



**Rotherham Doncaster
and South Humber**
NHS Foundation Trust

2019-20 Operational Plan Refresh (Final)

Commercially Confidential

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Contents

| | |
|---|----|
| 1. Introduction | 4 |
| 2. Activity Planning..... | 4 |
| 3. Quality planning | 5 |
| 3.1 Approach to quality improvement, leadership and governance..... | 5 |
| 3.2 Summary of the quality improvement plan | 6 |
| 3.3 Summary of quality impact..... | 7 |
| 3.4 Summary of triangulation between workforce and finance..... | 8 |
| 4. Workforce Planning..... | 8 |
| 4.1 Introduction | 8 |
| 4.2 Continuous Service Improvement | 9 |
| 4.3 Workforce Plans..... | 9 |
| 4.4 ICS and Strategic Planning | 9 |
| 4.5 Recruitment and Retention | 10 |
| 5. Financial planning | 10 |
| 5.1 Introduction | 10 |
| 5.2 The control total | 11 |
| 5.3 Key Financial Assumptions and contractual issue | 11 |
| 5.4 Summary of the key financial targets included in the draft financial plan | 12 |
| 5.5 Income and expenditure..... | 13 |
| 5.5.1 Mental Health investment..... | 13 |
| 5.5.2 CQUIN..... | 13 |
| 5.5.3 Agency costs..... | 13 |
| 5.6 Capital Expenditure (CAPEX) | 14 |
| 5.7 Working capital | 14 |
| 5.8 Financial Sustainability rating..... | 14 |
| 5.9 Risks to the delivery of the financial plan | 15 |
| 5.9.1 Delivery of QIPP | 15 |
| 5.9.2 Management of cost pressures | 15 |
| 5.10 Conclusion | 16 |
| 6. Links to the local Integrated Care Systems..... | 16 |
| 6.1 South Yorkshire and Bassetlaw (SYB) ICS..... | 16 |
| 6.2 Humber Coast and Vale (HCV) ICS..... | 17 |
| 7. Membership and elections | 17 |
| 7.1 Membership | 17 |
| 7.2 Governor Elections..... | 17 |

7.3 2019/20 Plans 17

7.4 Governor training and development 17

7.5 Engagement activities 18

7.6 Membership Strategy 18

1. Introduction

The Trust continues to articulate its overall strategic approach via Our Five Year Strategy 2019-2024: Leading the Way with Care. As we enter 2019/20 this strategy underpins delivery of the Trust's strategic ambitions to provide safe, effective and compassionate care through a supported and developed workforce whilst working with partners, maintaining financial stability and striving to be an outstanding, well-led organisation.

Our Five Year Strategy 2019-2024 – Strategic Ambitions



Throughout 2018/19, the Trust has developed its Strategic Plan for 2019-2024 making the change from three core purposes to six strategic ambitions underpinned by its values and quality commitment. The Strategic Plan for 2019/2024, together with the operational plan 2019/20, will oversee the delivery of key milestones whilst also preparing for the requirements set out in the NHS Long Term Plan. It will continue to play a key role at 'place' level as part of the Accountable Care Partnerships/ Integrated Care Systems in Rotherham, Doncaster and North Lincolnshire.

2. Activity Planning

The Trust has continued to monitor and report against its agreed contractual and regulatory activity and key performance targets throughout 2018/19.

Throughout 2018/19, the Trust achieved a segmentation of "1" in the NHS Improvement (NHSI) Single Oversight Framework and achieved full compliance against the NHSI performance targets. The Trust plans to maintain segmentation of "1" throughout 2019/20. In addition, the Trust now has retained the rating of "good" from the CQC assessment published in June 2018.

The Trust has continued to review its reporting mechanisms and has implemented the Integrated Dashboard/Single Oversight Framework Report from April 2018. This dashboard is aligned to the themes within the SOF and with the introduction of the working day one reporting gives Senior Managers across the Trust early oversight through the Care Group Assurance Meetings. As we move into Q4 of 2018/19 we are working towards the implementation of Care Group specific dashboards which will allow a more targeted approach to the management of performance across the key indicators over 2019/20.

In relation to Out of Area Placements (OAPs) specifically, the Trust continues to work jointly with leads from the Integrated Care Systems (ICS) to develop trajectories for the elimination of OAPs by 2020/21. Once the trajectory and national definition have been finalised, the Trust will be working with its local commissioners to develop detailed plans at Place level to implement the reduction.

A monthly report from the Finance, Performance and Informatics Committee (FPIC) is presented to the public session of the Board of Directors meeting, which presents the compliance position and hot spots in relation to national and local performance targets. The most recent report (December 2018) identified compliance in Quarter 3 against the NHS Improvement targets. There are risks associated with sustaining our continued compliance in 2019/20, which are:

- Attention Deficit Hyperactivity Disorder & Autism Spectrum Disorder Waiting Lists – Children’s Services

Waiting lists have developed due to increasing demands on such pathways with “referral” rates greater than local capacity. The Diagnostic pathway which offers ASD and/ or ADHD assessments to young people (5 years and over for an ASD assessment and 6 years and over for the ADHD assessment) has a continued and sustained focus by the service to reduce the waiting list and to provide assurance that patients are risk assessed and prioritised accordingly. The Trust will launch the Strategic Plan for 2019/2024 in April 2019 and a key priority area is to take an All-Age approach to care pathways and service delivery models which will allow for exploration of longer term solutions for the delivery of these services across the full age range.

- Improving Access to Psychological Therapies (IAPT)

The Improving Access to Psychological Therapies (IAPT) services against the key indicators relating to waiting times, recovery rates and access rates in order to ensure continued and sustained compliance, remains a key focus during 2019/20, this includes a particular focus on workforce retention.

- Perinatal Mental Health (PMH)

The Trust will continue to develop this service in line with national requirements to increase access to care for women and their families. The Trust is committed to improving access in order to see 4.5% of the Birth rate in relation to PMH services over 2019-2020.

- Eating Disorders

The Trust will continue to make progress to maintain delivery against the target for urgent referrals for children and young people with an eating disorder

National and local variations have been signed with all of the Trust’s NHS commissioners centred on the investment in mental health aligned to delivery of the Five Year Forward View.

3. Quality planning

3.1 Approach to quality improvement, leadership and governance

The named executive lead for quality improvement is the Executive Director of Nursing and Allied Health Professionals. During 2018/19 an internal review of the Quality Improvement agenda and where it is best placed within the Trust’s governance structure (for Quality) has taken place. This has resulted in transition of the quality improvement portfolio from Nursing and Quality to the Workforce and Organisational Development Directorate with recruitment to establish an Improvement and Cultural Development Team in the latter half of 2018/19. The assurance function remains within Nursing and Quality.

This Cultural Development and QI model builds upon the strong foundations concerning enjoyment, improvement and co-production developed via the use of the Listening into Action approach over the past 3 years. It provides a more digitally enabled approach, utilising ‘Quality, Service Improvement and Redesign’

(QSIR) Programme methodologies, underpinned with the 'Culture and Leadership' approach supported by NHS Improvement. Transitioning into this model is planned throughout 2019/20 supported by a structured training and accreditation programme, and a focused 'wrap-around' suite of cultural support.

A priority for 2018/19 has been to support the continued transformation of services through a strengthened approach to quality improvement. Significant work has been conducted over the past year to achieve this. In line with 'best practice' recommendations and internal Trust feedback, the Quality Improvement (QI) team has been integrated with the organisational development, Learning and Development and 'Freedom to Speak Up' teams to form the Improvement and Cultural Development Team, and integrated into the Workforce and Organisational Development Directorate. This team have focussed upon evaluating past and current Trust approaches to improvement, engagement and learning, working closely with the Executive Team to define and develop a total quality management model and approach. This is supported by a structured training and accreditation programme, and a focused 'wrap-around' suite of cultural support approaches including the introduction of 'Schwartz Rounds', 'human factors' working and enhanced support Equality, Diversity and Inclusion activity.

Triangulation of Quality Improvement and Quality Assurance

The Board of Directors (Trust Board) have overall accountability for Quality, with assurance provided through its Governance structure via the Quality Committee. The Quality Committee have delegated responsibility (as a sub-committee of Trust Board) for monitoring and reviewing progress against the Trust's annual quality priorities and how their achievement aligns and contributes to the achievement of the Trust's overall strategic ambitions.

Moving forward into the forthcoming year (2019/20), work is planned to triangulate quality improvement and quality outcome data to provide assurance to the Trust Board (via the Quality Committee).

3.2 Summary of the quality improvement plan

Quality Priorities 2018/19.

The Trust set out 2 year quality priorities for 2017/19 as follows:

- To provide safe effective care
- To ensure services actively listen and respond to our communities, patients, service users and our people
- To holistically integrate physical and mental healthcare
- To create a single, Trust wide clinical quality information system
- To develop and implement a Quality Improvement (QI) model and methodology

During 2017/18, work has been undertaken within the Trust on a significant number of areas relating to quality. The Trust reported their success and achievement of the Quality priorities for 2017/19 to the Quality Committee and has provided assurance up to and including Q3 (End of December 2018) and will be providing an end of year assurance to Quality Committee in April 2019. The End of year assurance will also be reported, (including compliance with national quality priorities) in the Trust's Quality Report 2018/19 and Forward Strategy 2019/20 in May 2019. The 2018/19 priorities for improvement have been reported (including monitoring and measuring) to the Quality Committee through the Trust's quality governance structure (see above) via various methods including:

- Quality Dashboard reporting
- Board Assurance Framework (BAF)
- Quality Committee Summary Report to Trust Board
- CQC inspection report – June 2018 'MUST do' and 'Should do' action plans.

Quality Priorities 2019/20

Consultation is currently taking place around development of the Trust's Year 1 (2019/20) quality priorities and underpinning quality objectives. These priorities will be incorporated into the Trust Internal Strategy, which will identify objectives at Service, Care Group and Organisational level; to underpin the Strategic ambitions of the Trust's Five Year Strategy 2019-2024: 'Leading the Way with Care'.

Assurance of progress against the 2019/20 Quality Priorities (and objectives) will take place throughout the year (minimum on a quarterly basis) by exception reporting to the Trust's Quality Committee, who will measure and monitor their success/achievement.

Trust Five Year Strategy 2019-2024: 'Leading the Way with Care'

The Trust is currently finalising a 5 year strategy which outlines the Trust's ambition to **provide high quality care, drive innovation and deliver the best possible outcomes** for our patients. The strategy sets out to ensure we provide safe, effective and compassionate care through a well-supported and developed workforce.

The strategy builds upon the work we have already undertaken through a programme of transformation, over the last two years 2016-2018, recognising the need for continuous change and improvement to continue to build a whole-systems approach in support of developing place based integrated services with local partners.

Our Five Year Strategy will be clinically-led and reflect the opportunities and challenges of our services. In order to understand how our strategic ambitions were defined, it is necessary to appreciate the context and environment within which we operate.

Our Commissioners

We continue to work closely with our commissioners on the Quality agenda, with engagement and regular attendance from clinical leads (on Behalf of Nursing and Quality Directorate) at quality/contract meetings (as appropriate) with our 3 CCG's.

3.3 Summary of quality impact

From the findings of the Francis Report (February 2013), the need for a formal process of 'quality impact assessments (QIA) over cost improvement plans' has been in place for some time.

The Trust has a Quality and Safety Impact Assessment (QSIA) process in place, which considers all aspects of a proposed change (scheme) around the three domains of quality and additionally any locally applicable quality metrics such as waiting times. The arrangements in place are as follows:

- A proposed scheme is initially created through care group and corporate governance structures
- A first stage screening tool is presented to a QSIA panel to identify whether the proposal requires the completion of a full QSIA based on established criteria.
- The QSIA panel includes the Executive Director of Nursing and Quality and the Medical Director, who are required to sign-off any approved schemes at either the screening stage or at the full QSIA proposal stage.
- All Trust services proposing a scheme are encouraged to present their QSIA to the QSIA panel in person, to enable scrutiny and challenge and assurance on all aspects of the scheme.
- All approved schemes are collated to help provide assurance that there is not a cumulative impact of related change schemes on the quality of service delivery in any one area. A report on programmes submitted to the QSIA panel is provided to the Quality Committee on a quarterly basis. The outcome of approved QSIA schemes is shared with commissioners.

Work has commenced during 2018/19 and continues to progress into 2019/20 to review the QSIA process to ensure that governance is embedded throughout the QSIA process. This includes:

- An overall comprehensive CIP process that incorporates significant bottom up clinical engagement.

- Clear lines of accountability for QIA, according to the proposed change threshold i.e. individual, local level or Trust wide improvement e.g. clinical sign off from local clinician(s) who are required to implement the change, through directorate management teams, clinical senates and the Medical and Nursing Directors (QIA panel).
- A scheme post implementation evaluation will be submitted to the QSIA panel, to provide assurance on:
 - The scheme's impact on patient care, staff and service delivery/improvement and
 - Any lessons are learned and incorporated into future plans.

3.4 Summary of triangulation between workforce and finance

The Trust ensures the triangulation of quality, workforce and finance in a number of ways as follows:

- There is an established formal monthly Assurance Meeting of each of the 4 Care Groups in partnership with the Executive Management Team, which has a standing agenda across the domains of Finance, Performance, Workforce and Quality. The Care Group Director is accountable for delivery and reports on key risks, issues, mitigation and developments. A single coordinated discussion ensures themes and trends across the distinct areas are evident, and ensure triangulated actions are agreed.
- In order to ensure operational accountability and action, local meetings targeted at the same distinct areas are also in situ within each Care Group.
- Data and Information is collated to support in depth discussions within the Assurance Meetings, including data to demonstrate compliance with the Single Oversight Framework and other National standards, local Commissioning requirements and internal areas of scrutiny. In order to ensure effective decision making, this data (where possible and relevant) is collated for the previous month in week 1.
- An overall Assurance Paper for each Care Group is then reported through the Executive Management Team meeting and subsequently, an aggregated assurance statement presented through the Finance, Performance and Informatics Committee, prior to the Board of Directors.
- Dependant on the Care Group rating allocated, in line with the SOF approach, an appropriate level of intervention involving the Executive Directors will be put in place and the accountable Care Group Director held to account in attendance at Committees' of the Board.

4. Workforce planning

4.1 Introduction

On an annual basis, the Trust develops, produces and submits workforce plans as part of the information needed to influence strategic investment decisions relating to the education and training commissioning process for staff groups within the NHS and to outline anticipated workforce profiles within the Trust.

As part of this process, the Trust forecasts its workforce plans for the next five years by staff group. The continuing economic situation and resulting efficiency plans (where these are known and agreed) are incorporated into the plans in terms of the financial reductions and associated impact on service provision and on the workforce numbers and skill mix. The process involves the Trust's Head of Employee Relations co-ordinating the non-medical/medical workforce planning intentions through discussion with Executive Directors, Care Group Directors, Associate Medical and Associate Nursing Directors, Service Managers, Professional Leads and the Deputy Director of Organisational Learning.

4.2 Continuous Service Improvement

During 2018/19, the Trust decided to change the name from the Transformation Programme to Continuous Service Improvement. The Trust is committed to continually driving the effective and successful delivery of programmes to improve patient care and it was recognised that the name transformation may be interpreted by some as having a defined end, therefore, Continuous Service Improvement was selected as the preferred name to reflect the Trust's commitment.

The Trust identified an overall £5.15m QIPP requirement for 2018/19 and a number of the Continuous Service Improvement programmes have contributed to this. The programmes continue to have an influence on the workforce, however, a structured process is maintained in the delivery of such change to ensure that disruption to clinical services is minimised with robust measures in place to monitor the impact on service users.

The strategic programmes which generally have associated high risk and value, continue to be managed by the Programme Management Office, thus ensuring the programmes are delivered according to best practice methodologies.

4.3 Workforce Plans

The workforce plans have been generated to support long term sustainability. Taking account of known efficiency savings and transfers, strategic developments and assumptions based on the need to make efficiency savings within corporate services, clinical productivity, operational and administrative efficiency. The workforce plans also highlight where vacancies may be problematic. The plans prepared for Health Education England (HEE) highlight efficiency movements, investments to deliver efficiencies, anticipated transfers and developments, volume changes, anticipated changes associated with HEE funding, research, redundancy and restructuring. The outcome of this process, which includes planning assumptions, is confirmed and signed off by the Chief Operating Officer, Director of Nursing and Allied Health Professions, Medical Director, Director of Finance and Performance and the Workforce and Organisational Development (W&OD) Director. Workforce plans are submitted to Health Education Yorkshire and Humber (HEY&H) and this information is shared on an aggregated basis with the Local Workforce Advisory Board (LWAB) and it is used to commission education and training places in Higher Education Institutions. How and what information to share with key partners within each of our place bases (i.e. Doncaster, Rotherham and North Lincolnshire) and with the integrated care system is under consideration

The Trust, via the Workforce & Organisational Development Director actively participates in the South Yorkshire and Bassetlaw Workforce Integrated Care System (ICS) meetings involving Human Resources Directors. The Director or Deputy Director is also involved in place based meetings in our constituent localities and the Local Workforce Action Board (LWAB).

The increased activity associated with delivery of the NHS Long Term Plan will be increasingly influenced by the emergence of priorities through the Integrated Care System (ICS) and associated Local Digital Roadmaps (LDR), developing rapidly in all areas.

4.4 ICS and Strategic Planning

Currently, workforce plans are designed to support commissioning intentions across all the CCGs we work with. This is via strategic contract meetings undertaken in each area which link Continuous Service Improvement plans with the financial plans of each CCG. This is supported with a robust QSIA process which highlights risks that require mitigation, to ensure efficient and safe care to patients. Working with our Commissioners through the above process, the Trust ensures that our workforce strategy links in with the wider health and social care system.

The Trust is fully engaged in the ICS process, contributing to each place based plan in addition to the wider workstreams aligned to the Integrated Care System priorities for both South Yorkshire and Bassetlaw and Humber Coast and Vale. This enables us to develop workforce efficiencies with both acute and voluntary sector providers in schemes that are developing care outside of hospital settings, for example, intermediate care services, acute psychiatric liaison, developing partnerships to enhance care for those with dementia and physical frailty and working social prescribing for mental health service users.

As part of the overall Continuous Service Improvement programme, the Trust implemented a new electronic patient record (EPR). This new system has been designed and introduced to maximise the benefits of the EPR for clinical staff and service users. The new EPR has been fully implemented across the Trust. In 2019/20, the Trust will continue to ensure visible post-implementation support for staff with the availability of system upgrades and improvements.

In addition, the Trust is currently working with CCGs regarding workforce initiatives that link to the *Five Year Forward View* and the NHS Long Term Plan through our contracting process. These include the continued development of A&E Liaison Services, provision and an enhancement of the crisis service model, community model for intermediate care. Over 2019/20 the Trust will continue to work with the wider ACS in the provision of new services, for example the ongoing development of Perinatal Mental Health services and the roll out of Mental Health Support Teams working in schools and colleges.

4.5 Recruitment and Retention

It remains one of the Trust's core strategic goals to "attract, retain, support and develop the finest workforce". The Trust continues to participate in the NHS Improvement national recruitment and retention programme which commenced in July 2017. We have targeted workstreams undertaking work associated with our recruitment processes, flexible working, developing new roles within the Trust and reviewing our links with Universities. Recruiting to some areas can be a challenge. We have work with local universities and 'place based' partners to launch a Trainee Nursing Associate Programme to support local workforce growth, upskilling and also role diversification in this pressured profession. We continue to work with education partners and our onsite School of Nursing to ensure newly qualified staff have the right skills to sustain and develop our services. We actively encourage students to work with us from year two of their programme so they can be supported into roles at the time of achieving qualification.

The Finance, Performance and Informatics Committee receive monthly reports on agency expenditure and a more detailed analysis on a quarterly basis. The NHSI requirements for agency usage and expenditure are being applied. Additionally, the Trust has undertaken a review of the internal nurse bank arrangements over the past year to ensure it is easy to access and has a wide mixture of staff and grades within it. This combined with the increased focus on attending 'place-based' recruitment fairs and events has resulted in an increase in the numbers of professionally qualified and non-professionally qualified members of staff upon the internal bank system. This review and increased recruitment process has been supported by the rollout of the e-bank element in the e-rostering system.

Our talent management approaches are also being considered in light of the changes to the apprenticeship levy and the introduction of new roles such as nursing associates and physician associates, and will be a core focus for the work conducted between the Nursing and AHP Directorate, Medical Directorate, Workforce and OD Directorate and Associate Nurse Directors over the past year.

We work with local universities to provide placements for student nurses across the region. The practice placement team work closely with RDASH clinical leads, to provide all student nurses with the opportunity to pursue employment in RDASH in Year 2 of their study, this enables both targeting of their final placements to support skill development, and also encourages students on placement to view RDASH as a place to train and stay post qualifying.

These issues have been and will continue to be taken in to account when developing our workforce plans.

5. Financial planning

5.1 Introduction

This section sets out the key assumptions in the development of the Annual Financial Plan for 2019/20. The narrative details the latest guidance, the position in relation to contract negotiations, the key risks to achievement of the financial targets, working capital assumptions and CAPEX assumptions.

5.2 The control total

The table below indicates the Trust control total and PSF offer as detailed in the letter from NHS Improvement on 15th January 2019.

Control Total

| | 2018/19 £m | 2019/20 £m |
|--|---------------|---------------|
| Rebased baseline position excluding PSF | 0.678 | 0.670 |
| CNST Adjustment | -0.065 | -0.144 |
| Other Changes | 0.055 | -1.354 |
| Sub total before efficiency | 0.668 | -0.828 |
| Additional Efficiency requirement up to 0.5% | 0 | 0.760 |
| 2019/20 Control Total (Excluding allocated PSF) | 0.668 | -0.068 |
| Non recurring PSF allocation | 1.388 | 1.261 |
| Revised 2019/20 Control Total (including allocated PSF) | 2.056 | 1.193 |
| Current PSF allocation | 0.987 | 1.261 |
| Additional PSF allocation | 0.401 | 0 |
| Total Allocated PSF - the enhanced provider sustainability fund (included in revised 2019/20 control total) | 1.388 | 1.261 |

| | | |
|---|--------------|---------------|
| Real RDaSH Control Total surplus / (Deficit) | 0.668 | -0.068 |
|---|--------------|---------------|

The Trust has agreed, and is therefore planning to achieve the control total set for 2019/20.

5.3 Key Financial Assumptions and current contractual issue

The key assumptions in relation to the build-up of the financial plan are detailed in the summary table below. The assumptions below are based on the planning guidance issued and on the basis that there will be no significant changes to this guidance. Pay award assumptions built into the plan are 5% as per the planning guidance.

| Detail | Assumption |
|--|---|
| NHS Income contracts | A 2.6% overall uplift made up of 3.8% inflation and a -1.1% efficiency and 0.1% contribution to central procurement |
| Local Authority contracts | Actual value based on contract discussions |
| Annual inflation | 3.8% |
| QIPP Target | £5.564m |
| STF Support to achieve position | £1.261m |
| CQUIN | Achievement of 1.25% CQUIN (£1.4m) |
| Developments / Income growth | Only actual contractually agreed developments / income is included in the Plan at this stage |
| Agency | Achievement of £5.238m Cap |
| CAPEX to maintain estate and IT developments | £6.0m |
| Surplus assumption | Delivery of the control total (£1.193m surplus, including £1.261m PSF) if the risks can be managed |

Contract negotiations update

Doncaster CCG

The plan submitted incorporates the latest negotiations with Doncaster CCG and includes the agreed contract values. Schedules have been shared and meetings have taken place with Doncaster CCG. Final contract sign off was achieved on 21st March 2019. The CCG have agreed mental health investments with the Trust of approximately £2m and this will be released in year, in line with recruitment to the posts. . Any additional investment in Mental Health, above this value will be considered in year in line with a number of investment proposals from ourselves.

Doncaster MBC

Meetings with DMBC are ongoing. DMBC have said they would like to work with the Trust to reduce costs for services commissioned. The following areas are expected to have service reductions in 2019/20. The following assumptions have been made in the plan:-

- Public health contracts for Drug and Alcohol services and Health Visiting services – Current tender values apply.
- Learning Disability services (Registered Care) – contract termination included in plan as at 30/9/19. The Trust has secured resources as part of the contract to give full cover of the operational costs of this service up to the transfer of the service to the new provider.
- Learning Disabilities Day care (Solar centre) – the full year income and costs have been included in the initial plan, until the future is determined by commissioners.

Rotherham CCG

The latest Contract negotiated position with Rotherham CCG is included in the plan. The CCG is committed to funding key developments in the Trust contract that include Future in Mind, Perinatal Mental Health Care, IAPT waiting times, Core 24, Community Crisis, Stovewood and MH liaison services. The CCG and the Trust are working together during the financial year around reducing Out of Area placements and reducing continuing healthcare expenditure with the aim to free up resource for Place based investments. The CCG are committed to increasing investment in Mental Health as part of the five year forward view, agreed investments have been included in the Plan at this stage.

The Ferns ward (a pilot between the Trust and The Rotherham Foundation Trust to provide better outcomes and reduce length of stay for dementia patients) has been assumed to end in 19/20.

North Lincolnshire CCG

The latest contract position with North Lincolnshire CCG has been included in the plan. The CCG have asked for costed proposals for future Mental Health investments, with a view to funding these investments. These investments have not been assumed in the plan at this stage until further agreement has been reached. This will enable the CCG and the Trust to help deliver the growth targets in the Five Year Forward View for Mental Health.

North Lincolnshire Council

North Lincolnshire 0-19 services have been included in the plan at current tender values.

5.4 Summary of the key financial targets included in the draft financial plan

The table below shows the key financial targets included in the financial model. This may change as further contract negotiations develop and the year- end position is crystallised:

| Narrative | Out turn 2018/19 | 2019/20 4th April 2019 submission plan | Comment |
|---|---------------------------------|--|---|
| Income and expenditure surplus/deficit before exceptional/technical adjustments | £8.356m surplus (including PSF) | £1.193m surplus (including PSF) | The surplus target for 2019/20 is in line with the control total |
| CAPEX | £3.5m | £6.0m | Capital expenditure for 2019/20 includes additional investment in IT |
| Cash Reserves | £33.4m | To be reviewed in line with provisions for transformation. For the plan this is assumed to be £35.5m | With an aim to maintain a strong liquidity and provide a monitoring system that gives early indication of financial problems. |
| Financial Sustainability Rating | 1 | 1 | Maintaining a strong financial rating. |

5.5 Income and expenditure

The Final submission sets a plan to accept and achieve the Trust control total of £1.193m (including PSF). Although the Trust has accepted the control total, the achievement of this position will be dependent on the management of the risks detailed in this paper and the successful resolution of any contractual issues.

5.5.1 Mental Health investment

As part of the 2019/20 plan refresh each CCG is required to meet the Mental Health Investment standard. This has been and will continue to be explored through further commissioner contract negotiations and in year investments, each CCG there is expected to make progress towards this standard.

5.5.2 CQUIN

The achievement of the CQUIN targets is worth £1.4m. It is assumed in the plan that the Trust will achieve the required targets.

5.5.3 Agency Costs

The Trust has been set a revised agency cap of £5.238m.

The Trust continues to monitor agency costs closely with the following key systems in place:

- Reporting against the qualified nursing target set by NHSI.
- Monitoring and reporting the overall agency spend to FPIC identifying current and potential hot spots.
- Agreeing actions in relation to the hotspots through the EMT and OMM. These actions have included looking at different marketing approaches to recruitment and setting up a Trust admin bank.
- A particular focus on the Medical Agency spend which is the Trust's most significant hot spot.
- The Trust has assigned a member of staff in the procurement team to monitor the agency caps and liaise with the providers.

5.6 Capital Expenditure (CAPEX)

In relation to CAPEX the 2019/20 a capital programme has been set to allow for an investment of £6.0m in capital, funded from internal depreciation of £3.912m and cash reserves from previous years. This allows for further investment in the development of services which is driven by the Trust's Continuous Service Improvement. The plan also includes investment in IT infrastructure and end point hardware replacement. There is also an increased provision for backlog maintenance to allow the Trust to invest in its buildings infrastructure.

5.7 Working capital

The Trust will end the financial year 2018/19 with a strong liquidity position and a forecast cash balance of at least £33m. Work is currently on-going to review year end provisions as this will impact on cash availability. Once these are clear then a forecast of the 2018/19 year end cash forecast can be better predicted for the completion of the plan on the 4th April 2019. The Trust will forecast the monthly cash balances, and monitor this during 2019/20 as it is crucial in providing an early indicator of financial pressures.

5.8 Financial Sustainability rating

The table below shows the forecast year end breakdown of the financial sustainability rating for 2019/20:

| Plan Risk Ratings | Plan 31/03/2020 YTD Rating |
|--|--|
| Capital Service Cover rating | 2 |
| Liquidity rating | 1 |
| I&E Margin rating | 2 |
| Variance From Control total rating | 1 |
| Agency rating | 1 |
| | |
| Overall Plan Risk Ratings | Plan 31/03/2020 Month 12 Rating |
| Overall rating unrounded | 1.40 |
| If unrounded score ends in 0.5 | 0.00 |
| Plan Risk Ratings before overrides | 1 |
| Plan Risk Ratings overrides: | |
| Any ratings in table 6 with a score of 4 override - if any 4s "trigger" will show here | No trigger |
| Any ratings in table 6 with a score of 4 override - maximum score override of 3 if any rating in table 6 scored as a 4 | 1 |
| Control total override - Control total accepted | Yes |
| Control total override - Planned or Forecast deficit | No |
| Control total override - Maximum score (0 = N/A) | 0 |
| | |
| Is Trust under Financial Special Measures | No |
| | |
| Plan Risk Ratings after overrides | 1 |

The table shows that if the Trust delivers the 2019/20 plan it will maintain a risk rating of 1 (The highest possible score). Delivery of the plan is subject to management of the risks detailed in this paper.

5.9 Risks to the delivery of the financial plan

5.9.1 Delivery of QIPP

The tariff efficiency for NHS contracts for the financial year 2019/20 is 1.1%. However, the required savings from local authority contracts, the carry forward of some QIPP schemes from 2018/19, the loss of overhead recovery from contract changes and additional cost pressures has resulted in a challenging QIPP of £5.564m for the Trust. A breakdown of the QIPP is detailed in the table below:

| | £m |
|--|--------------------------------------|
| QIPP from tariff and LA contract reductions/cost pressures | £1.213m (0.79%) |
| QIPP B/fwd. 2018/19 with existing plans in place | £1.858m (1.20%) |
| Exposed overheads due to contract loss/reduction | £0.141m (0.09%) |
| Cost Pressures/Investments | £2.352m (1.53%) |
| Total | £5.564m (3.61% of all income) |

This does not include any overheads that need to be downsized as part of the Ferns Ward. There are likely to be further adjustments relating to investing in clinical posts in the Doncaster Care Group.

The Trust has further developed its plans for CIPs since the Draft February 2019 submission. The Main highlights are as follows:-

- The Trust has 16.3% of its unidentified phased for month 12, plans are still being progressed to cover this gap. Non-recurrent plans will be developed if this cannot be covered recurrently.
- The Trust has reviewed its carter metrics and has included plans for building utilisation and Procurement savings of £0.25m.
- A review of the Model hospital has resulted in £1.4m of saving schemes being identified for Corporate and Administration and £0.5m for Estates and Facilities.
- The plan has considered the risks of the new RICS guidance and has not undertaken a review of asset lives but is looking at Modern Equivalents Asset values to save £0.5m.

5.9.2 Management of cost pressures

In order to deliver the financial plan for 2019/20, the Trust will need to manage a number of new cost pressures as follows:

- a) Investment in Management capacity - £0.843m Estimated
- b) Safe Staffing - £0.241m
- c) Recruitment and Retention - £0.229m Maximum

d) Revaluation

The Trust has had a revaluation of its estate and assets as at 1st April 2018 and this has resulted in a decrease in the asset values. Any additional annual capital financing costs, as a result of the clinical system and IT investments, has partly been funded from the inflation uplift but this reduces flexibility to fund other inflation pressures. The Trust is exploring the use of Modern Equivalent values (MEV) for asset valuations to reduce capital costs.

e) Loss of overhead recovery

Contract losses and reduction of re-tendered contracts has resulted in a loss of overhead recovery. This is included in and will need to be delivered as part of the cost efficiencies of corporate and support services included in the £5.564m QIPP target.

- f) The non-recurrent cost of transformation
Work is on-going to estimate the potential non-recurrent cost of the Trust transformation programme. This cost will need to be managed in 2019/20 to release the cost efficiencies needed for the Trust's efficiency challenge in 2019/20 and beyond.
- g) Satisfactory completion of the contract negotiations.
Any outstanding risks have been included in the Financial Plan.

5.10 Financial Planning Conclusion

The plan update detailed in this narrative has been developed with an aim to achieving the control total set by NHS Improvement; the plan assumes receipt of PSF resources.

If the Trust achieves this plan then it will end the financial year 2019/20 with a strong financial rating and liquidity position. The delivery of the plan will be very challenging in the context the NHS is working in and will be reliant on an acceptable outcome in relation to the contract negotiations. The achievement of the plan will also be reliant on the Trust managing a number of cost pressures and delivering the required £5.564m efficiency.

6. Links to the local Integrated Care Systems

Throughout 2018/19 the Trust has been closely involved in the further development of the Sustainability and Transformation Plans (STPs) in both South Yorkshire and Bassetlaw and Humber Coast and Vale and will continue to as they evolve further as Integrated Care Systems (ICS) through 2019/20.

This has included the work at a more local level through the local Place Based Plans. The Place and System functioning has supported the production of service specific visions across the ICS footprints and the identification of system wide solutions, such as, Perinatal Mental Health Services and reducing inappropriate Out of Area placements.

6.1 South Yorkshire and Bassetlaw (SYB) ICS

1 October 2018 was the official launch of the South Yorkshire and Bassetlaw (SYB) Integrated Care System (ICS) with key messages focusing on the partnership work between the NHS, Councils and the Voluntary Sector at a local level in each of the five places, with the ICS supporting this work and addressing issues that can be delivered through collaboration across the whole of South Yorkshire and Bassetlaw.

The key priorities continue to be:

- Healthy lives, living well and prevention
- Primary and community care
- Mental health and learning disabilities (LD)
- Urgent and emergency care
- Elective care and diagnostics
- Maternity and children's services
- Cancer; and
- Spreading best practice and collaborating on support services.

South Yorkshire and Bassetlaw ICS has been selected to be one of the first of six national NHS England public engagement projects, with the aim of reviewing and improving the offer to stakeholders and the public, this will be a key focus to support work moving forward over the 2019/20.

The Trust continues to work extensively on progress aligned to the key priority of Mental Health and Learning Disabilities for the SYB ICS. Over 2018/19 there has been significant emphasis on developing a joint approach to some corporate back office functions, where this approach can provide wider benefits, an example of this is the joint procurement of Occupational Health Services. Engagement with the ICS and

Place Plans will continue to be a priority for the Trust throughout 2019/20, with senior representation at all key workstreams aligned to the priorities.

Further detail on plans for 2019/20 is provided through the SYB ICS single system operating plan narrative.

6.2 Humber Coast and Vale (HCV) STP Care Partnership

Humber Coast and Vale (HCV) have set out an ambition to gain ICS status by 2020. Over the coming months, the Partnership set out to focus on developing Integrated Care Partnership (ICP) arrangements at locality level and integrating provider arrangements between primary, community and social care and between in-hospital and out-of-hospital care in each locality.

The six key priorities identified for HCV STP are:

- Healthier People
- Better 'Out of Hospital' Care
- Better 'In Hospital' Care
- Better Mental Health Care
- Better Cancer Care, and
- Balancing the Books

The Trust is represented in the governance structure with Chief Executive representation on the Strategic Partnership Board. The governance structure is being supported through a Memorandum of Understanding.

Further detail on plans for 2019/20 is provided through the HCV ICS single system operating plan narrative.

7. Membership and elections

7.1 Membership

The Trust began 2018/19 with 6449 members (excluding staff) and currently has a membership of 6432 (excluding staff). In response to members' views, all our members receive a newsletter four times a year either by email or in hard copy. In addition, we engage and communicate with our members in a number of ways – some of which are outlined below. How we engage and work with our members and governors contributes to our overall Patient and Public Engagement Strategy for 2016/19 and the wider patient, public engagement and experience function at the Trust.

7.2 Governor Elections

At the beginning of 2019/20 there are 28 seats occupied on the Council of Governors. 13 seats are currently vacant and will be advertised in our next round of elections which will commence in April 2019. A review of the composition of the Council of Governors will be undertaken to ensure it appropriately reflects and is representative of the services we provide (and how they are managed in Care Groups) and our key stakeholders.

7.3 2019/20 Plans

An election will take place in early 2019/20 and will include vacancies across all our constituencies along with those seats that will become vacant over the next few months; currently service users (1 seat), carers (3 seats), public (2 seats), staff (2 seats) and partner (5 seats – nominations). Elections will be widely publicised both internally and externally through posters/flyers, local media, members' newsletter, local organisations and networks, GP surgeries, libraries and members drop in. We are also planning a Membership Week event to coincide with the elections where we will be out and about in our local communities.

7.4 Governor training and development

All newly-elected/appointed governors are invited to attend an induction programme, which has been co-produced with our Governors and is delivered over 4 separate sessions covering themes such as i) an introduction to Foundation Trusts, ii) the role of the Council of Governors, iii) the role of the Board of Directors and iv) putting the governor role into practice. Additional training and development opportunities are provided both internally and externally - via Governwell, where we have supported Governors individually to attend courses and hosted a bespoke, on-site course for our Governors. An annual review of

the role and responsibilities of our governors also provides an opportunity to identify any additional training and development requirements.

7.5 Engagement activities

Governors continue to demonstrate their commitment and to show their enthusiasm in their role, particularly in terms of engagement with their members and the wider communities. They have increasingly taken advantage of opportunities to be involved at the Trust, representing the views of the wider membership, patients and carers. A core list of opportunities includes; Lead Governor role; attendance at Board of Directors; Trust working groups/networks; Patient Lead Assessments of the Care Environment (PLACE) visits and member engagement for example drop in sessions and ad hoc events.

In terms of member engagement, the Trust offers a range of opportunities to enable members to contribute and get involved at the Trust. An annual member's survey gauges whether or not the opportunities we provide are responsive to what our members want. Members are also offered opportunities in terms of our wider involvement function for example volunteering, Listen to Learn Network (PPEE) and Triangle of Care. We have continued to develop communication through social media with almost 2000 followers on Twitter (@FTMembership) and a growing number of friends on Facebook (RDaSH members) as well as an Instagram profile.

Governors will continue to identify opportunities for the recruitment and engagement of members through the 'Raising the Profile of the RDaSH Working Group'.

7.6 Membership Strategy

The portfolio of the Patient and Public Engagement and Experience Lead combines for membership engagement/recruitment and the wider public and patient engagement activities, which avoids overlap and duplication of engagement activities. To strengthen and support this function the Trust's patient and public engagement and experience now incorporates engagement and involvement of members and governors as an intrinsic part of Trust activities. The Membership Strategy now forms part of the over-arching Trust's Patient and Public Engagement and Experience Strategy.

| STATEMENT OF COMPREHENSIVE INCOME | Expected Sign | 04FOTPY | 04PLANM01 | 04PLANM02 | 04PLANM03 | 04PLANM04 | 04PLANM05 | 04PLANM06 | 04PLANM07 | 04PLANM08 | 04PLANM09 | 04PLANM10 | 04PLANM11 | 04PLANM12 | 04PLANCY |
|---|---------------|---|--|--|--|--|--|--|--|--|--|---|---|---|--|
| | | Forecast Out-turn 31/03/2019 Year Ending £'000 | Plan 30/04/2019 Month 1 £'000 | Plan 31/05/2019 Month 2 £'000 | Plan 30/06/2019 Month 3 £'000 | Plan 31/07/2019 Month 4 £'000 | Plan 31/08/2019 Month 5 £'000 | Plan 30/09/2019 Month 6 £'000 | Plan 31/10/2019 Month 7 £'000 | Plan 30/11/2019 Month 8 £'000 | Plan 31/12/2019 Month 9 £'000 | Plan 31/01/2020 Month 10 £'000 | Plan 29/02/2020 Month 11 £'000 | Plan 31/03/2020 Month 12 £'000 | Plan 31/03/2020 Year Ending £'000 |
| Operating income from patient care activities | + | 146,482 | 12,296 | 12,296 | 12,296 | 12,296 | 12,296 | 12,296 | 12,296 | 12,296 | 12,300 | 12,301 | 12,301 | 12,301 | 147,572 |
| Other operating income | + | 13,275 | 509 | 509 | 509 | 530 | 531 | 573 | 573 | 596 | 596 | 596 | 596 | 599 | 6,629 |
| Employee expenses | - | (118,300) | (10,076) | (10,076) | (10,076) | (10,076) | (10,076) | (10,076) | (10,079) | (10,079) | (10,079) | (10,079) | (10,079) | (10,080) | (120,931) |
| Operating expenses excluding employee expenses | - | (30,725) | (2,344) | (2,344) | (2,344) | (2,354) | (2,354) | (2,314) | (2,382) | (2,381) | (2,381) | (2,391) | (2,390) | (2,380) | (28,349) |
| OPERATING SURPLUS / (DEFICIT) | +/- | 10,732 | 385 | 385 | 395 | 396 | 397 | 437 | 408 | 410 | 413 | 427 | 428 | 440 | 4,921 |
| FINANCE COSTS | | | | | | | | | | | | | | | |
| Finance income | + | 180 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 120 |
| Finance expense | +/- | (1,520) | (134) | (134) | (133) | (133) | (133) | (132) | (132) | (132) | (132) | (132) | (132) | (131) | (1,591) |
| PDC dividends payable/refundable | <i>i</i> +/- | (2,320) | (188) | (188) | (188) | (188) | (188) | (188) | (188) | (188) | (188) | (188) | (188) | (187) | (2,255) |
| NET FINANCE COSTS | +/- | (3,660) | (312) | (312) | (311) | (311) | (311) | (310) | (310) | (310) | (310) | (310) | (310) | (308) | (3,726) |
| Other gains/(losses) including disposal of assets | +/- | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Share of profit/ (loss) of associates/ joint ventures | +/- | 0 | | | | | | | | | | | | | 0 |
| Gains/(losses) from transfers by absorption | <i>i</i> +/- | 0 | | | | | | | | | | | | | 0 |
| Movements in fair value of investments, investment property and financial liabilities | +/- | (50) | | | | | | | | | | | | | 0 |
| Corporation tax expense | - | 0 | | | | | | | | | | | | | 0 |
| SURPLUS/(DEFICIT) FOR THE PERIOD/YEAR | +/- | 7,022 | 73 | 73 | 84 | 85 | 86 | 126 | 98 | 100 | 103 | 117 | 118 | 132 | 1,195 |

| Adjusted financial performance | Expected Sign | 04FOTPY | 04PLANM01 | 04PLANM02 | 04PLANM03 | 04PLANM04 | 04PLANM05 | 04PLANM06 | 04PLANM07 | 04PLANM08 | 04PLANM09 | 04PLANM10 | 04PLANM11 | 04PLANM12 | 04PLANCY |
|---|---------------------|---|--|--|--|--|--|--|--|--|--|---|---|---|--|
| | | Forecast Out-turn 31/03/2019 Year Ending £'000 | Plan 30/04/2019 Month 1 £'000 | Plan 31/05/2019 Month 2 £'000 | Plan 30/06/2019 Month 3 £'000 | Plan 31/07/2019 Month 4 £'000 | Plan 31/08/2019 Month 5 £'000 | Plan 30/09/2019 Month 6 £'000 | Plan 31/10/2019 Month 7 £'000 | Plan 30/11/2019 Month 8 £'000 | Plan 31/12/2019 Month 9 £'000 | Plan 31/01/2020 Month 10 £'000 | Plan 29/02/2020 Month 11 £'000 | Plan 31/03/2020 Month 12 £'000 | Plan 31/03/2020 Year Ending £'000 |
| Surplus/(deficit) for the period/year including PSF, FRF and MRET funding | +/- | 7,022 | 73 | 73 | 84 | 85 | 86 | 126 | 98 | 100 | 103 | 117 | 118 | 132 | 1,195 |
| Add back all I&E impairments/(reversals) | <i>i</i> +/- | 1,336 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Adjust (gains)/losses on transfers by absorption | +/- | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Surplus/(deficit) before impairments and transfers | +/- | 8,358 | 73 | 73 | 84 | 85 | 86 | 126 | 98 | 100 | 103 | 117 | 118 | 132 | 1,195 |
| Retain impact of DEL I&E (impairments)/reversals | <i>i</i> +/- | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Remove capital donations/grants I&E impact | <i>i</i> +/- | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Prior period adjustments to correct errors and other performance adjustments | +/- | 0 | | | | | | | | | | | | | 0 |
| IAS19 - Removal of Non cash Pensions on SOFP | <i>i</i> +/- | 0 | | | | | | | | | | | | | 0 |
| Remove impact of prior year PSF post accounts reallocation | +/- | 0 | | | | | | | | | | | | | 0 |
| Adjusted financial performance surplus/(deficit) including PSF, FRF and MRET funding | <i>i</i> +/- | 8,358 | 73 | 73 | 84 | 85 | 86 | 126 | 98 | 100 | 103 | 117 | 118 | 132 | 1,195 |
| Control totals including PSF, FRF and MRET funding | <i>i</i> +/- | 8,356 | 73 | 73 | 84 | 85 | 86 | 126 | 98 | 100 | 103 | 117 | 118 | 130 | 1,193 |
| Performance against control total including PSF, FRF and MRET funding | +/- | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 2 |
| Adjusted financial performance excluding PSF, FRF and MRET funding | | | | | | | | | | | | | | | |
| Adjusted financial performance surplus/(deficit) including PSF, FRF and MRET funding | +/- | 8,358 | 73 | 73 | 84 | 85 | 86 | 126 | 98 | 100 | 103 | 117 | 118 | 132 | 1,195 |
| Less PSF, FRF and MRET funding | - | (5,588) | (63) | (63) | (63) | (84) | (84) | (84) | (126) | (126) | (126) | (147) | (147) | (148) | (1,261) |
| Adjusted financial performance surplus/(deficit) excluding PSF, FRF and MRET funding | +/- | 2,770 | 10 | 10 | 21 | 1 | 2 | 42 | (28) | (26) | (23) | (30) | (29) | (16) | (66) |
| Less PSF, FRF and MRET funding included in Control Total | +/- | (5,588) | (63) | (63) | (63) | (84) | (84) | (84) | (126) | (126) | (126) | (147) | (147) | (148) | (1,261) |
| Control total excluding PSF, FRF and MRET funding | +/- | 2,768 | 10 | 10 | 21 | 1 | 2 | 42 | (28) | (26) | (23) | (30) | (29) | (18) | (68) |
| Performance against control total excluding PSF, FRF and MRET funding | +/- | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 2 |

| Adjusted financial performance before the impact of gains on disposal of assets | Expected Sign | 04PLANM01 | 04PLANM02 | 04PLANM03 | 04PLANM04 | 04PLANM05 | 04PLANM06 | 04PLANM07 | 04PLANM08 | 04PLANM09 | 04PLANM10 | 04PLANM11 | 04PLANM12 | 04PLANCY |
|--|---------------|--|--|--|--|--|--|--|--|--|---|---|---|--|
| | | Plan 30/04/2019 Month 1 £'000 | Plan 31/05/2019 Month 2 £'000 | Plan 30/06/2019 Month 3 £'000 | Plan 31/07/2019 Month 4 £'000 | Plan 31/08/2019 Month 5 £'000 | Plan 30/09/2019 Month 6 £'000 | Plan 31/10/2019 Month 7 £'000 | Plan 30/11/2019 Month 8 £'000 | Plan 31/12/2019 Month 9 £'000 | Plan 31/01/2020 Month 10 £'000 | Plan 29/02/2020 Month 11 £'000 | Plan 31/03/2020 Month 12 £'000 | Plan 31/03/2020 Year Ending £'000 |
| Adjusted financial performance surplus/(deficit) including PSF, FRF and MRET funding | +/- | 73 | 73 | 84 | 85 | 86 | 126 | 98 | 100 | 103 | 117 | 118 | 132 | 1,195 |
| Less gains on disposal of assets | - | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Adjusted financial performance surplus/(deficit) before the impact of gains on disposal of assets | +/- | 73 | 73 | 84 | 85 | 86 | 126 | 98 | 100 | 103 | 117 | 118 | 132 | 1,195 |
| Control Total including PSF before the impact of gains on disposal of assets | +/- | 73 | 73 | 84 | 85 | 86 | 126 | 98 | 100 | 103 | 117 | 118 | 130 | 1,193 |
| Performance against control total before the impact of gains on disposal of assets | +/- | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 2 |

| Earnings Before Interest, Taxation, Depreciation and Amortisation (EBITDA) | Expected Sign | 04FOTPY | 04PLANM01 | 04PLANM02 | 04PLANM03 | 04PLANM04 | 04PLANM05 | 04PLANM06 | 04PLANM07 | 04PLANM08 | 04PLANM09 | 04PLANM10 | 04PLANM11 | 04PLANM12 | 04PLANCY |
|--|---------------|---|--|--|--|--|--|--|--|--|--|---|---|---|--|
| | | Forecast Out-turn 31/03/2019 Year Ending £'000 | Plan 30/04/2019 Month 1 £'000 | Plan 31/05/2019 Month 2 £'000 | Plan 30/06/2019 Month 3 £'000 | Plan 31/07/2019 Month 4 £'000 | Plan 31/08/2019 Month 5 £'000 | Plan 30/09/2019 Month 6 £'000 | Plan 31/10/2019 Month 7 £'000 | Plan 30/11/2019 Month 8 £'000 | Plan 31/12/2019 Month 9 £'000 | Plan 31/01/2020 Month 10 £'000 | Plan 29/02/2020 Month 11 £'000 | Plan 31/03/2020 Month 12 £'000 | Plan 31/03/2020 Year Ending £'000 |
| Operating surplus / (deficit) | +/- | 10,732 | 385 | 385 | 395 | 396 | 397 | 437 | 408 | 410 | 413 | 427 | 428 | 440 | 4,921 |
| Add back depreciation and amortisation | + | 4,014 | 326 | 326 | 326 | 326 | 326 | 326 | 326 | 326 | 326 | 326 | 326 | 326 | 3,912 |
| Add back all I&E impairments/(reversals) | +/- | 1,336 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Less donations of physical assets (non-cash) | - | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Less cash donations / grants for the purchase of capital assets | - | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| EBITDA | +/- | 16,082 | 711 | 711 | 721 | 722 | 723 | 763 | 734 | 736 | 739 | 753 | 754 | 766 | 8,833 |
| Income relating to EBITDA | + | 159,757 | 12,805 | 12,805 | 12,805 | 12,826 | 12,827 | 12,827 | 12,869 | 12,870 | 12,873 | 12,897 | 12,907 | 12,900 | 154,201 |
| EBITDA percentage | % | 10.1% | 5.6% | 5.6% | 5.6% | 5.6% | 5.6% | 5.9% | 5.7% | 5.7% | 5.7% | 5.8% | 5.8% | 5.9% | 5.7% |

| STATEMENT OF FINANCIAL POSITION | | 05FOTPY | 05PLANM01 | 05PLANM02 | 05PLANM03 | 05PLANM04 | 05PLANM05 | 05PLANM06 | 05PLANM07 | 05PLANM08 | 05PLANM09 | 05PLANM10 | 05PLANM11 | 05PLANM12 | 05PLANCY |
|---|---------------|---|--|--|--|--|--|--|--|--|--|---|---|---|--|
| | Expected Sign | Forecast Out-turn 31/03/2019 Year Ending £'000 | Plan 30/04/2019 Month 1 £'000 | Plan 31/05/2019 Month 2 £'000 | Plan 30/06/2019 Month 3 £'000 | Plan 31/07/2019 Month 4 £'000 | Plan 31/08/2019 Month 5 £'000 | Plan 30/09/2019 Month 6 £'000 | Plan 31/10/2019 Month 7 £'000 | Plan 30/11/2019 Month 8 £'000 | Plan 31/12/2019 Month 9 £'000 | Plan 31/01/2020 Month 10 £'000 | Plan 29/02/2020 Month 11 £'000 | Plan 31/03/2020 Month 12 £'000 | Plan 31/03/2020 Year Ending £'000 |
| Non-current assets | | | | | | | | | | | | | | | |
| Intangible assets | + | 3,859 | 3,859 | 3,859 | 3,859 | 3,859 | 3,859 | 3,859 | 3,859 | 3,859 | 3,859 | 3,859 | 3,859 | 3,859 | 3,859 |
| Property, plant and equipment: on-SoFP IFRIC 12 assets | i | 15,227 | 15,227 | 15,227 | 15,227 | 15,227 | 15,227 | 15,227 | 15,227 | 15,227 | 15,227 | 15,227 | 15,227 | 15,227 | 15,227 |
| Property, plant and equipment: interests in off-SoFP PF/LIFT assets | i | 0 | | | | | | | | | | | | | 0 |
| Property, plant and equipment: other | i | 76,931 | 77,110 | 77,289 | 77,468 | 77,647 | 77,826 | 78,005 | 78,184 | 78,363 | 78,542 | 78,721 | 78,901 | 79,081 | 79,081 |
| Investment property | + | 2,647 | 2,597 | 2,597 | 2,597 | 2,597 | 2,597 | 2,597 | 2,597 | 2,597 | 2,597 | 2,597 | 2,597 | 2,597 | 2,597 |
| Investments in associates and joint ventures | + | 0 | | | | | | | | | | | | | 0 |
| Other investments/financial assets | i | 0 | | | | | | | | | | | | | 0 |
| Receivables: due from NHS and DHSC group bodies | i | 0 | | | | | | | | | | | | | 0 |
| Receivables: due from non-NHS/DHSC Group bodies | i | 0 | | | | | | | | | | | | | 0 |
| Other assets | i | 0 | | | | | | | | | | | | | 0 |
| Total non-current assets | + | 98,664 | 98,793 | 98,972 | 99,151 | 99,330 | 99,509 | 99,688 | 99,867 | 100,046 | 100,225 | 100,404 | 100,584 | 100,764 | 100,764 |
| Current assets | | | | | | | | | | | | | | | |
| Inventories | i | 160 | 160 | 160 | 160 | 160 | 160 | 160 | 160 | 160 | 160 | 160 | 160 | 160 | 160 |
| Receivables: due from NHS and DHSC group bodies | i | 7,970 | 7,986 | 7,986 | 7,299 | 3,400 | 3,800 | 3,900 | 3,400 | 3,400 | 3,400 | 3,300 | 3,800 | 4,300 | 4,300 |
| Receivables: due from non-NHS/DHSC Group bodies | i | 1,200 | 1,500 | 1,600 | 2,100 | 1,700 | 1,200 | 1,200 | 1,200 | 1,200 | 1,200 | 1,200 | 1,200 | 1,200 | 1,200 |
| Other financial assets | i | 0 | | | | | | | | | | | | | 0 |
| Other current assets | i | 0 | | | | | | | | | | | | | 0 |
| Assets held for sale and assets in disposal groups | + | 0 | | | | | | | | | | | | | 0 |
| Cash and cash equivalents: GBS/NLF | + | 33,095 | 33,180 | 33,336 | 34,011 | 36,199 | 37,590 | 34,732 | 35,034 | 35,340 | 36,045 | 35,868 | 36,091 | 35,388 | 35,388 |
| Cash and cash equivalents: commercial / in hand / other | + | 312 | | | | | | | | | | | | 240 | 240 |
| Total current assets | + | 42,737 | 42,826 | 43,082 | 43,570 | 41,459 | 42,750 | 39,992 | 39,794 | 40,100 | 40,805 | 40,528 | 41,251 | 41,288 | 41,288 |
| Current liabilities | | | | | | | | | | | | | | | |
| Trade and other payables: capital | - | (400) | (400) | (400) | (400) | (400) | (400) | (400) | (400) | (400) | (400) | (400) | (400) | (400) | (400) |
| Trade and other payables: non-capital | - | (16,170) | (15,894) | (16,209) | (16,620) | (15,332) | (16,544) | (15,483) | (15,195) | (15,409) | (16,119) | (15,833) | (16,246) | (15,982) | (15,982) |
| Borrowings | - | (778) | (781) | (784) | (787) | (790) | (794) | (797) | (800) | (803) | (806) | (809) | (813) | (816) | (816) |
| Other financial liabilities | - | 0 | (206) | (412) | (618) | (823) | (1,030) | (1,236) | (1,442) | (1,648) | (1,854) | (2,060) | (2,266) | (2,472) | (2,472) |
| Provisions | - | (4,526) | (4,626) | (4,500) | (4,500) | (3,600) | (3,600) | (3,200) | (3,200) | (3,200) | (3,100) | (3,000) | (3,200) | (4,800) | (4,800) |
| Other liabilities: deferred income including contract liabilities | - | (2,000) | (2,000) | (2,000) | (2,000) | (2,000) | (2,000) | (2,000) | (2,000) | (2,000) | (2,000) | (2,000) | (2,000) | (2,000) | (2,000) |
| Other liabilities: other | i | 0 | | | | | | | | | | | | | 0 |
| Total current liabilities | - | (23,874) | (23,907) | (24,305) | (24,925) | (22,945) | (24,368) | (21,880) | (21,801) | (22,224) | (23,044) | (22,867) | (23,691) | (23,998) | (23,998) |
| Total assets less current liabilities | +/- | 117,527 | 117,712 | 117,749 | 117,796 | 117,844 | 117,891 | 117,800 | 117,860 | 117,922 | 117,986 | 118,065 | 118,144 | 118,054 | 118,054 |
| Non-current liabilities | | | | | | | | | | | | | | | |
| Trade and other payables: capital | - | 0 | | | | | | | | | | | | | 0 |
| Trade and other payables: non-capital | - | 0 | | | | | | | | | | | | | 0 |
| Borrowings | - | (14,590) | (14,554) | (14,518) | (14,481) | (14,444) | (14,406) | (14,188) | (14,150) | (14,112) | (14,073) | (14,035) | (13,996) | (13,774) | (13,774) |
| Other financial liabilities | - | (647) | (796) | (796) | (796) | (796) | (796) | (796) | (796) | (796) | (796) | (796) | (796) | (796) | (796) |
| Provisions | - | (500) | (500) | (500) | (500) | (500) | (500) | (500) | (500) | (500) | (500) | (500) | (500) | (500) | (500) |
| Other liabilities: deferred income including contract liabilities | - | 0 | | | | | | | | | | | | | 0 |
| Other liabilities: other | - | 0 | | | | | | | | | | | | | 0 |
| Total non-current liabilities | - | (15,737) | (15,850) | (15,814) | (15,777) | (15,740) | (15,702) | (15,484) | (15,446) | (15,408) | (15,369) | (15,331) | (15,292) | (15,070) | (15,070) |
| Total net assets employed | +/- | 101,790 | 101,862 | 101,935 | 102,019 | 102,104 | 102,189 | 102,316 | 102,414 | 102,514 | 102,617 | 102,734 | 102,852 | 102,984 | 102,984 |
| Financed by | | | | | | | | | | | | | | | |
| Public dividend capital | + | 36,801 | 36,801 | 36,801 | 36,801 | 36,801 | 36,801 | 36,801 | 36,801 | 36,801 | 36,801 | 36,801 | 36,801 | 36,801 | 36,801 |
| Revaluation reserve | + | 34,095 | 34,095 | 34,095 | 34,095 | 34,095 | 34,095 | 34,095 | 34,095 | 34,095 | 34,095 | 34,095 | 34,095 | 34,095 | 34,095 |
| Financial assets at FV through OCI reserve | + | 0 | | | | | | | | | | | | | 0 |
| Other reserves | +/- | 0 | | | | | | | | | | | | | 0 |
| Merger reserve | +/- | 0 | | | | | | | | | | | | | 0 |
| Income and expenditure reserve | +/- | 30,893 | 30,966 | 31,039 | 31,123 | 31,208 | 31,294 | 31,420 | 31,518 | 31,618 | 31,721 | 31,838 | 31,956 | 32,088 | 32,088 |
| Non-controlling Interest | + | 0 | | | | | | | | | | | | | 0 |
| Total taxpayers' and others' equity | +/- | 101,789 | 101,862 | 101,935 | 102,019 | 102,104 | 102,190 | 102,316 | 102,414 | 102,514 | 102,617 | 102,734 | 102,852 | 102,984 | 102,984 |
| <i>Check: does the balance sheet balance?</i> | | OK | OK | OK | OK | OK | OK | OK | OK | OK | OK | OK | OK | OK | OK |

| STATEMENT OF CASH FLOWS | | | | | | | | | | | | | | | | |
|---|---|--|--|--|--|--|--|--|--|--|---|---|---|--|---------|--------|
| | 06FOTPY | 06PLANM01 | 06PLANM02 | 06PLANM03 | 06PLANM04 | 06PLANM05 | 06PLANM06 | 06PLANM07 | 06PLANM08 | 06PLANM09 | 06PLANM10 | 06PLANM11 | 06PLANM12 | 06PLANCY | | |
| | Forecast Out-turn 31/03/2019 Year Ending £'000 | Plan 30/04/2019 Month 1 £'000 | Plan 31/05/2019 Month 2 £'000 | Plan 30/06/2019 Month 3 £'000 | Plan 31/07/2019 Month 4 £'000 | Plan 31/08/2019 Month 5 £'000 | Plan 30/09/2019 Month 6 £'000 | Plan 31/10/2019 Month 7 £'000 | Plan 30/11/2019 Month 8 £'000 | Plan 31/12/2019 Month 9 £'000 | Plan 31/01/2020 Month 10 £'000 | Plan 29/02/2020 Month 11 £'000 | Plan 31/03/2020 Month 12 £'000 | Plan 31/03/2020 Year Ending £'000 | | |
| Expected Sign | | | | | | | | | | | | | | | | |
| Cash flows from operating activities | | | | | | | | | | | | | | | | |
| Operating surplus/(deficit) | +/- | 10,732 | 385 | 385 | 395 | 396 | 397 | 437 | 408 | 410 | 413 | 427 | 428 | 440 | 4,921 | |
| Non-cash income and expense: | | | | | | | | | | | | | | | | |
| Depreciation and amortisation | + | 4,014 | 326 | 326 | 326 | 326 | 326 | 326 | 326 | 326 | 326 | 326 | 326 | 326 | 3,912 | |
| Impairments and reversals | +/- | 1,336 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Income recognised in respect of capital donations (cash and non-cash) | i | - | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Amortisation of PFI credit | - | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| On SoFP pension liability - employer contributions paid less net charge to the SOCI | +/- | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| (Increase)/decrease in receivables | +/- | (476) | (316) | (100) | 187 | 4,299 | 100 | (100) | 500 | 0 | 100 | (500) | (500) | 3,670 | | |
| (Increase)/decrease in other current assets | +/- | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| (Increase)/decrease in other assets | +/- | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| (Increase)/decrease in inventories | +/- | 32 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| Increase/(decrease) in trade and other payables | +/- | (380) | (276) | 315 | 410 | (1,288) | 1,212 | (1,061) | (288) | 214 | 710 | (286) | 413 | (264) | (189) | |
| Increase/(decrease) in other liabilities | +/- | 479 | 149 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 149 | |
| Increase/(decrease) in provisions | +/- | (2,677) | 100 | (126) | 0 | (900) | 0 | (400) | 0 | (100) | (100) | 200 | 1,600 | 274 | | |
| Tax (paid) / received | +/- | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| Other movements in operating cash flows | +/- | 0 | 50 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 50 | | |
| Net cash generated from / (used in) operations | +/- | 13,060 | 418 | 800 | 1,318 | 2,833 | 2,035 | (798) | 946 | 950 | 1,349 | 467 | 867 | 1,602 | 12,787 | |
| Cash flows from investing activities | | | | | | | | | | | | | | | | |
| Interest received | + | 180 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 120 | |
| Purchase of financial assets | - | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| Proceeds from sales of financial assets | + | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| Purchase of intangible assets | i | - | (1,000) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| Proceeds from sales of intangible assets | + | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| Purchase of property, plant and equipment and investment property | i | - | (2,863) | (505) | (505) | (505) | (505) | (505) | (505) | (505) | (505) | (505) | (505) | (506) | (6,061) | |
| Proceeds from sales of property, plant and equipment and investment property | + | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| Receipt of cash donations to purchase capital assets | i | + | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| PFI lifecycle prepayments (cash outflow) | - | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| Prepayment of PFI capital contributions (cash payments) | - | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| Cash movement from acquisitions of business units and subsidiaries (not absorption transfers) | +/- | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| Cash movement from disposals of business units and subsidiaries (not absorption transfers) | +/- | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| Net cash generated from/(used in) investing activities | +/- | (3,683) | (495) | (495) | (495) | (495) | (495) | (495) | (495) | (495) | (495) | (495) | (495) | (5,941) | | |
| Cash flows from financing activities | | | | | | | | | | | | | | | | |
| Public dividend capital received | i | + | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| Public dividend capital repaid | i | - | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| Loans from Department of Health and Social Care - received | i | + | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| Loans from Department of Health and Social Care - repaid | i | - | (363) | 0 | 0 | 0 | 0 | (181) | 0 | 0 | 0 | 0 | (182) | (363) | | |
| Other loans received | i | + | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| Other loans repaid | i | - | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| Other capital receipts | i | + | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| Capital element of finance lease rental payments | - | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| Capital element of PFI, LIFT and other service concession payments | - | (381) | (33) | (33) | (34) | (34) | (34) | (35) | (35) | (35) | (35) | (35) | (35) | (37) | (415) | |
| Interest paid | - | (227) | 0 | 0 | 0 | 0 | 0 | (108) | 0 | 0 | 0 | 0 | 0 | (108) | (216) | |
| Interest element of finance lease | - | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| Interest element of PFI, LIFT and other service concession obligations | - | (869) | (71) | (71) | (70) | (70) | (70) | (69) | (69) | (69) | (69) | (69) | (69) | (68) | (835) | |
| PDC dividend (paid)/refunded | +/- | (2,222) | 0 | 0 | 0 | 0 | 0 | (1,128) | 0 | 0 | 0 | 0 | 0 | (1,127) | (2,255) | |
| Cash flows from (used in) other financing activities | +/- | (424) | (45) | (45) | (45) | (45) | (45) | (45) | (45) | (45) | (45) | (45) | (45) | (45) | (540) | |
| Net cash generated from/(used in) financing activities | +/- | (4,486) | (149) | (149) | (149) | (149) | (149) | (1,566) | (149) | (149) | (150) | (149) | (149) | (1,567) | (4,624) | |
| Increase/(decrease) in cash and cash equivalents | +/- | 4,891 | (226) | 156 | 674 | 2,189 | 1,391 | (2,859) | 302 | 306 | 704 | (177) | 223 | (461) | 2,222 | |
| Cash and cash equivalents at start of period | i | +/- | 28,516 | 33,407 | 33,181 | 33,337 | 34,011 | 36,200 | 37,591 | 34,732 | 35,034 | 35,340 | 36,044 | 35,867 | 36,090 | 33,407 |
| Opening balance adjustment | +/- | | | | | | | | | | | | | | | |
| Restated cash and cash equivalents at start of period | + | 28,516 | 33,407 | 33,181 | 33,337 | 34,011 | 36,200 | 37,591 | 34,732 | 35,034 | 35,340 | 36,044 | 35,867 | 36,090 | 33,407 | |
| Cash transferred to NHS foundation trust upon authorisation as FT | - | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| Cash and cash equivalents at start of period for new FTs | + | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| Cash and cash equivalents transferred by normal absorption | i | +/- | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| Unrealised gains/(losses) on foreign exchange | +/- | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| Cash and cash equivalents at end of period | + | 33,407 | 33,181 | 33,337 | 34,011 | 36,200 | 37,591 | 34,732 | 35,034 | 35,340 | 36,044 | 35,867 | 36,090 | 35,629 | 35,629 | |
| Cash balance per SoFP | | 33,407 | 33,180 | 33,336 | 34,011 | 36,199 | 37,590 | 34,732 | 35,034 | 35,340 | 36,045 | 35,868 | 36,091 | 35,628 | 35,628 | |
| Check: does closing cash agree to balance sheet? | | OK | OK | OK | OK | OK | OK | OK | OK | OK | OK | OK | OK | OK | OK | |

Supporting Paper D

| Capital Service metric | Expected Sign | 03FOTFY | 03PLANM01 | 03PLANM02 | 03PLANM03 | 03PLANM04 | 03PLANM05 | 03PLANM06 | 03PLANM07 | 03PLANM08 | 03PLANM09 | 03PLANM10 | 03PLANM11 | 03PLANM12 |
|---|---------------|---|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|
| | | Forecast Out-turn 31/03/2019 Year Ending £'000 | Plan 30/04/2019 YTD £'000 | Plan 31/05/2019 YTD £'000 | Plan 30/06/2019 YTD £'000 | Plan 31/07/2019 YTD £'000 | Plan 31/08/2019 YTD £'000 | Plan 30/09/2019 YTD £'000 | Plan 31/10/2019 YTD £'000 | Plan 30/11/2019 YTD £'000 | Plan 31/12/2019 YTD £'000 | Plan 31/01/2020 YTD £'000 | Plan 29/02/2020 YTD £'000 | Plan 31/03/2020 YTD £'000 |
| Finance Costs (excl non-operating PFI costs) | + | 1,096 | 89 | 178 | 266 | 354 | 442 | 530 | 617 | 704 | 791 | 878 | 965 | 1,051 |
| FDC dividend expense | + | 2,320 | 188 | 373 | 564 | 752 | 940 | 1,128 | 1,316 | 1,504 | 1,692 | 1,880 | 2,068 | 2,255 |
| Non-Operating PFI and LIFT costs (e.g. contingent rent) | + | 424 | 45 | 90 | 135 | 180 | 225 | 270 | 315 | 360 | 405 | 450 | 495 | 540 |
| Loans from Department of Health and Social Care - repay | + | 363 | 0 | 0 | 0 | 0 | 0 | 181 | 181 | 181 | 181 | 181 | 181 | 363 |
| Other loans repaid | + | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Capital element of finance lease rental payments - other | + | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Capital element of finance lease rental payments - On-balance sheet PFI | + | 381 | 33 | 66 | 100 | 134 | 168 | 202 | 237 | 272 | 308 | 343 | 378 | 415 |
| Public dividend capital repaid | + | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Capital Service, total | | 4,584 | 355 | 710 | 1,065 | 1,420 | 1,775 | 2,311 | 2,666 | 3,021 | 3,377 | 3,732 | 4,087 | 4,624 |
| Revenue Available for capital service: | | | | | | | | | | | | | | |
| Operating surplus / (deficit) | +/- | 10,732 | 395 | 770 | 1,165 | 1,561 | 1,958 | 2,395 | 2,803 | 3,213 | 3,628 | 4,053 | 4,481 | 4,921 |
| Add back depreciation and amortisation | +/- | 4,014 | 328 | 652 | 978 | 1,304 | 1,630 | 1,956 | 2,282 | 2,608 | 2,934 | 3,260 | 3,586 | 3,912 |
| Add back all I&E impairments / (reversals) | + | 1,336 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Charitable & other donations / grants income | - | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Finance income | + | 180 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 | 110 | 120 |
| Revenue Available for Capital Service | +/- | 16,282 | 721 | 1,442 | 2,173 | 2,905 | 3,638 | 4,411 | 5,155 | 5,901 | 6,650 | 7,413 | 8,177 | 8,953 |
| Capital Service Cover metric | +/- | 3,548 | 2,931 | 2,931 | 2,040 | 2,046 | 2,050 | 1,999 | 1,934 | 1,953 | 1,969 | 1,986 | 2,001 | 1,936 |

| Liquidity metric | Expected Sign | 03FOTFY | 03PLANM01 | 03PLANM02 | 03PLANM03 | 03PLANM04 | 03PLANM05 | 03PLANM06 | 03PLANM07 | 03PLANM08 | 03PLANM09 | 03PLANM10 | 03PLANM11 | 03PLANM12 |
|---|---------------|---|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|
| | | Forecast Out-turn 31/03/2019 Year Ending £'000 | Plan 30/04/2019 YTD £'000 | Plan 31/05/2019 YTD £'000 | Plan 30/06/2019 YTD £'000 | Plan 31/07/2019 YTD £'000 | Plan 31/08/2019 YTD £'000 | Plan 30/09/2019 YTD £'000 | Plan 31/10/2019 YTD £'000 | Plan 30/11/2019 YTD £'000 | Plan 31/12/2019 YTD £'000 | Plan 31/01/2020 YTD £'000 | Plan 29/02/2020 YTD £'000 | Plan 31/03/2020 YTD £'000 |
| Total current assets | + | 42,737 | 42,826 | 43,082 | 43,570 | 41,459 | 42,750 | 39,992 | 39,794 | 40,100 | 40,805 | 40,528 | 41,251 | 41,288 |
| Less total current liabilities | - | (23,874) | (23,907) | (24,305) | (24,825) | (22,945) | (24,365) | (21,890) | (22,224) | (22,044) | (22,867) | (23,691) | (23,999) | (23,999) |
| Less inventories | + | 160 | 160 | 160 | 160 | 160 | 160 | 160 | 160 | 160 | 160 | 160 | 160 | 160 |
| Less non-current assets held for sale | + | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Less PFI prepayments related to lifecycle assets, current portion | - | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Less derivatives and embedded derivative assets, current portion | - | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Working capital balance | +/- | 18,703 | 18,759 | 18,617 | 18,485 | 18,354 | 18,222 | 17,952 | 17,833 | 17,716 | 17,601 | 17,501 | 17,400 | 17,130 |
| Operating Expenses | - | (149,025) | (12,420) | (24,840) | (37,250) | (49,680) | (62,110) | (74,500) | (86,961) | (99,421) | (111,881) | (124,351) | (136,820) | (149,280) |
| Add back: Amortisation | + | 400 | 20 | 40 | 60 | 80 | 100 | 120 | 140 | 160 | 180 | 200 | 220 | 240 |
| Add back: Depreciation | + | 3,614 | 305 | 612 | 918 | 1,224 | 1,530 | 1,836 | 2,142 | 2,448 | 2,754 | 3,060 | 3,366 | 3,672 |
| Add back: Impairments | +/- | 1,336 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Operating Expenses before depreciation, amortisation & impairments | +/- | (143,675) | (12,094) | (24,188) | (36,272) | (48,376) | (60,480) | (72,544) | (84,679) | (96,813) | (108,947) | (121,091) | (133,234) | (145,368) |
| Liquidity metric | +/- | 47,514 | 46,533 | 46,950 | 46,376 | 46,287 | 46,097 | 45,286 | 45,067 | 44,650 | 44,428 | 44,225 | 43,750 | 43,129 |

| I&E Margin metric | Expected Sign | 03FOTFY | 03PLANM01 | 03PLANM02 | 03PLANM03 | 03PLANM04 | 03PLANM05 | 03PLANM06 | 03PLANM07 | 03PLANM08 | 03PLANM09 | 03PLANM10 | 03PLANM11 | 03PLANM12 |
|--|---------------|---|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|
| | | Forecast Out-turn 31/03/2019 Year Ending £'000 | Plan 30/04/2019 YTD £'000 | Plan 31/05/2019 YTD £'000 | Plan 30/06/2019 YTD £'000 | Plan 31/07/2019 YTD £'000 | Plan 31/08/2019 YTD £'000 | Plan 30/09/2019 YTD £'000 | Plan 31/10/2019 YTD £'000 | Plan 30/11/2019 YTD £'000 | Plan 31/12/2019 YTD £'000 | Plan 31/01/2020 YTD £'000 | Plan 29/02/2020 YTD £'000 | Plan 31/03/2020 YTD £'000 |
| Adjusted financial performance surplus/(deficit) | +/- | 9,368 | 73 | 146 | 230 | 315 | 401 | 527 | 625 | 725 | 828 | 945 | 1,063 | 1,195 |
| Turnover | + | 159,757 | 12,805 | 25,610 | 38,415 | 51,241 | 64,068 | 78,895 | 89,764 | 102,634 | 115,507 | 128,404 | 141,301 | 154,201 |
| I&E Margin Metric | % | 5.200% | 0.600% | 0.600% | 0.600% | 0.600% | 0.600% | 0.700% | 0.700% | 0.700% | 0.700% | 0.700% | 0.800% | 0.800% |

| Performance against control total metric | Expected Sign | 03FOTFY | 03PLANM01 | 03PLANM02 | 03PLANM03 | 03PLANM04 | 03PLANM05 | 03PLANM06 | 03PLANM07 | 03PLANM08 | 03PLANM09 | 03PLANM10 | 03PLANM11 | 03PLANM12 |
|--|---------------|---|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| | | Forecast Out-turn 31/03/2019 Year Ending % | Plan 30/04/2019 YTD % | Plan 31/05/2019 YTD % | Plan 30/06/2019 YTD % | Plan 31/07/2019 YTD % | Plan 31/08/2019 YTD % | Plan 30/09/2019 YTD % | Plan 31/10/2019 YTD % | Plan 30/11/2019 YTD % | Plan 31/12/2019 YTD % | Plan 31/01/2020 YTD % | Plan 29/02/2020 YTD % | Plan 31/03/2020 YTD % |
| Plan I&E Margin (excl. PSF, FRF and MRET funding) | % | 1.8% | 0.1% | 0.1% | 0.1% | 0.1% | 0.1% | 0.1% | 0.1% | 0.1% | 0.0% | (0.0%) | (0.0%) | (0.0%) |
| I&E Margin based on Control Total (excl. PSF, FRF and MRET funding) | % | 1.8% | 0.1% | 0.1% | 0.1% | 0.1% | 0.1% | 0.1% | 0.1% | 0.0% | (0.0%) | (0.0%) | (0.0%) | (0.0%) |
| Performance against control total (excl. PSF, FRF and MRET funding) | % | 0.000% | 0.000% | 0.000% | 0.000% | 0.000% | 0.000% | 0.000% | 0.000% | 0.000% | 0.000% | 0.000% | 0.000% | 0.000% |

| Agency metric | Expected Sign | 03FOTFY | 03PLANM01 | 03PLANM02 | 03PLANM03 | 03PLANM04 | 03PLANM05 | 03PLANM06 | 03PLANM07 | 03PLANM08 | 03PLANM09 | 03PLANM10 | 03PLANM11 | 03PLANM12 |
|----------------------|---------------|---|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|
| | | Forecast Out-turn 31/03/2019 Year Ending £'000 | Plan 30/04/2019 YTD £'000 | Plan 31/05/2019 YTD £'000 | Plan 30/06/2019 YTD £'000 | Plan 31/07/2019 YTD £'000 | Plan 31/08/2019 YTD £'000 | Plan 30/09/2019 YTD £'000 | Plan 31/10/2019 YTD £'000 | Plan 30/11/2019 YTD £'000 | Plan 31/12/2019 YTD £'000 | Plan 31/01/2020 YTD £'000 | Plan 29/02/2020 YTD £'000 | Plan 31/03/2020 YTD £'000 |
| Agency staff, total | + | 5,124 | 436 | 872 | 1,308 | 1,744 | 2,180 | 2,616 | 3,053 | 3,490 | 3,927 | 4,364 | 4,801 | 5,238 |
| Agency ceiling | + | 5,124 | 436 | 872 | 1,308 | 1,744 | 2,180 | 2,616 | 3,053 | 3,490 | 3,927 | 4,364 | 4,801 | 5,238 |
| Agency metric | % | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |

| Plan Risk Ratings | Expected Sign | 03FOTFY | 03PLANM01 | 03PLANM02 | 03PLANM03 | 03PLANM04 | 03PLANM05 | 03PLANM06 | 03PLANM07 | 03PLANM08 | 03PLANM09 | 03PLANM10 | 03PLANM11 | 03PLANM12 |
|------------------------------------|---------------|--|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| | | Forecast Out-turn 31/03/2019 Year Ending Rating | Plan 30/04/2019 YTD Rating | Plan 31/05/2019 YTD Rating | Plan 30/06/2019 YTD Rating | Plan 31/07/2019 YTD Rating | Plan 31/08/2019 YTD Rating | Plan 30/09/2019 YTD Rating | Plan 31/10/2019 YTD Rating | Plan 30/11/2019 YTD Rating | Plan 31/12/2019 YTD Rating | Plan 31/01/2020 YTD Rating | Plan 29/02/2020 YTD Rating | Plan 31/03/2020 YTD Rating |
| Capital Service Cover rating | + | 1 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| Liquidity rating | + | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| I&E Margin rating | + | 1 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| Variance From Control total rating | + | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| Agency rating | + | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |

| Overall Plan Risk Ratings | Expected Sign | 03FOTFY | 03PLANM01 | 03PLANM02 | 03PLANM03 | 03PLANM04 | 03PLANM05 | 03PLANM06 | 03PLANM07 | 03PLANM08 | 03PLANM09 | 03PLANM10 | 03PLANM11 | 03PLANM12 |
|--|---------------|--|---|---|---|---|---|---|---|---|---|--|--|--|
| | | Forecast Out-turn 31/03/2019 Year Ending Rating | Plan 30/04/2019 Month 1 Rating | Plan 31/05/2019 Month 2 Rating | Plan 30/06/2019 Month 3 Rating | Plan 31/07/2019 Month 4 Rating | Plan 31/08/2019 Month 5 Rating | Plan 30/09/2019 Month 6 Rating | Plan 31/10/2019 Month 7 Rating | Plan 30/11/2019 Month 8 Rating | Plan 31/12/2019 Month 9 Rating | Plan 31/01/2020 Month 10 Rating | Plan 29/02/2020 Month 11 Rating | Plan 31/03/2020 Month 12 Rating |
| Overall rating unrounded | + | 1.00 | 1.40 | 1.40 | 1.40 | 1.40 | 1.40 | 1.40 | 1.40 | 1.40 | 1.40 | 1.40 | 1.40 | 1.40 |
| Control total override - Planned or Forecast deficit | + | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Control total override - Maximum score (0 = N/A) | + | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| Is Trust under Financial Special Measures | Text | No | No | No | No | No | No | No | No | No | No | No | No | No |
| Plan Risk Ratings after overrides | + | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |

| Capital expenditure Plan 2019/20 to 2023/24 | | | | | | | |
|--|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|----------------|
| | Year ending 31-Mar-2019 £'000 | Year ending 31-Mar-2020 £'000 | Year ending 31-Mar-2021 £'000 | Year ending 31-Mar-2022 £'000 | Year ending 31-Mar-2023 £'000 | Year ending 31-Mar-2024 £'000 | Total £'000 |
| DEVELOPMENTS / SCHEMES | | | | | | | |
| Planned slippage (%) | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | |
| Expenditure | | | | | | | |
| Clinical / Business Developments | | | | | | | |
| Clinical / Business developments - unallocated | | | 350 | 2,650 | 2,650 | 2,650 | 8,300 |
| Great Oaks- improvements to layout | | 700 | 500 | | | | 1,200 |
| Reconfiguration/refurbishment of Brodsworth and Cusworth wards | | 0 | 1,050 | | | | 1,050 |
| Reprovision of Magnolia Lodge | | 380 | 300 | | | | 680 |
| Reconfiguration/refurbishment of Amber Lodge | | 800 | 400 | | | | 1,200 |
| Refurbishment of Evergreen Day Hospital | | 0 | 550 | | | | 550 |
| Forest gate alterations | | 100 | | | | | 100 |
| Skelbrooke- convert former seclusion room to bedroom. | | 45 | | | | | 45 |
| Sub Total - Clinical / Business Developments | 0 | 2,025 | 3,150 | 2,650 | 2,650 | 2,650 | 13,125 |
| Other Operational Schemes | | | | | | | |
| Other Minor Schemes | | 150 | 150 | 150 | 150 | 150 | 750 |
| IT Infrastructure | | 100 | 400 | 400 | 400 | 400 | 1,700 |
| Cyber Security | | 50 | | | | | 50 |
| IT End point Hardware replacement | | 350 | | | | | 350 |
| MS office suite new licences | | 1,080 | 300 | | | | 1,380 |
| Unified Communications | | 630 | 800 | | | | 1,430 |
| Backlog Maintenance and Statutory | | 105 | 400 | 400 | 400 | 400 | 1,705 |
| Demolish Onyx and create car park | | 175 | | | | | 175 |
| LED lighting | | 150 | | | | | 150 |
| Site Strategy / Other / relocate corporate services | | | | | | | 0 |
| Sub Total - Operational schemes | 0 | 2,790 | 2,050 | 950 | 950 | 950 | 7,690 |
| Schemes carried forward creditor | | | | | | | 0 |
| Seclusion room- Amber Lodge | | 140 | | | | | 140 |
| Great Oaks en-suite refurbishment. | | 100 | | | | | 100 |
| Opal Centre gym conversion to team base | | 350 | | | | | 350 |
| Agile working roll out | | 157 | | | | | 157 |
| IT service desk toolset | | 150 | | | | | 150 |
| Electronic locksets to mental health wards. | | 50 | | | | | 50 |
| Other | | | | | | | 0 |
| Sub Total - Schemes carried forward | 0 | 947 | 0 | 0 | 0 | 0 | 947 |
| Potential schemes | | | | | | | |
| Un-Committed / Contingency | | 300 | 300 | 300 | 300 | 300 | 1,500 |
| Sub total -potential schemes | 0 | 300 | 300 | 300 | 300 | 300 | 1,500 |
| Total- all schemes | 0 | 6,062 | 5,500 | 3,900 | 3,900 | 3,900 | 23,262 |
| Planned Slippage | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total projected expenditure | 0 | 6,062 | 5,500 | 3,900 | 3,900 | 3,900 | 23,262 |
| Funding | | | | | | | |
| Loans - FTFF | 0 | | | | | | 0 |
| Grant Funding | 0 | | | | | | 0 |
| Income - Sale Proceeds | 0 | | | | | | 0 |
| Surplus / Cash | 0 | 6,062 | 1,750 | 150 | 150 | 150 | 8,262 |
| Depreciation estimate for the year (Incl. IFRS) | 0 | 0 | 3,750 | 3,750 | 3,750 | 3,750 | 15,000 |
| Total Funding | 0 | 6,062 | 5,500 | 3,900 | 3,900 | 3,900 | 23,262 |
| Funding Surplus / (Shortfall) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |