

## Performance Report Month 02

Trust Board  
5<sup>th</sup> July 2018



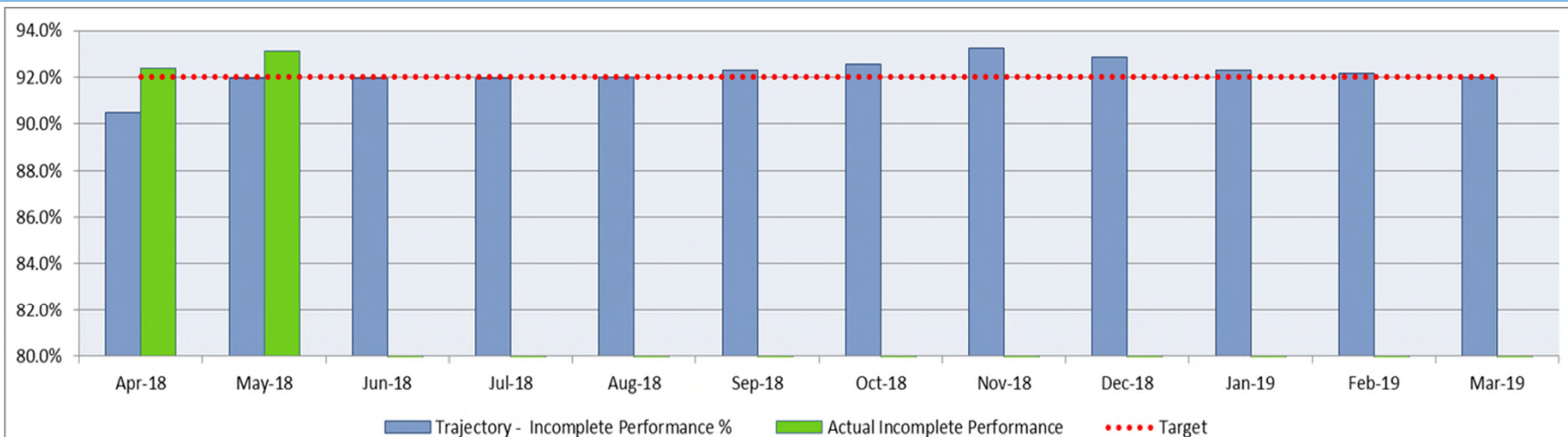
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RTT



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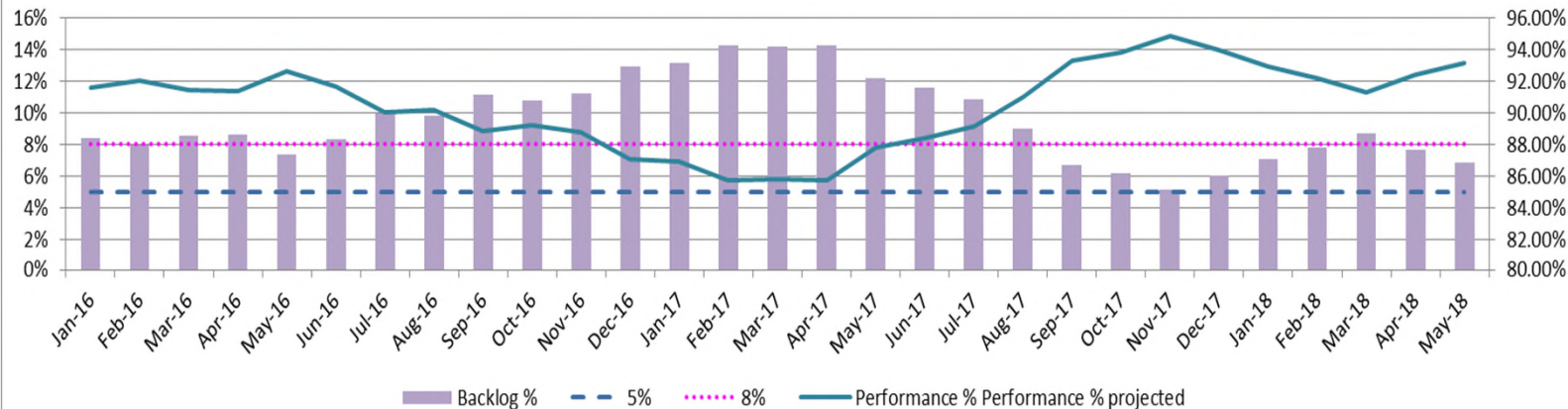
# Elective Activity - RTT 2018/2019 Trajectory



	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
Referral to treatment Incomplete Trajectory - >18 weeks	1,498	1,260	1,259	1,255	1,250	1,200	1,150	1,050	1,115	1,200	1,225	1,250
Referral to treatment Incomplete Trajectory - Total patients	15,780	15,699	15,650	15,599	15,600	15,600	15,500	15,605	15,600	15,600	15,660	15,600
Trajectory - Incomplete Performance %	90.5%	92.0%	92.0%	92.0%	92.0%	92.3%	92.6%	93.3%	92.9%	92.3%	92.2%	92.0%
Referral to treatment Incomplete Actual - >18 weeks	1206	1096										
Referral to treatment Incomplete Actual - Total patients	15827	15981										
Actual Incomplete Performance	92.4%	93.1%										

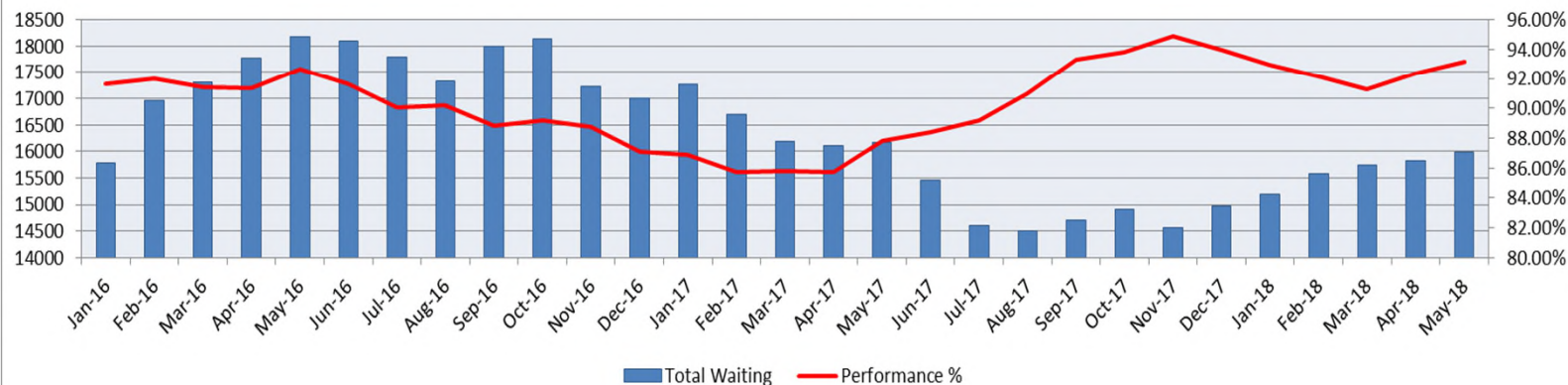
# RTT Summary May 2018

## Backlog as a percentage of the waiting list



May's RTT performance was 93.1% against a trajectory of 92.0%.

## Total Waiting List Vs 18 Weeks Performance

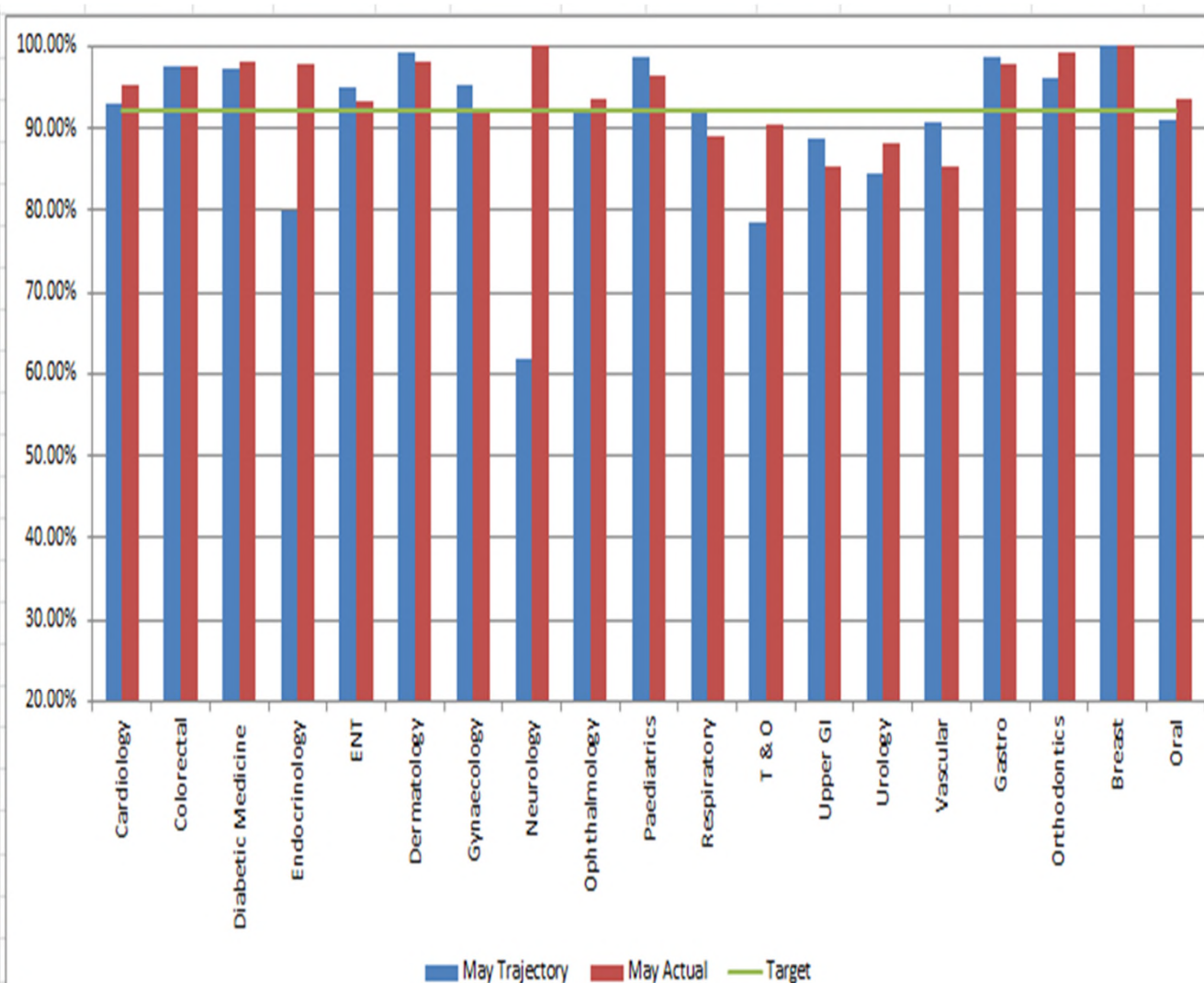


As long as the RTT backlog is between 5% and 8% of total RTT waiting list size then the Trust will deliver the RTT target.

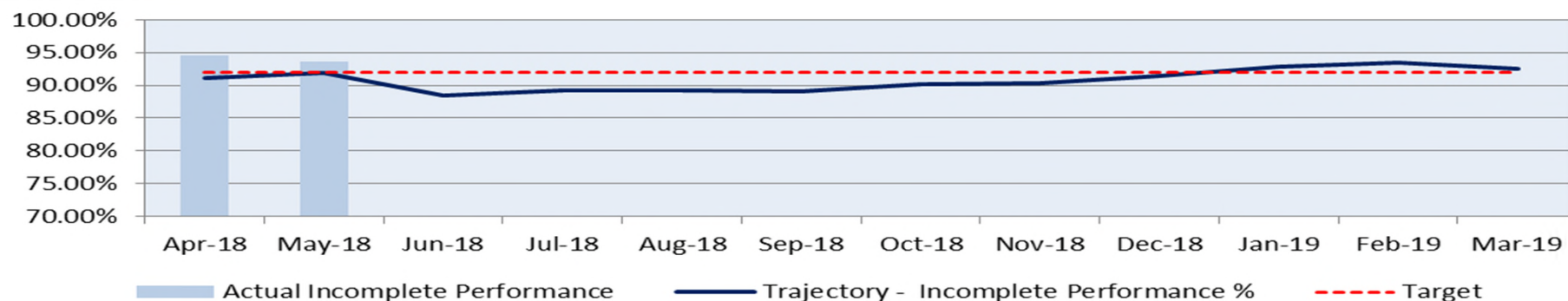


# Speciality Performance Against Trajectory

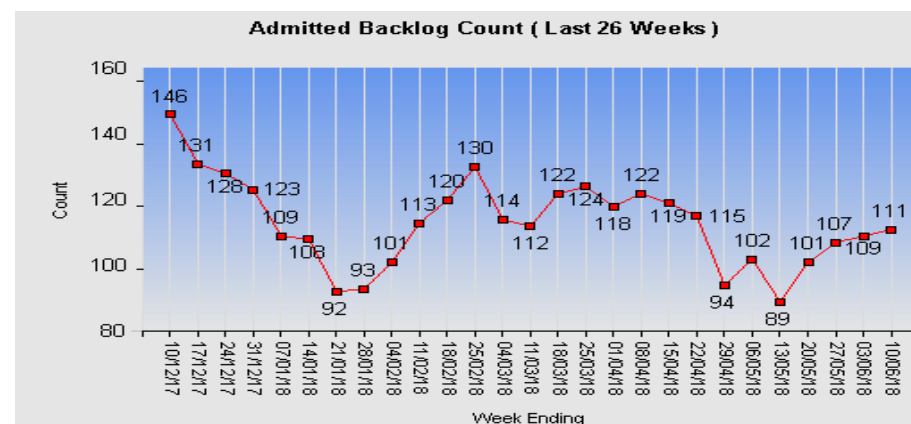
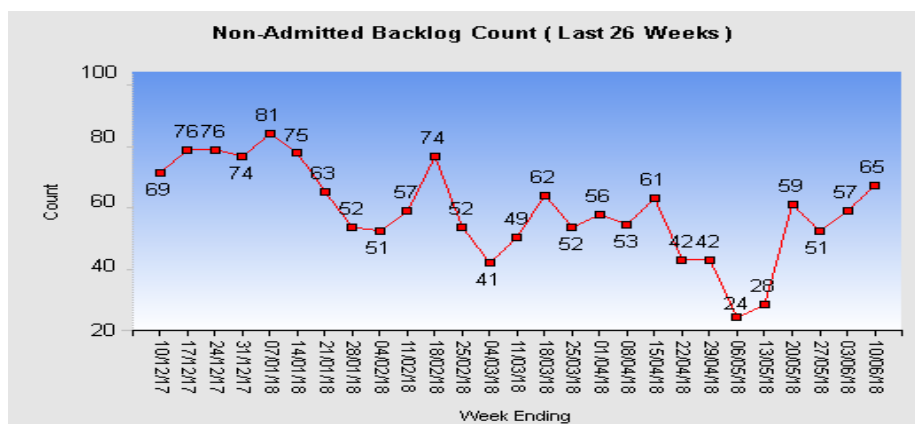
Specialty	May Trajectory	May Actual	Variance
Cardiology	92.90%	95.25%	2.35%
Colorectal	97.48%	97.60%	0.12%
Diabetic Medicine	97.36%	98.21%	0.85%
Endocrinology	79.82%	97.86%	18.04%
ENT	95.00%	93.21%	-1.79%
Dermatology	99.20%	97.98%	-1.22%
Gynaecology	95.33%	92.13%	-3.20%
Neurology	61.69%	100.00%	38.31%
Ophthalmology	91.94%	93.53%	1.59%
Paediatrics	98.73%	96.46%	-2.27%
Respiratory	91.96%	88.95%	-3.01%
T & O	78.57%	90.32%	11.75%
Upper GI	88.78%	85.29%	-3.49%
Urology	84.50%	88.08%	3.58%
Vascular	90.75%	85.29%	-5.46%
Gastro	98.75%	97.86%	-0.89%
Orthodontics	96.22%	99.33%	3.11%
Breast	100.00%	100.00%	0.00%
Oral	91.06%	93.69%	2.63%
Total Incompletes	15699	15981	282
<18	14439	14885	446
BACKLOG	1260	1096	-164
Total Performance	91.97%	93.14%	1.17%



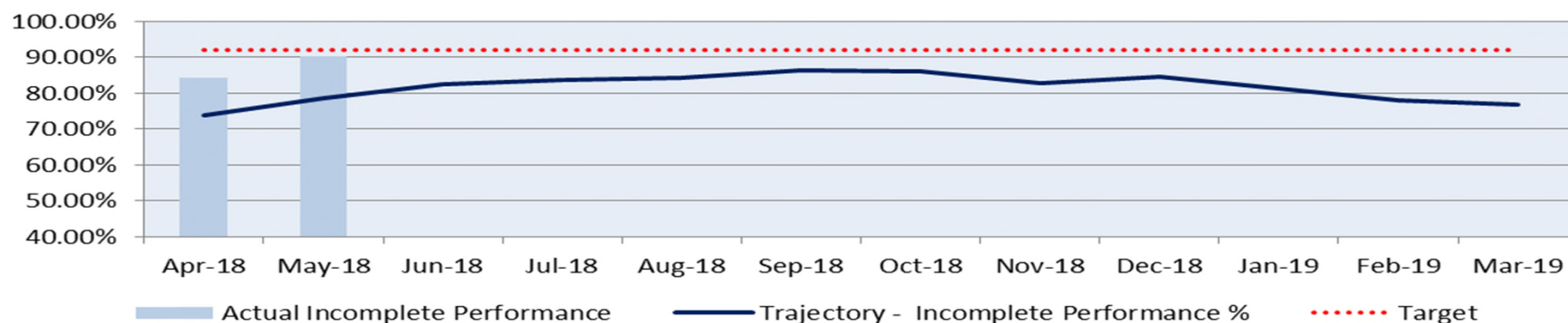
# RTT - Ophthalmology



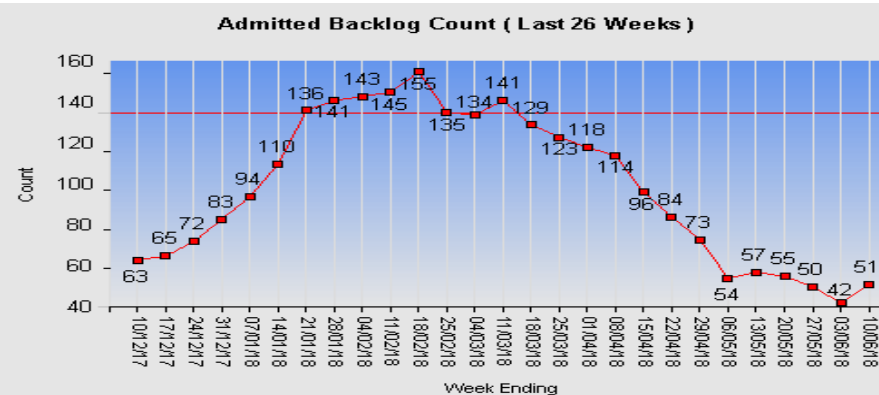
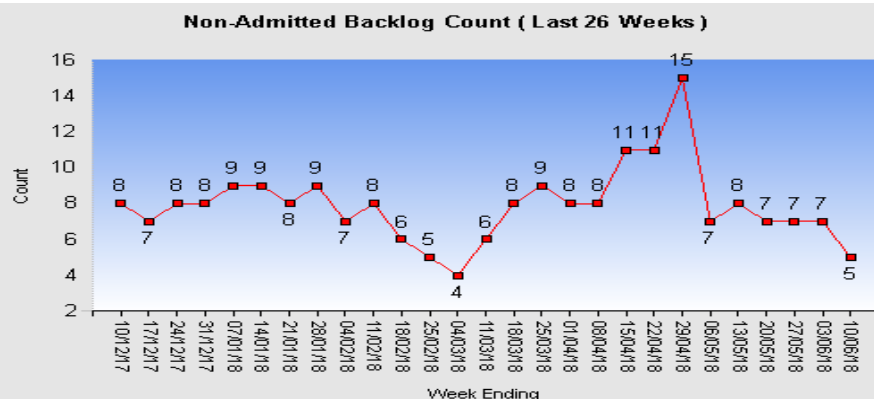
Ophthalmology	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
Referral to treatment Incompletes Trajectory - >18 weeks	240	219	303	282	285	274	241	217	187	156	143	165
Referral to treatment Incompletes Trajectory - Total patients	2693	2719	2633	2614	2643	2512	2470	2244	2174	2192	2162	2215
Trajectory - Incomplete Performance %	91.07%	91.94%	88.49%	89.20%	89.20%	89.08%	90.23%	90.32%	91.41%	92.89%	93.38%	92.56%
Referral to treatment Incompletes Actual - >18 weeks	129	165										
Referral to treatment Incompletes Actual - Total patients	2383	2551										
Actual Incomplete Performance	94.59%	93.53%										



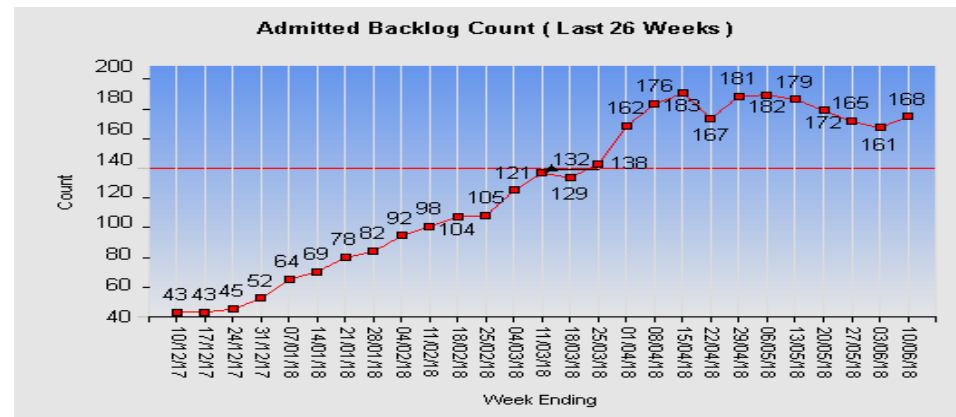
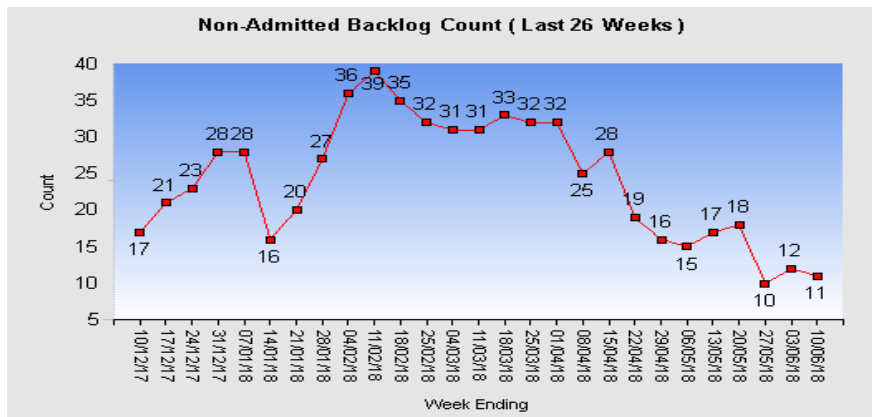
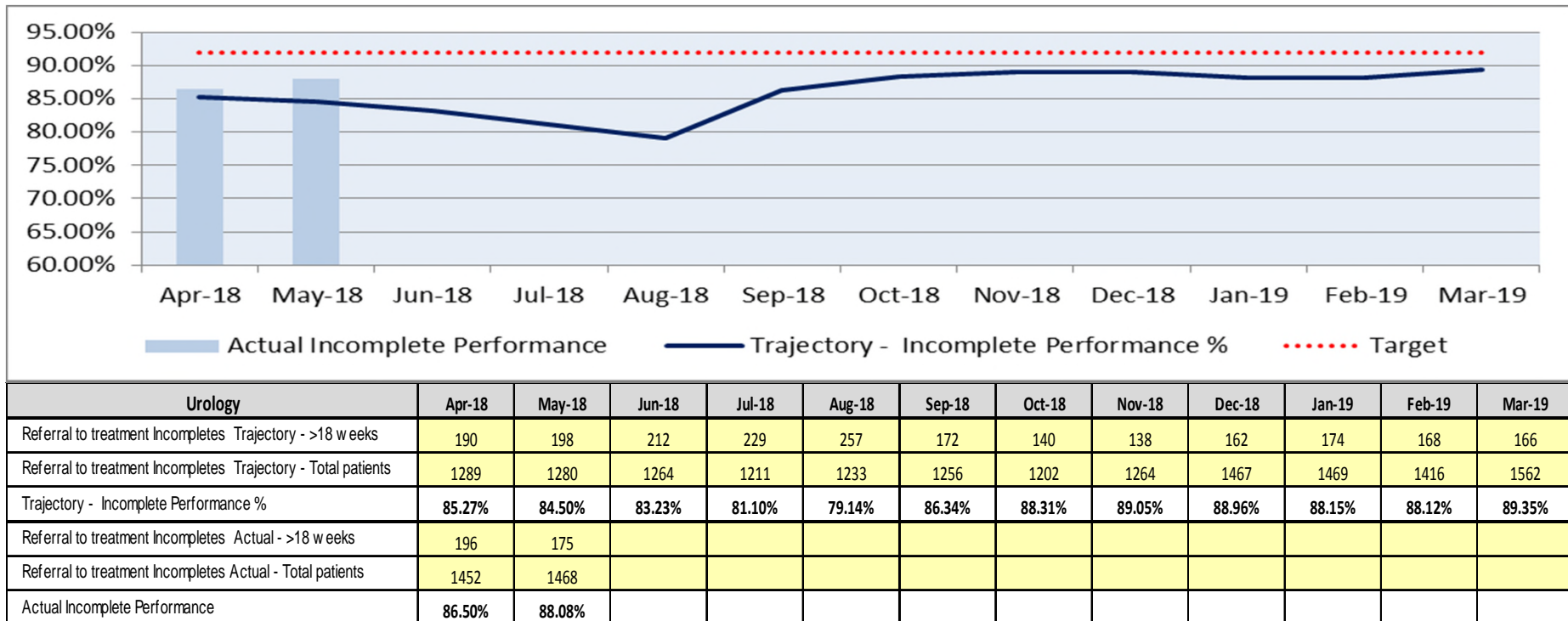
# RTT – Trauma & Orthopaedic



Trauma & Orthopaedic	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
Referral to treatment Incompletes Trajectory - >18 weeks	271	189	147	116	131	105	107	126	122	142	154	147
Referral to treatment Incompletes Trajectory - Total patients	1031	884	835	708	820	776	756	736	786	758	700	632
Trajectory - Incomplete Performance %	73.67%	78.57%	82.32%	83.65%	84.08%	86.43%	85.90%	82.82%	84.45%	81.29%	78.01%	76.75%
Referral to treatment Incompletes Actual - >18 weeks	95	58										
Referral to treatment Incompletes Actual - Total patients	607	599										
Actual Incomplete Performance	84.35%	90.32%										



# RTT – Urology





# Projected RTT Performance – June 2018

## Admitted Incomplete Pathways

Open Clocks Monitoring for 22nd June 2018

NOTE - REPORT IS BASED ON REPORTING SPECIALTIES

Time Periods

Open Clocks Reported as at 22nd June 2018 08:00am

Cohort	Open Clocks					TCI Booked In Month		
	Total Open Clocks	<6 Wks (URGENT)	>=6 <9 Wks (ROUTINE)	>=9 <18 Wks (ROUTINE)	18+ Wks	Performance %	Routine Non-backlog	Backlog
<b>Reporting Specialty</b>								
Cardiology	77	17	19	29	12	84.42	7	3
Cardiothoracic Surgery	2	2				100.00		
Dermatology	1			1		100.00		
Ear, Nose & Throat (ENT)	262	65	22	104	71	72.90	4	14
Gastroenterology	8	3		4	1	87.50	1	
General Medicine	3		1	2		100.00		
General Surgery	789	213	122	284	170	78.45	15	37
Geriatric Medicine	1	1				100.00		
Gynaecology	245	66	36	84	59	75.92	5	14
Neurology								
Neurosurgery								
Ophthalmology	736	149	112	349	126	82.88	17	41
Oral Surgery	212	32	27	87	66	68.87	5	10
Other	180	55	31	63	31	82.78	5	14
Plastic Surgery								
Thoracic Medicine	29	16	5	7	1	96.55	2	
Trauma & Orthopaedics	411	85	78	181	67	83.70	15	32
Urology	519	141	69	145	164	68.40	1	20
	3,475	845	522	1,340	768	77.90	77	185

## Non Admitted Incomplete Pathways

Cohort	Open Clocks					Appts Booked In Month		
	Total Open Clocks	<6 Wks (URGENT)	>=6 <9 Wks (ROUTINE)	>=9 <18 Wks (ROUTINE)	18+ Wks	Performance %	Routine Non-backlog	Backlog
598	252	141	167	38		93.65	49	5
16	4	4	8			100.00		
682	463	88	108	23		96.63	28	1
1826	762	349	602	113		93.81	88	10
1057	584	210	230	33		96.88	55	
513	310	81	105	17		96.69	38	2
1799	1127	304	349	19		98.94	103	2
190	81	38	54	17		91.05	22	3
1166	607	208	270	81		93.05	82	18
6	2	1	3			100.00	2	
1845	1042	323	432	48		97.40	122	9
635	359	117	155	4		99.37	43	
718	342	135	201	40		94.43	56	3
512	182	86	180	64		87.50	17	
135	90	19	21	5		96.30	8	7
924	484	179	243	18		98.05	46	2
12,622	6,691	2,283	3,128	520		95.88	759	62

## Combined Incomplete Pathways

Cohort	Open Clocks					Performance %
	Total Open Clocks	<6 Wks (URGENT)	>=6 <9 Wks (ROUTINE)	>=9 <18 Wks (ROUTINE)	18+ Wks	
675	269	160	196	50		92.59
18	6	4	8			100.00
683	463	88	109	23		96.63
2088	827	371	706	184		91.19
1065	587	210	234	34		96.81
516	310	82	107	17		96.71
2588	1340	426	633	189		92.70
191	82	38	54	17		91.10
1411	673	244	354	140		90.08
6	2	1	3			100.00
2581	1191	435	781	174		93.26
847	391	144	242	70		91.74
898	397	166	264	71		92.09
541	198	91	187	65		87.99
546	175	97	202	72		86.81
1443	625	248	388	182		87.39
16,097	7,536	2,805	4,468	1,288		92.00

Minimum number of backlog patient clearance to achieve 92%

1

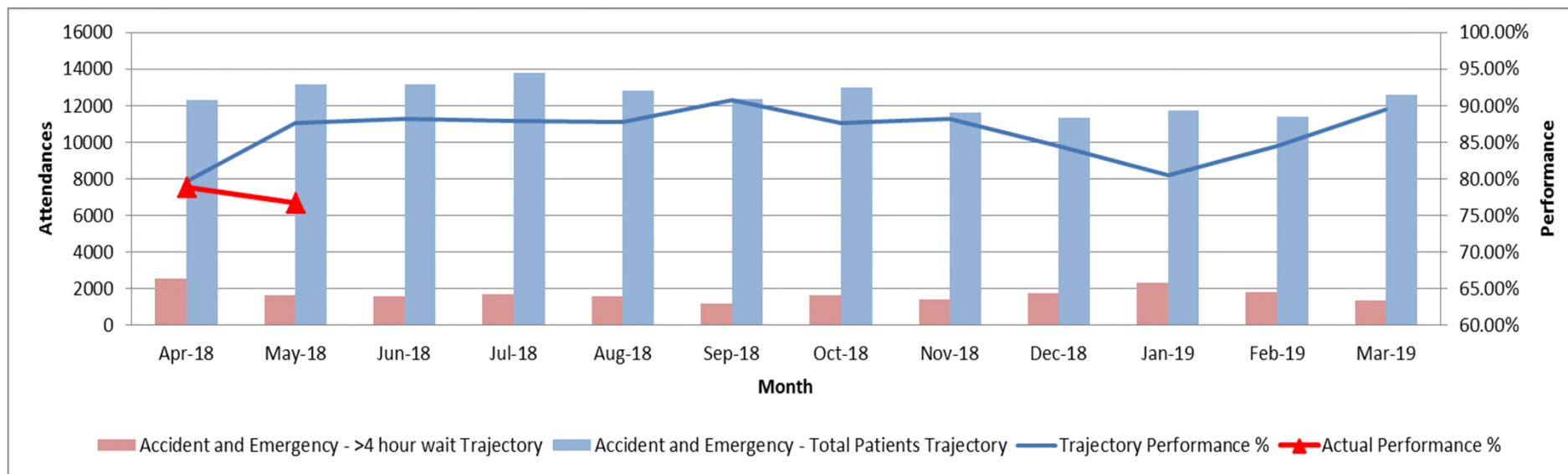
June's predicted combined incomplete performance is currently at 92%. The figure is subject to change with the month end validation

# Urgent Care Update



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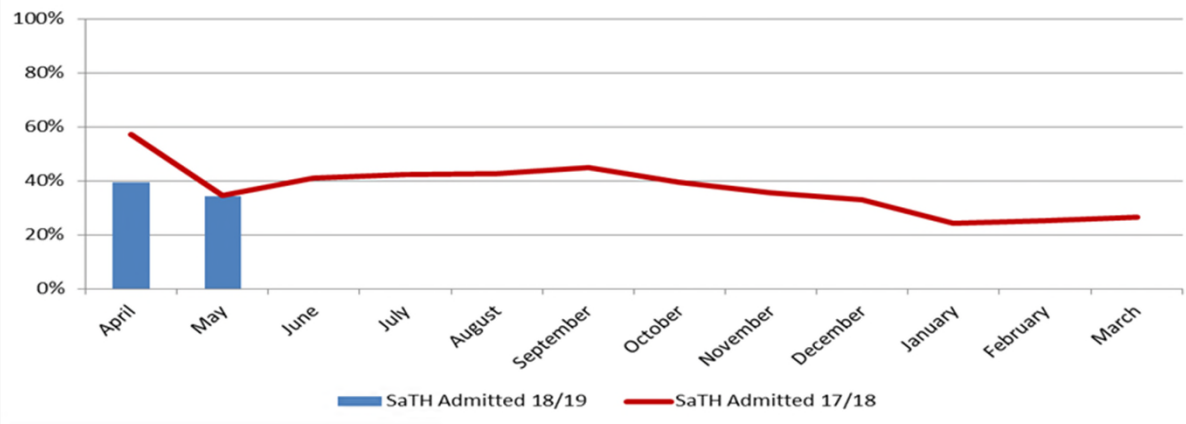
# A&E 2018-2019 Trust Trajectory



	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
Accident and Emergency - >4 hour wait Trajectory	2511	1639	1556	1661	1563	1153	1610	1372	1754	2296	1769	1326
Accident and Emergency - Total Patients Trajectory	12290	13181	13161	13763	12786	12370	12967	11586	11332	11724	11367	12593
Trajectory Performance %	79.57%	87.57%	88.18%	87.93%	87.78%	90.68%	87.58%	88.16%	84.52%	80.42%	84.44%	89.47%
Accident and Emergency - >4 Hour Wait Actual	2669	3347										
Accident and Emergency - Total Patients Actual	12633	14373										
Actual Performance %	78.87%	76.71%										

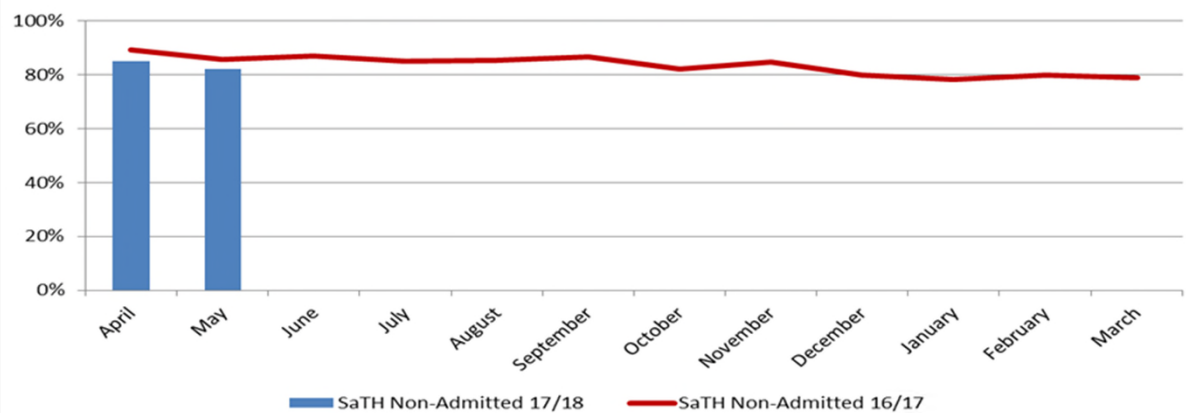
# A&E SaTH Admitted/Non-Admitted Performance

## SaTH Admitted Performance



- SaTH ADM attendance up 9.2% (216) in May-18 compared to May-17.
- SaTH ADM breaches were up 10% (150) in May-18 compared to May-17.
- SaTH ADM performance is down 0.3% in May-18 compared to May-17.

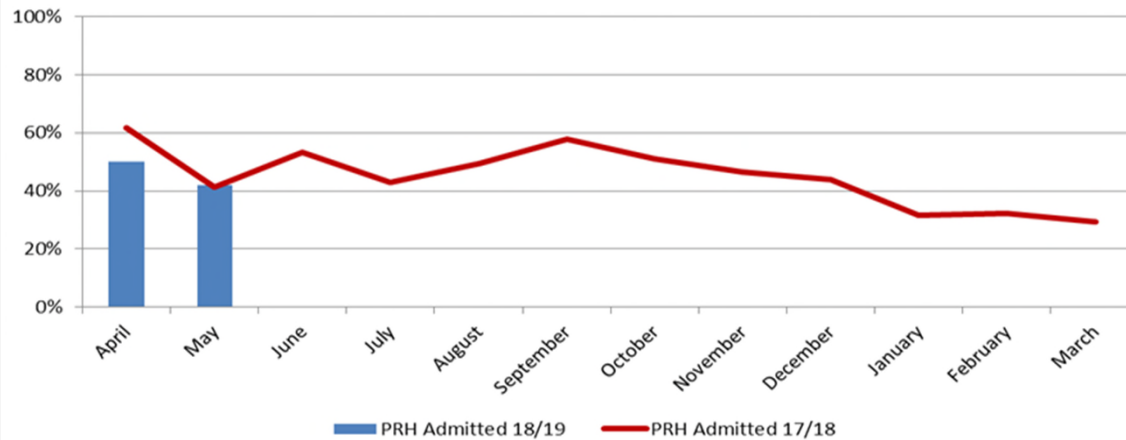
## SaTH Non-Admitted Performance



- SaTH NON-ADM attendance up 10.7% (903) in May-18 compared to May-17.
- SaTH NON-ADM breaches up 40% (475) in May-18 compared to May-17.
- SaTH NON-ADM performance down 3.7% in May-18 compared to May-17.

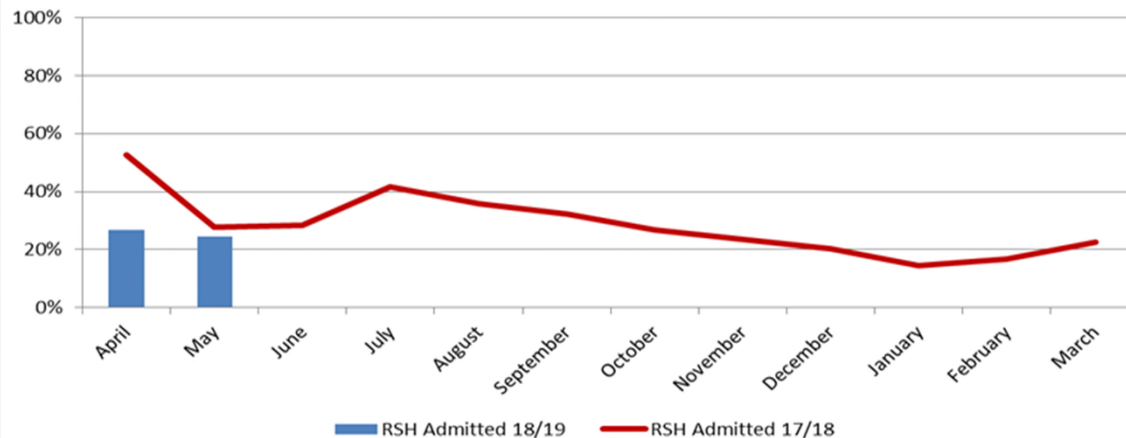
# A&E Admitted Attendances by Site

## PRH Admitted Performance



- PRH ADM attendance up 19.5% (231) in May-18 compared to May-17.
- PRH ADM breaches were up 17.8% (124) in May-18 compared to May-17.
- PRH ADM performance is up 0.8% in May-18 compared to May-17.

## RSH Admitted Performance

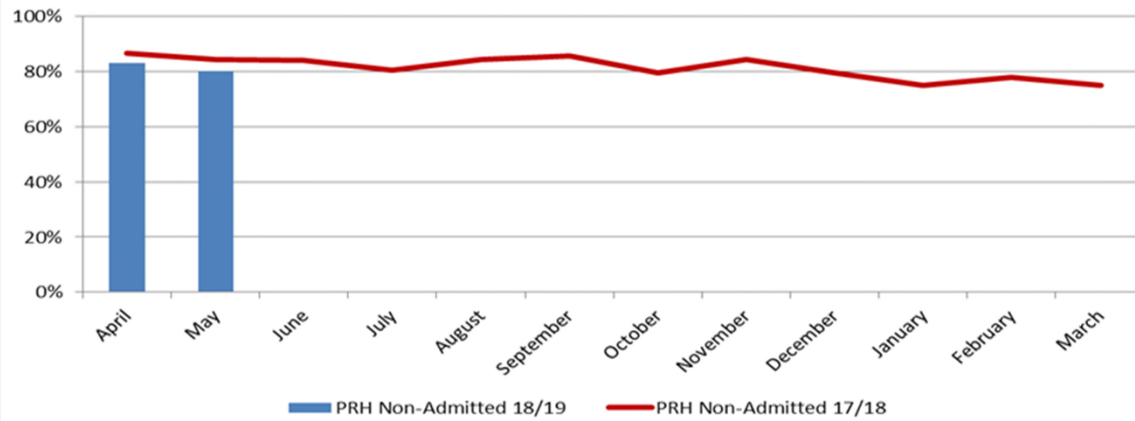


- RSH ADM attendance down 1.3% (-15) in May-18 compared to May-17.
- RSH ADM breaches up 3% (26) in May-18 compared to May-17.
- RSH ADM performance down 3% in May-18 compared to May-17.



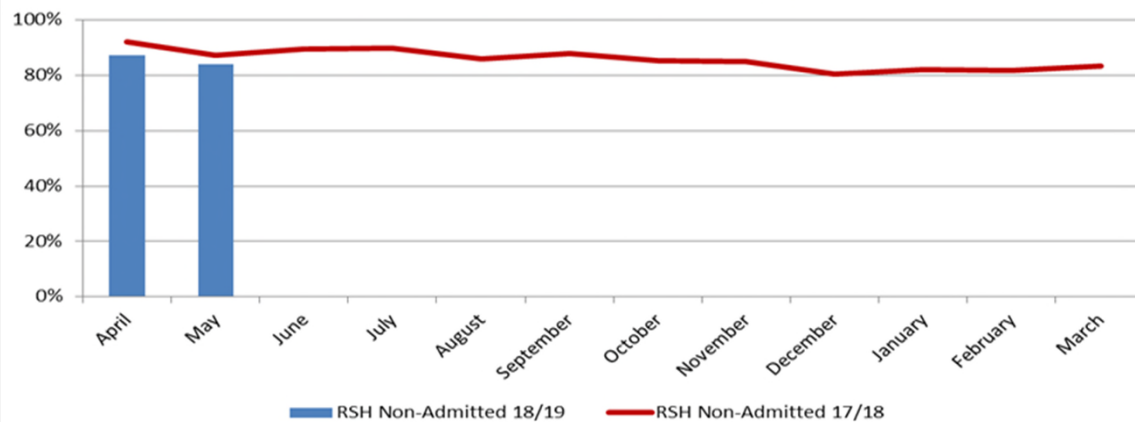
# A&E Non-Admitted Attendances by Site

**PRH Non-Admitted Performance**



- PRH Non-ADM attendance up 11% (470) in May-18 compared to May-17.
- PRH Non-ADM breaches were up 40% (271) in May-18 compared to May-17.
- PRH Non-ADM performance is down 4% in May-18 compared to May-17.

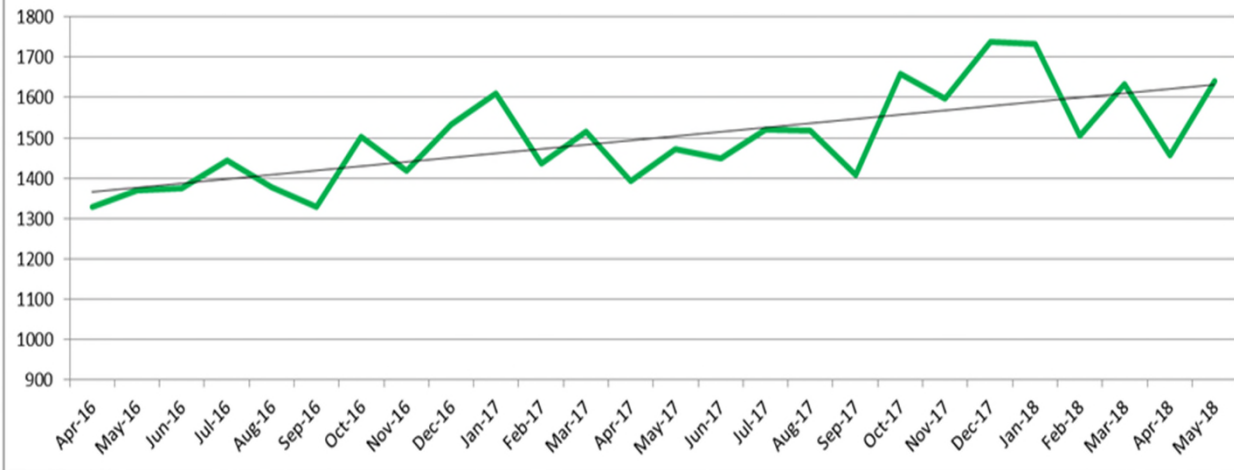
**RSH Non-Admitted Performance**



- RSH Non-ADM attendance up 10.5% (433) in May-18 compared to May-17.
- RSH Non-ADM breaches up 39% (204) in May-18 compared to May-17.
- RSH Non-ADM performance down 3.3% in May-18 compared to May-17.

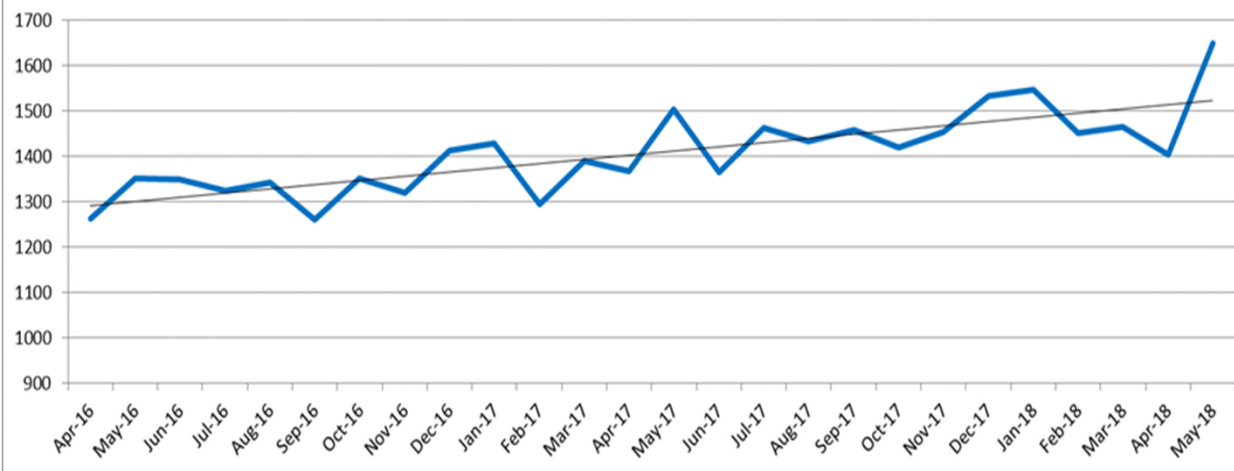
# A&E Arrivals via Ambulance

**PRH A&E Arrivals via Ambulance by Month**



- At PRH ambulance arrivals were up 11.4% (168) in May-18 compared to May-17.
- Ambulance arrivals are up 8% (231) YTD.

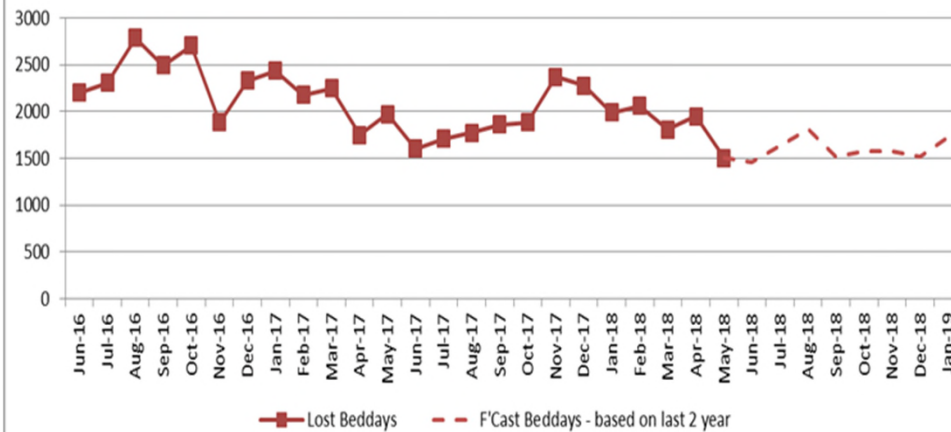
**RSH A&E Arrivals via Ambulance by Month**



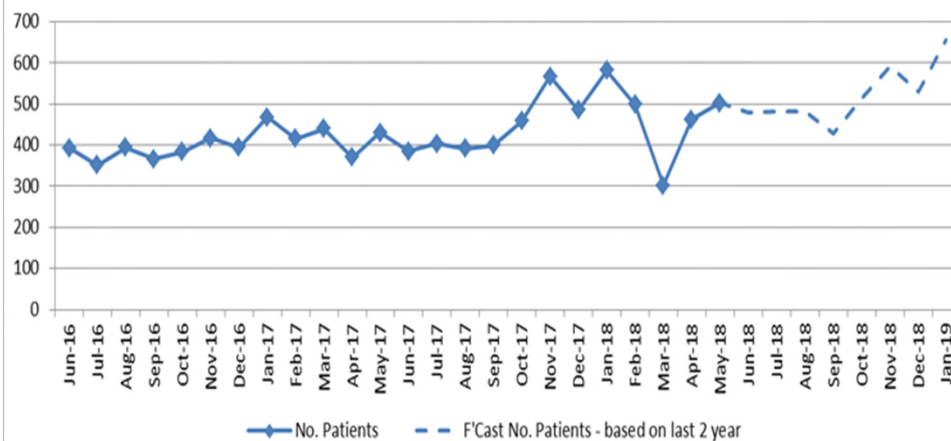
- At RSH ambulance arrivals were up 9.8% (147) in May-18 compared to May-17.
- Ambulance arrivals are up 6.4% (183) YTD.

# MFFD

**Total Current Position  
Lost Beddays**



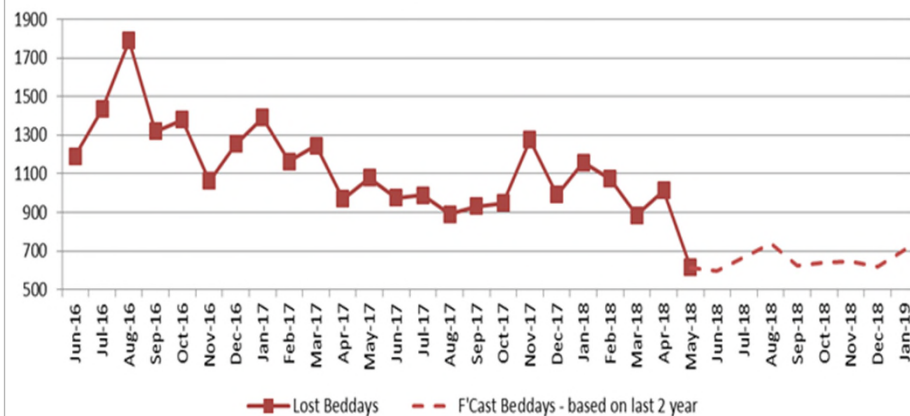
**Total Current Position  
Number of Patients**



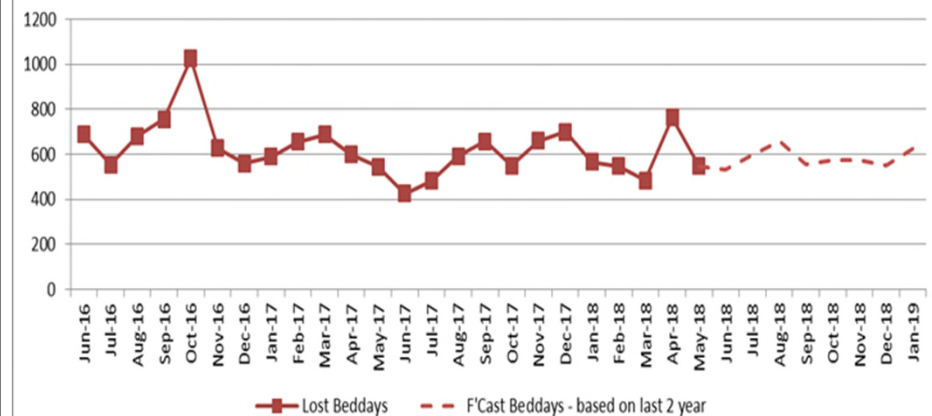
Discharge Month	No. Patients	Lost Beddays	Average Days on List	Avg Patients per week
May-16	373	2093	6	93
Jun-16	393	2202	6	98
Jul-16	352	2304	7	88
Aug-16	394	2786	7	99
Sep-16	366	2491	7	92
Oct-16	384	2703	7	96
Nov-16	417	1886	5	104
Dec-16	394	2326	6	99
Jan-17	468	2434	5	117
Feb-17	415	2179	5	104
Mar-17	440	2247	5	110
Apr-17	370	1752	5	93
May-17	430	1971	5	108
Jun-17	385	1604	4	96
Jul-17	403	1711	4	101
Aug-17	391	1770	5	98
Sep-17	399	1860	5	100
Oct-17	459	1882	4	115
Nov-17	567	2369	4	142
Dec-17	485	2276	5	121
Jan-18	582	1987	3	146
Feb-18	499	2059	4	125
Mar-18	302	1808	6	76
Apr-18	463	1947	4	116
May-18	502	1505	3	126

# MFFD Lost Bed Days by CCG

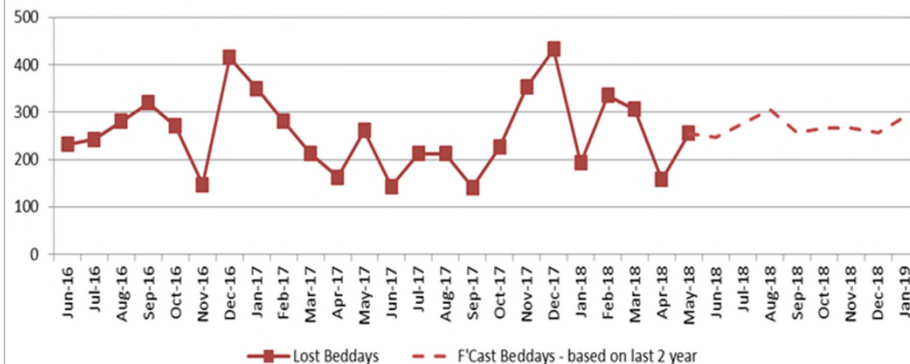
**SC Current Position  
Lost Beddays**



**TW Current Position  
Lost Beddays**



**Powys Current Position  
Lost Beddays**



- **Lost bed days were down 23.6% when comparing May-18 to May-17.**
- **Shropshire down 43%**
- **Telford up 0.4%**
- **Powys down 2.3%**

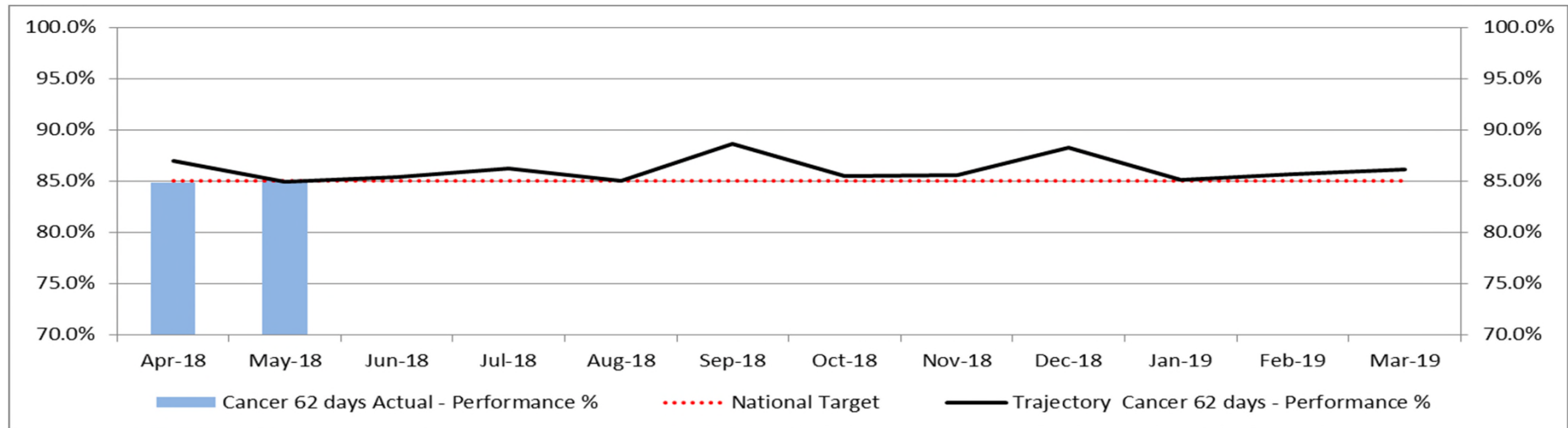
# Cancer and Diagnostics



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# Cancer 2018/2019 Trajectory



	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
Cancer 62 days - >62 days	15.0	17.0	19.0	17.5	19.5	14.0	17.0	19.0	15.0	18.0	16.5	17.0
Cancer 62 days - Total seen	115.0	113.0	130.0	127.0	130.0	123.0	117.0	132.0	128.0	121.0	115.0	123.0
Trajectory Cancer 62 days - Performance %	87.0%	85.0%	85.4%	86.2%	85.0%	88.6%	85.5%	85.6%	88.3%	85.1%	85.7%	86.2%
Cancer 62 days Actual - >62 days	21.0	22.5										
Cancer 62 days Actual - Total seen	139	152										
Cancer 62 days Actual - Performance %	84.8%	85.1%										

**May performance is 85.15%, against a trajectory of 85.0%**

# Cancer Performance (Site Specific Performance)

Measure	Monthly Target %	November	December	January	February	March	April	May
62 days urgent ref to treatment	85	88.60%	89.30%	81.12%	84.60%	89.30%	84.84%	85.15%
Brain	85	N/A	N/A	N/A	N/A	N/A	N/A	
Breast	85	96.70% 1/30	100% 0/15	100% 0/24	100% 0/14	96.00% 1/25	94.40% 1½/28	94.74% 1/19
Colorectal	85	86.70% 2/15	87.50% 2/16	80.60% 3/15½	57.10% 3/7	88.90% 1/9	78.80% 3½/17	81.82% 2/11
Gynaecology	85	100% 0/5½	50.00% 2/4	70.80% 3½/12	22.20% 3½/4½	73.30% 2/7½	100% 0/3	100% 0/9
Haematology	85	83.30% 1/6	100% 0/6	100% 0/2	100% 0/10	100% 0/6	66.70% 2/6	40.00% 3/5
Head & Neck	85	50.00% 2/4	80.00% ½/2½	66.70% 1/3	100% 0/4	100% 0/4	60.00% 2/5	100% 0/7
Lung	85	75.00% 2/8	64.30% 2½/7	66.70% 2½/7½	76.50% 2/8½	58.80% 3½/8½	80.00% 2/11	66.67% 4/12
Skin	85	100% 0/26	96.40% 1/28	100% 0/24	100% 0/21	100% 0/21	100% 0/19	100% 0/27
Upper GI	85	72.70% 3/11	75.00% 2/8	42.10% 5½/9½	66.70% 2/6	66.70% 2/6	70.00% 3/11	50.00% 3½/7
Urology	85	88.30% 4½/38½	91.30% 2/23	69.20% 8/26	81.10% 7/37	92.90% 2/28	82.10% 7/39	82.86% 9/52½

Please note – May figures are predictions correct as on 22/6/18. May performance will be uploaded 30/6/18.  
Final performance reports will be generated on SDCS 5/7/18 and reports distributed locally by 10/7/18.

# Update on Cancer Performance

## Risks to delivery of 62 day target :

### Urology

- Demand for Urology 2ww referrals have increased by 45% since January.
- Increase demand for TRUS biopsies and laparoscopic surgery.
- Single handed Laparoscopic Surgeon.
- Theatre capacity for urology
- Surgeon capacity

### Breast Radiology

- Single handed Breast Radiologist to support Breast Cancer Service
- National shortage of Breast Radiologists
- Unable to recruit x 4 times
- Increasing number of 2ww referrals

### **Actions for Urology**

- Advertise for locum Consultant Urologist to undertake TRUS biopsies and clinics.
- Complete business case for Robot to support recruitment and efficiency
- Increased CNS hours for results clinic
- Additional theatre sessions in place for laparoscopic work

### **Actions for Breast**

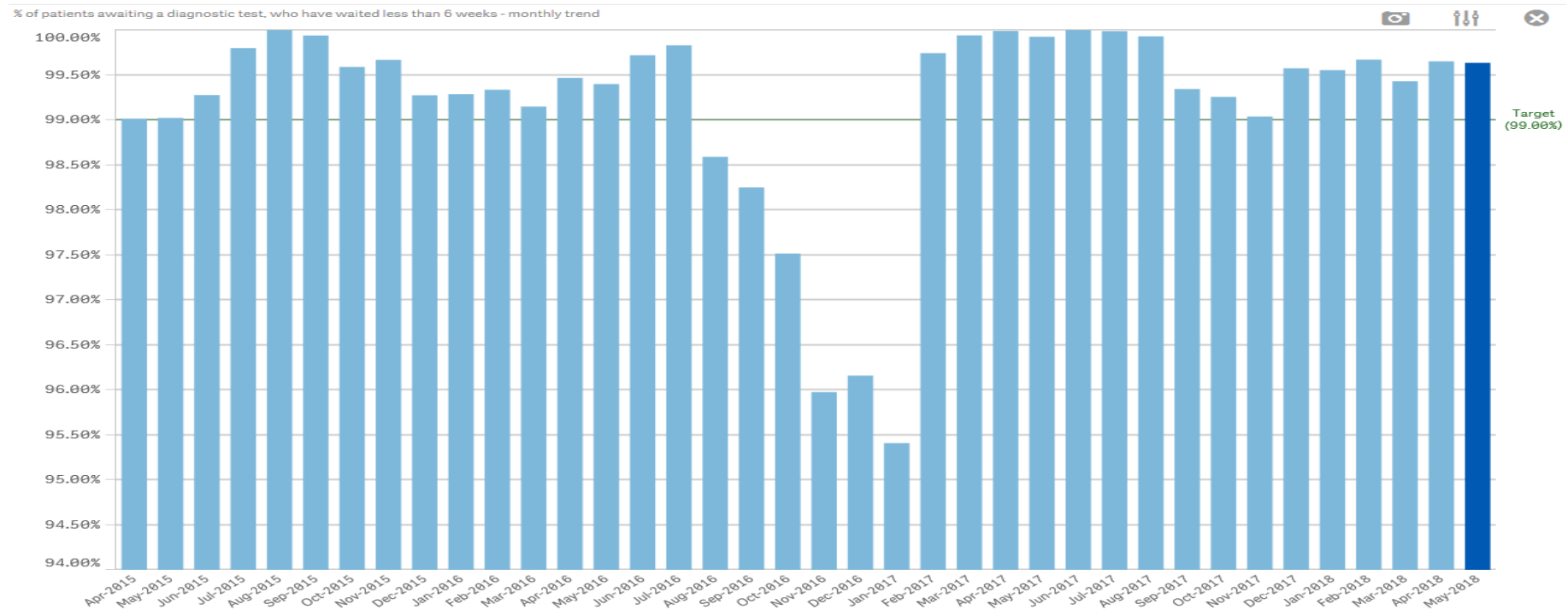
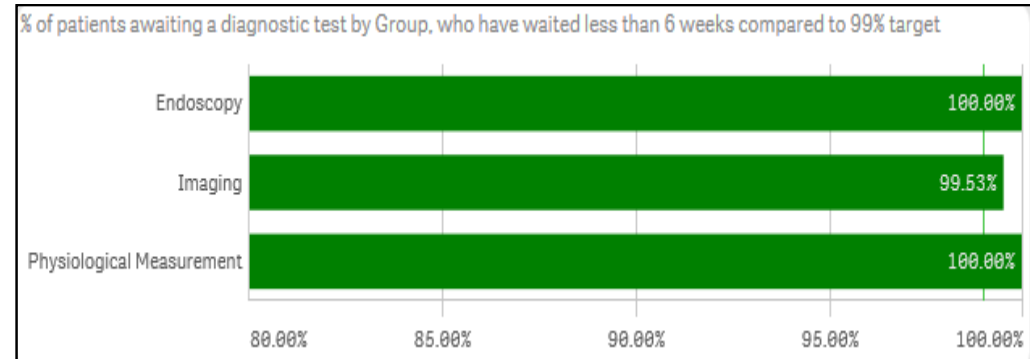
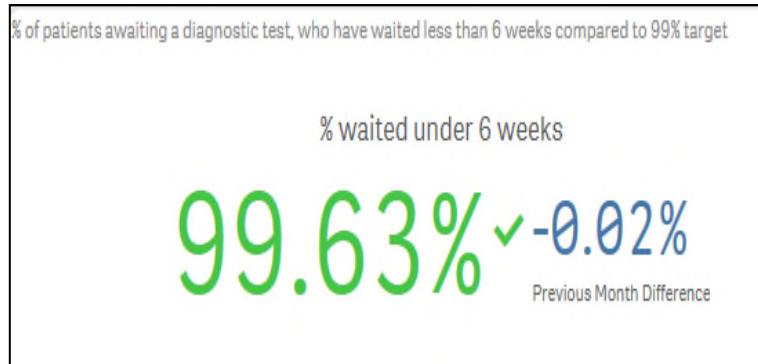
- 2 x Locum Radiologists appointed for 5 sessions
- Adverts planned with Clear Design for Breast Radiologist and Breast Radiographer
- Workforce plan to recruit ACPs (alternative workforce)
- Redesigned 2ww proforma to streamline referrals from GPs

# Cancer 104 + Days – Actions to improve performance

- All patients between 63 and 82 days to have care plan in place to avoid 104 day waits.
- RCAs to be reviewed and actions to followed up with Care Groups.
- Review of all patient choice breaches and actions to reduce these.
- Cancer lead Nurse is reviewing all the patient pathways with the CNS teams, action is been taken based on the findings of the review.
- In May there were 2 reported 104 day breaches, this is a reduction on previous month.



# Diagnostic Waiting Times – May 2018



# Finance Report Month 2



Proud To **Care**  
Make It **Happen**  
We Value **Respect**  
Together We **Achieve**

# Income & Expenditure – Overview YTD

	Annual	YTD		
	Financial Plan	Plan	Actual	Variance
	£000s	£000s	£000s	£000s
Income	355,007	57,730	57,821	91
Pay	(246,151)	(41,887)	(41,741)	146
Non-Pay	(112,580)	(18,914)	(18,858)	56
<b>Total expenditure</b>	<b>(358,731)</b>	<b>(60,801)</b>	<b>(60,599)</b>	<b>202</b>
EBITDA	(3,724)	<b>(3,071)</b>	<b>(2,778)</b>	<b>293</b>
Finance Costs	(14,715)	(2,283)	(2,223)	60
<b>Surplus/(deficit) against Control Total pre PSF</b>	<b>(18,439)</b>	<b>(5,354)</b>	<b>(5,001)</b>	<b>353</b>
Provider Sustainability Funding (PSF)	9,824	<b>982</b>	<b>982</b>	0
<b>Surplus/(deficit) against Control Total post PSF</b>	<b>(8,615)</b>	<b>(4,372)</b>	<b>(4,019)</b>	<b>353</b>

In the first two months of the new financial year the Trust is reporting a year to date pre provider sustainability fund (PSF) deficit of £5.001m, £0.353m better than plan. Inclusion of the PSF reduces the deficit to £4.019m.

Income is over performing by £0.091m due to increased non elective activity, pay is underspent by £0.146m due to the earlier than anticipated closure of escalation spaces and the impact on agency and non pay is under by £0.056m.

## Key Messages

- Year to date at month 2 the Trust is reporting a pre PSF deficit of £5.001m, £0.353m better than plan.

# Income & Expenditure – Overview In Month

## Key Messages

- In the month of May 2018 an in month deficit of £2.006m has been recorded against a plan of £2.311m, £0.305m better than plan

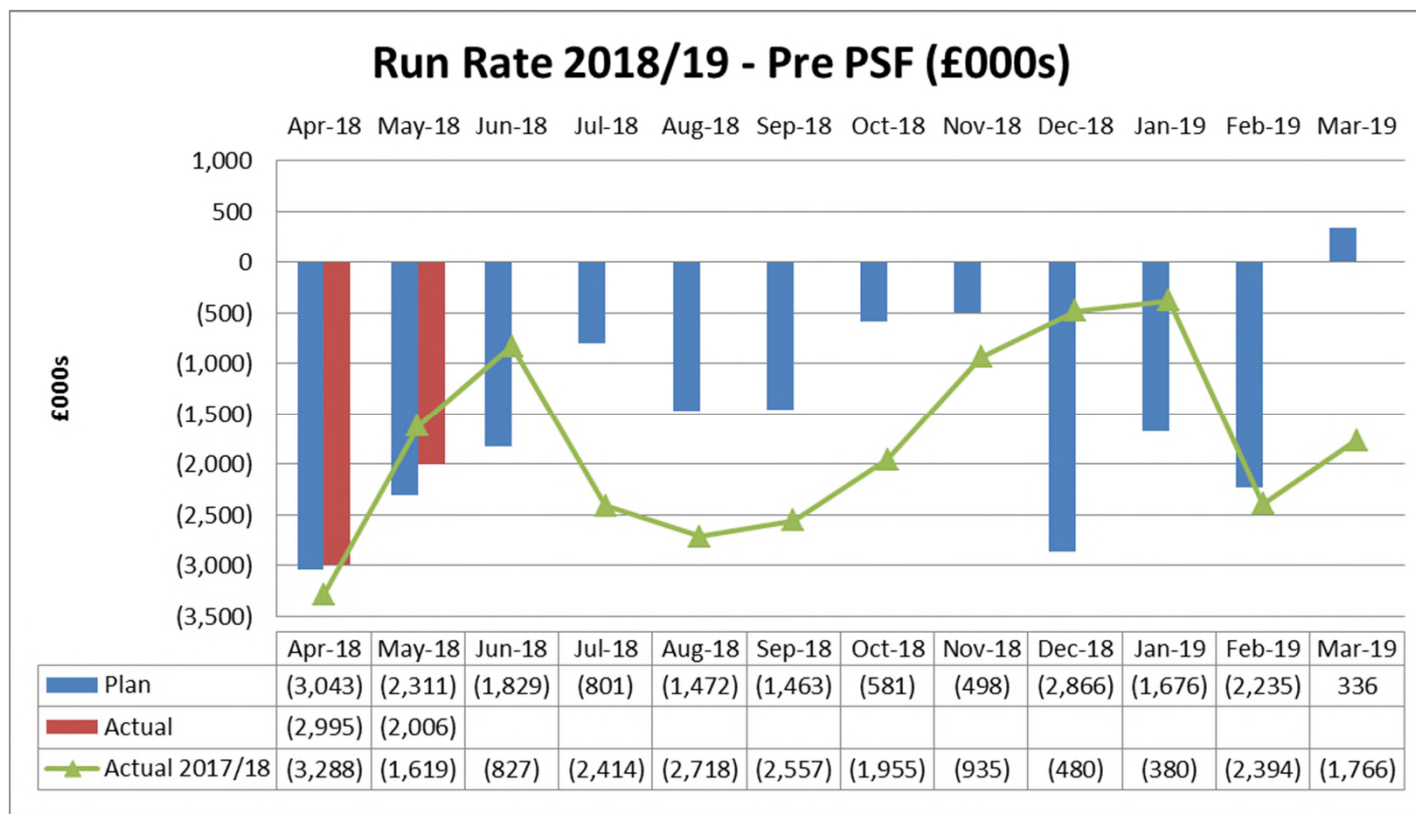
	In Month		
	Plan	Actual	Variance
	£000s	£000s	£000s
Income	29,472	29,606	134
Pay	(21,044)	(20,902)	142
Non-Pay	(9,597)	(9,598)	(1)
<b>Total expenditure</b>	<b>(30,641)</b>	<b>(30,500)</b>	<b>141</b>
EBITDA	<b>(1,169)</b>	<b>(894)</b>	<b>275</b>
Finance Costs	(1,142)	(1,112)	30
<b>Surplus/(deficit) against Control Total pre PSF</b>	<b>(2,311)</b>	<b>(2,006)</b>	<b>305</b>
Provider Sustainability Funding (PSF)	<b>491</b>	<b>491</b>	<b>0</b>
<b>Surplus/(deficit) against Control Total post PSF</b>	<b>(1,820)</b>	<b>(1,515)</b>	<b>305</b>

Inclusion of the PSF reduces the deficit from £2.006m to £1.515m.

Income is over performing in month namely due to increase non elective activity, partially offset by an underperformance in other clinical income.

Pay is underspent against a plan of £9.597m due to the earlier than anticipated closure of escalation spaces.

# Income & Expenditure – Run Rate



The graph above details our planned monthly deficit and surplus position pre PSF over the 2018/19 financial year as compared to the actual 2017/18 delivery.



# Income

	YTD Budget Activity	YTD Actual Activity	Variance Activity	Variance %	YTD Budget £000s	YTD Actual £000s	Financial Variance Value £000s	Price Variance £000s	Volume Variance £000s
Accident and Emergency (Attendances)	18,847	20,136	1,289	6.8%	2,515	2,627	113	(59)	172
Outpatient Appts (Attendances)	69,403	69,908	505	0.7%	7,937	8,013	76	(35)	111
Elective Day Cases	8,012	7,921	(91)	(1.1%)	5,131	4,938	(193)	3	(196)
Elective Inpatient (Spells)	848	885	37	4.3%	2,665	2,793	128	(16)	144
Non Elective (Spells)	8,371	9,171	800	9.6%	17,113	17,958	844	(395)	1,239
Non Elective Other	1,210	1,171	(39)	(3.2%)	2,599	2,503	(96)	33	(129)
Emergency Threshold					(747)	(1,080)	(333)	(333)	
Others (Inc Reserves)					20,516	20,070	(447)	(447)	
<b>Total</b>	<b>106,690</b>	<b>109,192</b>	<b>2,502</b>	<b>2.3%</b>	<b>57,730</b>	<b>57,821</b>	<b>91</b>	<b>(1,250)</b>	<b>1,341</b>
Provider Sustainability Funding (PSF)					982	982	0	0	
<b>Total after PSF</b>	<b>106,690</b>	<b>109,192</b>	<b>2,502</b>	<b>2.3%</b>	<b>58,712</b>	<b>58,803</b>	<b>91</b>	<b>(1,250)</b>	<b>1,341</b>

Income is over performing year to date by £0.091m.

- Accident and Emergency attendances are above planned levels by 7%, this is mainly at the PRH site and due to the inclusion of the urgent care centre activity.
- Outpatient attendances are broadly balanced with underperformances across surgical specialties, neurology and ophthalmology being offset by overperformances in clinical oncology, dermatology and cardiology.
- Elective Daycase activity is under plan by 91 spells (1%), and is due to reduced theatre capacity (theatres 10 and 11).
- Elective Inpatient spells are over delivering against plan by 37 spells (4%), this is mainly within urology and vascular surgery.
- Non Elective activity is 800 spells higher than the planned levels (10%).
- Others is underperforming by £447k year to date, an underperformance associated with private patient activity (£112k), road traffic accident income (£61k), neonatal critical care (£73k), best practice tariff top ups (£61k).
- Private patient income is expected to recover within Fertility once the move to the Severn Fields site has taken place, the underperformance to date is due to the need to wind down the service ready for the move.

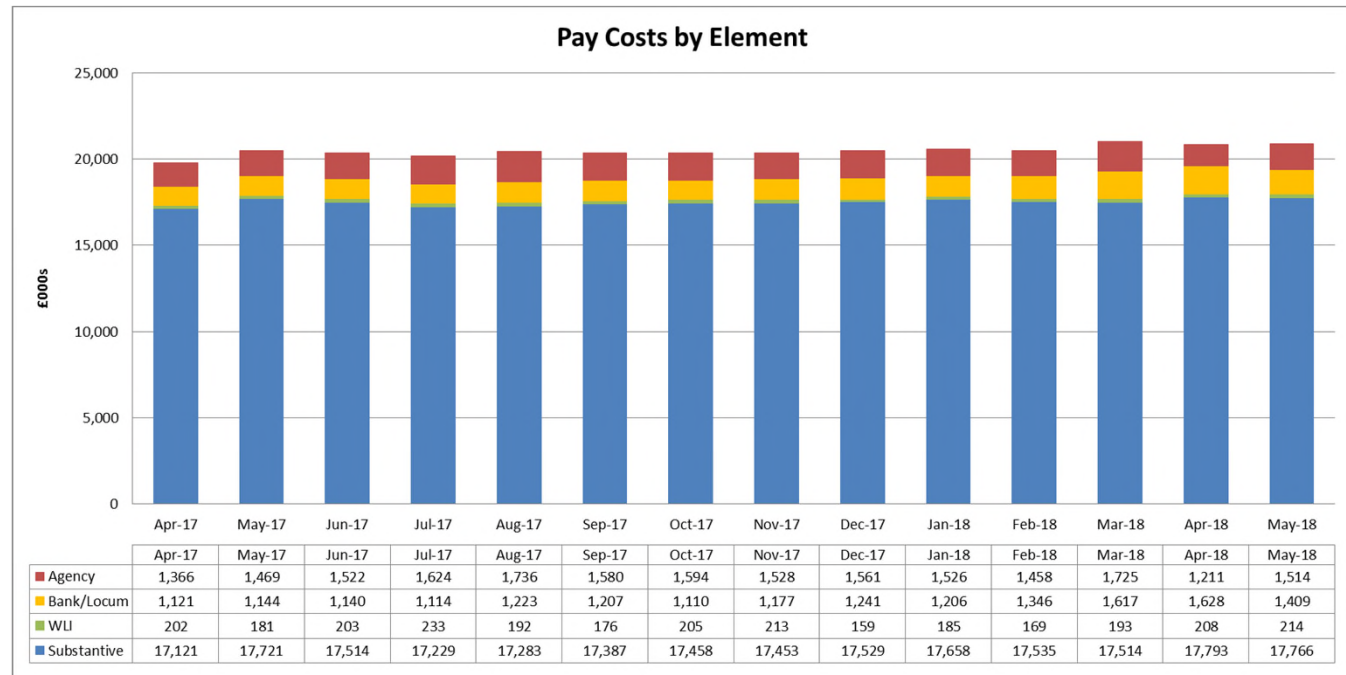
## Key Messages

- Two months into the new financial year the Trust had planned to receive income amounting to £57.730m excluding provider transformation funding (PSF) and had generated income amounting to £57.821m, an over performance of £0.091m.

# Pay

## Key Messages

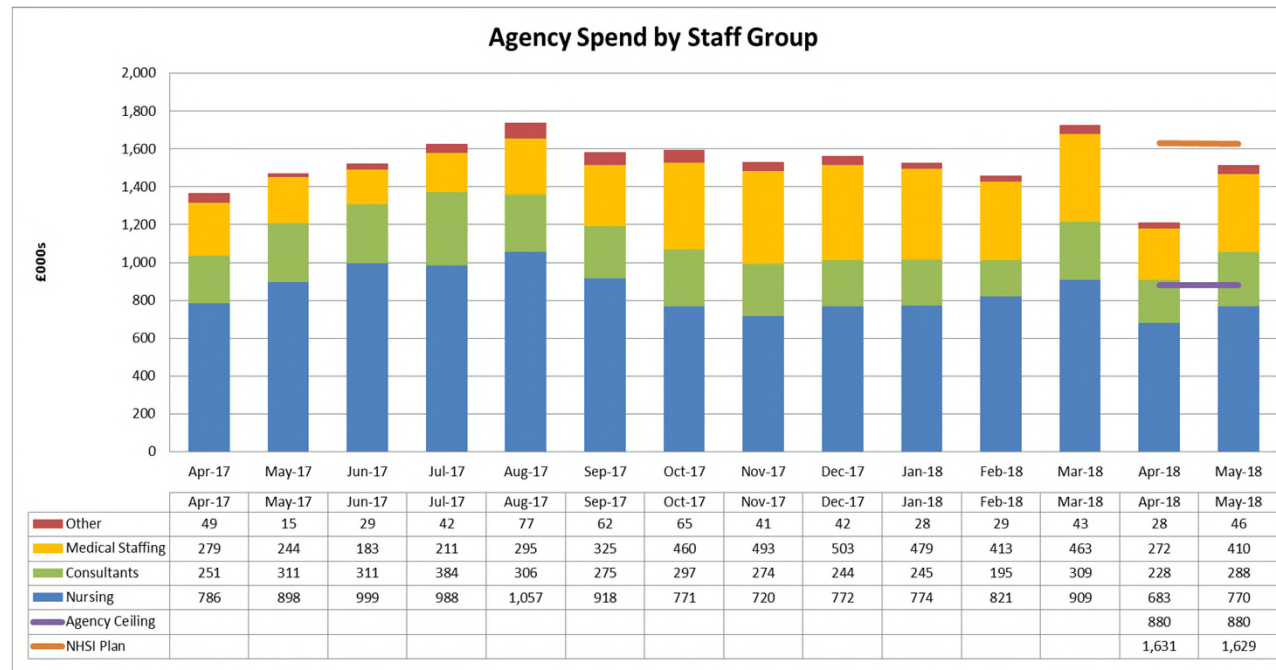
- To date the pay spend amounted to £41.741m against a plan of £41.887m resulting in an underspend of £0.146m.
- 15% of the Trust's pay costs in month 2 are attributable to temporary staffing.



The graph shows that 15% of the Trust's pay costs in month 2 were attributed to temporary staffing inline with the average seen during the previous financial year. Agency spend accounts for 7% a reduction from the average of 8% seen during 2017/18 however, a marginal increase of 1% seen during month 1 of the 2018/19 financial year.

# Agency

Annual		YTD					In Month		
Agency Ceiling	NHSI Agency Plan	Agency Ceiling Plan	Agency NHSI Plan	Agency Expenditure Actual	Variance Under/(Over) Agency Ceiling	Variance Under/(Over) Agency NHSI Plan	Agency NHSI Plan	Agency Expenditure Actual	Variance Under/(Over) Agency NHSI Plan
£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
10,559	16,660	1,760	3,260	2,725	(965)	535	1,629	1,514	115



## Key Messages

- The Trust continues to rely heavily on temporary staffing to support its fragile workforce and as a consequence remains above the agency ceiling as set by NHSI.
- Month 2 run rate up by £0.303m compared to month 1 2018/19, 65% of which in medical staffing and consultants.

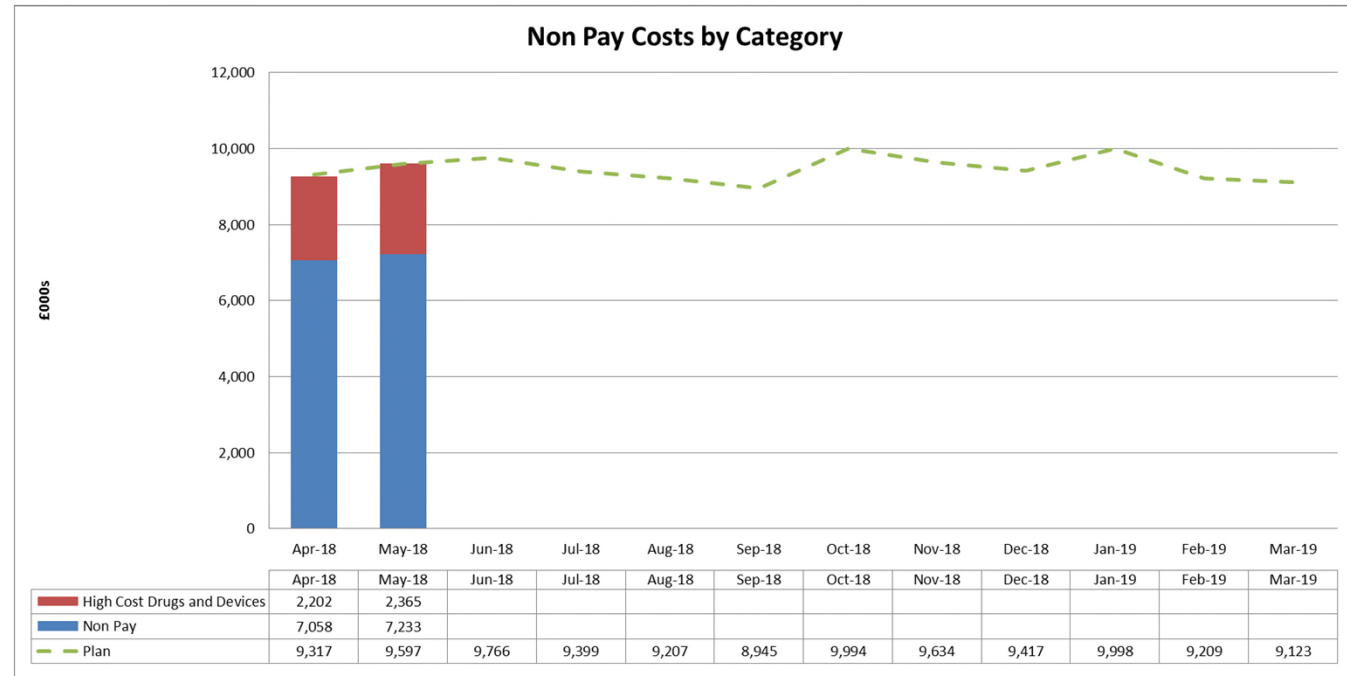
The table above details actual spend against the agency ceiling and agency plan, as can be seen, total agency spend in month amounted to £1.514m, £0.634m above the agency ceiling as set by NHSI however, £0.115m under the agency plan trajectory.

The graph shows the split of agency spend by staff group from April 2017 to present. The mix of staff as a proportion of spend has changed very little from the 2017/18 average, with nursing accounting for 51% and consultants and medical staffing accounting for 46% 31 in May 2018.

# Non Pay

## Key Messages

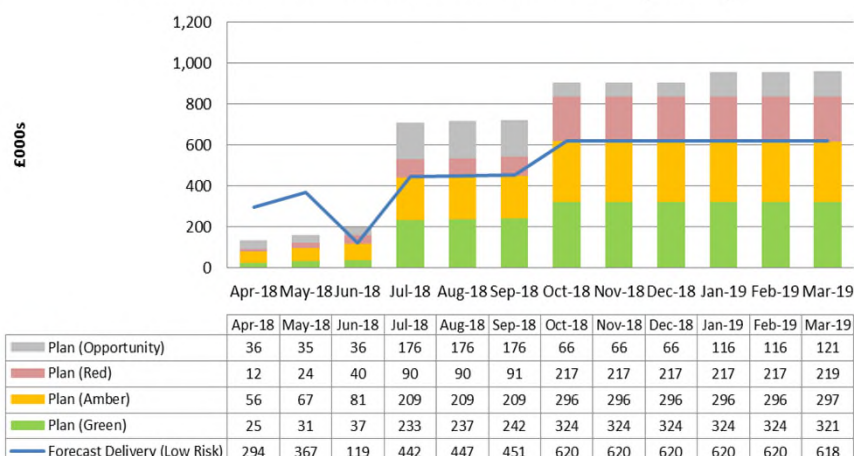
- To date non pay spend amounted to £18.858m against a plan of £18.914m resulting in an underspend of £0.056m.



The graph above shows that circa a quarter of the Trust's non pay spend is attributable to high cost drugs and devices which are a pass through cost to commissioners.

# Waste Reduction Trajectory and Status

Waste Reduction RAG Status Planned Trajectory



The waste reduction trajectory has been developed in line with the key deliverables in the operational plan, particularly 6 programmes outlined for urgent care which were deemed to impact the financial position as at 1<sup>st</sup> July, hence the sharp increase in expected delivery from July 2018.

RAG Status of Annual Planned Waste Reduction Schemes



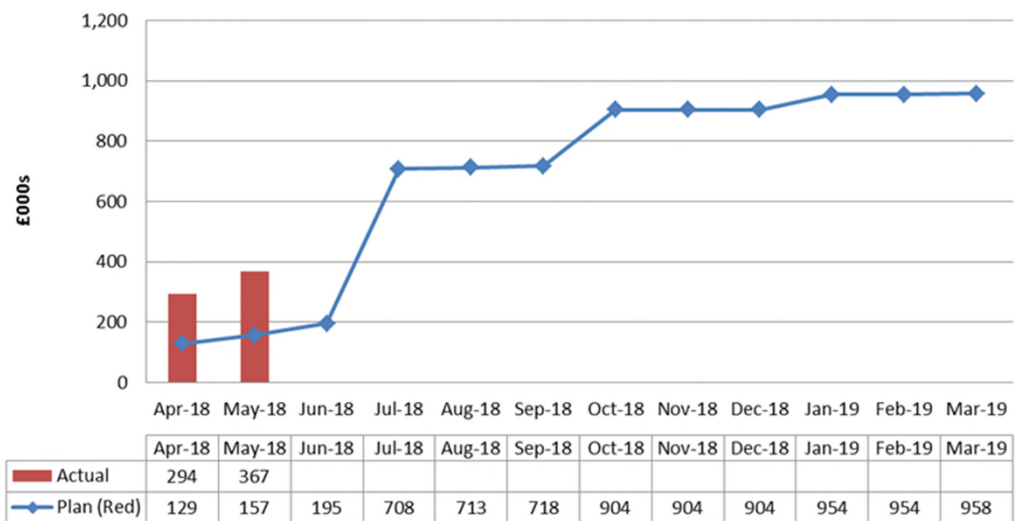
The graph above shows the total delivery split by RAG status. The total value of identified green and amber schemes equates to 65% (£5.357m) of the overall waste reduction target, with 20% RAG rated as red (£1.653m) and a further 15% (£1.188m) identified as an opportunity.

# Waste Reduction Performance

## Key Messages

- In month there is an over performance against plan of £0.210m due to the earlier than anticipated delivery within schemes.
- Year to date there is an over performance of £0.375m.

Waste Reduction Planned Trajectory vs Actual



In month 2 earlier than expected savings were seen from Drug spend reduction, housekeeping (W&C's), Theatres, Radiology income. All other schemes delivered to plan with the exception of procurement where additional schemes are being explored to address this shortfall.

Although there is an over performance in month 2, the Trust is aware of the significantly higher targets in Q2-Q4 and a monthly multi disciplinary waste reduction group has been established to monitor each of the schemes and identify any additional schemes to ensure delivery of the £8.198m part year effect target.

# Cash

Cashflow - 2018/19												
	Actual May Month	Forecast June Month	Forecast July Month	Forecast August Month	Forecast September Month	Forecast October Month	Forecast November Month	Forecast December Month	Forecast January Month	Forecast February Month	Forecast March Month	Total To Date And Forecast
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Balance B/fwd	8,079	5,022	3,410	1,700	1,947	1,700	4,648	3,189	1,700	4,889	2,736	1,649
I&E Cashflow												
INCOME												
Income I&E	30,038	27,642	30,474	27,532	28,990	33,531	27,588	29,429	33,465	30,429	39,176	364,831
PAY												
Pay I&E	(21,024)	(20,914)	(20,424)	(20,645)	(20,577)	(20,324)	(20,340)	(20,464)	(20,485)	(20,431)	(20,006)	(246,151)
NON PAY												
Non Pay I&E	(10,357)	(9,548)	(10,367)	(9,888)	(9,428)	(10,176)	(9,293)	(9,066)	(9,520)	(7,519)	(11,778)	(112,580)
Finance Costs												
Finance Costs I&E	5	(48)	(48)	(48)	(1,623)	(48)	(48)	(48)	(48)	(48)	(1,623)	(3,620)
Capital												
Capital Expenditure	(356)	(326)	(2,237)	(896)	(693)	(1,018)	(348)	(1,001)	(360)	(1,774)	(1,959)	(11,095)
Total I&E Cashflow	(1,695)	(3,194)	(2,602)	(3,944)	(3,330)	1,966	(2,441)	(1,150)	3,053	659	3,811	(8,615)
Loans												
Revolving Working Capital - I&E Deficit		1,531			749			1,653			4,682	8,615
Revolving Working Capital - PSF			2,129		1,310	982	982	983	1,146	1,146		8,678
Repayment of RWC - on receipt of PSF 1819					(1,474)			(1,965)		(2,947)	(2,292)	(8,678)
Total Loan Cashflow	0	1,531	2,129	0	585	982	982	671	1,146	(1,801)	2,390	8,615
Balance sheet Changes												
Total Balance Sheet Changes	(1,361)	51	(1,238)	4,191	2,498	0	0	(1,010)	(1,010)	(1,010)	(7,237)	51
Total Cashflow	(3,056)	(1,612)	(1,710)	247	(247)	2,948	(1,459)	(1,489)	3,189	(2,153)	(1,037)	51
Balance C/fwd	5,022	3,410	1,700	1,947	1,700	4,648	3,189	1,700	4,889	2,736	1,700	1,700

## Key Messages

- The cashflow meets the required minimum cash balance of £1.700m to be held on the balance sheet and assumes that the Trust will perform in line with its Income and Expenditure plan, including Waste Reduction Schemes.
- If performance is worse than plan, this will impact on the availability of cash and the Trust will need to look at ways of reducing cash outflow including increasing creditor payment terms.

The Trust will require support of Department of Health and Social Care loan in order to underpin the Trust's Control Total of deficit £8.615m post PSF. This loan is included in the above in order to meet our £1.700m cash balance. A draw of £1.531m will be received in June to support the Trust's I&E deficit.

The Trust will draw loan in lieu of Provider Sustainability Funding (PSF), which will be repayable when the income is received in cash. A loan of £2.129m has been requested in July, which relates to first quarter PSF of £1.473m and July PSF of £0.656m.



**PERFORMANCE COMMITTEE –26<sup>th</sup> JUNE 2018  
FINANCE REPORT – MONTH 2**

**1. Income & Expenditure position**

The financial position of the Trust at the end of month 2 is presented in the table below:

			YTD		
		Financial Plan	Plan	Actual	Variance
		£000s	£000s	£000s	£000s
Income		355,007	57,730	57,821	91
Pay		(246,151)	(41,887)	(41,741)	146
Non-Pay		(112,580)	(18,914)	(18,858)	56
<b>Total expenditure</b>		<b>(358,731)</b>	<b>(60,801)</b>	<b>(60,599)</b>	<b>202</b>
<b>EBITDA</b>		<b>(3,724)</b>	<b>(3,071)</b>	<b>(2,778)</b>	<b>293</b>
Finance Costs		(14,715)	(2,283)	(2,223)	60
<b>Surplus/(deficit) against Control Total pre PSF</b>		<b>(18,439)</b>	<b>(5,354)</b>	<b>(5,001)</b>	<b>353</b>
<b>Provider Sustainability Funding (PSF)</b>		<b>9,824</b>	<b>982</b>	<b>982</b>	<b>0</b>
<b>Surplus/(deficit) against Control Total post PSF</b>		<b>(8,615)</b>	<b>(4,372)</b>	<b>(4,019)</b>	<b>353</b>

In the first two months of the new financial year the Trust is reporting a year to date pre provider sustainability fund (PSF) deficit of £5.001m, £0.353m better than plan. Inclusion of the PSF reduces the deficit to £4.019m.

**2. Income**

**2.1 Income – Performance to date**

Two months into the new financial year the Trust had planned to receive income amounting to £57.730m excluding provider transformation funding (PSF) and had generated income amounting to £57.821m, an over performance of £0.091m.

	YTD Budget	YTD Actual	Variance	Variance %	YTD Budget	YTD Actual	Financial Variance Value	Price Variance	Volume Variance
	Activity	Activity	Activity		£000s	£000s	£000s	£000s	£000s
Accident and Emergency (Attendances)	18,847	20,136	1,289	6.8%	2,515	2,627	113	(59)	172
Outpatient Appts (Attendances)	69,403	69,908	505	0.7%	7,937	8,013	76	(35)	111
Elective Day Cases	8,012	7,921	(91)	(1.1%)	5,131	4,938	(193)	3	(196)
Elective Inpatient (Spells)	848	885	37	4.3%	2,665	2,793	128	(16)	144
Non Elective (Spells)	8,371	9,171	800	9.6%	17,113	17,958	844	(395)	1,239
Non Elective Other	1,210	1,171	(39)	(3.2%)	2,599	2,503	(96)	33	(129)
Emergency Threshold					(747)	(1,080)	(333)	(333)	
Others (Inc Reserves)					20,516	20,070	(447)	(447)	
<b>Total</b>	<b>106,690</b>	<b>109,192</b>	<b>2,502</b>	<b>2.3%</b>	<b>57,730</b>	<b>57,821</b>	<b>91</b>	<b>(1,250)</b>	<b>1,341</b>
Provider Sustainability Funding (PSF)					982	982	0	0	
<b>Total after PSF</b>	<b>106,690</b>	<b>109,192</b>	<b>2,502</b>	<b>2.3%</b>	<b>58,712</b>	<b>58,803</b>	<b>91</b>	<b>(1,250)</b>	<b>1,341</b>

A number of observations can be made from the above table, these being:

- i) Accident and Emergency attendances are above planned levels by 7%, this is mainly at the PRH site and due to the inclusion of the urgent care centre activity.
- ii) Outpatient attendances are broadly balanced with underperformances across surgical specialties, neurology and ophthalmology being offset by overperformances in clinical

oncology, dermatology and cardiology.

- iii) Elective Daycase activity is under plan by 91 spells (1%), and is due to reduced theatre capacity (theatres 10 and 11).
- iv) Elective Inpatient spells are over delivering against plan by 37 spells (4%), this is mainly within urology and vascular surgery.
- v) Non Elective activity is 800 spells higher than the planned levels (10%), which in part is due to the introduction of a clinical decisions unit (CDU) at the PRH site. This activity should be revenue neutral to the health system and as a result a below the line adjustment has been made within 'Others' to account for this.
- vi) Others is underperforming by £447k year to date, an element of this is a contingency for CDU activity mentioned above, an underperformance associated with private patient activity (£112k), road traffic accident income (£61k), neonatal critical care (£73k), best practice tariff top ups (£61k).

Private patient income is expected to recover within Fertility once the move to the Severn Fields site has taken place, the underperformance to date is due to the need to wind down the service ready for the move.

	Actual				Plan												
	Apr	May	Jun	Average Per Month Apr-Jun	Jul	Aug	Sep	Average Per Month Jul-Sep	Oct	Nov	Dec	Average Per Month Oct-Dec	Jan	Feb	Mar	Average Jan-Mar	Annual
A&E	9,433	10,703	9,667	9,934	9,989	9,509	9,307	9,602	9,580	9,043	8,939	9,187	9,183	8,740	9,738	9,220	113,832
Outpatient Attendances	34,162	35,746	37,891	35,933	35,696	34,834	36,960	35,830	36,779	38,241	30,460	35,160	35,797	34,395	36,675	35,622	427,636
Elective Daycases	3,781	4,140	4,413	4,111	4,289	4,160	4,320	4,256	4,407	4,316	3,773	4,165	3,959	4,021	4,426	4,135	50,004
Elective Inpatient Spells	419	466	484	456	499	455	439	464	487	468	424	460	355	389	438	394	5,323
Emergency Spells	4,456	4,715	4,285	4,485	4,242	4,128	4,203	4,191	4,329	4,461	4,500	4,430	4,566	4,301	4,658	4,508	52,843
Maternity/Non Elective Other Spells	504	667	579	583	600	589	595	595	631	583	581	598	579	563	608	583	7,080

Elective Day Case

	Apr	May	Jun	Average Per Month Apr-Jun	Jul	Aug	Sep	Average Per Month Jul-Sep	Oct	Nov	Dec	Average Per Month Oct-Dec	Jan	Feb	Mar	Average Jan-Mar	Annual
18/19 Internal Plan	3,788	4,224	4,413	4,142	4,289	4,160	4,320	4,256	4,407	4,316	3,773	4,165	3,959	4,021	4,426	4,135	50,095
Actual	3,781	4,140		3,961				0				0				0	7,921
Variance	(7)	(84)		(181)				(4,256)				(4,165)				(4,135)	
17/18	3,761	4,161	3,991	3,971	3,819	4,116	4,118	4,018	4,197	4,038	3,263	3,833	3,879	3,532	3,990	3,800	46,865
16/17	3,814	3,577	3,874	3,755	3,811	3,919	3,895	3,875	3,751	3,895	3,576	3,741	3,742	3,695	4,436	3,958	45,985
15/16	3,479	3,354	3,584	3,472	3,869	3,336	3,625	3,610	3,658	3,618	3,585	3,620	3,512	3,513	3,658	3,561	42,791
14/15	3,391	3,370		3,416	3,640	3,337	3,526	3,501	3,498	3,311	3,146	3,318	3,137	3,051	3,732	3,307	40,627

Elective Inpatient

	Apr	May	Jun	Average Per Month Apr-Jun	Jul	Aug	Sep	Average Per Month Jul-Sep	Oct	Nov	Dec	Average Per Month Oct-Dec	Jan	Feb	Mar	Average Jan-Mar	Annual
18/19 Internal Plan	401	447	484	444	499	455	439	464	487	468	424	460	355	389	438	394	5,286
Actual	419	466		443				0				0				0	885
Variance	18	19		(1)				(464)				(460)				(394)	
17/18	397	484	525	469	551	478	452	494	486	499	416	467	330	384	436	383	5,438
16/17	490	493	558	514	525	484	505	505	498	551	489	513	390	424	556	457	5,963
15/16	551	528	564	548	605	571	536	571	601	526	509	545	524	481	497	501	6,493
14/15	581	616	590	596	646	575	571	597	609	603	502	571	465	515	531	504	6,804

Non Elective

	Apr	May	Jun	Average Per Month Apr-Jun	Jul	Aug	Sep	Average Per Month Jul-Sep	Oct	Nov	Dec	Average Per Month Oct-Dec	Jan	Feb	Mar	Average Jan-Mar	Annual
18/19 Internal Plan	4,121	4,250	4,285	4,219	4,242	4,128	4,203	4,191	4,329	4,461	4,500	4,430	4,566	4,301	4,658	4,508	52,043
Actual	4,456	4,715		4,586				0				0				0	9,171
Variance	335	465		367				(4,191)				(4,430)				(4,508)	
17/18	4,014	4,269	4,235	4,173	4,232	4,100	3,968	4,100	4,261	4,437	4,196	4,298	4,624	4,091	4,561	4,425	50,988
16/17	3,993	4,125	4,158	4,092	4,159	3,974	4,099	4,077	4,057	4,207	4,310	4,191	4,149	3,860	4,528	4,179	49,619
15/16	3,931	3,998	3,957	3,962	4,091	3,751	3,980	3,941	4,300	4,302	4,368	4,323	4,182	4,081	4,288	4,184	49,229
14/15	3,947	4,091	3,879	3,972	4,093	3,545	3,792	3,810	4,024	3,871	4,202	4,032	3,891	3,656	4,160	3,902	47,151

Maternity/Non Elective Other

	Apr	May	Jun	Average Per Month Apr-Jun	Jul	Aug	Sep	Average Per Month Jul-Sep	Oct	Nov	Dec	Average Per Month Oct-Dec	Jan	Feb	Mar	Average Jan-Mar	Annual
18/19 Internal Plan	578	631	579	596	600	589	595	595	631	583	581	598	579	563	608	583	7,119
Actual	504	667		586				0				0				0	1,171
Variance	(74)	36		(11)				(595)				(598)				(583)	
17/18	613	649	603	622	556	609	605	590	590	535	609	578	563	512	601	559	7,045
16/17	606	697	631	645	666	646	677	663	712	689	648	683	669	647	675	664	7,963
15/16	631	629	597	619	663	625	657	648	714	632	608	651	650	659	633	647	7,698
14/15	593	601	601	598	613	605	671	630	624	561	604	596	570	493	607	557	7,143

Outpatients

	Apr	May	Jun	Average Per Month Apr-Jun	Jul	Aug	Sep	Average Per Month Jul-Sep	Oct	Nov	Dec	Average Per Month Oct-Dec	Jan	Feb	Mar	Average Jan-Mar	Annual
18/19 Internal Plan	34,051	35,352	37,891	35,765	35,696	34,834	36,960	35,830	36,779	38,241	30,460	35,160	35,797	34,395	36,675	35,622	427,131
Actual	34,162	35,746		34,954				0				0				0	69,908
Variance	111	394		(811)				(35,830)				(35,160)				(35,622)	
17/18	31,303	37,930	37,769	35,667	36,233	35,719	35,765	35,906	37,632	38,077	27,162	34,290	36,148	33,724	35,336	35,069	422,798
16/17	35,444	35,987	37,404	36,278	34,449	37,056	38,043	36,516	36,417	39,050	31,059	35,509	37,037	34,626	39,227	36,963	435,799
15/16	33,528	31,339	37,702	34,190	35,376	31,977	36,501	34,618	35,680	36,293	32,299	34,757	33,557	33,831	34,304	33,897	412,387
14/15	32,708	32,634	35,016	33,453	36,839	30,320	35,548	34,236	35,814	33,549	30,576	33,313	32,859	30,892	35,051	32,934	401,806

A&E

	Apr	May	Jun	Average Per Month Apr-Jun	Jul	Aug	Sep	Average Per Month Jul-Sep	Oct	Nov	Dec	Average Per Month Oct-Dec	Jan	Feb	Mar	Average Jan-Mar	Annual
18/19 Internal Plan	9,138	9,709	9,667	9,505	9,989	9,509	9,307	9,602	9,580	9,043	8,939	9,187	9,183	8,740	9,738	9,220	112,543
Actual	9,433	10,703		10,068				0				0				0	20,136
Variance	295	994		563				(9,602)				(9,187)				(9,220)	
17/18	8,870	9,677	9,538	9,362	9,948	9,372	9,109	9,476	9,702	9,062	8,888	9,217	9,244	8,527	9,380	9,050	111,317
16/17	8,703	9,523	9,143	9,123	9,729	9,058	9,025	9,271	9,352	8,724	8,616	8,897	8,357	7,995	9,282	8,545	107,507
15/16	9,410	9,268	9,339	9,339	9,253	9,094	8,731	9,026	8,892	8,616	8,397	8,635	8,828	8,652	9,466	8,982	107,946
14/15	9,246	9,642	9,779	9,556	9,983	9,069	9,217	9,423	9,157	8,714	8,822	8,898	8,277	7,856	9,598	8,577	109,360

### 3. Expenditure

#### 3.1 Pay

To date the pay spend has amounted to £41.741m against a plan of £41.887m resulting in an underspend of £0.146m.

The Trust continues to rely heavily on temporary staffing to support its fragile workforce and as a consequence remains above the agency ceiling as set by NHSI. The table below details actual spend against the agency ceiling.

Agency Ceiling		Agency Expenditure		Variance		Annual Agency Ceiling
YTD		YTD		Under/ (Over)		
£000s		£000s		£000s		£000s
1,760		2,725		(965)		10,559

As you can see, total agency spend year to date amounted to £2.725m, £0.965m above the agency ceiling set by NHSI.

#### 3.2 Non Pay

To date the non pay spend amounted to £18.914m against a plan of £18.858m resulting in an underspend of £0.056m.

The table below highlights the average run rate for non pay since April 2015, these cost have adjusted to remove high cost drugs and devices as these can vary significantly month on month and are a pass through cost to Commissioners.

Total Non Pay Spend (excluding Pass Through Costs and High Cost Drugs and CNST)		CNST and Insurance expenditure	
Period	£000s	Period	£000s
Apr-Jun 2015 (Avg)	5,144	Apr-Jun 2015 (Avg)	861
Jul-Sep 2015 (Avg)	5,379	Jul-Sep 2015 (Avg)	861
Oct-Dec 2015 (Avg)	5,328	Oct-Dec 2015 (Avg)	861
Jan-Mar 2016 (Avg)	5,520	Jan-Mar 2016 (Avg)	861
Apr-Jun 2016 (Avg)	5,173	Apr-Jun 2016 (Avg)	1,070
Jul-Sep 2016 (Avg)	5,610	Jul-Sep 2016 (Avg)	1,070
Oct-16	5,471	Oct-16	1,070
Nov-16	5,508	Nov-16	1,070
Dec-16	5,021	Dec-16	1,070
Jan-17	5,336	Jan-17	1,070
Feb-17	5,370	Feb-17	1,070
Mar-17	5,634	Mar-17	1,070
Apr-17	5,267	Apr-17	1,174
May-17	5,660	May-17	1,174
Jun-17	5,618	Jun-17	1,174
Jul-17	5,916	Jul-17	1,174
Aug-17	5,589	Aug-17	1,174
Sep-17	5,550	Sep-17	1,174
Oct-17	6,166	Oct-17	1,174
Nov-17	5,898	Nov-17	1,174
Dec-17	6,034	Dec-17	1,174
Jan-18	6,164	Jan-18	1,174
Feb-18	5,879	Feb-18	1,174
Mar-18	6,445	Mar-18	1,174
Apr-18	5,875	Apr-18	1,182
May-18	6,179	May-18	1,182

#### 4. Trust Capital Programme

The Trust's Capital Programme for 2018/19 is presented in the table below:

The Shrewsbury and Telford Hospital NHS Trust								
2018/19 Capital Programme Update as at Month 2 (May 2018)								
Scheme	2018/19 Capital Budget	2018/19 Spend to date	Expenditure committed ordered	Total expenditure / committed to date	Expenditure committed to be ordered	Scheme yet to be identified	Forecast Outturn	Variance under/ (over) spend
£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
<b>Outstanding Commitments from 2017/18</b>	<b>200</b>	<b>14</b>	<b>86</b>	<b>100</b>	<b>83</b>	<b>17</b>	<b>200</b>	<b>0</b>
<b>Pre-Committed Schemes</b>								
PC Ophthalmology move into Copthorne Building - Phase 3	1,166	0	0	0	1,166	0	1,166	0
PC In House costs of delivery of schemes	820	119	585	703	117	0	820	0
PC Replacement Linac (ref Lingen Davies Grant) Equipment	1,800	0	1,760	1,760	40	0	1,800	0
PC RSH MLU Ward 18	240	4	38	42	198	0	240	0
PC Subway Duct - RSH (further phases)	200	0	0	0	200	0	200	0
Contingency Fund - Estates	250	0	0	0	0	250	250	0
Contingency Fund - Medical Equipment	250	0	75	75	0	175	250	0
Contingency Fund - IT Equipment	250	27	0	27	0	223	250	0
Contingency Fund - Non-Patient Connected Equipment Replacement	50	0	0	0	0	50	50	0
Contingency Fund - VitalPac/PSAG	100	0	0	0	0	100	100	0
Contingency Fund - Support Services Care Group Equipment	100	0	0	0	0	100	100	0
Contingency Fund - Facilities Equipment	50	0	0	0	0	50	50	0
Contingency Fund - Patient Environment (inc Furniture)	50	0	0	0	0	50	50	0
<b>Total Delegated Contingency Funds</b>	<b>1,100</b>	<b>27</b>	<b>75</b>	<b>102</b>	<b>0</b>	<b>998</b>	<b>1,100</b>	<b>0</b>
Capitalisation of Expenditure	1,200	169	891	1,060	140	0	1,200	0
<b>Corporate Contingency (In Year Allocations)</b>	<b>860</b>	<b>64</b>	<b>39</b>	<b>103</b>	<b>72</b>	<b>684</b>	<b>860</b>	<b>0</b>
CC - PRH MATERNITY US SCANNER	64	64	0	64	0	0	64	0
CC- 6 Facet Survey Update	20	0	20	20	0	0	20	0
CC- Clinic 6/Colposcopy Upgrade	21	0	0	0	21	0	21	0
CC- Estates Strategy Refresh	20	0	19	19	1	0	20	0
CC- Consultant Histologist Accommodation - Phase 2	50	0	0	0	50	0	50	0
<b>Estates Risks Rated Priority 1</b>								
EP1: Asbestos	145	0	16	16	129	0	145	0
EP1: Fire Safety - RSH Ward Block	200	0	63	63	137	0	200	0
EP1: Ward refurbishment works whilst wards decanted for fire safety	100	11	42	54	46	0	100	0
EP1: Roadways/pathways/external lighting	79	0	0	0	79	0	79	0
Medical Equipment Replacement Priority 1	170	0	0	0	170	0	170	0
IT Replacement Priority 1	170	0	0	0	170	0	170	0
<b>New In Year Capital Projects</b>								
<b>Total Capital Schemes</b>	<b>8,450</b>	<b>409</b>	<b>3,595</b>	<b>4,004</b>	<b>2,747</b>	<b>1,699</b>	<b>8,450</b>	<b>0</b>
Overcommitted/Unallocated	0	0	0	0	0	0	0	0
<b>Total</b>	<b>8,450</b>	<b>409</b>	<b>3,595</b>	<b>4,004</b>	<b>2,747</b>	<b>1,699</b>	<b>8,450</b>	<b>0</b>

The internal CRL for 2018/19, remains at historic value of £8.450m.

The overall position at Month 2 (ie end of May 2018) is detailed above, in summary:

Status	£m	%
Expensed	0.409	4.83
Ordered - not yet expensed	3.595	42.55
Committed – not yet ordered or expensed	2.747	32.51
Schemes yet to be identified	1.699	20.11

It should be noted that there only remains £0.684m in Corporate Contingency for the remaining 10 months of the financial year.

## 5. Trust cash position

The Shrewsbury and Telford Hospital NHS Trust														
Cashflow - 2018/19													Cashflow 2019/20	
	Actual May Month	Forecast June Month	Forecast July Month	Forecast August Month	Forecast September Month	Forecast October Month	Forecast November Month	Forecast December Month	Forecast January Month	Forecast February Month	Forecast March Month	Total To Date And Forecast	Forecast April Month	Forecast May Month
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Balance B/fwd	8,079	5,022	3,410	1,700	1,947	1,700	4,648	3,189	1,700	4,889	2,736	1,649	1,700	3,676
I&E Cashflow														
INCOME														
Income I&E	30,038	27,642	30,474	27,532	28,990	33,531	27,588	29,429	33,465	30,429	39,176	364,831	31,892	29,582
PAY														
Pay I&E	(21,024)	(20,914)	(20,424)	(20,645)	(20,577)	(20,324)	(20,340)	(20,464)	(20,485)	(20,431)	(20,006)	(246,151)	(20,385)	(20,621)
NON PAY														
Non Pay I&E	(10,357)	(9,548)	(10,367)	(9,888)	(9,428)	(10,176)	(9,293)	(9,066)	(9,520)	(7,519)	(11,778)	(112,580)	(8,997)	(9,406)
Finance Costs														
Finance Costs I&E	5	(48)	(48)	(48)	(1,623)	(48)	(48)	(48)	(48)	(48)	(1,623)	(3,620)	(39)	(39)
Capital														
Capital Expenditure	(356)	(326)	(2,237)	(896)	(693)	(1,018)	(348)	(1,001)	(360)	(1,774)	(1,959)	(11,095)	(494)	(494)
Total I&E Cashflow	(1,695)	(3,194)	(2,602)	(3,944)	(3,330)	1,966	(2,441)	(1,150)	3,053	659	3,811	(8,615)	1,976	(978)
Loans														
Revolving Working Capital - I&E Deficit		1,531			749			1,653			4,682	8,615		
Revolving Working Capital - PSF			2,129		1,310	982	982	983	1,146	1,146		8,678		
Repayment of RWC - on receipt of PSF 1819					(1,474)			(1,965)		(2,947)	(2,292)	(8,678)		
Total Loan Cashflow	0	1,531	2,129	0	585	982	982	671	1,146	(1,801)	2,390	8,615	0	0
Balance sheet Changes														
Total Balance Sheet Changes	(1,361)	51	(1,238)	4,191	2,498	0	0	(1,010)	(1,010)	(1,010)	(7,237)	51	0	0
Total Cashflow	(3,056)	(1,612)	(1,710)	247	(247)	2,948	(1,459)	(1,489)	3,189	(2,153)	(1,037)	51	1,976	(978)
Balance C/fwd	5,022	3,410	1,700	1,947	1,700	4,648	3,189	1,700	4,889	2,736	1,700	1,700	3,676	2,698

The above cashflow meets the required minimum cash balance of £1.700m to be held on the balance sheet.

The Trust will require support of Department of Health and Social Care loan in order to underpin the Trust's Control Total of deficit £8.615m. This loan is included in the above in order to meet our £1.700m cash balance. A draw of £1.531m will be received in June to support the Trust's I&E deficit.

The Trust will draw loan in lieu of Provider Sustainability Funding (PSF), which will be repayable when the income is received in cash. A loan of £2.129m has been requested in July, which relates to first quarter PSF of £1.473m and July PSF of £0.656m.

The above assumes that the Trust will perform in line with its Income and Expenditure plan, including Waste Reduction Schemes. If performance is worse than plan, this will impact on the availability of cash and the Trust will need to look at ways of reducing cash outflow including increasing creditor payment terms.

## 6. Receivables/Payables

### 6.1 Receivables

Accounts Receivable aged debt summary as at 31 May 2018:

	1-30 Days	31-60 Days	61+ Days	Total
	£000	£000	£000	£000
NHS (English)	1,306	486	3,685	5,477
NHS (Non-English)	16	24	2,531	2,571
Private Patients	22	5	27	54
Other*	419	187	241	847
<b>Total</b>	<b>1,763</b>	<b>702</b>	<b>6,484</b>	<b>8,949</b>

\*Other includes prescriptions, catering recharges, accommodation, overseas visitors and MES activity.

The outstanding receivables balances as at 31 May 2018 over £0.100m are:

	1-30 Days	31-60 Days	61+ Days	Total
	£000	£000	£000	£000
NHS England Commissioning*	291	274	1,816	2,381
Powys LHB	14	9	1,877	1,900
Telford & Wrekin CCG	95	0	1,469	1,564
RJAH NHSFT	246	91	279	616
Betsi Cadwaladr	0	0	559	559
Shropshire Community Health Trust	77	32	135	244
Lingen Davies	184	0	0	184
Shropshire CCG	117	3	3	123
Siemens PLC	0	120	0	120
Royal Wolverhampton NHS Trust	105	0	0	105
South Staffordshire & Shropshire HC FT	23	1	78	102

\*The NHS England 1-30 days balance includes £0.274m of invoices raised in advance for Month 3 contract income to ensure payment is received during June 2018.

There have been no credit notes raised over £0.100m in May 2018.

### 6.2 Payables

Accounts Payable aged summary of outstanding invoices as at 31 May 2018:



	<b>1-30 Days</b>	<b>31-60 Days</b>	<b>61+ Days</b>	<b>Total</b>
	£000s	£000s	£000s	£000s
NHS	183	43	840	1,066
Non- NHS	8,533	2,722	1,426	12,681
<b>Total</b>	<b>8,716</b>	<b>2,765</b>	<b>2,266</b>	<b>13,747</b>

## Pay Spend

	Apr- Jun-15	July – Sep-15	Oct – Dec-15	Jan – Mar-16	Apr- Jun-16	Jul- Sep-16	Oct- Dec-16	Jan- Mar-17	Apr- Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Consultants	3,140	3,282	3,179	3,218	3,361	3,443	3,503	3,396	3,491	3,600	3,562	3,487	3,554	3,507	3,632	3,547	3,374	3,725	3,528	3,598
Medical Staffing	2,207	2,235	2,423	2,268	2,133	2,230	2,241	2,193	2,228	2,177	2,219	2,291	2,381	2,361	2,415	2,490	2,424	2,655	2,379	2,486
Nursing	7,451	7,413	7,591	7,619	7,649	7,581	7,694	8,022	8,117	8,055	8,225	8,092	7,924	8,002	7,989	8,079	8,233	8,108	8,337	8,220
Other Clinical	2,415	2,421	2,472	2,477	2,581	2,587	2,561	2,594	2,612	2,603	2,655	2,664	2,680	2,673	2,685	2,642	2,656	2,662	2,700	2,740
Non Clinical	3,393	3,404	3,449	3,492	3,573	3,601	3,603	3,550	3,787	3,765	3,773	3,815	3,829	3,829	3,769	3,816	3,821	3,898	3,895	3,856
Actual Pay Spend £	18,606	18,755	19,115	19,074	19,296	19,441	19,602	19,755	20,235	20,200	20,434	20,350	20,367	20,371	20,490	20,575	20,508	21,048	20,840	20,901
Consultants	238	243	253	240	246	247	250	249	252	256	254	252	251	253	253	252	251	251	250	250
Medical Staffing	358	358	368	349	340	356	357	361	365	345	337	324	340	353	345	341	344	350	349	361
Nursing	2,322	2,330	2,382	2,416	2,355	2,358	2,390	2,412	2,392	2,411	2,398	2,385	2,443	2,444	2,416	2,453	2,489	2,488	2,414	2,400
Other Clinical	761	775	791	795	793	805	807	811	809	809	824	822	825	830	826	816	824	819	826	845
Non Clinical	1,479	1,502	1,515	1,526	1,533	1,548	1,550	1,541	1,550	1,567	1,576	1,571	1,574	1,578	1,567	1,565	1,580	1,595	1,583	1,578
Actual Pay wte	5,158	5,208	5,291	5,327	5,267	5,313	5,354	5,374	5,368	5,388	5,389	5,355	5,434	5,459	5,407	5,427	5,488	5,503	5,422	5,433

## Agency Usage

	Average Apr-Jun 2015	Average Jul-Sep 2015	Average Oct-Nov 2015	Average Jan-Mar 2016	Average Apr-Jun 2016	Average Jul-Sep 2016	Average Oct-Dec 2016	Average Jan-Mar 2017	Average Apr-Jun 2017	Average Jul 2017	Average Aug 2017	Average Sep 2017	Average Oct 2017	Average Nov 2017	Average Dec 2017	Average Jan 2018	Average Feb 2018	Average Mar 2018	Average Apr 2018	Average May 2018
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Consultants	120	182	150	217	212	286	256	255	291	384	306	275	297	274	244	245	195	309	228	288
Medical Staff	285	379	557	478	282	307	309	265	236	211	295	325	460	493	503	479	413	463	272	410
Nursing	671	705	667	527	508	516	567	910	894	988	1,057	918	771	720	772	774	821	909	683	770
Other Clinical	43	35	52	52	61	51	32	41	27	35	42	42	46	39	42	25	26	42	29	44
Non clinical	79	76	79	55	43	52	17	1	4	7	35	19	20	2	0	3	3	0	-1	2
Total Agency Staff	1,198	1,377	1,506	1,329	1,107	1,213	1,180	1,472	1,452	1,624	1,736	1,580	1,594	1,528	1,561	1,526	1,458	1,724	1,211	1,514

	Average Apr-Jun 2015	Average Jul-Sep 2015	Average Oct-Dec 2015	Average Jan-Mar 2016	Average Apr-Jun 2016	Average Jul-Sep 2016	Average Oct-Dec 2016	Average Jan-Mar 2017	Average Apr-Jun 2017	Average Jul 2017	Average Aug 2017	Average Sep 2017	Average Oct 2017	Average Nov 2017	Average Dec 2017	Average Jan 2018	Average Feb 2018	Average Mar 2018	Average Apr 2018	Average May 2018
	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE
Consultants	7	9	7	10	11	14	14	13	14	16	16	13	13	15	13	12	10	12	10	12
Medical Staff	22	30	41	38	28	33	28	26	25	20	24	28	30	40	41	37	37	37	27	35
Nursing	124	118	113	101	86	92	99	140	135	141	148	137	128	129	134	145	162	162	116	121
Other Clinical	8	8	10	12	10	9	7	8	8	6	6	7	8	7	6	5	4	8	6	7
Non Clinical	21	16	13	11	11	13	6	2	1	1	2	1	0	2	1	0	0	0	0	0
Total Agency Staff	183	180	183	172	146	161	155	155	184	185	196	185	179	192	194	198	213	219	160	175

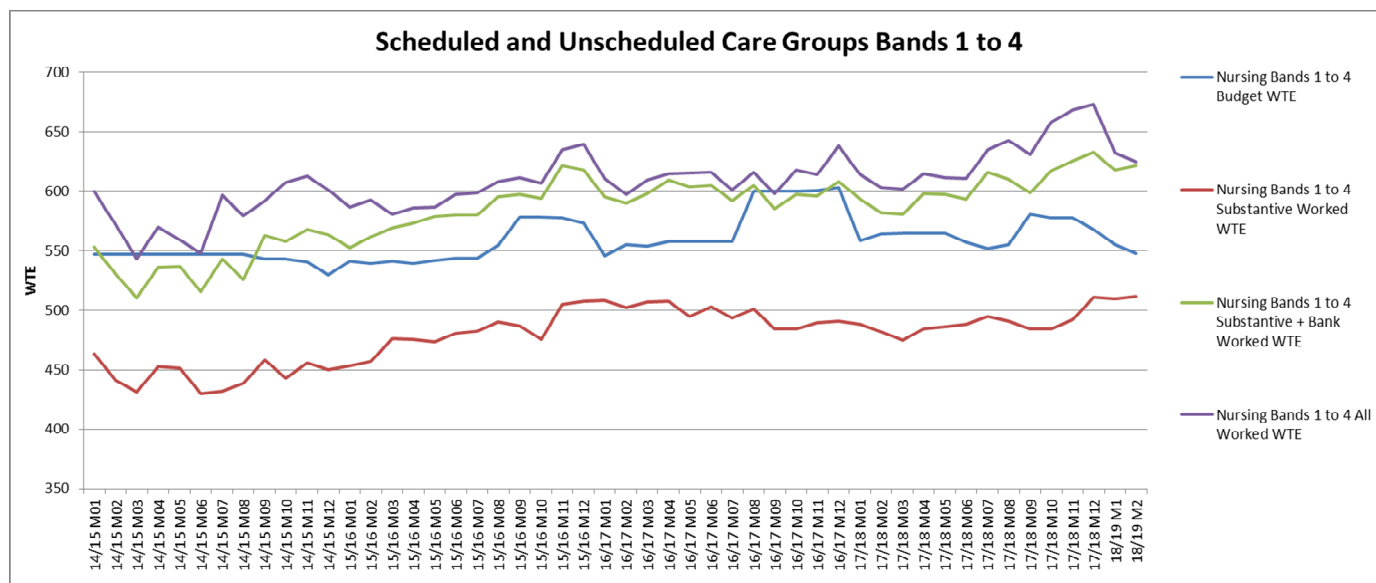
## Bank Usage

	Average Apr-Jun 2015	Average Jul-Sep 2015	Average Oct-Dec 2015	Average Jan-Mar 2016	Average Apr-Jun 2016	Average Jul-Sep 2016	Average Oct-Dec 2016	Average Jan-Mar 2017	Average Apr-Jun 2017	Average Jul 2017	Average Aug 2017	Average Sep 2017	Average Oct 2017	Average Nov 2017	Average Dec 2017	Average Jan 2018	Average Feb 2018	Average Mar 2018	Average Apr 2018	Average May 2018
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Nursing	522	533	625	738	524	557	581	584	649	625	668	618	594	683	702	592	778	638	890	719
Other Clinical	32	37	38	39	45	45	30	29	28	28	36	40	37	30	34	28	27	29	38	24
Non Clinical	127	150	130	135	154	154	140	119	108	118	111	137	110	108	110	89	112	108	169	133
Total Bank Staff	681	720	794	912	723	756	751	732	786	772	815	795	741	821	846	709	917	776	1,098	876

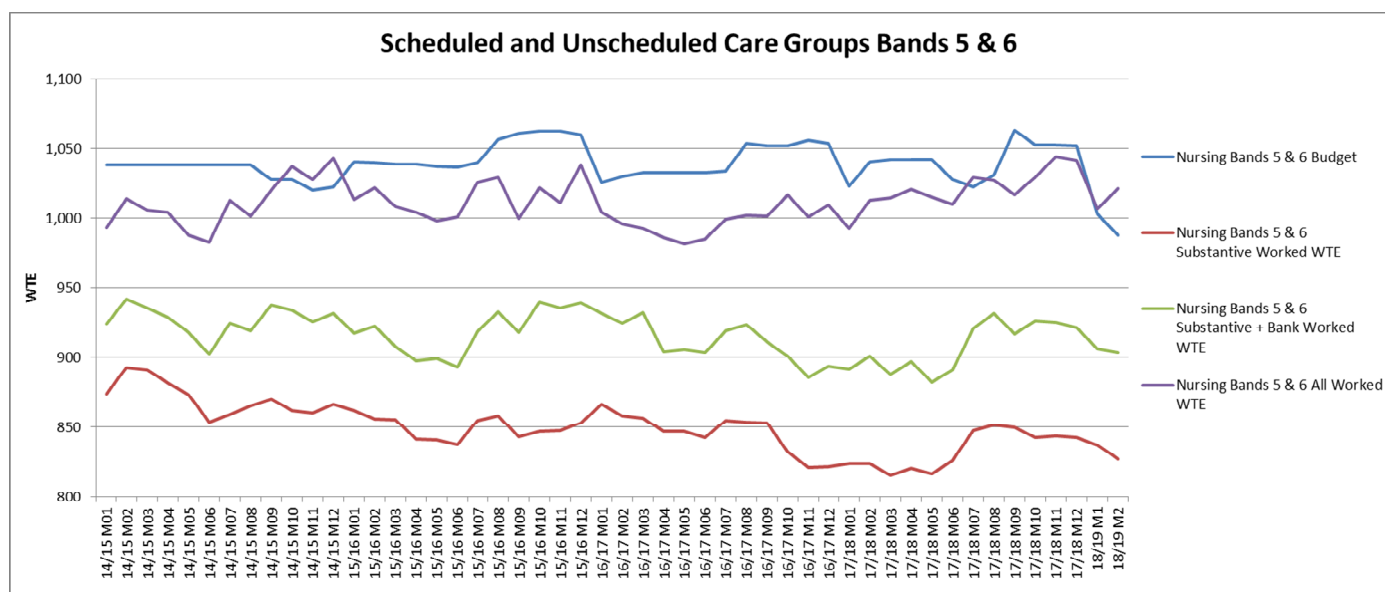
	Average Apr-Jun 2015	Average Jul-Sep 2015	Average Oct-Dec 2015	Average Jan-Mar 2016	Average Apr-Jun 2016	Average Jul-Sep 2016	Average Oct-Dec 2016	Average Jan-Mar 2017	Average Apr-Jun 2017	Average Jul 2017	Average Aug 2017	Average Sep 2017	Average Oct 2017	Average Nov 2017	Average Dec 2017	Average Jan 2018	Average Feb 2018	Average Mar 2018	Average Apr 2018	Average May 2018
	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE
Nursing	177	178	192	225	167	167	182	182	196	193	204	196	184	214	217	194	230	232	222	194
Other Clinical	10	12	12	12	10	10	12	11	10	12	13	16	15	12	11	10	10	12	12	10
Non Clinical	60	69	63	71	71	71	72	66	49	46	55	61	50	45	50	45	51	62	61	63
Total Bank Staff wte	247	258	266	308	248	248	265	259	256	252	273	273	249	271	278	250	294	296	265	281

## Nursing spending - Scheduled and Unscheduled Care Groups

### Unqualified



### Qualified



## Waste Reduction Programme

### Scheme Analysis

Objective	Scheme	PYE Saving plan	PLAN YTD	ACTUAL YTD	Difference against plan YTD	FYE Saving Plan	PYE Identified	PYE Shortfall	FYE Identified	FYE Shortfall	RAG PYE Achievement																																												
30	Procurement Savings	1300	200	84	-116	1400	842	-458	1029	-371	A																																												
22 30	Unavailability	960	56	58	2	1280	482	-478	482	-798	R																																												
30	W&C's Addressing Income Reduction	1084	0	0	0	1400	0	-1084	0	-1400	R																																												
30	Radiology Addressing Income Reduction	416	0	34	34	600	416	0	416	-184	A																																												
23 24 30	Theatres Outpatients Endoscopy	750	0	48	48	1000	481	-269	700	-300	A																																												
10 30	Ophthalmology Consolidation	50	0	0	0	100	33	-17	100	0	A																																												
30	Corporate Services 1 Estates & Facilities	400	10	8	-2	400	261	-139	261	-139	A																																												
30	Housekeeping - 2 % savings	1250	0	71	71	2000	814	-436	817	-1183	RA																																												
1 2 3 4	Reduce Escalation by 1st July	700	0	210	210	1400	1231	531	1446	46	A																																												
22 30	Nurse Agency premium mgt - Tier 1 Oct	1550	0	110	110	3100	824	-726	925	-2175	A																																												
23 30	WLI Review £150 to NHSI cap rate £120	150	0	0	0	450	0	-150	0	-450	R																																												
30	Drug Spend - £7.2 million - 5 per cent	180	0	23	23	360	156	-24	156	-204	AG																																												
30	Corporate Services 2	100	20	15	-5	100	100	0	100	0	G																																												
<table><tr><th>Category</th><th>PYE Saving plan</th><th>PLAN YTD</th><th>ACTUAL YTD</th><th>Difference against plan YTD</th><th>FYE Saving Plan</th><th>PYE Identified</th><th>PYE Shortfall</th><th>FYE Identified</th><th>FYE Shortfall</th><th>RAG PYE Achievement</th></tr><tr><td>Total</td><td>8890</td><td>286</td><td>661</td><td>375</td><td>13590</td><td>5641</td><td>-3249</td><td>6432</td><td>-7158</td><td>RA</td></tr><tr><td>Assumed slippage</td><td>-692</td><td></td><td></td><td></td><td></td><td></td><td>692</td><td></td><td></td><td></td></tr><tr><td></td><td>8198</td><td></td><td></td><td></td><td></td><td></td><td>-2557</td><td></td><td></td><td></td></tr></table>												Category	PYE Saving plan	PLAN YTD	ACTUAL YTD	Difference against plan YTD	FYE Saving Plan	PYE Identified	PYE Shortfall	FYE Identified	FYE Shortfall	RAG PYE Achievement	Total	8890	286	661	375	13590	5641	-3249	6432	-7158	RA	Assumed slippage	-692						692					8198						-2557			
Category	PYE Saving plan	PLAN YTD	ACTUAL YTD	Difference against plan YTD	FYE Saving Plan	PYE Identified	PYE Shortfall	FYE Identified	FYE Shortfall	RAG PYE Achievement																																													
Total	8890	286	661	375	13590	5641	-3249	6432	-7158	RA																																													
Assumed slippage	-692						692																																																
	8198						-2557																																																

### Waste Reduction Trajectory v Actual



## Key Messages

YTD there is an over performance against the plan of £0.375m due to the earlier than anticipated closure of escalation spaces as a result of the fireworks. Escalation is an enabler to Nursing Unavailability and Nurse Agency spend.

## Summary

- Against the YTD plan of £0.286m, £0.661m has been delivered in month, an over performance of £0.375m.
- Against the PYE savings plan of £8.890m, £5.357m has been identified. This has improved from £4.302m last month, due to savings identified in Drug spend, Theatres, Radiology Income, Procurement, Housekeeping - CSS, Corporate Service. Further work is required to ensure the savings identified deliver, for only circa £2.5k is identified as being delivered with certainty. Please refer to the dashboard for further information by scheme.
- Although there is an over performance in month 2, the Trust is aware of the significantly higher targets in Q2-Q4 and a monthly multi-disciplinary waste reduction group has been established to monitor each of the schemes and identify any additional schemes to ensure delivery of the £8.198m part year effect target.

## Appendix 1: Waste Reduction Assurance Dashboard

Schemes			Assurance				Indicator			
Waste Reduction Milestone	Full year effect	Part year effect	PID	QIA	PLAN	FINANCE TARGET	Is the task Defined?	Is there a plan?	Is there ownership of plan delivery?	Are we delivering?
Procurement Savings	1400	1300	G	AG	AG	AG	G	A	AG	A
Unavailability - restrict to 24 per cent by July	1280	960	G	G	G	G	G	A	G	R
Addressing Income Reduction - cost savings	2000	1500	A	RA	RA	RA	AG	RA	RA	RA
Theatres, Outpatients, Endoscopy Radiology	1000	750	AG	G	AG	A	A	G	G	A
Ophthalmology Consolidation	100	50	A	RA	A	A	G	A	RA	A
Corporate Services 1	400	400	AG	AG	A	A	G	A	G	A
Corporate Services 2	100	100	A	G	G	G	G	G	G	G
Housekeeping - 2 % savings	2000	1250	AG	A	A	AG	G	A	AG	A
Reduce Escalation by 1st July	1400	700	A	RA	RA	A	A	RA	AG	A
Nurse Agency premium mgt - Tier 1 Oct	3100	1550	G	G	A	A	G	A	G	A
WLI Review £150 to NHSI cap rate £120	450	150	R	A	RA	R	R	RA	RA	R
Drug Spend - £7.2 million - 5 per cent	360	180	RA	A	RA	AG	G	AG	G	AG

To be noted,

- 12 schemes from the Waste Reduction programme QIA'S were reviewed in full, with sub projects within them scrutinised and full approval given.
- 2 Schemes were reviewed and they were rejected on the grounds that patient safety, quality and clinical effectiveness were compromised to a level that the financial saving was not justified.

This was in full for Addressing Income Reduction in W&C's. The Care group is reviewing alternative schemes.

This was in part for USCG. There were two sub project schemes which were not approved and the CG has been asked to relook at alternative savings.

- 9 Schemes from the Waste reduction programme require further review and are pending additional information, scoping to be initiated and Exec Review.

**To be noted: The risk assessment from the QIA and shortfall to be identified within the plans is reflected in the overall rating “Are we delivering”.**

#### Appendix 2: Waste Reduction RAG Status by scheme

Schemes			Status of PYE			
Waste Reduction Milestone	Full year effect	Part year effect	Failed to Deliver	RED	AMBER	GREEN
			Not identified and at risk of delivery	Currently being scoped or at risk of delivery	Identified and planned to deliver, but element of risk associated.	Delivering or will deliver with certainty
Procurement Savings	1400	1300	0	458	584	258
Unavailability - restrict to 24 per cent by July	1280	960	0	478	424	58
Addressing Income Reduction - cost savings	2000	1500	0	1,084	116	300
Theatres, Outpatients, Endoscopy Radiology	1000	750	0	269	192	289
Ophthalmology Consolidation	100	50	0	17	33	
Corporate Services 1	400	400	0	139	131	130
Corporate Services 2	100	100	0			100
Housekeeping - 2 % savings	2000	1250	(90)	278	285	777
Reduce Escalation by 1st July	1400	700	0		400	300
Nurse Agency premium mgt - Tier 1 Oct	3100	1550	0	726	445	379
WLI Review £150 to NHSI cap rate £120	450	150	0	150		
Drug Spend - £7.2 million - 5 per cent	360	180	0	24		156
<b>Total</b>	<b>£ 13,590</b>	<b>£ 8,890</b>	<b>-£ 90</b>	<b>£ 3,623</b>	<b>£ 2,610</b>	<b>£ 2,747</b>
<b>Risk</b>		<b>£ 692</b>				
		<b>£ 8,198</b>				

- Escalation PYE is subject to review and will be amended accordingly.
- For summary update by scheme, please refer to Appendix three of E&E Committee paper.

# Statement of Financial Position

	March 18 £000	April 18 £000	May 18 £000	Variance to March 18 £000	Variance to April 18 £000
Property, Plant and Equipment	154,334	153,760	153,358	(976)	(402)
Intangible Assets	3,118	3,038	2,959	(159)	(79)
Trade and Other Receivables	1,370	63	167	(1,203)	104
<b>Total Non Current Assets</b>	<b>158,822</b>	<b>156,861</b>	<b>156,484</b>	<b>(2,338)</b>	<b>(377)</b>
Inventories	7,769	7,617	7,676	(93)	59
Trade and Other Receivables	18,610	21,885	23,369	4,759	1,484
Cash and Cash Equivalents	1,700	8,135	5,021	3,321	(3,114)
<b>Total Current Assets</b>	<b>28,079</b>	<b>37,637</b>	<b>36,066</b>	<b>7,987</b>	<b>(1,571)</b>
Trade and Other Payables	(28,183)	(38,311)	(37,346)	(9,163)	965
DOH loans	(15,200)	(15,200)	(15,200)	0	0
Provisions	(532)	(537)	(565)	(33)	(28)
Other liabilities - Deferred Income	(1,166)	(1,141)	(1,570)	(404)	(429)
<b>Total Current Liabilities</b>	<b>(45,081)</b>	<b>(55,189)</b>	<b>(54,681)</b>	<b>(9,600)</b>	<b>508</b>
<b>Net Current Assets/Liabilities</b>	<b>(17,002)</b>	<b>(17,552)</b>	<b>(18,615)</b>	<b>(1,613)</b>	<b>(1,063)</b>
<b>Total Assets less Current Liabilities</b>	<b>141,820</b>	<b>139,309</b>	<b>137,869</b>	<b>(3,951)</b>	<b>(1,440)</b>
DOH loans	(24,209)	(24,209)	(24,209)	0	0
Provisions	(159)	(155)	(159)	0	(4)
<b>Total Assets Employed</b>	<b>117,452</b>	<b>114,945</b>	<b>113,501</b>	<b>(3,951)</b>	<b>(1,444)</b>
<b>Financed by:</b>					
Public dividend capital	201,372	201,372	201,372	0	0
Income and expenditure reserve	(111,643)	(114,150)	(115,594)	(3,951)	(1,444)
Revaluation reserve	27,723	27,723	27,723	0	0
<b>Total Taxpayers' Equity</b>	<b>117,452</b>	<b>114,945</b>	<b>113,501</b>	<b>(3,951)</b>	<b>(1,444)</b>