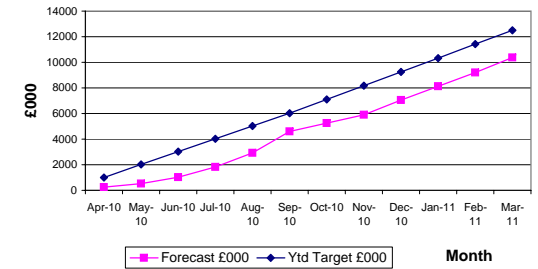
In month recognition of £300k previous months additional activity has been included in the CIP this month

CIP Performance - Cumulative



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

CIP - Cumulative Performance Forecast



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

Rolling Cashflow Forecast

