



**Moorfields  
Eye Hospital**  
NHS Foundation Trust



## Monthly Finance Performance Report

For the period ended 31<sup>st</sup> August (Month 05)

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**Presented by**

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# Monthly Finance Performance Report

For the period ended 31<sup>st</sup> August (Month 05)



## Key Messages

### Statement of Comprehensive Income

|  |  |
|--|--|
| <b>Financial Position</b>                          | For August, the trust is reporting:-   |
| £0.37m surplus in month                            | <ul style="list-style-type: none"><li>a £0.37m deficit against a planned deficit of £0.40m, an adverse variance of £0.03m; and</li><li>a £1.47m year to date deficit against a planned deficit of £3.30m, a favourable variance of £1.84m.</li></ul>   |
| <b>Income</b>                                      | Total trust income was £25.83m in August, a favourable variance of £1.92m. Material variances include:-  |
| £22.78m in month<br>(including £3.05m ERF funding) | <ul style="list-style-type: none"><li>NHS Clinical activity income in August has been estimated based on draft Elective Recovery Funding (ERF) guidance and is subject to finalisation of contracts and confirmation with the ICB.</li><li>Activity levels achieved have exceeded the trusts external activity plan required to reach the full year 118% ERF target, however they are below internal activity plans of 121%.</li><li>Commercial patient income was £0.29m favourable to plan</li><li>R&amp;D income was £0.21m ahead of plan</li></ul>   |
| <b>Expenditure</b>                                 | Pay is reporting expenditure of £14.72m in August, which was £1.38m adverse to plan (£2.01m cumulatively).   |
| £24.94m in month<br>(pay, non-pay, excl financing) | The key points to note are:- <ul style="list-style-type: none"><li>a £0.61m provision has been made regarding historical medical locum staff Working Time Directive (WTD) obligations further to a medical staffing review process.</li><li>Temporary staff costs were £2.13m in August excluding the medical bank pay noted above against a trend of £1.89m for the prior 12 months. Temporary staff costs remain higher than the equivalent pre-pandemic period by 40%.</li></ul> Non-pay costs were £0.74m adverse against plan in August, driven by high-cost drug activity (£0.43m). Unidentified CIP contributed a further £0.26m to the adverse variance. |
| <b>Financing and Depreciation</b>                  | Financing is reporting a favourable variance of £0.23m in month and £1.14m YTD consisting of:-   |
| £1.26m in month                                    | <ul style="list-style-type: none"><li>Interest receivable benefits linked to the trust cash balance and increases in BoE interest rates.</li></ul>   |

### Statement of Financial Position

|  |   |
|--|---|
| <b>Cash and Working Capital Position</b>         | The cash balance as at the 31 <sup>st</sup> August was £58.0m, a reduction of £2.6m since the end of March 2023.<br><br>The Better Payment Practice Code (BPPC) performance in August was 99% (volume) and 99% (value) against a target of 95% across both metrics. |
| <b>Capital</b>                                   | Capital expenditure as at 30 <sup>th</sup> August totalled £16.4m predominantly due to Oriel and prior year committed expenditure against trust funded allocations.   |
| <b>(both gross capital expenditure and CDEL)</b> | Trust funded capital plans are being progressed with a total of £9.7m committed expenditure against the £10.5m notified allocation. Remaining capital submissions are being reviewed and prioritised via the Capital Planning and Oversight Committee.              |

### Other Key Information

|                                     |   |
|-------------------------------------|---|
| <b>Efficiencies</b>                 | The trust is reporting £1.37m efficiencies cumulatively, £1.88m adverse to plan cumulatively.   |
| £3.56m identified v £7.8m plan      | The trust has identified full year savings of £3.56m compared to a plan of £7.81m shown below.  |
| £1.37m delivered YTD £1.88m adverse | <ul style="list-style-type: none"><li>£1.14m Divisional efficiencies identified/forecast</li><li>£2.00m Productivity efficiencies identified/forecast</li><li>£0.42m Central efficiencies including non-recurrent identified/forecast</li></ul> |
| <b>Agency Spend</b>                 | Trust wide agency spend totals £4.08m YTD approximately 5.7% of total employee expenses spend, in excess of national expectations of 3.7%   |
| £4.08m spend YTD 5.7% total pay     | <ul style="list-style-type: none"><li>Enhanced temporary staffing oversight is being implemented trust-wide via Workforce in relation to managing and reporting agency usage and reasons.</li></ul>   |

# Trust Financial Performance - Financial Dashboard Summary

## FINANCIAL PERFORMANCE

| Financial Performance<br>£m | Annual Plan  | In Month       |                |              |   |     | Year to Date   |                |              |      |     |
|-----------------------------|--------------|----------------|----------------|--------------|---|-----|----------------|----------------|--------------|------|-----|
|                             |              | Plan           | Actual         | Variance     | % | RAG | Plan           | Actual         | Variance     | %    | RAG |
| Income                      | £302.4m      | (£23.9m)       | (£25.8m)       | £1.9m        |   | ●   | £120.8m        | £124.3m        | £3.5m        | 3%   | ●   |
| Pay                         | (£162.4m)    | £13.3m         | £14.7m         | (£1.4m)      |   | ●   | (£68.0m)       | (£70.0m)       | (£2.0m)      | (3)% | ●   |
| Non Pay                     | (£119.5m)    | £9.5m          | £10.2m         | (£0.7m)      |   | ●   | (£48.8m)       | (£49.6m)       | (£0.8m)      | (2)% | ●   |
| Financing & Adjustments     | (£17.2m)     | £1.5m          | £1.3m          | £0.2m        |   | ●   | (£7.4m)        | (£6.3m)        | £1.1m        | 15%  | ●   |
| <b>CONTROL TOTAL</b>        | <b>£3.4m</b> | <b>(£0.4m)</b> | <b>(£0.4m)</b> | <b>£0.0m</b> |   | ●   | <b>(£3.3m)</b> | <b>(£1.5m)</b> | <b>£1.8m</b> |      | ●   |

Income includes Elective Recovery Funding (ERF) which for presentation purposes is separated on the Statement of Comprehensive Income

### Memorandum Items

|                          |          |          |          |          |       |   |          |          |          |       |   |
|--------------------------|----------|----------|----------|----------|-------|---|----------|----------|----------|-------|---|
| Research & Development   | (£0.31m) | (£0.34m) | (£0.03m) | £0.31m   | 91%   | ● | (£1.71m) | (£1.30m) | £0.41m   | 24%   | ● |
| Commercial Trading Units | £5.55m   | (£0.09m) | £0.20m   | £0.29m   | 330%  | ● | £1.16m   | £1.93m   | £0.77m   | 66%   | ● |
| ORIEL Revenue            | (£0.82m) | (£0.07m) | (£0.01m) | £0.06m   | 84%   | ● | (£0.34m) | (£0.20m) | £0.14m   | 41%   | ● |
| Efficiency Schemes       | £7.81m   | £0.65m   | £0.38m   | (£0.27m) | (42)% | ● | £3.25m   | £1.37m   | (£1.88m) | (58)% | ● |

## INCOME BREAKDOWN RELATED TO ACTIVITY

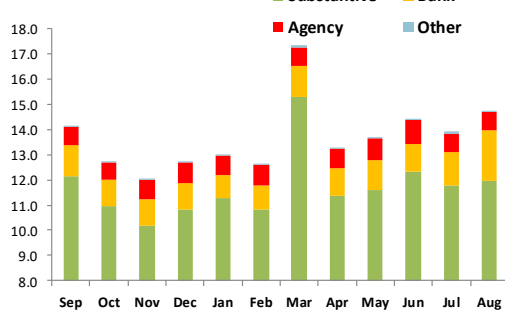
| Income Breakdown<br>£m    | Annual Plan    | Year to Date   |                |              |     | Forecast |        |          |
|---------------------------|----------------|----------------|----------------|--------------|-----|----------|--------|----------|
|                           |                | Plan           | Actual         | Variance     | RAG | Plan     | Actual | Variance |
| NHS Clinical Income       | £187.2m        | £75.6m         | £75.1m         | (£0.5m)      | ●   |          |        |          |
| Pass Through              | £35.1m         | £14.5m         | £16.4m         | £1.9m        | ●   |          |        |          |
| Other NHS Clinical Income | £9.7m          | £4.0m          | £4.5m          | £0.5m        | ●   |          |        |          |
| Commercial Trading Units  | £44.4m         | £17.1m         | £17.5m         | £0.4m        | ●   |          |        |          |
| Research & Development    | £15.4m         | £5.1m          | £5.6m          | £0.5m        | ●   |          |        |          |
| Other                     | £10.6m         | £4.5m          | £5.3m          | £0.8m        | ●   |          |        |          |
| <b>INCOME INCL ERF</b>    | <b>£302.4m</b> | <b>£120.8m</b> | <b>£124.3m</b> | <b>£3.5m</b> |     |          |        |          |

RAG Ratings Red > 3% Adverse Variance, Amber < 3% Adverse Variance, Green Favourable Variance, Grey Not applicable

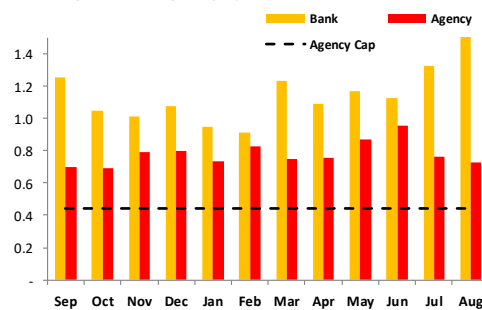
## PAY AND WORKFORCE

| Pay & Workforce<br>£m | Annual Plan      | In Month        |                 |                |   | Year to Date    |                 |                |       |
|-----------------------|------------------|-----------------|-----------------|----------------|---|-----------------|-----------------|----------------|-------|
|                       |                  | Plan            | Actual          | Variance       | % | Plan            | Actual          | Variance       | Total |
| Employed              | (£160.8m)        | (£13.2m)        | (£11.9m)        | £1.3m          | - | (£67.3m)        | (£59.0m)        | £8.3m          | 84%   |
| Bank                  | (£1.0m)          | (£0.1m)         | (£2.0m)         | (£1.9m)        | - | (£0.4m)         | (£6.7m)         | (£6.3m)        | 10%   |
| Agency                | (£0.0m)          | -               | (£0.7m)         | (£0.7m)        | - | (£0.0m)         | (£4.1m)         | (£4.0m)        | 6%    |
| Other                 | (£0.5m)          | (£0.0m)         | (£0.0m)         | (£0.0m)        | - | (£0.2m)         | (£0.2m)         | (£0.0m)        | 0%    |
| <b>TOTAL PAY</b>      | <b>(£162.4m)</b> | <b>(£13.3m)</b> | <b>(£14.7m)</b> | <b>(£1.4m)</b> |   | <b>(£68.0m)</b> | <b>(£70.0m)</b> | <b>(£2.0m)</b> |       |

### Rolling Pay Spend £m



### Rolling Bank & Agency Spend £m



\*Agency cap levels set by NHSIE

## CASH, CAPITAL AND OTHER KPI'S

| Capital Programme<br>£m   | Annual Plan   | Year to Date  |               |                |     | Forecast |        |          |
|---------------------------|---------------|---------------|---------------|----------------|-----|----------|--------|----------|
|                           |               | Plan          | Actual        | Variance       | RAG | Plan     | Actual | Variance |
| Trust Funded              | (£10.5m)      | (£3.6m)       | (£2.8m)       | (£0.8m)        | ●   |          |        |          |
| Donated/Externally funded | (£55.3m)      | (£14.0m)      | (£13.7m)      | (£0.4m)        | ●   |          |        |          |
| <b>TOTAL</b>              | <b>£65.8m</b> | <b>£17.6m</b> | <b>£16.4m</b> | <b>(£1.2m)</b> |     |          |        |          |

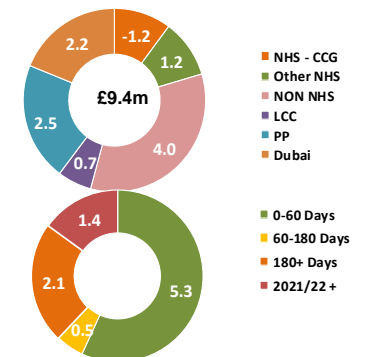
### Key Metrics

|                | Plan | Actual | RAG |
|----------------|------|--------|-----|
| Cash           | 41.7 | 58.0   | ●   |
| Debtor Days    | 45   | 12     | ●   |
| Creditor Days  | 45   | 43     | ●   |
| PP Debtor Days | 65   | 47     | ●   |

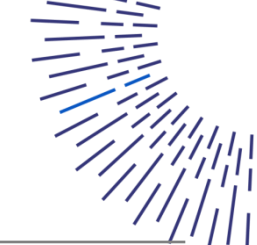
### Use of Resources

|                                     | Plan     | Actual   |
|-------------------------------------|----------|----------|
| Capital service cover rating        | -        | -        |
| Liquidity rating                    | -        | -        |
| I&E margin rating                   | -        | -        |
| I&E margin: distance from fin. plan | -        | -        |
| Agency rating                       | -        | -        |
| <b>OVERALL RATING</b>               | <b>-</b> | <b>-</b> |

### Net Receivables/Ageing £m



# Trust Income and Expenditure Performance



## FINANCIAL PERFORMANCE

| Statement of Comprehensive Income £m                   | Annual Plan     | In Month       |                |               | Year to Date    |                 |               |             | RAG |
|--|-----------------|----------------|----------------|---------------|-----------------|-----------------|---------------|-------------|-----|
|  |                 | Plan           | Actual         | Variance      | Plan            | Actual          | Variance      | %           |     |
| <b>Income</b>  |                 |                |                |               |                 |                 |               |             |     |
| NHS Commissioned Clinical Income                       | 196.74          | 16.08          | 16.24          | 0.16          | 79.58           | 80.01           | 0.43          | 1%          | ●   |
| Other NHS Clinical Income                              | 9.74            | 0.81           | 0.96           | 0.15          | 4.02            | 4.48            | 0.46          | 12%         | ●   |
| Commercial Trading Units                               | 44.41           | 3.07           | 3.36           | 0.29          | 17.09           | 17.53           | 0.44          | 3%          | ●   |
| Research & Development                                 | 15.39           | 0.93           | 1.14           | 0.21          | 5.08            | 5.55            | 0.47          | 9%          | ●   |
| Other Income   | 10.65           | 0.89           | 1.08           | 0.19          | 4.53            | 5.32            | 0.80          | 18%         | ●   |
| <b>Total Income</b>                                    | <b>276.92</b>   | <b>21.78</b>   | <b>22.78</b>   | <b>1.00</b>   | <b>110.30</b>   | <b>112.90</b>   | <b>2.60</b>   | <b>2%</b>   | ●   |
| <b>Operating Expenses</b>                              |                 |                |                |               |                 |                 |               |             |     |
| Pay  | (162.36)        | (13.35)        | (14.72)        | (1.38)        | (67.95)         | (69.96)         | (2.01)        | (3)%        | ●   |
| Drugs  | (40.43)         | (3.33)         | (3.90)         | (0.57)        | (16.49)         | (17.79)         | (1.30)        | (8)%        | ●   |
| Clinical Supplies                                      | (26.36)         | (2.12)         | (2.02)         | 0.09          | (10.59)         | (9.94)          | 0.64          | 6%          | ●   |
| Other Non Pay  | (52.69)         | (4.03)         | (4.30)         | (0.27)        | (21.69)         | (21.85)         | (0.16)        | (1)%        | ●   |
| <b>Total Operating Expenditure</b>                     | <b>(281.83)</b> | <b>(22.82)</b> | <b>(24.94)</b> | <b>(2.12)</b> | <b>(116.72)</b> | <b>(119.54)</b> | <b>(2.82)</b> | <b>(2)%</b> | ●   |
| <b>EBITDA</b>  | <b>(4.91)</b>   | <b>(1.04)</b>  | <b>(2.16)</b>  | <b>(1.12)</b> | <b>(6.41)</b>   | <b>(6.64)</b>   | <b>(0.23)</b> | <b>(4)%</b> | ●   |
| Financing & Depreciation                               | (17.72)         | (1.53)         | (1.30)         | 0.23          | (7.62)          | (6.47)          | 1.16          | 15%         | ●   |
| Donated assets/impairment adjustments                  | 0.52            | 0.04           | 0.04           | (0.00)        | 0.22            | 0.20            | (0.02)        | (7)%        | ●   |
| <b>Control Total Surplus/(Deficit) Pre ERF</b>         | <b>(22.10)</b>  | <b>(2.53)</b>  | <b>(3.42)</b>  | <b>(0.89)</b> | <b>(13.82)</b>  | <b>(12.91)</b>  | <b>0.91</b>   | <b>7%</b>   | ●   |
| Elective Recovery Funding                              | 25.51           | 2.12           | 3.05           | 0.92          | 10.52           | 11.44           | 0.92          | 9%          | ●   |
| <b>Control Total Surplus/(Deficit) Post ERF Income</b> | <b>3.40</b>     | <b>(0.40)</b>  | <b>(0.37)</b>  | <b>0.03</b>   | <b>(3.30)</b>   | <b>(1.47)</b>   | <b>1.84</b>   |             | ●   |

## Commentary

**Operating Income** Clinical activity levels recorded were 104% for Daycases, 108% for Outpatients First Attendances and 100% for Outpatient Procedures during August, with activity-based income totalling £16.24m. Other notable variances include:-

£1.00m favourable to plan excl ERF

- Clinical income was £16.24m, £0.16m favourable to plan;
- Commercial trading income was £3.36m, £0.29m favourable to plan.
- Research and Development income was £1.14m; £0.21m favourable to plan
- Other Income was £1.08m; £0.19m favourable to plan.

**Employee Expenses** Pay in August is reported as £14.72m against a cumulative trend of £13.57m in the prior 12 months.

£1.38m adverse to plan in month

- The in-month adverse variance relates to £0.6m of historical medical locum staff Working Time Directive (WTD) provision and, £0.5m non-delivery of efficiencies within pay,
- Substantive costs were on trend with the prior quarter.
- There was a significant increase in bank costs this month related to the medical locum provision above.
- Bank and agency costs totalled £2.13m in month against a rolling 12-month average of £1.89m.
- Key operational areas where agency continues to be at increased levels are theatre staffing, the use agency Anaesthetists, expenditure in corporate areas (Workforce and IT) and more recently a significant increase in clinical administration.

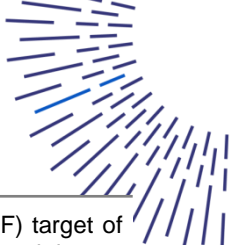
**Non-Pay Expenses** Non-Pay costs in August were £11.52m against a cumulative trend of £11.03m in the prior 12 months.

£0.74m adverse to plan in month

(non-pay and financing)

- Drugs expenditure was £0.57m adverse to plan reflecting injection activity significantly higher than planned. Actual expenditure was £3.90m in month against prior month expenditure of £3.55m.
- Clinical supplies expenditure was on plan in month with actual expenditure of £2.02m in August against £2.24m in the prior month.
- Other non-pay was £0.27m adverse in month reflecting an increase unplanned consultancy and establishment expenses.

# Trust Patient Clinical Activity/Income Performance



## PATIENT ACTIVITY AND CLINICAL INCOME

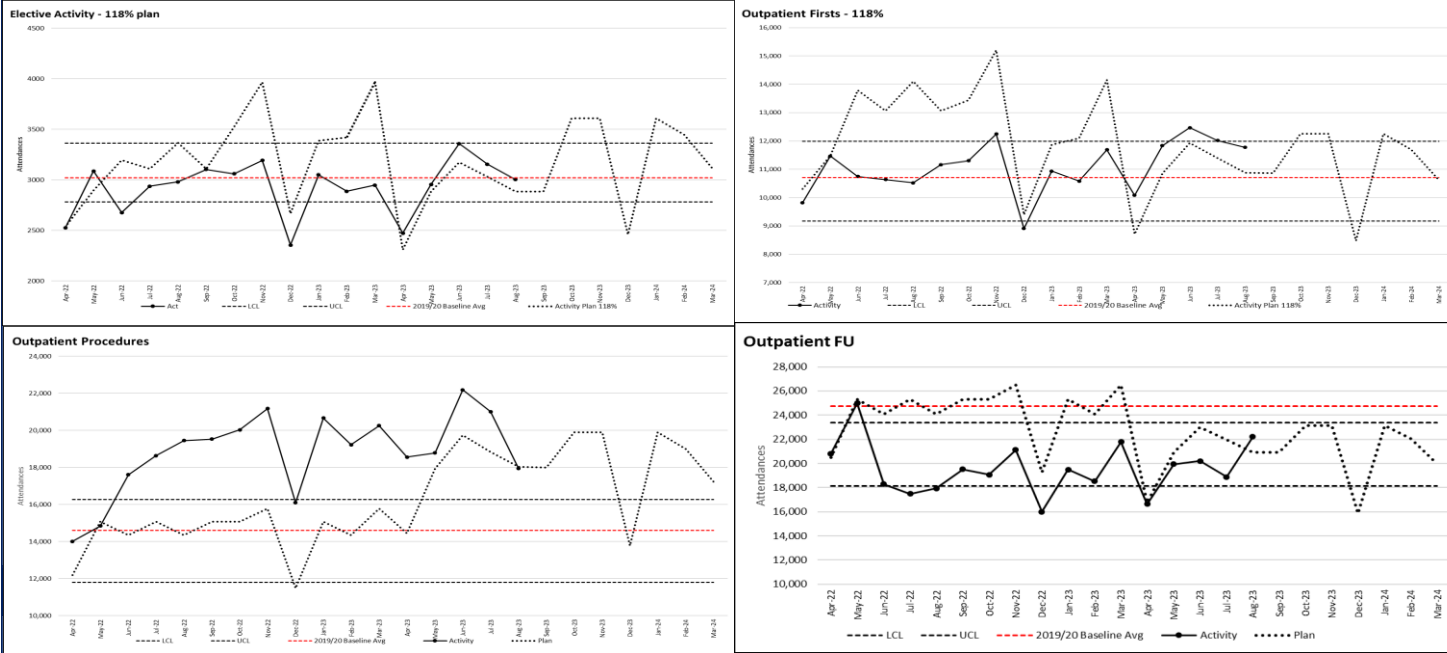
| ERF Point of Delivery |                            | Activity In Month |        |          |      | Activity YTD |         |          |      | Weighted YTD Income £m |        |          |      |
|-----------------------|----------------------------|-------------------|--------|----------|------|--------------|---------|----------|------|------------------------|--------|----------|------|
|                       |                            | Plan              | Actual | Variance | %    | Plan         | Actual  | Variance | %    | Plan                   | Actual | Variance | %    |
| ERF Activity          | Daycase / Inpatients       | 2,885             | 3,003  | 118      | 104% | 14,282       | 14,944  | 662      | 105% | £22.95                 | £21.72 | (£1.23)  |      |
|                       | OP Firsts                  | 10,880            | 11,773 | 893      | 108% | 53,763       | 58,170  | 4,407    | 108% | £10.26                 | £10.53 | £0.27    |      |
|                       | OP Procedures              | 18,038            | 17,948 | (90)     | 100% | 89,008       | 98,491  | 9,483    | 111% | £12.74                 | £14.63 | £1.89    |      |
|                       | <b>ERF Activity Total</b>  |                   |        |          |      |              |         |          |      | £45.95                 | £46.87 | £0.92    | 120% |
| Non ERF Activity      | OP Follow Ups              | 20,932            | 22,213 | 1,281    | 106% | 103,522      | 97,870  | (5,652)  | 95%  |                        |        |          |      |
|                       | High Cost Drugs Injections | 4,039             | 4,749  | 710      | 118% | 19,992       | 22,131  | 2,139    | 111% |                        |        |          |      |
|                       | Non Elective               | 234               | 213    | (21)     | 91%  | 1,155        | 1,092   | (63)     | 95%  |                        |        |          |      |
|                       | AandE                      | 6,696             | 5,917  | (779)    | 88%  | 33,046       | 32,422  | (624)    | 98%  |                        |        |          |      |
|                       | Other NHS clinical income  |                   |        |          |      |              |         |          |      |                        |        |          |      |
| <b>Total</b>          |                            | 63,704            | 65,816 | 2,112    | 103% | 314,768      | 325,120 | 10,352   | 103% |                        |        |          |      |

Income Figures Excludes CQUIN, Bedford, and Trust to Trust test income.

RAG Ratings Red to Green colour gradient determined by where each percentage falls within the range

Performance % figures above, represent the Trust performance against the external activity target. Financial values shown are for ERF activity only.

## ACTIVITY TREND - ERF COMPONENTS



## Commentary

### Activity plans and ERF

The Trust has an external Elective Recovery Fund (ERF) target of 118% for financially Weighted Activity Units (WAU) and has a stretch target of 121% in order to contribute towards the trusts efficiencies and productivity plans shown on slide eight.

The monetary values to the left are representative of activity relating to ERF activity only, and will include WAU income based on the casemix and complexity recorded.

### NHS Income

NHS Patient Clinical activity income in August has been estimated based on draft Elective Recovery Funding (ERF) guidance and is subject to confirmation with the ICB.

### ERF Achievement

The calculated ERF performance (against the 118% target) is estimated at £0.922m favourable variance consisting of:-

### ERF Activity performance achievement

- **Inpatient activity** achieved 104% of activity plans in August (105% YTD);
- **Outpatient Firsts Activity** achieved 108% of activity plans in August (108% YTD);
- **Outpatient Procedures Activity** achieved 99% of activity plans in August; (111% YTD)

### Non ERF Activity performance achievement

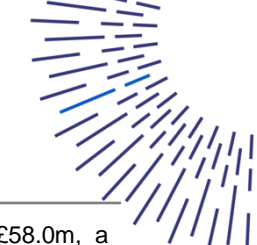
- **High Cost Drugs Injections** achieved 118% of activity plans in August (111% in YTD);
- **A&E** achieved 88% of activity plans in August (98% YTD);

### Activity Plans

The charts to the left demonstrate the in-year activity levels compared to the previous year, including the 118% activity plans, and 2019/20 average activity levels for comparison.

The red line represents average 2019/20 activity levels.

# Trust Statement of Financial Position – Cash, Capital, Receivables and Other Metrics



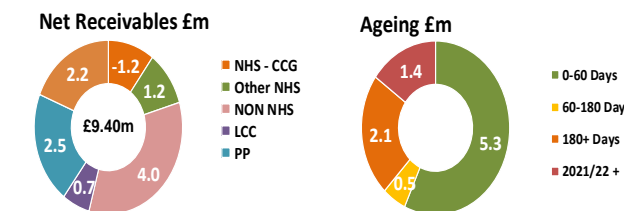
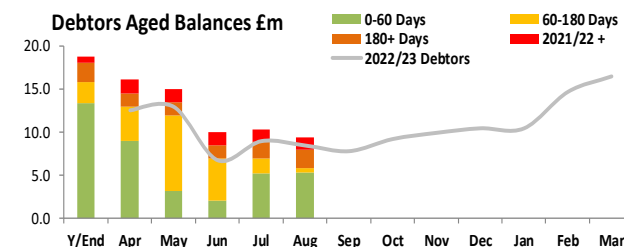
## CAPITAL EXPENDITURE

| Capital Expenditure<br>£m        | Annual<br>Plan | Year to Date |             |              |
|----------------------------------|----------------|--------------|-------------|--------------|
|                                  |                | Plan         | Actual      | Variance     |
| Estates - Trust Funded           | 5.1            | 1.9          | 1.2         | (0.7)        |
| Medical Equipment - Trust Funded | 1.4            | 0.4          | 0.6         | 0.1          |
| IT - Trust Funded                | 1.2            | 1.0          | 1.0         | 0.0          |
| ORIEL - Trust Funded             | -              | -            | -           | -            |
| Commercial - Trust funded        | 0.7            | -            | 0.1         | 0.1          |
| Other - Trust funded             | 2.1            | 0.2          | (0.0)       | (0.2)        |
| <b>TOTAL - TRUST FUNDED</b>      | <b>10.5</b>    | <b>3.6</b>   | <b>2.8</b>  | <b>(0.8)</b> |
| Externally funded                | 55.3           | 14.0         | 13.7        | (0.4)        |
| <b>TOTAL INCLUDING DONATED</b>   | <b>65.8</b>    | <b>17.6</b>  | <b>16.4</b> | <b>(1.2)</b> |

| Capital Funding<br>£m          | Annual<br>Plan | Secured     | Not Yet<br>Secured | %<br>Secured |
|--------------------------------|----------------|-------------|--------------------|--------------|
| ICS Fair Share Allocation      | 10.5           | 10.5        | (0.0)              | 100%         |
| Cash Reserves - Oriel          | -              | -           | -                  | -            |
| Cash Reserves - B/Fwd          | -              | -           | -                  | -            |
| Capital Loan Repayments        | -              | -           | -                  | -            |
| <b>TOTAL - TRUST FUNDED</b>    | <b>10.5</b>    | <b>10.5</b> | <b>(0.0)</b>       | <b>100%</b>  |
| Externally funded              | 55.1           | 53.9        | 1.2                | 98%          |
| Donated/Charity                | 0.2            | 0.2         | -                  | 100%         |
| <b>TOTAL INCLUDING DONATED</b> | <b>65.8</b>    | <b>64.6</b> | <b>2%</b>          | <b>98%</b>   |

## RECEIVABLES

| Net Receivables<br>£m    | 0-60<br>Days | 60-180<br>Days | 180+<br>Days | 2020/21<br>+ | Total      |
|--------------------------|--------------|----------------|--------------|--------------|------------|
| ICB Debt                 | (0.3)        | (0.9)          | (0.0)        | (0.0)        | (1.2)      |
| Other NHS Debt           | 1.3          | (0.9)          | 0.4          | 0.4          | 1.2        |
| Non NHS Debt             | 1.1          | 1.0            | 1.1          | 0.8          | 4.0        |
| Commercial Unit Debt     | 3.2          | 1.3            | 0.7          | 0.3          | 5.4        |
| <b>TOTAL RECEIVABLES</b> | <b>5.3</b>   | <b>0.5</b>     | <b>2.1</b>   | <b>1.4</b>   | <b>9.4</b> |



## STATEMENT OF FINANCIAL POSITION

| Statement of Financial<br>Position £m | Annual<br>Plan | Year to Date |              |            |
|---------------------------------------|----------------|--------------|--------------|------------|
|                                       |                | Plan         | Actual       | Variance   |
| Non-current assets                    | 262.8          | 226.0        | 223.7        | (2.4)      |
| Current assets (excl Cash)            | 33.9           | 33.9         | 26.0         | (7.9)      |
| Cash and cash equivalents             | 57.1           | 41.7         | 58.0         | 16.3       |
| Current liabilities                   | (68.2)         | (68.4)       | (72.7)       | (4.3)      |
| Non-current liabilities               | (66.9)         | (61.6)       | (61.7)       | (0.0)      |
| <b>TOTAL ASSETS EMPLOYED</b>          | <b>218.6</b>   | <b>171.6</b> | <b>173.3</b> | <b>1.7</b> |

## OTHER METRICS

| Use of Resources                         | Weighting | Plan<br>YTD | Score    |
|--|-----------|-------------|----------|
| Capital service cover rating             | 20%       | -           | -        |
| Liquidity rating                         | 20%       | -           | -        |
| I&E margin rating                        | 20%       | -           | -        |
| I&E margin: distance from financial plan | 20%       | -           | -        |
| Agency rating                            | 20%       | -           | -        |
| <b>OVERALL RATING</b>                    |           | <b>-</b>    | <b>-</b> |

## Commentary

**Cash and Working Capital** The cash balance as at the 31<sup>st</sup> August was £58.0m, a reduction of £2.6m since the end of March 2023.

**Capital Expenditure** Capital expenditure as at 31<sup>st</sup> August totalled £16.4m predominantly due to Oriel and prior year committed expenditure against trust funded allocations.

Trust funded capital plans are being progressed with a total of £9.7m committed expenditure against the £10.5m notified allocation.

- The remaining capital sums are being reviewed and prioritised via the Capital Planning and Oversight Committee are forecast to spend up to the notified capital level.

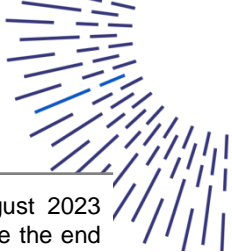
**Receivables** Receivables have halved to £9.4m since the end of the 2022/23 financial year. Debt in excess of 60 days reduced by £1.0m in September, with a small increase of £0.1m in current debt.

**Payables** Payables totalled £14.1m at the end of August, a reduction of £10.3m since the end of March 2023.

The trust's performance against the Better Payment Practice Code (BPPC) was 99% (volume) and 99% (value) against a target of 95%. Prior month achievement was 99% (volume) and 99% (value).

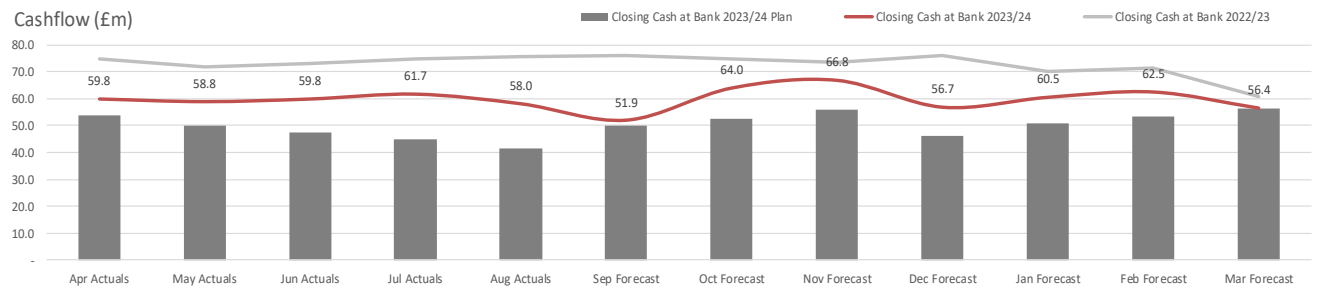
**Use of Resources** Use of resources monitoring and reporting has been suspended.

# Trust Statement of Financial Position – Cashflow



## Cash Flow

| Cash Flow £m                             | Apr Actuals   | May Actuals   | Jun Actuals   | Jul Actuals   | Aug Actuals   | Sep Forecast  | Oct Forecast  | Nov Forecast  | Dec Forecast  | Jan Forecast  | Feb Forecast  | Mar Forecast  | Outturn Total  | Aug Forecast  | Aug Var      |
|--|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|---------------|--------------|
| <b>Opening Cash at Bank</b>              | <b>60.6</b>   | <b>59.8</b>   | <b>58.8</b>   | <b>59.8</b>   | <b>61.7</b>   | <b>58.0</b>   | <b>51.9</b>   | <b>64.0</b>   | <b>66.8</b>   | <b>56.7</b>   | <b>60.5</b>   | <b>62.5</b>   | <b>60.6</b>    |               |              |
| <b>Cash Inflows</b>                      |               |               |               |               |               |               |               |               |               |               |               |               |                |               |              |
| Healthcare Contracts                     | 19.6          | 18.5          | 24.0          | 20.4          | 18.9          | 18.8          | 21.2          | 21.2          | 15.1          | 21.2          | 20.2          | 18.6          | 237.6          | 18.9          | 0.0          |
| Other NHS                                | 5.3           | 0.8           | 5.1           | 3.3           | 1.3           | 0.8           | 0.8           | 0.8           | 0.8           | 0.8           | 0.8           | 0.8           | 21.1           | 0.8           | 0.6          |
| Moorfields Private/Dubai/NCS             | 3.0           | 4.3           | 3.5           | 3.3           | 3.3           | 3.5           | 3.8           | 3.9           | 3.0           | 3.7           | 3.6           | 3.8           | 42.9           | 3.0           | 0.3          |
| Research                                 | 1.2           | 1.0           | 0.7           | 0.9           | 0.8           | 0.9           | 1.6           | 1.6           | 1.6           | 1.6           | 1.6           | 1.6           | 14.9           | 0.9           | (0.2)        |
| VAT                                      | 0.6           | 0.4           | 0.4           | -             | 1.3           | 0.5           | 0.5           | 0.5           | 0.5           | 0.5           | 0.5           | 0.5           | 6.3            | 0.5           | 0.8          |
| PDC                                      | -             | -             | -             | -             | -             | -             | 5.0           | 5.0           | 5.0           | 5.0           | 5.0           | 5.0           | 30.0           | -             | -            |
| Other Inflows                            | 0.8           | 0.4           | 0.2           | 0.8           | 0.2           | 0.3           | 10.3          | 0.3           | 0.3           | 0.3           | 0.3           | 0.3           | 14.1           | 0.3           | (0.0)        |
| <b>Total Cash Inflows</b>                | <b>30.5</b>   | <b>25.4</b>   | <b>33.9</b>   | <b>28.7</b>   | <b>25.9</b>   | <b>24.7</b>   | <b>43.2</b>   | <b>33.1</b>   | <b>26.1</b>   | <b>33.0</b>   | <b>31.9</b>   | <b>30.5</b>   | <b>367.0</b>   | <b>24.3</b>   | <b>1.6</b>   |
| <b>Cash Outflows</b>                     |               |               |               |               |               |               |               |               |               |               |               |               |                |               |              |
| Salaries, Wages, Tax & NI                | (10.9)        | (11.6)        | (14.4)        | (13.5)        | (11.7)        | (12.0)        | (12.0)        | (12.0)        | (12.0)        | (12.0)        | (12.0)        | (12.0)        | (146.1)        | (12.0)        | 0.3          |
| Non Pay Expenditure                      | (15.7)        | (12.3)        | (15.4)        | (11.6)        | (14.7)        | (9.1)         | (11.4)        | (11.5)        | (9.6)         | (11.7)        | (11.7)        | (13.4)        | (148.2)        | (10.9)        | (3.8)        |
| Capital Expenditure                      | (2.7)         | (1.1)         | (1.3)         | (0.6)         | (0.8)         | (3.0)         | (1.0)         | (1.0)         | (1.0)         | (1.0)         | (1.0)         | (5.4)         | (20.0)         | (1.0)         | 0.3          |
| Oriel                                    | (0.2)         | (0.2)         | (0.4)         | (0.1)         | (0.3)         | (3.6)         | (4.8)         | (3.9)         | (11.8)        | (2.8)         | (2.9)         | (2.6)         | (33.5)         | (2.3)         | 2.0          |
| Moorfields Private/Dubai/NCS             | (1.8)         | (1.2)         | (1.5)         | (1.0)         | (1.5)         | (1.8)         | (1.8)         | (1.8)         | (1.8)         | (1.8)         | (1.8)         | (1.8)         | (19.6)         | (1.8)         | 0.3          |
| Financing - Loan repayments              | -             | -             | -             | -             | (0.6)         | (0.5)         | -             | -             | -             | -             | (0.4)         | (0.5)         | (2.0)          | (0.4)         | (0.2)        |
| Dividend and Interest Payable            | -             | -             | -             | -             | -             | (0.9)         | -             | -             | -             | -             | -             | (0.9)         | (1.8)          | -             | -            |
| <b>Total Cash Outflows</b>               | <b>(31.3)</b> | <b>(26.4)</b> | <b>(32.9)</b> | <b>(26.8)</b> | <b>(29.5)</b> | <b>(30.9)</b> | <b>(31.1)</b> | <b>(30.2)</b> | <b>(36.2)</b> | <b>(29.3)</b> | <b>(29.9)</b> | <b>(36.5)</b> | <b>(371.2)</b> | <b>(28.4)</b> | <b>(1.1)</b> |
| Net Cash inflows /(Outflows)             | (0.7)         | (1.0)         | 1.0           | 1.8           | (3.6)         | (6.2)         | 12.1          | 2.9           | (10.1)        | 3.7           | 2.0           | (6.1)         | -              | (4.1)         | 0.4          |
| <b>Closing Cash at Bank 2023/24</b>      | <b>59.8</b>   | <b>58.8</b>   | <b>59.8</b>   | <b>61.7</b>   | <b>58.0</b>   | <b>51.9</b>   | <b>64.0</b>   | <b>66.8</b>   | <b>56.7</b>   | <b>60.5</b>   | <b>62.5</b>   | <b>56.4</b>   | <b>56.4</b>    |               |              |
| <b>Closing Cash at Bank 2023/24 Plan</b> | <b>53.9</b>   | <b>50.0</b>   | <b>47.2</b>   | <b>44.9</b>   | <b>41.4</b>   | <b>49.8</b>   | <b>52.4</b>   | <b>55.9</b>   | <b>46.3</b>   | <b>50.6</b>   | <b>53.1</b>   | <b>56.4</b>   | <b>56.4</b>    |               |              |
| <b>Closing Cash at Bank 2022/23</b>      | <b>74.7</b>   | <b>71.9</b>   | <b>73.0</b>   | <b>74.8</b>   | <b>75.7</b>   | <b>75.8</b>   | <b>74.7</b>   | <b>73.5</b>   | <b>76.1</b>   | <b>70.3</b>   | <b>71.2</b>   | <b>60.6</b>   | <b>60.6</b>    |               |              |



## Commentary

**Cash flow** The cash balance as at the 31<sup>st</sup> August 2023 was £58.0m, a reduction of £2.6m since the end of March 2023.

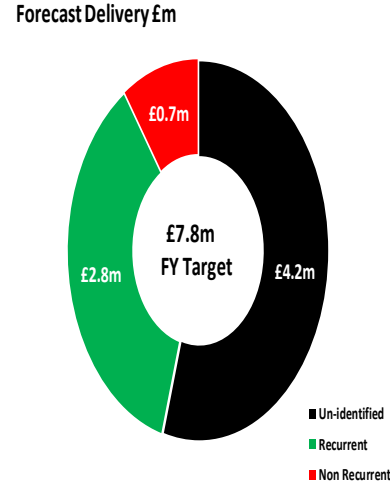
The current financial regime has resulted in block contract payments which gives some stability and certainty to the majority of cash receipts. The trust currently has 80 days of operating cash (prior month: 85 days).

August saw a cash outflow of £3.6m against a forecast outflow of £4.1m due to slightly higher than planned receipts, and lower than expected capital payments. The cash flow forecast for the end of the financial year is showing achievement of plan.

# Trust Efficiency Scheme Performance



| EFFICIENCY SCHEMES PERFORMANCE |               |               |               | TRUST WIDE FORECAST |               |               |                 |               |               |                 |
|--------------------------------|---------------|---------------|---------------|---------------------|---------------|---------------|-----------------|---------------|---------------|-----------------|
| Efficiency Schemes<br>£m       | Annual Plan   | In Month      |               |                     | Year to Date  |               |                 | Forecast      |               |                 |
|                                |               | Plan          | Actual        | Variance            | Plan          | Actual        | Variance        | Plan          | Actual        | Variance        |
| City Road                      | £1.59m        | £0.13m        | £0.05m        | (£0.08m)            | £0.66m        | £0.22m        | (£0.45m)        | £1.59m        | £0.49m        | (£1.10m)        |
| North                          | £1.09m        | £0.09m        | £0.01m        | (£0.08m)            | £0.45m        | £0.06m        | (£0.39m)        | £1.09m        | £0.09m        | (£1.00m)        |
| South                          | £0.72m        | £0.06m        | £0.03m        | (£0.03m)            | £0.30m        | £0.08m        | (£0.22m)        | £0.72m        | £0.10m        | (£0.61m)        |
| Ophth. & Clinical Serv.        | £1.14m        | £0.10m        | £0.03m        | (£0.06m)            | £0.48m        | £0.09m        | (£0.38m)        | £1.14m        | £0.25m        | (£0.90m)        |
| Estates & Facilities           | £0.49m        | £0.04m        | £0.00m        | (£0.04m)            | £0.21m        | £0.01m        | (£0.19m)        | £0.49m        | £0.04m        | (£0.45m)        |
| Corporate                      | £0.77m        | £0.06m        | £0.02m        | (£0.05m)            | £0.32m        | £0.09m        | (£0.23m)        | £0.77m        | £0.17m        | (£0.60m)        |
| <b>DIVISIONAL EFFICIENCIES</b> | <b>£5.81m</b> | <b>£0.48m</b> | <b>£0.15m</b> | <b>(£0.34m)</b>     | <b>£2.42m</b> | <b>£0.55m</b> | <b>(£1.87m)</b> | <b>£5.81m</b> | <b>£1.14m</b> | <b>(£4.67m)</b> |
| <b>Central</b>                 |               |               |               |                     |               |               |                 |               |               |                 |
| Productivity/Activity @ 121%   | £2.00m        | £0.17m        | £0.19m        | £0.03m              | £0.83m        | £0.64m        | (£0.19m)        | £2.00m        | £2.00m        | -               |
| Other/Non Recurrent schemes    | -             | -             | £0.04m        | £0.04m              | -             | £0.18m        | £0.18m          | -             | £0.42m        | £0.42m          |
| <b>TRUST EFFICIENCIES</b>      | <b>£7.81m</b> | <b>£0.65m</b> | <b>£0.38m</b> | <b>(£0.27m)</b>     | <b>£3.25m</b> | <b>£1.37m</b> | <b>(£1.88m)</b> | <b>£7.81m</b> | <b>£3.56m</b> | <b>(£4.25m)</b> |



## Commentary

**Reporting** Trust efficiencies are managed and reported via the CIP Board.

**Identified Savings** The divisional reporting segment highlights the level of identified schemes by division and the corresponding risk profile for these schemes.

**In Year Delivery** The trust is reporting efficiency savings achieved of:-

- £0.38m in month, compared to a plan of £0.65m, a £0.27m adverse variance;
- £1.37m year to date, compared to a plan of £3.25m, £1.88m adverse to plan.

**Productivity** Productivity efficiency schemes represent the level of ERF activity performance in excess of the external 118% activity target, by financial weighted average income, less the estimated level of costs of delivery within clinical divisions.

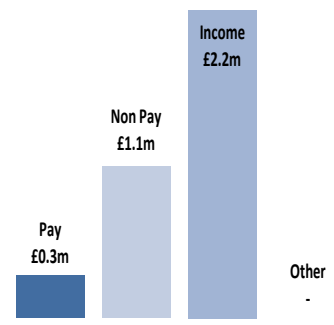
- The Trust has set baseline internal activity targets of 121%+, which subject to case mix and national guidance could represent £3.0m additional income\* prior to identified marginal costs of delivery.
- Current assumption include a net £2m forecast contribution whilst activity recovery plans are assessed.

**Risk Profiles** The charts to the left demonstrates the identified saving by category, divisional identification status including risk profiles, and the Trust wide monthly risk profile changes for identified schemes as the year progresses.

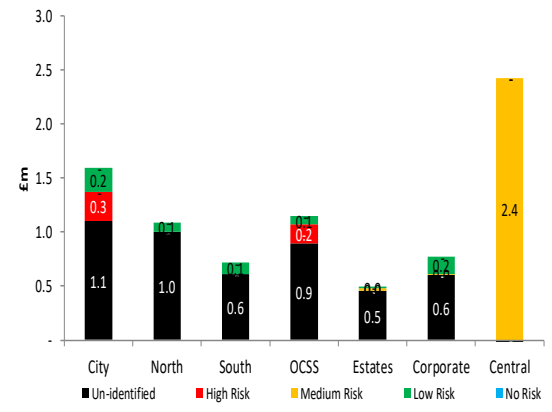
**Forecast** The trust is currently forecasting to achieve £3.56m of savings against the £7.81m plan, some £4.25m adverse to planned efficiency levels.

## DIVISIONAL REPORTING & OTHER METRICS

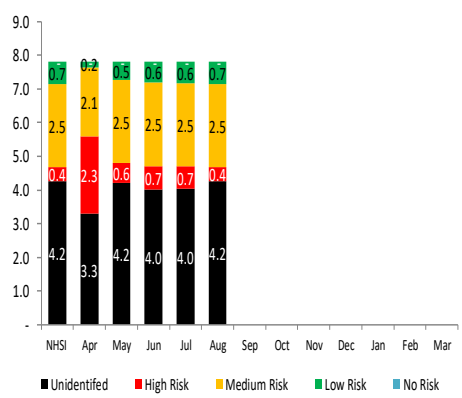
Savings Identified by Category



Savings Identified by Division



Monthly Movement in Risk Profile



\* charts may include rounding differences

\* Subject to finalisation of national ERF guidance, contracts and confirmed payment status (awaited as at 31<sup>st</sup> August 2023)