



Report Cover Sheet

Report to:	Board of Directors	
Date of the Meeting:	29 April 2020	
Agenda Item:	P1-074-20	
Title:	Financial Report Month 12	
Report prepared by:	John Andrews, Deputy Director of Finance	
Executive Lead:	James Thomson, Director of Finance	
Status of the Report:	Public	Private
	X	

Paper previously considered by:	N/A
Date & Decision:	N/A

Purpose of the Paper/Key Points for Discussion:	<p>To present the Trust's financial performance for the month ending March 2020, noting the following:</p> <ul style="list-style-type: none"> - NHSI risk rating (Strategic Outcomes Framework) - Income and expenditure position - Cost Improvement Programme delivery - Capital and cash profile - Risks to the financial position
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Action Required:	Discuss	X
	Approve	
	For Information/Noting	X

Next steps required	The Trust Board will be informed of progress against the plan on a regular basis in accordance with the Board Reporting Cycle.
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The paper links to the following strategic priorities (please tick)

Deliver outstanding care locally	X	Collaborative system leadership to deliver better patient care	X
Retain and develop outstanding staff	X	Be enterprising	
Invest in research & innovation to deliver excellent patient care in the future		Maintain excellent quality, operational and financial performance	X

The paper relates to the following Board Assurance Framework (BAF) Risks

BAF Risk	Please Tick
1. If we do not optimise quality outcomes we will not be able to provide outstanding care	
2. If we do not prioritise the costs of the delivering the Transforming Cancer Care Programme we will not be able to maintain our long-term financial strength and make appropriate strategic investments.	
3. If we do not have the right infrastructure (estate, communication & engagement, information and technology) we will be unable to deliver care close to home.	X
4. If we do not have the right innovative workforce solutions including education and development, we will not have the right skills, in the right place, at the right time to deliver the outstanding care.	
5. If we do not have an organisational culture that promotes positive staff engagement and excellent health and well-being we will not be able to retain and attract the right workforce.	
6. If we fail to implement and optimise digital technology we will not deliver optimal patient outcomes and operational effectiveness.	
7. If we fail to position the organisation as a credible research partner we will limit patient access to clinical trials and affect our reputation as a specialist centre delivering excellent patient care in the future.	
8. If we do not retain system-wide leadership, for example, SRO for Cancer Alliance and influence the National Cancer Policy, we will not have the right influence on the strategic direction to deliver outstanding cancer services for the population of Cheshire & Merseyside.	
9. If we do not support and invest in entrepreneurial ideas and adapt to changes in national priorities and market conditions we will stifle innovative cancer services for the future.	
10. If we do not continually support, lead and prioritise improved quality, operational and financial performance, we will not provide safe, efficient and effective cancer services.	X

Equality & Diversity Impact Assessment

Equality & Diversity Impact Assessment	YES	NO
Are there concerns that the policy/service could have an adverse impact on:		
Age		X
Disability		X
Gender		X
Race		X
Sexual Orientation		X
Gender Reassignment		X
Religion/Belief		X
Pregnancy and Maternity		X

If YES to one or more of the above please add further detail and identify if a full impact assessment is required.

**Trust Board & Performance Committee
April 2020**

Financial Performance

1. Introduction

1.1 This paper provides a summary of the Trust's financial performance for March 2020, the final month of the 2019-20 financial year.

Colleagues are asked to note the content of the report, and the associated risks.

2. Summary Financial Performance

2.1 For March the key financial headlines are:

Metric (£000)	M12 Actual	M12 Plan	Variance	YTD Actual	YTD Plan	Variance	Risk RAG
NHSI SoF	3	1	2	3	1	2	
NHSI Control Total (£000)	-146	378	-524	3,511	3,492	19	
Cost Improvement Programme (£000)	538	156	382	2,299	1,800	499	
Cash holding (£000)	29,299	19,035	10,264	29,299	19,035	10,264	
Capital Expenditure (£000)	12,249	4,538	7,711	56,544	54,663	1,881	

2.2 The key drivers of the positions are:

- **Income has overachieved plan by £23.9m, £9.3m in month.** This is due to clinical income being £11.9m over plan, of which £11.1m relates to drug income.
- **Expenditure is overspent by £17.3m, £2.7m in month.** Consistent with the income position, mostly due to drug expenditure being £11.2m above plan.
- **Cash held is ahead of plan by £10.3m**
- **Capital expenditure is £1.8m ahead of plan.**

3. Regulator Profile (Strategic Outcomes Framework)

3.1 The Trust is regulated by NHS Improvement, and a series of financial metrics are used every month to determine financial risk (Strategic Outcomes Framework assessment). The Trust aims to achieve an overall financial risk assessment of at least a 2.

3.2 For March, the Trust's performance against these metrics are detailed in the following table. The agency expenditure metric is significantly below plan. This is due to the operational requirement to employ locum clinicians to deliver patient care. The medical agency usage covers all of the clinical directorates. Due to the costs incurred in December, the agency rating has remained as a 4 (highest risk). The Trust recognises the risks associated with the agency expenditure position.

3.3 It should be noted that because the agency metric is a 4, the overall Trust metric cannot be higher than a 3. However, given the underlying positive financial and operational position, NHSI will continue to rate the Trust as 'Segment 1', least risk.

Metric	M12 Actual	M12 Plan	Comment	Previous Period
Overall Rating	3	1	Due to agency override	3
Capital Service Cover Ratio	2	2	As expected	2
Liquidity	1	1	Based on Trust cash holding	1
I&E Margin	1	1	As expected	1
Variance from Financial Plan	2	1	Delivering surplus but increased turnover	1
Agency	4	1	Spend of £1,929k against ceiling cap of £1,138k YTD	4

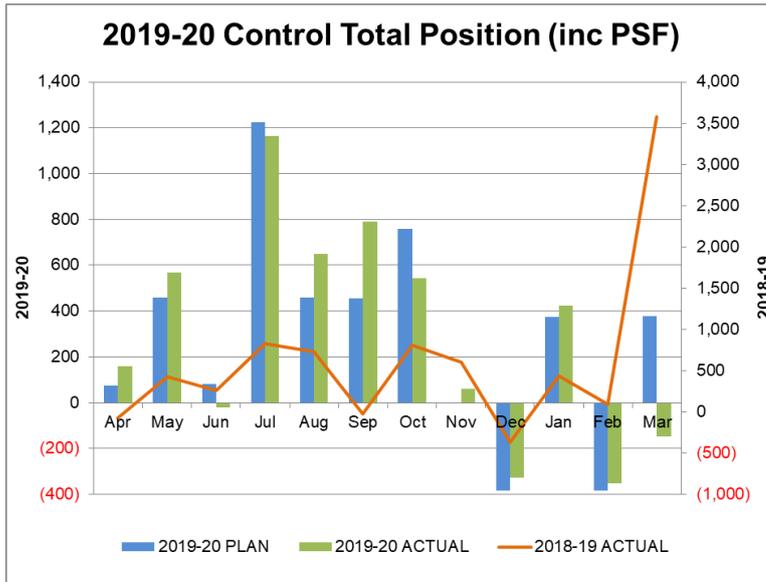
4. Operational Financial Profile – Income and Expenditure

4.1 Overall Income and Expenditure Position

4.1.1 The cumulative consolidated financial position of the Trust and subsidiaries for March is a surplus above the NHSI control total of £19k. The in month position is showing a deficit of £524k.

4.1.2 The table below summarises. Please see Appendix 1 for the more detailed Income & Expenditure position.

Metric (£000)	M12 Actual	M12 Plan	Variance	YTD Actual	YTD Plan	YTD Variance	Annual Plan
Clinical Income	15,244	13,126	2,119	163,471	151,621	11,850	150,463
Other Income	13,026	5,826	7,200	30,658	18,566	12,092	19,713
Total Operating Income	28,270	18,952	9,319	194,129	170,187	23,941	170,176
Total Operating Expenditure	(20,954)	(18,211)	(2,743)	(179,646)	(162,348)	(17,298)	(162,337)
Operating Surplus	7,317	741	6,576	14,483	7,840	6,643	7,840
Finance Costs	(446)	(397)	(49)	(5,162)	(4,764)	(399)	(4,764)
Surplus/Deficit	6,870	344	6,526	9,321	3,076	6,245	3,076
NHSI Control Total	(146)	378	(524)	3,511	3,492	19	3,492



This chart shows monthly planned and actual surplus position for 2019-20.

The line shows the monthly surplus position for 2018-19.

March's actual position is behind plan.

4.1.3 The plan and surplus for the Trust NHS Control Total and Trust group position are different because the NHSI Control Total includes subsidiaries and excludes donated asset depreciation. The following table reconciles the two positions for March.

Year to Date: M12	Actual £'000s
Trust Surplus	9321
Add back Donated Depreciation	437
Add back CPL Profit	305
Add back PropCare Profit	520
Less Charity Donation	-7,072
NHSI Control Total Delivered	3,511
Control Total Plan	3,492
Variance to NHSI Control Total	19

4.1.4 The Trust has assumed that it will receive its notified Provider Sustainability Funding of £412k for 2019-20.

4.2 Income and Activity

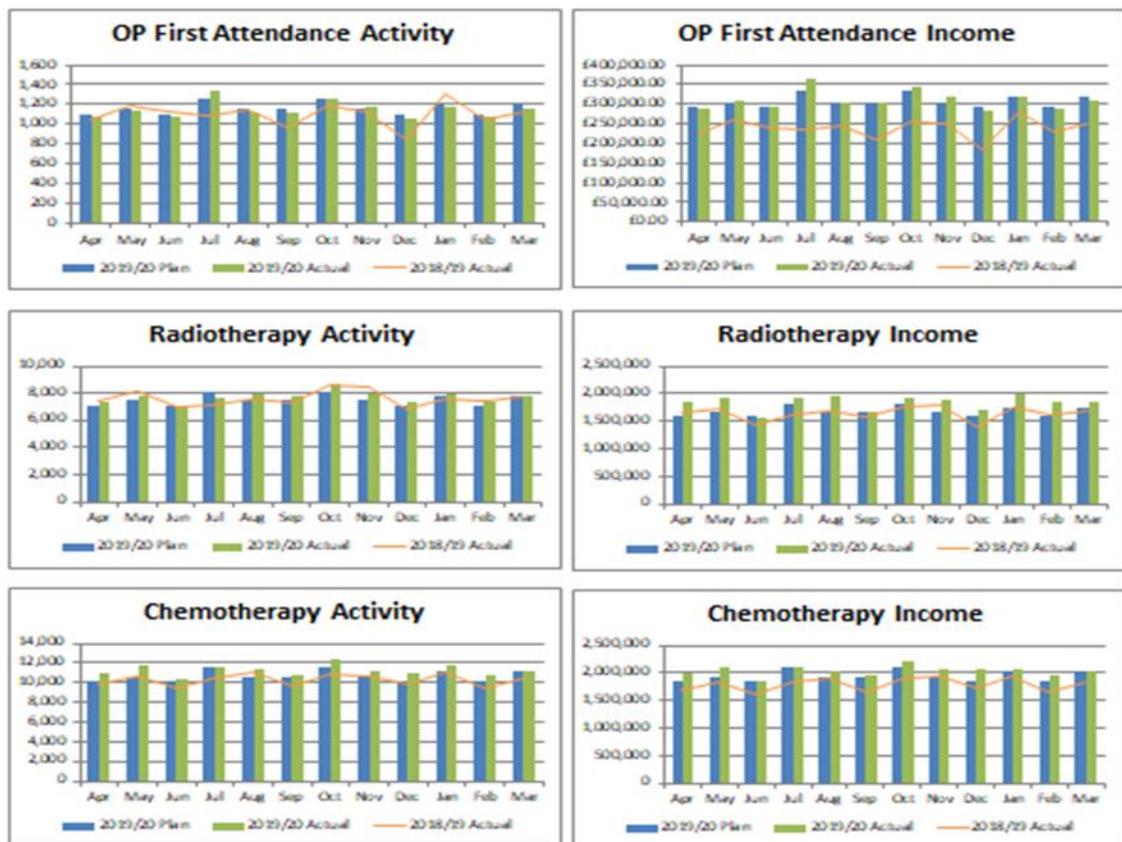
4.2.1 For 2019-20, the Trust has agreed a block contract arrangement with NHS England Specialist Commissioning Team. This represents 80% of clinical income. The Trust has a cost and volume contract for CCG commissioned activity, which relates to inpatient services and some outpatient activity. For non-English commissioners, e.g. Wales and Isle of Man, the Trust has a cost per case contract for all activity. Activity and income values are monitored through the year.

4.2.2 Year to date, the Trust has generated £163.5m of clinical income, and £15.2m clinical income in month. This is cumulatively ahead of plan by £11.9m (in month £2.1m).

The primary driver for this performance is drug income above plan of £11.1m, of which £1.2m relates to March.

4.2.3 The financial position is based on actual activity data for April to March for drugs and bone marrow transplant. Solid Tumour information is based on actual activity data for April to February and forecast for March. Haemato-Oncology activity is based on actuals for April to January and forecast for February and March. The Trust is reviewing data flows with the aim to bring forward the reporting timeline for clinical activity to remove the need for estimates.

4.2.4 The majority of the over performance in radiotherapy (£1.9m or 9%) and chemotherapy (£1.2m or 5%), is not financially realisable due to the block nature of the contract with NHS England Specialised Commissioning. £0.7m of the radiotherapy over performance relates to proton activity, which is high cost, low volume activity



4.2.5 The Trust received a donation from the Charity totalling £7,072k for purchase of equipment for CCC-L.

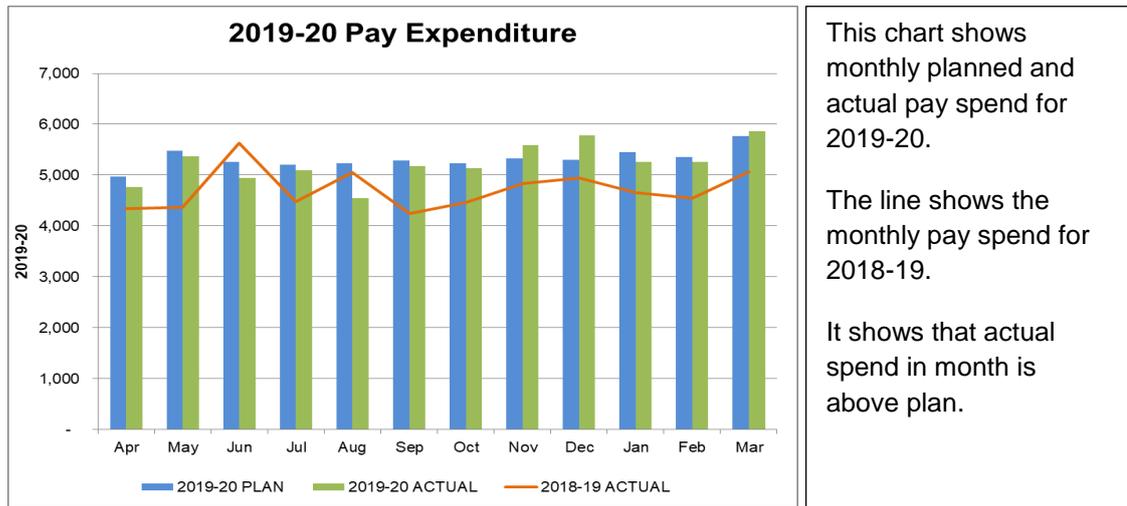
4.3 Expenditure Profile

4.3.1 Pay

Pay year to date is underspent to plan by £1.1m, in month is overspent by £86k. The underlying year to date Trust pay variance excluding hosted services, Cancer Alliance, R&I and Charity, is an over spend of £98k, an over spend of £348k in month.

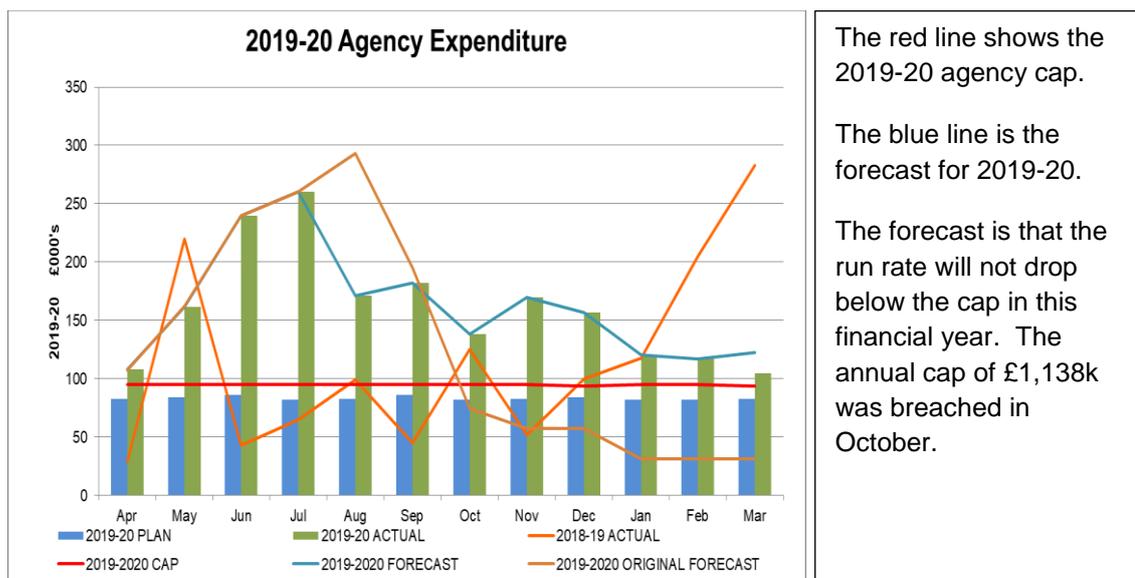
The value of investment included in the pay budget relating to the workforce investments is £247k for the month of March, with the cumulative value of investments in the plan of £2,007k.

The graph below summaries the total pay spend to date against the monthly plan (compared to 2018-19 actuals).



Agency expenditure continues to be a key focus for the Trust. In March, the total expenditure was £105k. The cumulative position of £1,929k expenditure for the financial year is above the annual ceiling of £1,138k.

Although the agency expenditure is currently contained within the overall pay budget, there is the non-financial risk of the potential adverse impact on the NHSI risk assessment of the Trust.

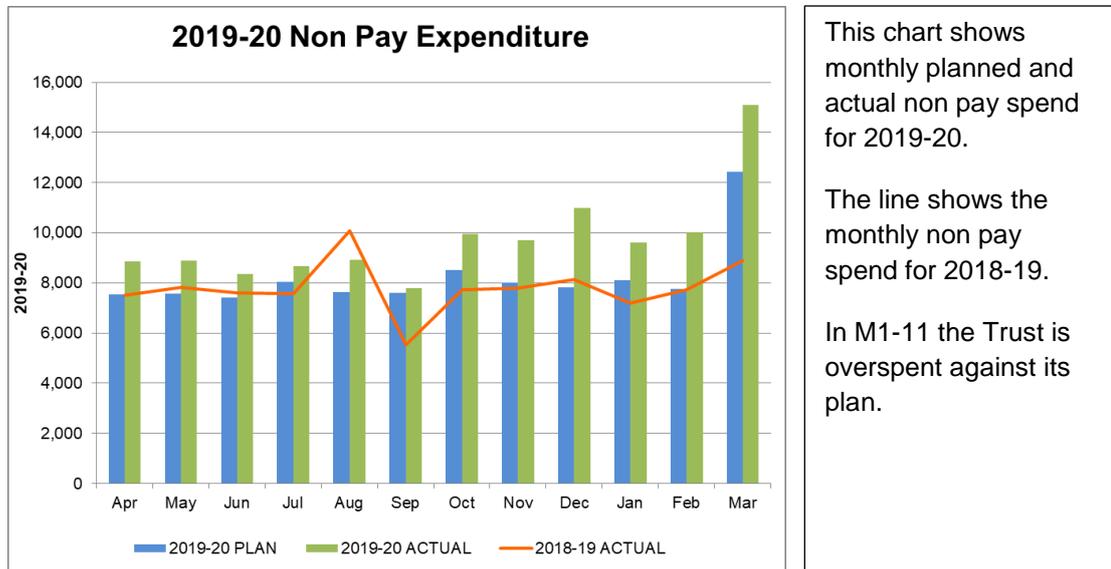


4.3.2 Non Pay

Non-pay is overspent by £18,402k, in month £2,657k. Of this £11,231k is drug related, in month £1,365k, which is matched by additional income.

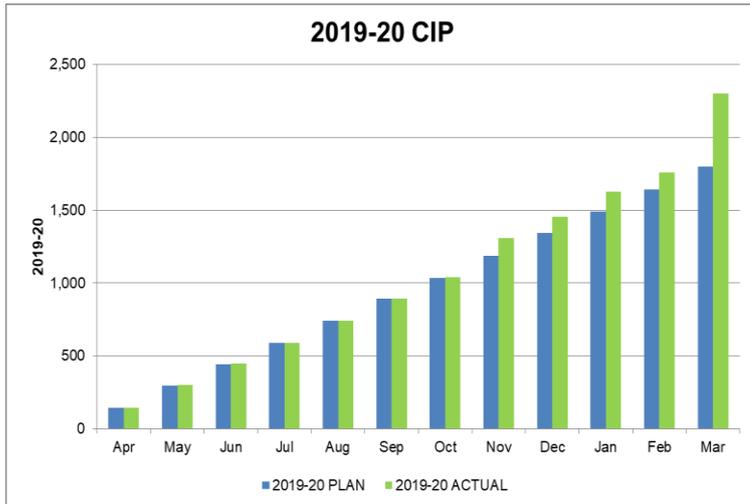
The non-drug related costs are adverse against plan year to date by £7,171k, £2,632k relates to Hosted Services and £4,539 relates to Trust.. Other non pay overspends across the departments, including £1,404k in Chemotherapy, £1,058 in Haemato-Oncology are offset by additional income or underspends on pay and do not have a significant adverse impact on the surplus position.

The Trust has identified an additional £227k worth of costs relating to COVID-19, we have been notified that we will be funded for this and this is reflected in the financial position. The costs relating to COVID-19 will continue to be monitored internally and reported on to NHSEI.



4.4 Cost Improvement Programme (CIP)

4.4.1 As part of the Trust's financial plan, a cost improvement plan of £1.8m is required to meet target financial performance. The organisation has delivered its CIP requirement at the end of March.



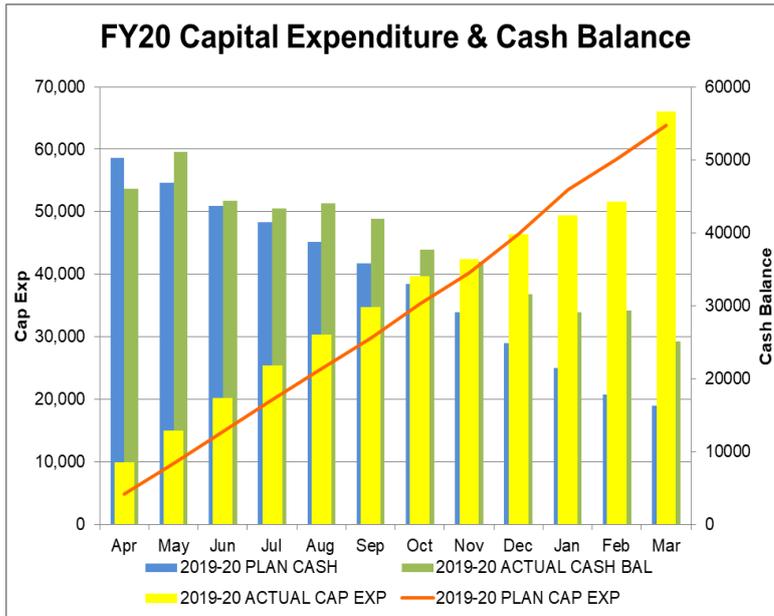
This chart shows monthly planned and actual CIP for 2019-20.

It shows that the Trust has overachieved its CIP target.

A more detailed schedule of the CIP plan and current position is included in Appendix D.

5. Cash and Capital

- 5.1 For 2019-20 the Trust has a capital programme that supports investment in the new Liverpool hospital, replacement of clinical equipment and development of IT infrastructure.
- 5.2 Capital expenditure of £56.5m has been incurred to the end of March against a year to date plan of £54.7m, of which £12.2m was incurred in March against the in-month plan of £4.5m.
- 5.3 The capital programme is supported by the organisation's cash position. The Trust has a current cash position of £29.3m, which is a positive variance of £10.3m to the cashflow plan of £19.0m.
- 5.4 In addition to the Trust cash holding of £29.3m, the subsidiaries were holding £6.1m and the Charity £9.4m at the end of March. Total Group Cash was therefore £44.8m.
- 5.5 The Balance Sheet (Statement of Financial Position) is included in Appendix B, Cashflow in Appendix C and the capital programme at Appendix E.



This chart shows monthly planned and actual Cash Balances and Planned Capital Expenditure for 2019-20.

It shows that for March the Trust has more cash than planned

6. Balance Sheet Commentary

6.1 Non-current assets

Non-current assets have a negative variance of £34.30m against plan. The principal drivers of this are:

- This mainly due to a variance on property, plant & equipment of £19.0m due to the profiling of the capital spend in the plan against actual recognised assets to date.
- Other financial assets due to a variance of £13.2m relating to a PropCare asset being created from the Liverpool hospital development. The variance is due to timing of construction against plan. There is a related PropCare non-current liability variance of £12.9m.

6.2 Current assets

Current assets have a positive variance of £36.8m against plan, due to the following:

- A variance on cash of £13.4m.
- NHS receivable variance of £13.0m relates mainly to NHS England.
- Non-NHS receivable variance of £10.2m relates mainly to the subsidiaries.

6.3 Current liabilities

Current liabilities have a positive variance of £15.0m against plan.

- There is a positive variance on non-capital creditors of £18.0m, of which £10.5m relates to subsidiary accruals.

7. Financial Risks

7.1 The Trust is currently reviewing its integrated approach to risk. As part of this process financial risks will be re-assessed so that they are consistent with the Trust framework. This is a work in progress agreed at the September Board.

7.2 The current risk profile is captured in the following analysis.

Issue	Reason	Risk / Mitigation
Risk of non-delivery of Recurrent CIP	Current CIP forecast consists of Non-Recurrent slippage. This is only a short term solution.	Directorates and departments have been tasked with identifying further CIP. Non-recurrent slippage can support CIP achievement in the short term.
Risk of non-delivery of CQUIN	The Trust could lose income if CQUIN targets not delivered (£1m).	Improved internal processes, coupled with a national reduction in CQUIN dependent income have reduced this risk for 2019-20.
Data Quality & Timeliness- possible loss of income	There remain issues with data timeliness and accuracy, particularly for HO (from RLUH).	In year risk is mitigated in part by block contracts.
Agency spend and the NHSI risk rating	The Trust has breaching the NHSI agency cap in 2019/20 due to use of locum and agency medical staff.	Although the financial risk is anticipated to be contained within the overall Trust budget, there is likely to be an adverse impact on the Trusts NHSI Financial Risk Rating. There is also an adverse impact risk to the financial position.

8. Recommendations

8.1 The Trust Board (incorporating the Performance Committee) is asked to note the contents of the report, with reference to:

- The financial risk rating of 3, which is below the plan of 1, due to agency expenditure
- Delivery of the revenue control total
- Risks identified and potential mitigations
- Note that all figures are subject to External Audit.

Appendix A – Income & Expenditure (Statement of Comprehensive Income)

	March 2020			Cumulative YTD				Revised Annual Plan (£000)
	Plan (£000)	Actual (£000)	Variance (£000)	Plan (£000)	Actual (£000)	Variance (£000)	%	
Clinical Income:								
Elective	380	360	(20)	4,386	5,078	692	16%	4,386
Non-Elective	531	385	(146)	6,129	5,226	(903)	-15%	6,129
Out-patient Attends	2,142	2,516	374	24,730	26,385	1,655	7%	24,730
Radiotherapy Attends	1,746	1,849	103	20,160	22,072	1,912	9%	20,160
Chemotherapy Attends	2,019	1,843	(176)	23,308	24,464	1,156	5%	23,308
Impact of Contract Tolerances / Agreed Outturn	0	(1,275)	(1,275)	0	(5,115)	(5,115)	0%	0
Drugs	5,364	6,513	1,148	61,935	71,811	9,877	16%	61,935
Drugs - Private Patients	110	181	71	1,314	2,566	1,252	95%	1,314
Diagnostic Imaging	210	232	22	2,421	2,491	71	3%	2,421
Bone marrow transplants	493	389	(103)	5,688	4,882	(806)	-14%	5,688
Other Currencies	76	2,068	1,992	915	2,903	1,988	217%	915
Private Patients (excluding drug sales)	55	183	128	635	705	71	11%	635
Sub-Total: Total Clinical Income	13,126	15,244	2,119	151,621	163,471	11,850	8%	151,621
Other Income	2,581	10,543	7,963	8,946	19,773	10,828	1.21	8,946
Hosted Services	3,246	2,483	(763)	9,620	10,885	1,264	0.13	9,620
Total Operating Income	18,952	28,270	9,319	170,187	194,129	23,941	0.14	170,187
Pay: Trust (excluding Hosted)	(4,831)	(5,178)	(348)	(57,755)	(57,853)	(98)	0%	(57,755)
Pay: Hosted	(943)	(681)	261	(6,139)	(4,937)	1,202	-20%	(6,139)
Drugs expenditure	(4,993)	(6,357)	(1,365)	(58,100)	(69,331)	(11,231)	19%	(58,100)
Other non-pay: Trust (excluding Hosted)	(5,148)	(6,799)	(1,651)	(36,928)	(41,468)	(4,539)	12%	(36,928)
Non-pay: Hosted	(2,297)	(1,938)	359	(3,425)	(6,057)	(2,632)	77%	(3,425)
Total Operating Expenditure	(18,211)	(20,954)	(2,743)	(162,348)	(179,646)	(17,298)	11%	(162,348)
Operating Surplus	741	7,317	6,576	7,840	14,483	6,643	85%	7,840
Profit /(Loss) from Joint Venture	52	52	0	624	624	0	-	624
Interest receivable (+)	8	406	398	98	4,365	4,267	44	98
Interest payable (-)	(57)	(504)	(447)	(686)	(5,351)	(4,665)	7	(686)
PDC Dividends payable (-)	(400)	(400)	0	(4,800)	(4,800)	0	-	(4,800)
Retained surplus/(deficit)	344	6,870	6,526	3,076	9,321	6,245	203%	3,076
NET I&E Margin (%)	1.82%	24.30%	22.49%	1.81%	4.80%	2.99%	166%	1.81%
Operating Surplus Margin (%)	3.91%	25.88%	21.97%	4.61%	7.46%	2.85%	62%	4.61%

Appendix B – Balance Sheet (Statement of Financial Position)

	Post Audit 2019 (£000)	NHSI Plan 2020 (£000)	Feb-20			Mar-20		
			YTD Plan (£000)	Actual YTD (£000)	Variance (£000)	YTD Plan (£000)	Actual YTD (£000)	Variance (£000)
Non-current assets								
Intangible assets	1,673	485	495	2,166	1,671	485	2,143	1,658
Property, plant & equipment	158,340	220,606	216,486	197,522	(18,964)	220,606	205,907	(14,699)
Investments in associates	1,174	1,920	1,868	396	(1,472)	1,920	448	(1,472)
Other financial assets	78,815	140,261	136,515	123,346	(13,169)	140,261	124,317	(15,944)
Trade & other receivables	1,667	277	2,362	1	(2,361)	277	21	(256)
Other assets	-	-	-	-	-	-	-	-
Total non-current assets	241,669	363,549	357,726	323,431	(34,295)	363,549	332,836	(30,713)
Current assets								
Inventories	1,263	1,000	1,000	1,333	333	1,000	1,649	649
Trade & other receivables								
NHS receivables	10,215	4,860	5,000	17,973	12,973	4,860	20,920	16,060
Non-NHS receivables	24,216	5,000	5,000	15,162	10,162	5,000	24,181	19,181
Cash and cash equivalents	72,963	19,035	20,821	34,195	13,374	19,035	29,299	10,264
Total current assets	108,658	29,895	31,821	68,663	36,842	29,895	76,049	46,154
Current liabilities								
Trade & other payables								
Non-capital creditors	36,043	15,000	15,000	32,972	17,972	15,000	35,996	20,996
Capital creditors	97	1,952	2,020	364	(1,656)	1,952	7,157	5,205
Borrowings								
Loans	1,730	1,829	1,829	1,730	(99)	1,829	1,730	(99)
Obligations under finance leases	53	53	53	56	3	53	56	3
Provisions	267	489	489	236	(253)	489	229	(260)
Other liabilities:-								
Deferred income	2,402	4,000	4,000	3,719	(281)	4,000	2,900	(1,100)
Other	-	700	700	-	(700)	700	-	(700)
Total current liabilities	40,592	24,023	24,091	39,077	14,986	24,023	48,067	24,044
Total assets less current liabilities	309,734	369,421	365,456	353,017	(12,439)	369,421	360,818	(8,603)
Non-current liabilities								
Trade & other payables								
Capital creditors	-	301	301	-	(301)	301	-	(301)
Borrowings								
Loans	37,280	35,550	35,675	35,675	-	35,550	35,550	-
Obligations under finance leases	56	5	5	-	(5)	5	-	(5)
Other liabilities:-								
Deferred income	1,156	1,156	1,156	1,156	0	1,156	1,156	0
PropCare liability	83,567	140,261	136,515	123,654	(12,861)	140,261	124,926	(15,335)
Total non current liabilities	122,059	177,273	173,652	160,486	(13,166)	177,273	161,633	(15,640)
Total net assets employed	187,675	192,148	191,804	192,531	727	192,148	199,185	7,037
Financed by (taxpayers' equity)								
Public Dividend Capital	55,364	57,158	57,158	57,769	611	57,158	60,819	3,661
Revaluation reserve	8,493	7,839	7,839	8,493	654	7,839	4,562	(3,277)
Income and expenditure reserve	123,818	127,151	126,807	126,269	(538)	127,151	133,804	6,653
Total taxpayers equity	187,675	192,148	191,804	192,531	727	192,148	199,185	7,037

Appendix C – Cash Flow

Movement from 1st April 2019	Plan (£000)	Actual (£000)	Variance (£000)
Cash flows from operating activities:			
Operating surplus	7,840	14,483	6,643
Depreciation	5,032	0	(5,032)
Amortisation	123	2	(121)
Impairments	0	0	0
Movement in Trade Receivables	16,311	(9,024)	(25,335)
Movement in Other Assets	(47,746)	(45,502)	2,244
Movement in Inventories	0	(385)	(385)
Movement in Trade Payables	1,051	(40)	(1,091)
Movement in Other Liabilities	47,746	41,858	(5,888)
Movement in Provisions	0	(38)	(38)
CT paid	0	0	0
Net cash used in operating activities	30,357	1,353	(29,004)
Cash flows from investing activities			
Purchase of PPE	(54,663)	(43,773)	10,890
Purchase of Intangibles	0	(473)	(473)
Interest received	98	4,365	4,267
Investment in associates	0	1,350	1,350
Net cash used in investing activities	(54,565)	(38,531)	16,034
Cash flows from financing activities			
Public dividend capital received	2,405	5,455	3,050
Public dividend capital repaid	0	0	0
Loans received	0	0	0
Movement in loans	(1,730)	(1,737)	(7)
Capital element of finance lease	(51)	(53)	(2)
Interest paid	(680)	(5,346)	(4,666)
Interest element of finance lease	(7)	(5)	2
PDC dividend paid	(4,800)	(4,800)	0
Finance lease - capital element repaid	0	0	0
Net cash used in financing activities	(4,863)	(6,486)	(1,623)
Net change in cash	(29,071)	(43,664)	(14,593)
Cash b/f	48,105	72,963	24,858
Cash c/f	19,035	29,299	10,264

Appendix D – CIP

Service Area	Description	Income Pay Non/Pay	2019/20 Recurrent Savings	2019/20 Non - recurrent Savings	2019/20 Total Savings	2019/20 Plan YTD Recurrent	2019/20 Plan YTD Non - Recurrent	2019/20 Total Plan YTD	2019/20 Actual YTD Recurrent	2019/20 Actual YTD Non-Recurrent	2019/20 Total Actual YTD
Radiation Services	Imaging PET CT Income	Income		200,000	200,000	-	200,000	200,000	200,000	-	200,000
Radiation Services	Papillon Income (Clinical)	Income		20,000	20,000	-	20,000	20,000	-	-	-
Radiation Services	Physics MSC Student Income	Income		10,000	10,000	-	10,000	10,000	-	10,000	10,000
Radiation Services	Physics IGRT 5th School	Income		10,000	10,000	-	10,000	10,000	-	10,000	10,000
Radiation Services	Physics Pay 0.5 WTE	Pay		22,000	22,000	-	22,000	22,000	-	22,000	22,000
Radiation Services	Non Recurrent Income - Clin Onc	Income							-	20,000	20,000
			-	262,000	262,000	-	262,000	262,000	200,000	62,000	262,000
Chemotherapy	Spend to Save	Non pay	100,000		100,000	100,000	-	100,000	100,000	-	100,000
Chemotherapy	Reduction in waste pembro (reu)	Non pay	100,000		100,000	100,000	-	100,000	1,200,619	-	1,200,619
			200,000	-	200,000	200,000	-	200,000	1,300,619	-	1,300,619
Integrated Care	Additional AHP Income	Income	25,000		25,000	25,000	-	25,000	25,000	-	25,000
Integrated Care	Patient Support Clinical	Non pay	41,000		41,000	41,000	-	41,000	41,000	-	41,000
Integrated Care	Patient Support Non Clinical	Non pay	9,000		9,000	9,000	-	9,000	9,000	-	9,000
Integrated Care	Serucath	Non pay		45,020	45,020	-	45,020	45,020	-	45,020	45,020
			75,000	45,020	120,020	75,000	45,020	120,020	75,000	45,020	120,020
Corporate Services	Comms - reduced hours	Pay	5,191		5,191	5,191	-	5,191	5,191	-	5,191
Corporate Services	Finance - Reduction in Contract	Non pay	22,000		22,000	22,000	-	22,000	22,000	-	22,000
Corporate Services	Exec Office	Non pay	37,500		37,500	37,500	-	37,500	-	-	-
Corporate Services	WOD & L&D	Non pay	21,000		21,000	21,000	-	21,000	-	-	-
Corporate Services	Governance CET	Pay		21,904	21,904	-	21,904	21,904	21,904	-	21,904
Corporate Services	Governance CGST	Pay		6,300	6,300	-	6,300	6,300	6,300	-	6,300
Corporate Services	IM&T Management - Reduction in	Non pay	121,309		121,309	121,309	-	121,309	-	121,309	121,309
Corporate Services	PMO	Pay							-	48,000	48,000
Corporate Services	PMO	Non-Pay							-	25,000	25,000
Corporate Services	Infection Control	Non pay							-	56,000	56,000
Corporate Services	Infection Control	Non pay							-	36,440	36,440
			207,000	28,204	235,204	207,000	28,204	235,204	55,395	286,749	342,144
HO	HO Chemo Income (Clinical)	Income		9,000	9,000	-	9,000	9,000	-	9,000	9,000
HO	HO Outpat Income (Clinical)	Income		15,000	15,000	-	15,000	15,000	-	15,000	15,000
HO	HO Admin	Pay		5,000	5,000	-	5,000	5,000	-	5,000	5,000
HO	Celgene 7Y	Non pay		50,000	50,000	-	50,000	50,000	-	50,000	50,000
HO	Procurement BMT	Non pay		5,000	5,000	-	5,000	5,000	-	5,000	5,000
HO	Reduction in SLA Admin	Non pay	80,000		80,000	80,000	-	80,000	-	-	-
HO	TTO - Drugs & Medical Gases	Non pay	5,000		5,000	5,000	-	5,000	5,000	-	5,000
			85,000	84,000	169,000	85,000	84,000	169,000	5,000	84,000	89,000
Medical & Research	Academics - Redn in PAs	Pay	18,000		18,000	18,000	-	18,000	18,000	-	18,000
			18,000	-	18,000	18,000	-	18,000	18,000	-	18,000
Building for the Future	Propcare Reduction in Energy co	Non pay	140,000		140,000	140,000	-	140,000	-	-	-
			140,000	-	140,000	140,000	-	140,000	-	-	-
Below EBITDA	Subsid/JV/Capital Charges/Interest		228,776		228,776	228,776	-	228,776	-	-	-
			228,776	-	228,776	228,776	-	228,776	-	-	-
Radiation Services	Unidentified		100,000		100,000	100,000	-	100,000	-	100,000	100,000
Chemotherapy	Unidentified		126,000		126,000	126,000	-	126,000	-	-	-
Integrated Care	Unidentified		67,000		67,000	67,000	-	67,000	-	67,000	67,000
Haem Onc	Unidentified		134,000		134,000	134,000	-	134,000	-	-	-
			427,000	-	427,000	427,000	-	427,000	-	167,000	167,000
			1,380,776	419,224	1,800,000	1,380,776	419,224	1,800,000	1,654,014	644,769	2,298,783

Appendix E – Capex

	Profile	NHSI plan		Month 12		Forecast	
		Full year £000	Month 12 £000	Actual £000	Variance £000	Profile	Full year £000
Estates							
Gamma camera	Q2	80	80	80	0	Q3	80
Contingency	Q4	403	403	0	-403		0
		483	483	80	-403		80
Medical Equipment							
Linear Accelerator (Liverpool)	Q4	1,870	1,870	3,325	1,455	Q4	3,325
MRI (Liverpool)		0	0	268	268		
Gamma camera	Q3	500	500	600	100	Q4	600
Per fraction	Q2	202	202	202	0	Q1	202
Aria licences & Hardware	Q2-3	912	912	495	-417	Q2-3	500
PET CT (Liverpool)		0	0	2,084	2,084	Q4	2,084
LinAcc transfer costs x4 (2020/21)		0	0	5	5		0
IR (Liverpool)		0	0	589	589	Q4	589
Diagnostic CT (Liverpool)		0	0	579	579	Q4	579
Planning CT (Liverpool)		0	0	100	100		100
Orthovoltage (Liverpool)		0	0	200	200	Q4	200
OPG (Liverpool) - no longer required		0	0	0	0		0
Ultrasound (Liverpool)		0	0	71	71	Q4	71
Ultrasound (ICD)		0	0	36	36		
HO equipment		0	0	100	100	Q4	100
Commissioning equipment	Q3	100	100	193	93	Q3	193
HDR & Papillon transfer costs (Liverpool)		0	0	12	12		11
SRS Immobilisation Boards (Hyperarc)		0	0	31	31		27
Theatre Table		0	0	36	36		36
Brachy applicators		0	0	82	82		83
Lasers		0	0	73	73		73
Pharmacy Software - Monitoring Brexit (PDC funded 17-18)		0	0	10	10	Q2	12
		3,584	3,584	9,092	5,508		8,785
IM&T							
EPR Replacement programme	Q1	392	392	0	-392		0
Infrastructure		0	0	1,951	1,951		2,112
GDE	Q1-4	2,405	2,405	1,425	-980	Q1-4	2,076
Covid		0	0	38	38		
Other minor programmes	Q1-4	53	53	0	-53	Q1-4	52
		2,850	2,850	3,414	564		4,240
Building for the Future	Q1-4	47,746	47,746	44,308	-3,438	Q1-4	47,237
Profit on disposal		0	0		0		-65
Prior year schemes underspend		0	0	-349	-349		-156
TOTAL		54,663	54,663	56,544	1,881		60,122