

Board of Directors - Public

SUMMARY REPORT

Meeting Date: 22 May 2024
 Agenda Item: 12

Report Title:	Financial Performance Report as at 31st March 2024 (month 12)	
Author(s):	Jill Savoury, Head of Finance	
Accountable Director:	Phillip Easthope, Executive Director of Finance, Digital and Performance	
Other meetings this paper has been presented to or previously agreed at:	Committee/Tier 2 Group/Tier 3 Group	Finance & Performance Committee
	Date:	11 May 2024
Key points/ recommendations from those meetings	<p>Finance & Performance Committee were briefed on the month 12 position and received this report confirming the out-turn, acknowledging the risks and disappointing financial position.</p> <p>Discussion took place regarding assurances in respect of 24-25 Financial Plan and delivery at month 1.</p>	

Summary of key points in report

At month 12, we have ended the financial year with a deficit of £4.932m, which is £1.67m worse than plan and £0.08m worse than anticipated at M11. The deficit would have been higher if £0.5m non-recurrent funding had not become available from the ICB.

The ICB's financial position improved further at M12 allowing SHSC to report this deficit without an adverse impact on the system financial reporting.

Recovery plans have not delivered; some rotas have not been effectively managed, and a high proportion of substantive staff have been taking annual leave or study leave, which has been covered by additional bank staff. Out of area cost pressures have also increased as spot purchases have not reduced as planned and backdated costs have been incurred for an individual patient who was previously not thought to be within the funding responsibility of SHSC.

There are no concerns regarding cash flow or material bad debt risks to highlight at present.

Capital spend has increased to £11.193m despite the delay of the £4m Fulwood capital receipt. The increased spend is possible due to utilising £2.25m of Capital underspends from other parts of the system. £1m of the overspend will have to be repaid in 2024/25 reducing the funding available in 2024/25 however this is factored into the Capital plan. During M12, the Estates and Digital team worked at pace to accelerate the capital programme bringing forward a number of schemes which were expected to commence in 2024/25. This was supported by the Procurement and Finance teams.

Appendices attached:
Financial Performance Report M12

Recommendation for the Board/Committee to consider:

Consider for Action		Approval		Assurance	X	Information	
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Board of Directors to note the financial position as at 31st March 2024 and discussion at Finance & Performance Committee May 2024.

Please identify which strategic priorities will be impacted by this report:

Effective Use of Resources	Yes	X	No	
Deliver Outstanding Care	Yes	X	No	
Great Place to Work	Yes	X	No	
Ensuring our services are inclusive	Yes	X	No	

Is this report relevant to compliance with any key standards ? State specific standard

Care Quality Commission Fundamental Standards	Yes	X	No		Regulation 13: Financial Position Regulation 17: Good Governance
Data Security and Protection Toolkit	Yes		No	X	
Any other specific standard?	Yes		No	X	

Have these areas been considered ? YES/NO

If Yes, what are the implications or the impact?
If no, please explain why

Service User and Carer Safety, Engagement and Experience	Yes	X	No		No adverse impact
Financial (revenue & capital)	Yes	X	No		Identification of financial sustainability risks
Organisational Development /Workforce	Yes	X	No		No adverse impact
Equality, Diversity & Inclusion	Yes	X	No		No adverse impact
Legal	Yes	X	No		No adverse impact
Environmental sustainability	Yes	X	No		No adverse impact

FINANCIAL PERFORMANCE REPORT

MARCH 2024



Key Performance Indicator	Annual Plan £'000	M12 Actual £'000	Variance £'000
Surplus/(Deficit)	(3,262)	(4,932)	(1,670)
Out of Area spend *	(8,496)	(9,343)	(847)
Agency spend	(6,479)	(6,893)	(414)
Cash	47,405	38,963	(8,442)
Efficiency Savings	5,734	4,798	(936)
Capital	(12,791)	(11,193)	1,598

KPI		Target	Number	Value
Invoices paid within 30 days (Better Payments Practice Code)	NHS	95%	100%	100%
	Non-NHS	95%	99.6%	99.3%

* Includes Purchase of Healthcare only, excludes travel costs.

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The ICB's financial position improved further at M12 allowing SHSC to report this deficit without an adverse impact on the system financial reporting.

Recovery plans have not delivered; some rotas have not been effectively managed and a high proportion of substantive staff have been taking annual leave or study leave, which has been covered by additional bank staff. Out of area cost pressures have also increased as spot purchases have not

reduced as planned and backdated costs have been incurred for an individual patient who was previously not thought to be within the funding responsibility of SHSC.

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Section 1: Financial Overview

Current Month Actuals Compared To Forecast Last Month

The table below compares the actual income and expenditure in M12 to the M12 forecast reported in M11 to highlight significant variances in assumptions.

	Current month			
	M12 forecast	M12 actual	Variance	
	£000	£000	£000	%
Clinical Income	10,738	16,514	5,776	53.8%
Other Income	1,787	2,673	887	49.6%
Total Income	12,524	19,187	6,663	53.2%
Pay	(10,696)	(16,163)	(5,467)	51.1%
Non Pay	(4,389)	(7,498)	(3,109)	70.8%
Total Expenditure	(15,085)	(23,661)	(8,576)	56.8%
Interest receipts	183	190	7	3.6%
Finance expense	(6)	(27)	(20)	312.2%
PDC dividends payable	(214)	(156)	59	(27.4%)
Net Finance Costs	(38)	7	45	(119.6%)
Net Surplus / (Deficit)	(2,599)	(4,467)	(1,868)	71.9%
Technical Adjustments	2,190	3,978	1,788	81.6%
Adjusted Net Surplus / (Deficit)	(409)	(489)	(80)	19.6%
<u>KPI's</u>				
Acute OOA purchase of healthcare	(363)	(432)	(70)	19.2%
PICU OOA purchase of healthcare	(43)	(26)	16	(38.2%)
Rehab OOA purchase of healthcare	(52)	(231)	(179)	344.5%
Agency	(457)	(412)	45	(9.8%)

The gross forecast variances for M12 are 53.2% for income and 56.8% for expenditure. The main cause is for pension costs of £5.256m incurred on our behalf by NHSE; we were notified in M12 of the value and are required to include the notional spend and funding in the accounts. This is an annual transaction that we are not permitted to plan for or include in forecasts for NHSE reporting until M12.

Similarly, we have also included notional income and spend of £0.4m for our use of the apprenticeship levy national funding pot.

Additional non-recurrent income received also included:

- £0.5m from the ICB for our fair share of industrial action funding and cost pressure support
- £0.06m from NHSE for reimbursement of costs
- £0.1m funding from the Better Care Fund to support discharge flow initiatives

Section 1: Financial Overview

The main drivers of the non-pay spend increase are:

- £1.8m increase in impairments following the year-end review of asset valuations by a professional valuer. The net impairment across all assets totalled £4m. As this is due to changes in market value, it is treated as reversed in the technical adjustments line and so has no impact on the deficit for the year.
- £0.2m additional out of area costs; mostly relating to an individual patient who was previously not thought to be within the funding responsibility of SHSC.
- £0.4m additional premises costs across a range of areas including gas, maintenance, security and lease rentals.
- £0.1m costs recognised for the discharge initiatives funded by the Better Care Fund.

Year-end Position

The final position for 2023/24 is a deficit of £4.932m which is £1.67m worse than plan. The table below sets out the income and expenditure summary and the variances compared to plan:

	2023/24			
	Plan	Actual	Variance	
	£000	£000	£000	%
Clinical Income	126,438	135,138	8,700	6.9%
Other Income	20,897	24,494	3,597	17.2%
Total Income	147,335	159,633	12,298	8.3%
Pay	(118,915)	(131,035)	(12,120)	10.2%
Non Pay	(30,827)	(37,502)	(6,674)	21.7%
Total Expenditure	(149,742)	(168,537)	(18,794)	12.6%
Interest receipts	1,279	2,438	1,158	90.5%
Finance expense	(62)	(89)	(27)	43.5%
PDC dividends payable	(2,272)	(2,512)	(240)	10.6%
Net Finance Costs	(1,055)	(163)	891	(84.5%)
Net Surplus / (Deficit)	(3,462)	(9,068)	(5,606)	161.9%
Technical Adjustments	200	4,136	3,936	1967.8%
Adjusted Net Surplus / (Deficit)	(3,262)	(4,932)	(1,670)	51.2%
<u>KPI's</u>				
Acute OOA purchase of healthcare	(5,442)	(5,735)	(293)	5.4%
PICU OOA purchase of healthcare	(1,657)	(2,480)	(823)	49.7%
Rehab OOA purchase of healthcare	(1,397)	(1,129)	268	(19.2%)
Agency	(6,479)	(6,893)	(414)	6.4%

Section 1: Financial Overview

Key variances are described below:

Clinical income - £8.700m favourable:

- £5.3m favourable for notional income from for pension costs
- £0.7m favourable for additional non-recurrent income
- £2.8m increased Integrated Care Board (ICB) & NHS England (NHSE) contract funding increase of 2.3% for the pay settlements.

Other income - £3.597m favourable:

- £0.4m favourable notional income for the apprenticeship levy
- £1.2m favourable variance for the reimbursement of seconded staff costs.
- £0.2m favourable variance for increased contractual payments from South Yorkshire Housing Association (SYHA) for Birch Avenue.
- £1.3m favourable increase in education and research and development funding. Offset by matching pay and non-pay variances.
- £0.4m favourable variance for the expected reimbursement of costs arising from the decommissioning of the Buckwood View service.

Pay - £12.120m adverse:

- £5.3m adverse for notional spend for pension costs.
- £0.4m adverse for notional spend for the apprenticeship levy
- £2m net adverse variances due to some services not working to roster and/ or are over established clinically or medically, which has led to significant overspends as set out in section 3 of this report.
- £3.6m adverse increase in substantive and bank pay costs due to pay settlements in excess of the planned 2.1%. The AfC pay settlement was 5.2% and the medic pay settlement is an average of 6%.
- £0.1m adverse for the discretionary 2022/23 backdated pay award made to bank staff to match the payment made to substantive staff.
- £0.4m adverse variance for the expected costs arising from the decommissioning of the Buckwood View service.
- £0.2m favourable variance from the release of the 2022/23 annual leave accrual.

Non-pay - £6.674m adverse:

- £4m unplanned impairment reflected in the position following the year-end revaluation. Offset by a matching entry in the technical adjustments section of the I&E
- £0.4m adverse increase in capital charges due to year-end asset valuation changes.
- 0.8m adverse net increase in out of area costs predominantly due to the high level of observations for a small number of PICU patients.

Section 1: Financial Overview

- £0.4m adverse increase in spend on the purchase of healthcare services from non-NHS bodies including £0.05m for the SPA/EWS service, £0.1m Better Care Fund discharge support and £0.2m for Talking Therapies to reduce waiting times.
- £0.5m efficiencies not achieved.
- £0.4m additional costs, matched by income, for education and research projects.

Net finance costs - £0.891m favourable:

- £1.2m increase in interest receipts following rate rises, doubling the expected income compared to planning assumptions. This is a fortuitous benefit that is helping to non-recurrently offset the pay award funding gap and other pressures.
- £0.2m adverse PDC dividends payments due to differing assumptions on the levels of forecast net assets and cash balances at year-end, which are used to calculate dividends payable.

The year-end position by directorate is as follows.

Directorate	Annual budget £'000	M12 actual £'000	Variance £'000	Underspend withdrawn £'000
Acute & community	(41,835)	(46,715)	(4,880)	685
Rehab & specialist	(38,628)	(42,657)	(4,029)	1,621
Directorate management/ central	(2,573)	(2,560)	13	89
Medical	(5,675)	(5,829)	(154)	341
Chair/Chief Exec Office	(1,535)	(1,605)	(70)	53
Corporate Governance	(1,557)	(1,522)	35	75
Director of Finance	(7,375)	(7,369)	6	290
Exec Dir of Operations & Trans	(78)	(78)	(0)	2
Nursing & Professions	(3,581)	(3,480)	101	1,193
People Directorate	(3,912)	(4,146)	(234)	-
Special Projects & Facilities	(7,405)	(7,597)	(192)	190
Reserves	(198)	1,888	2,086	-
Central budgets	110,888	112,602	1,714	(4,540)
Net surplus/ (deficit)	(3,462)	(9,067)	(5,606)	-
Technical adjustments	200	4,136	3,936	-
ADJUSTED SURPLUS/ (DEFICIT)	(3,262)	(4,932)	(1,670)	-

The drivers of the variance are as described in the section above and this table shows how this breaks down over the directorates. The largest overspending area is Acute & Community mainly caused by out of area pressures, staffing above agreed rotas and over establishment. A schedule of the highest overspending cost centres and the drivers of the spend is set out in section 3 of this report.

Section 1: Financial Overview

As part of the strengthening of financial controls, year to date underspends were removed from cost centres where underspends were expected to continue for the remainder of the year without further committed costs. The underspends were taken from service lines and moved to the central budget line to prevent the overspend worsening.

The £2.1m underspend on central reserves is primarily due to:

- £2.1m MHIS and SDF costs recognised on service lines rather than on reserves.
- £1.5m release of prior year accruals (budget expected £0.4m).
- £1.1m contingency released to partially offset pressures.
- £(2.6)m CIP savings budgets held centrally while actual savings are either not achieved or have been recognised across service lines.

The £1.7m underspend on central budgets is primarily due to:

- £1.2m of interest receipts higher than plan following interest rate rises
- £0.5m additional income from the ICB for our fair share of industrial action funding and cost pressure support
- £4.5m year to date centralised underspends
- £0.2m release of the 2022/23 annual leave accrual. This means that there is no provision for staff to carry forward leave at the end of March 2024.
- £(0.7)m additional PDC and capital charges
- £(4)m year-end impairment charge to recognise the difference between the capital spend incurred in year compared to the increase in capital asset market valuation. This is offset by a matching transaction in the technical adjustment line.

The monthly income and expenditure profile is set out in Section 2 on the next page.

Section 2: Monthly Income & Expenditure Profile

The table below shows the income and expenditure profile by month for the Statement of Comprehensive Income.

	Prior Year £'000	Actual											M12 Plan £'000	23/24 Actual £'000	Variance £'000	
		Apr-23 £'000	May-23 £'000	Jun-23 £'000	Jul-23 £'000	Aug-23 £'000	Sep-23 £'000	Oct-23 £'000	Nov-23 £'000	Dec-23 £'000	Jan-24 £'000	Feb-24 £'000				Mar-24 £'000
Income																
Income from Patient Care Activities	137,970	10,875	10,875	11,453	10,561	11,027	10,472	11,082	10,222	10,669	10,686	10,701	16,514	126,438	135,138	(8,700)
Other Operating Income	22,571	1,866	1,866	1,696	1,729	1,884	1,827	2,304	2,057	1,822	2,549	2,222	2,673	20,897	24,494	(3,597)
Total Income	160,541	12,741	12,741	13,150	12,291	12,911	12,299	13,386	12,279	12,490	13,235	12,924	19,187	147,335	159,633	(12,298)
Expenditure																
Substantive	110,235	(8,739)	(8,739)	(11,319)	(9,082)	(8,919)	(10,023)	(9,180)	(9,246)	(9,306)	(9,510)	(9,069)	(9,800)	(111,800)	(112,933)	1,133
Bank	4,409	(286)	(286)	(606)	(231)	(428)	(568)	(284)	(423)	(473)	(510)	(708)	(623)	(195)	(5,427)	5,232
Agency	8,963	(1,334)	(1,334)	1,201	(851)	(506)	(554)	(696)	(801)	(757)	(385)	(462)	(412)	(6,479)	(6,893)	414
Agency stretch recovery actions																0
Recovery plan actions															0	0
NHSE pension costs	4,835															0
Other (Apprenticeship Levy)	470	(37)	(37)	(38)	(67)	(37)	(41)	(39)	(40)	(39)	(39)	(40)	(5,328)	(441)	(5,782)	5,341
Total Pay	128,913	(10,397)	(10,397)	(10,762)	(10,232)	(9,890)	(11,186)	(10,199)	(10,510)	(10,575)	(10,445)	(10,279)	(16,163)	(118,915)	(131,035)	12,120
Out of Area healthcare	9,549	(760)	(760)	(763)	(754)	(910)	(920)	(773)	(835)	(745)	(801)	(633)	(690)	(8,496)	(9,343)	847
Drugs	1,262	(73)	(73)	131	(453)	(98)	(90)	(75)	(102)	(25)	(95)	(86)	(57)	(871)	(1,094)	223
Impairments													(3,982)		(3,982)	3,982
Other non pay	18,034	(1,625)	(1,625)	(1,432)	(1,152)	(1,901)	(780)	(1,960)	(1,142)	(1,512)	(2,193)	(1,465)	(2,451)	(18,036)	(19,239)	1,203
Stretch recovery actions (exc OOA)																0
Total Non Pay	28,845	(2,457)	(2,457)	(2,064)	(2,359)	(2,909)	(1,790)	(2,808)	(2,079)	(2,282)	(3,090)	(2,183)	(7,180)	(27,402)	(33,658)	6,255
Total Expenditure	157,758	(12,854)	(12,854)	(12,826)	(12,591)	(12,799)	(12,975)	(13,007)	(12,589)	(12,857)	(13,535)	(12,462)	(23,343)	(146,317)	(164,693)	18,375
EBITDA	2,783	(113)	(113)	323	(300)	112	(676)	379	(310)	(367)	(300)	461	(4,156)	1,018	(5,060)	6,078
Depreciation & Amortisation	3,142	(260)	(260)	(445)	(321)	(322)	(321)	(321)	(320)	(319)	(320)	(317)	(318)	(3,425)	(3,844)	419
Net Operating Surplus / (Deficit)	(360)	(373)	(373)	(121)	(621)	(210)	(997)	58	(630)	(686)	(620)	144	(4,474)	(2,407)	(8,904)	6,497
Interest receipts	1,278	200	200	222	439	9	206	212	208	192	186	174	190	1,279	2,438	(1,158)
Finance expense	(97)	0	0	(15)	(8)	(6)	(5)	(5)	(5)	(8)	(6)	(5)	(27)	(62)	(89)	27
PDC dividends payable	(2,226)	(161)	(161)	(188)	(279)	(226)	(308)	(221)	(158)	(233)	(203)	(219)	(156)	(2,272)	(2,512)	240
Net Finance Costs	(1,045)	39	39	19	153	(223)	(108)	(14)	45	(48)	(23)	(49)	7	(1,055)	(163)	(891)
Technical Adjustments	(1,092)	15	15	14	14	15	14	14	15	14	14	15	3,978	200	4,136	(3,936)
Adjusted Net Surplus / (Deficit)	(2,497)	(320)	(320)	(88)	(454)	(419)	(1,091)	57	(569)	(720)	(629)	110	(489)	(3,262)	(4,932)	1,670
Previous month forecast													(409)		(3,262)	
Change from the previous month													(80)		(1,670)	
Plan		(300)	(340)	(307)	(256)	(375)	(238)	(209)	(234)	(245)	(264)	(258)	(236)		(3,262)	
Variance to plan		(20)	20	219	(198)	(44)	(853)	267	(336)	(475)	(365)	368	(253)		(1,670)	

Section 3: Spotlight on YTD Overspends

The services showing the highest overspends at M12 are detailed in the table below:

Directorate	Service Line	M12 (over)/ under £	Over/ (under) established WTE	Substantive (over)/ under £	Agency (over)/ under £	Bank (over)/ under £	Income & non pay (over)/ under £	Main drivers / comments
Acute & community	Stanage Ward	(508,330)	7.73	330,714	(461,709)	(368,765)	(8,570)	Staffing over establishment levels
	Dovedale 2	(625,979)	30.30	735,402	(694,239)	(659,634)	(7,508)	Staffing over establishment levels
	Maple Ward	(833,777)	11.56	410,591	(692,938)	(489,576)	(61,855)	Staffing over establishment levels
	Endcliffe Ward	(807,545)	35.84	238,271	(441,304)	(558,479)	(46,034)	Staffing over establishment levels
	Acute & Comm Central	(226,251)	0.00	(6,390)	-	-	(219,861)	Patient transport costs
	Out of Town PICU	(822,751)	0.00	-	-	-	(822,751)	£600k due to high number of observations for a small cohort of patients (plan of £15k per month); 135 bed nights less than planned (122 less in March alone) and the average bed night cost ranging from £883 to £953 compared to planned £861.

Section 3: Spotlight on YTD Overspends

Central	Capital Charges	(4,676,275)	0.00	-	-	-	(4,676,275)	Asset valuation and PDC increases impacting the deficit. £4m of the over relates to year-end impairment, which do not impact the deficit as it is reversed out of the position in the technical adjustments section of the I&E.
Director of finance	New EPR	(568,528)	2.25	(67,640)	(548,295)	-	47,408	Programme slippage
	Information Governance	(224,976)	4.43	(19,646)	(152,930)	(58,770)	6,370	Fixed term agreement to overestablish the team to clear backlog of work following ICO intervention.
Directorate management/central	Clinical Management Team	(183,520)	3.55	(276,650)	(6,035)	(14,112)	113,276	£155k consultant on-call, £59k additional PAs and £46k trainee doctors
Medical	Medical Management Team	(143,986)	0.75	(66,905)	-	-	(77,081)	Staffing over establishment levels High training & venue costs plus reduced salary

Section 3: Spotlight on YTD Overspends

								recharge income.
People	International Recruitment	(64,486)	0.00	-	-	-	(64,486)	Recruitment fees and accommodation costs more than national funding.
	Apprenticeship Levy Costs	(53,736)	0.00	(53,736)	-	-	-	Costs increase as substantive staff increases. Not a controllable cost for the directorate. Pressure expected to reduce following TUPE transfers.
	Workforce information	(70,763)	1.20	(50,267)	-	-	(20,497)	Staffing over establishment levels
	Flu vaccinations	(52,349)	0.07	-	-	(40,357)	(11,993)	Bank staff costs to deliver the vaccination programme.
Rehab & specialist	Woodland View	(476,118)	10.67	155,007	(413,650)	(400,122)	182,646	Staffing over establishment levels
	Birch Avenue	(721,009)	15.91	(51,621)	(205,441)	(503,898)	39,951	Staffing over establishment levels
	G1 Ward	(417,899)	18.20	339,021	(199,928)	(516,608)	(40,383)	Staffing over establishment levels
	OA CMHT	(515,466)	3.39	(269,264)	(166,436)	(68,420)	(11,347)	Staffing over establishment levels

Section 3: Spotlight on YTD Overspends

	Dovedale 1	(619,401)	15.23	53,049	(266,827)	(370,063)	(35,560)	Staffing over establishment levels
	Forest Close 1	(183,174)	0.14	(72,419)	(57,579)	(47,681)	(5,495)	Staffing over establishment levels
	Forest Lodge	(436,674)	1.11	31,004	(315,178)	(107,512)	(44,988)	Staffing over establishment levels
Special projects & facilities	Maintenance Support	(472,964)	(3.00)	(99,781)	(53,050)	(16,741)	(303,393)	Not over established but overtime incurred. Agency in prior months. Significant non-pay costs for maintenance and building contracts.
	Small Scheme Improvements	(162,883)	0.00	-	-	-	(162,883)	A range of maintenance overspends.
TOTAL		(13,868,842)	159.33	1,258,740	(4,675,539)	(4,220,736)	(6,231,308)	

At the February meeting, Finance and Performance Committee (FPC) requested further information on rota costs compared to budgets for overspending services. A breakdown is provided in appendix 6.

Section 4: Cost Improvement Programme at 31st March 2024

The CIP programme target was £5.734m and £4.798m was achieved resulting in a gap of £0.937m.

Cost Improvement Programme as at March 2024

£000s

@15.4.24

CIP lead	Scheme	Scheme Status												Total
		Apr Actual £	May Actual £	Jun Actual £	Jul Actual £	Aug Actual £	Sep Actual £	Oct Actual £	Nov Actual £	Dec Actual £	Jan Actual £	Feb Actual £	Mar Actual £	
Out of Area Delivery Group														
Mike Hunter	Expected spend pre CIPs	826	835	826	835	959	840	850	840	850	850	840	850	10,197
	Spend 23/24	781	785	738	819	914	801	803	859	760	799	581	703	9,343
	Variance	44	50	88	16	44	39	47	(20)	89	50	259	147	854
	CIP plans	17	88	103	124	29	168	177	185	194	211	194	211	1,701
	Gap to CIP plan	27	(39)	(15)	(108)	15	(130)	(130)	(205)	(104)	(161)	65	(64)	(847)
Recovery Plans														
	Achieved							30	107	27	55	(90)	109	239
	CIP plans							43	12	92	331	349	773	1,601
	Gap to CIP plan	0	0	0	0	0	0	(13)	94	(65)	(275)	(439)	(664)	(1,361)
Agency Reduction Delivery Group														
Caroline Parry	Spend 22/23	747	747	747	747	747	747	242	340	335	356	307	400	6,462
	Spend 23/24	507	507	557	580	674	695	302	425	295	178	221	167	5,109
	Variance	240	240	190	167	73	192	(60)	(85)	40	178	86	233	1,494
	CIP plans	190	160	183	183	181	205	101	80	81	76	87	89	1,615
	Gap to CIP plan	49	80	7	(16)	(107)	(13)	(161)	(164)	(40)	102	(1)	144	(120)
Efficiency Delivery Group														
Neil Robertson	CIP plans	49	49	49	49	69	69	110	114	114	114	119	642	1,549
	Achieved	31	31	31	32	44	36	62	531	145	47	47	80	1,117
	Gap to CIP plan	(18)	(18)	(18)	(17)	(25)	(33)	(48)	417	31	(67)	(72)	(562)	(432)
Reduce Trust overspend														
	CIP plans	0	(0)	0	(0)	0	(0)	114	131	46	(180)	(212)	(630)	(730)
	Achieved	(58)	(23)	27	141	109	175	378	(127)	286	215	(87)	58	1,094
	Gap to CIP plan	(58)	(23)	27	141	109	175	265	(259)	240	394	124	688	1,825
Totals	CIP plans	257	297	335	356	279	442	544	523	527	552	537	1,085	5,734
	Achieved/ forecast	257	298	335	356	271	442	457	407	589	544	215	627	4,798
	Gap to CIP plan	(0)	0	0	0	(8)	0	(87)	(116)	62	(7)	(323)	(458)	(937)

Key : Signage – Gap to CIP plan - ahead / (behind) plan.

** Small rounding variance to highlight report (£5k)

Section 5: Statement of Financial Position

The table below shows the Statement of Financial Position (SoFP) as at 31st March 2024 and compares actual and forecast to plan:

	Annual Plan	2023/24 Draft Accounts	Draft Accounts v Plan
	£'000	£'000	£'000
<u>Non-Current Assets</u>			
Property, Plant & Equipment (PPE)	66,650	70,490	3,840
Intangible Assets	4,658	8,146	3,488
Other Non-Current Assets	4,270	212	(4,058)
Non-Current Assets Total	75,578	78,848	3,270
<u>Current Assets</u>			
Receivables	9,267	9,688	421
Cash and Cash Equivalents	47,405	38,963	(8,442)
Assets held for sale (Fulwood HQ)	8,000	12,000	4,000
Other Current Assets	2,089	74	(2,015)
Total Current Assets	66,761	60,725	(6,036)
<u>Current Liabilities</u>			
Provisions	(759)	(241)	518
Payables	(14,102)	(14,056)	46
Other Current Liabilities	(1,890)	(414)	1,476
Total Current Liabilities	(16,751)	(14,711)	2,040
Net Current Assets/ (Liabilities)	50,010	46,014	(3,996)
Total Non-Current Liabilities	(9,418)	(5,614)	3,804
Total Net Assets	116,170	119,248	3,078
Total Taxpayers Equity	116,170	119,248	3,078

Section 5: Statement of Financial position

The SoFP shows large movements compared to the plan, which was set in early April 2023; explanations are given below:

Property, plan and equipment - £3.8m higher than plan:

- £5m relates to land and building revaluation gains identified late in 2022/23 after plans had been submitted for 2023/24.
- (£5m) relates to revaluation impairments for 2023/24 offsetting prior year gains
- £1.75m is additional capital expenditure permitted due to underspends elsewhere in the health system
- £0.3m lower depreciation than planned due to schemes finishing later than anticipated (Stanage, HBPoS and Woodland View roof works) meaning depreciation which starts the quarter after completion did not commence until 2024/25. The plan assumed the depreciation would start in Q3 2023/24.

Intangible assets - £3.5m higher than plan:

This is due to an increase in costs and delayed go live date of the EPR system. Amortisation of the EPR assets will not start until the scheme has finished. In the plan it was assumed amortisation would start in Q4.

Other non-current assets - £4.058m lower than plan:

The plan value for 'other non-current assets' included a receivable amount for the Local Authority Pension Scheme which was partially offset by a payable shown in Non-Current Liabilities. The scheme Actuary valuation for 2022/23 was received in April 2023 after the 2023/24 plans had been submitted and the scheme liability had reduced by £3.1m

The draft 2023/24 valuation has resulted in the asset value being shown as zero which is a further decrease of £0.2m.

Cash and cash equivalents - £8.442m lower than plan:

- This reflects the in-year deficit which is £1.7m higher than planned.
- The capital programme is £2.25m higher than plan
- Movements in working capital are £4.4m different to plan

Assets held for sale - £4m higher than plan:

The Fulwood sale was expected to occur in-year but hasn't and therefore the balance has remained at £12m.

Non-current liabilities - £3.804m lower than plan:

The plan for non-current liabilities included a payable amount for the Local Authority pension scheme which partially offset against the non-current asset described above. Both the asset and receivable were reduced after 2023/24 plans had been submitted and has now been full released in 2023/24 following the end of the Partnership Agreement with Sheffield City Council.

Section 5: Statement of Financial position

Aged Debt Analysis

As at 31st March 2024 there were unpaid receivable invoices totalling £5.75m (M11: £5.303m). £2.178m of the unpaid invoices relate to invoices raised during March 2024 and were not overdue at the reporting date. £2.437m was overdue at the reporting date.

The majority of the older debt is with Sheffield Teaching Hospitals (STH), The Guinness Partnership and South Yorkshire Housing Association. SHSC is working with these organisations to resolve queries around the unpaid invoices.

There is a continuing effort to improve collections especially for debts for overpayments to employees leaving SHSC and debt recovery services are used where appropriate.

The following table shows the breakdown by type of debt and number of days overdue:

Customer Type	Total Balance 31/03/2024 £'000	Not yet overdue £'000	1-30 Days £'000	31-60 days £'000	61-90 Days £'000	91- 120 days £'000	Over 120 days £'000
NHS Trusts, Ft's and ICB	3,222	1,581	794	341	146	81	279
NHSE and DOH	199	36	54	8	10	0	91
Staff Overpayments	78	3	2	1	1	0	70
Other	1,463	279	284	535	0	1	364
Local Authority	789	279	0	98	19	294	99
Grand Total	5,750	2,178	1135	983	175	376	903

Section 6: 12 Month Cash Flow

Cash flow as at 31st March 2024	Prior Year Mar-23 £000s	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual
		2023/24 Apr-23 £000s	2023/24 May-23 £000s	2023/24 Jun-23 £000s	2023/24 Jul-23 £000s	2023/24 Aug-23 £000s	2023/24 Sep-23 £000s	2023/24 Oct-23 £000s	2023/24 Nov-23 £000s	2023/24 Dec-23 £000s	2023/24 Jan-24 £000s	2023/24 Feb-24 £000s	2023/24 Mar-24 £000s	2023/24 Full Year £000s
Operating Surplus/(deficit)	1,800	(373)	(374)	(121)	(621)	(210)	(997)	57	(630)	(685)	(620)	144	(4,474)	(8,904)
Net cash generated from / (used in) operations	(808)	355	523	735	(13)	(484)	1,418	2,718	(3,734)	(361)	(34)	1,427	1,718	4,268
Net cash inflow/(outflow) from investing activities, Total	(3,563)	95	94	(624)	(2,045)	(1,564)	(3,718)	1,159	1,128	(2,279)	(460)	(796)	(221)	(9,231)
Net cash inflow/(outflow) before financing	(2,571)	77	243	(10)	(2,679)	(2,258)	(3,297)	3,934	(3,236)	(3,325)	(1,114)	775	(2,977)	(13,867)
Net Cash inflow/(outflow) from financing activities, Total	4,912	(244)	(243)	(244)	(278)	(331)	(197)	44	(695)	534	(1,101)	(203)	2,074	(884)
Increase/(decrease) in cash and cash equivalents	2,340	(167)		(254)	(2,957)	(2,589)	(3,494)	3,978	(3,931)	(2,791)	(2,215)	572	(903)	(14,751)
Cash and cash equivalents at start of period	51,375	53,715	53,548	53,548	53,294	50,337	47,748	44,254	48,232	44,301	41,510	39,295	39,867	
Increase/(decrease) in cash and cash equivalents	2,340	(167)		(254)	(2,957)	(2,589)	(3,494)	3,978	(3,931)	(2,791)	(2,215)	572	(903)	
Cash and cash equivalents at end of period	53,715	53,548	53,548	53,294	50,337	47,748	44,254	48,232	44,301	41,510	39,295	39,867	38,964	
Cashflow balance as per 2023/24 plan		51,859	50,517	49,356	48,125	47,057	45,280	43,846	43,366	44,059	43,549	46,962	47,405	
Variance between actual and forecast cash balance to plan		1,689	3,031	3,938	2,212	691	(1,026)	4,386	935	(2,549)	(4,254)	(7,095)	(8,441)	

The cash balance at the end of March 2024 was £39m (M11: £39.9m), which is £8.4m below plan. This is due to:

- In-year deficit increased by £1.7m
- Additional capital programme spend of £2.25m following increased available funding
- Movements in working capital £4.4m different to plan

Despite the challenging financial position there are no working capital concerns for at least the next 3 years. Liabilities remain under control and receivable balances are reviewed under the aged debt section. The Better Payment Practice Code (BPPC) target has been met for the 10 months of this financial year. The historic cash balance trends and rolling 12-month forecast is shown in Appendix 5.

Section 7: Capital Programme

The original capital programme for the 2023/24 financial year submitted to the ICS in March 2023 was £12.791m. This assumed a £4m receipt from the sale of Fulwood, which has been delayed until 2024/25.

In the final few weeks of the year, opportunities arose from capital underspends elsewhere in the ICS and wider afield. The Trust was able to utilise £2.25m of these underspends and will need to repay £1m of it next year to Barnsley FT. The remaining £1.25m is not repayable but it is worth noting that the capital expenditure utilises the Trust's own cash and there was no cash funding to support this additional expenditure. This additional £2.25m expenditure is shown as an overspend against CDEL but is offset by other Trusts reporting compensating underspends.

The final M12 outturn in the draft accounts is £11.193m. During M12, the Estates and Digital team worked at pace to accelerate the capital programme bringing forward a number of schemes which were expected to commence in 2024/25. This was supported by Procurement and Finance.

Capital Position to Date:	Original Plan £'000	Revised September Plan Pro-Rata £'000	Actual £'000		
In-month spend	814	885	2,416		
Cumulative spend	12,791	8,943	11,193		
Capital expenditure is <85% or >115% of plan for year to date					
Capital Forecast Outturn:	CDEL: Limit £'000	Revised Plan £'000	Forecast Exp £'000	Variance against CDEL Limit £'000	Variance against plan £'000
Full Year cumulative spend	8,791	8,943	11,193	2,402	2,250

Appendix 1: Income & Expenditure Trends

Finance and Performance Committee (FPC) has requested high level information on expenditure trends to be included in this report. This is to give context to discussions regarding drivers of the deficit and efficiency saving opportunities. The table below shows the changes in income and expenditure at summary level from 2018/19 to 2023/24:

	18/19	19/20	20/21	21/22	22/23	23/24
	£000	£000	£000	£000	£000	£000
Income from patient care activities	98,720	105,734	118,174	130,481	137,970	135,138
Other Income	29,216	25,741	35,537	21,368	22,571	24,494
Total Income	127,936	131,475	153,711	151,849	160,541	159,633
Pay	(94,015)	(104,443)	(116,244)	(117,422)	(128,913)	(131,035)
Non Pay	(20,798)	(22,547)	(33,589)	(32,246)	(31,988)	(37,502)
Total Expenditure	(114,813)	(126,990)	(149,833)	(149,668)	(160,901)	(168,537)
Interest receipts	224	322	1	29	1,278	2,438
Finance expense	(21)	(38)	(22)	(25)	(97)	(89)
PDC dividends payable	(1,635)	(1,432)	(1,374)	(1,765)	(2,226)	(2,512)
Net Finance Costs	(1,432)	(1,148)	(1,395)	(1,761)	(1,045)	(163)
Net Surplus / (Deficit)	11,691	3,337	2,483	420	(1,405)	(9,068)
Technical Adjustments	172	145	182	1,391	(1,092)	4,136
Adjusted Net Surplus / (Deficit)	11,863	3,482	2,665	1,811	(2,497)	(4,932)
KPI's						
Acute OOA purchase of healthcare	(270)	(625)	(2,079)	(5,283)	(6,460)	(5,735)
PICU OOA purchase of healthcare	(1,088)	(881)	(1,403)	(1,696)	(1,764)	(2,480)
Rehab OOA purchase of healthcare	(628)	(1,691)	(1,789)	(1,525)	(1,324)	(1,129)
Total Out of Area healthcare	(1,986)	(3,197)	(5,271)	(8,504)	(9,549)	(9,343)
Year on year % increase		61%	65%	61%	12%	(2%)
Total Agency Revenue Spend	(3,516)	(3,819)	(4,638)	(5,873)	(8,963)	(6,893)
Year on year % increase		9%	21%	27%	53%	(23%)

Pay was significantly higher in 2022/23 as a result of agency spend but also because a non-recurrent payment of £4.8m was included in the position for the non-consolidated backdated pay award. Income from NHS England was recognised to offset the cost. Further analysis of pay is given on the next page.

Agency and out of area expenditure is shown separately as these are the key drivers of the deficit position and focus points for efficiency savings.

Appendix 1: Income & Expenditure Trends

Out of area spend is broken down into 3 components of acute, PICU and rehab. Historically, acute is the key area of concern as expenditure has gone up significantly year on year. However, pressures have been seen in PICU spend in 2023/24 due to escalating costs for high level observations for a small number of patients and higher bed nights than planned.

The table below shows the pay expenditure split by substantive, bank and agency pay over 3 years so the movement between categories can be seen.

	21/22 £000	% of total pay	22/23 £000	% of total pay	23/24 FOT £000	% of total pay	
Trust wide costs	Substantive staff *	(104,664)	89.1%	(110,189)	88.8%	(112,933)	86.2%
	Bank staff	(6,474)	5.5%	(4,409)	3.6%	(5,427)	4.1%
	Agency / contract	(5,873)	5.0%	(8,963)	7.2%	(6,893)	5.3%
	Other	(411)	0.4%	(470)	0.4%	(5,782)	4.4%
Total pay expenditure	(117,422)	100.0%	(124,031)	100.0%	(131,035)	100.0%	

* The 2022/23 substantive staff spend has been reduced by £4.8m to remove the non-consolidated backdated pay award to make the year-on-year figures comparable.

Pay was significantly higher in 2022/23 as a result of agency spend. Costs have reduced significantly during 2023/24 and further focus will be placed on reducing this further in 2024/25.

Agency costs are 5.3% of total pay, which is higher than the agency cap of 3.7%. This is an improvement on 2022/23 however when agency spend accounted for 7.2% of total pay costs.

Substantive staff costs in 2023/24 have only increased by 2.5% despite pay settlements of 5%+ for all staff. This is because of the TUPE transfer of social care and substance misuse staff back to Sheffield City Council and to the new Substance Misuse provider.

The table below shows the movement on the wards over the same 3-year period.

Appendix 1: Income & Expenditure Trends

Cost centre			21/22	22/23	%	23/24	%
			£000	£000	change	£000	change
011129	G1 Ward	Substantive staff	(1,418)	(944)	(33%)	(2,086)	121%
		Bank staff	(456)	(438)	(4%)	(517)	18%
		Agency / contract	(577)	(1,496)	159%	(200)	(87%)
		Recovery plan	0	0		0	
		G1 Ward	(2,451)	(2,878)	17%	(2,802)	(3%)
011153	Dovedale 1	Substantive staff	(1,773)	(1,788)	1%	(2,320)	30%
		Bank staff	(453)	(445)	(2%)	(370)	(17%)
		Agency / contract	(328)	(695)	112%	(267)	(62%)
		Recovery plan				0	
		Dovedale 1	(2,554)	(2,928)	15%	(2,957)	1%
011320	Stanage Ward (formerly Burbage)	Substantive staff	(1,512)	(677)	(55%)	(2,140)	216%
		Bank staff	(354)	(521)	47%	(369)	(29%)
		Agency / contract	(455)	(1,319)	190%	(462)	(65%)
		Recovery plan				0	
		Burbage Ward	(2,321)	(2,517)	8%	(2,970)	18%
0111321	Dovedale 2	Substantive staff	(1,784)	(1,287)	(28%)	(1,753)	36%
		Bank staff	(87)	(652)	652%	(660)	1%
		Agency / contract	(416)	(465)	12%	(694)	49%
		Recovery plan				0	
		Dovedale 2	(2,287)	(2,403)	5%	(3,107)	29%
011370	Maple Ward	Substantive staff	(1,769)	(1,889)	7%	(2,383)	26%
		Bank staff	(673)	(597)	(11%)	(490)	(18%)
		Agency / contract	(306)	(500)	63%	(693)	39%
		Recovery plan				0	
		Maple Ward	(2,749)	(2,986)	9%	(3,565)	19%
011380	Endcliffe Ward	Substantive staff	(1,776)	(1,823)	3%	(2,286)	25%
		Bank staff	(680)	(332)	(51%)	(558)	68%
		Agency / contract	(335)	(723)	116%	(441)	(39%)
		Recovery plan				0	
		Endcliffe Ward	(2,791)	(2,878)	3%	(3,286)	14%

Although progress has been made in reducing agency costs on some wards, this isn't the case for all. The table highlights the significant increase in costs above pay award settlements or inflation for all wards except Dovedale 1

To give some context, the Agenda for Change pay award settlements for each year were:

2022/23 – average 4.5% consolidated pay uplift and a non-recurrent 1.5% payment.

2023/24 – 5%

Appendix 2: Cost Improvement Programme – Out of Area (OOA) Efficiencies

Out of Area	Final Position 2023/24												Total
	@15.4.24												
Adult	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
Contracted Bed nights - Planned	450	465	450	465	651	450	465	450	465	465	435	465	5,676
Contracted Number of Beds	15	15	15	15	15	15	15	15	15	15	15	15	
Contracted Bed nights - Bought	450	465	450	465	465	450	465	443	465	465	435	465	5,483
Variance in Bed nights	0	0	0	0	186	0	0	7	0	0	0	0	193
Spot Purchased Bed Nights - Planned	420	310	270	248	217	180	180	150	150	120	120	120	2,485
Spot Beds Number of beds	12	10	9	8	9	9	11	11	6	7	7	3	
Spot Purchased Bed Nights - Actual	356	310	268	251	293	256	341	329	188	213	191	196	3,192
Variance in Bed nights	64	0	2	(3)	(76)	(76)	(161)	(179)	(38)	(93)	(71)	(76)	(707)
Total Variance in Bed nights	64	0	2	(3)	110	(76)	(161)	(172)	(38)	(93)	(71)	(76)	(514)
Adult Planned Spend	546	484	460	449	667	423	424	406	407	390	397	390	5,442
Adult Actual Spend	502	494	467	486	518	452	520	507	429	496	426	437	5,735
Variance Spend	43	(10)	(7)	(38)	149	(29)	(96)	(102)	(22)	(106)	(28)	(47)	(293)
PICU	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
Purchased Bed nights Planned	180	186	180	186	186	150	155	150	155	155	140	155	1,978
PICU Number of beds	5	6	6	6	7	7	4	7	6	4	2	1	
Purchased Bed nights Actual	158	171	180	175	221	207	128	211	178	134	47	33	1,843
Variance in Bed nights	22	15	0	11	(35)	(57)	27	(61)	(23)	21	93	122	135
PICU Planned Spend	146	146	146	146	146	132	132	132	132	132	132	132	1,657
PICU Spend	207	211	190	253	317	269	188	256	232	226	98	34	2,480
Variance Spend	(61)	(64)	(44)	(106)	(170)	(137)	(56)	(124)	(100)	(93)	34	98	(824)
IFR	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
Purchased Bed nights Planned	182	188	182	188	188	182	189	182	188	188	176	189	2,222
IFR Number of beds	5	5	5	5	5	5	6	6	6	5	4	4	
Purchased Bed nights Actual	147	155	150	155	155	154	186	180	186	158	117	124	1,867
Variance in Bed nights	35	33	32	33	33	28	3	2	2	30	59	65	355
Rehab Planned Spend	116	116	116	116	116	116	116	116	116	116	116	116	1,397
Rehab Spend	72	80	81	80	80	80	95	96	99	78	57	231	1,128
Variance Spend	45	36	35	36	36	36	22	21	17	39	60	(115)	269
Total	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
Total planned Bed Nights	1,232	1,149	1,082	1,087	1,242	962	989	932	958	928	871	929	12,361
Total number of beds	37	36	35	34	37	36	36	39	33	31	27	23	
Total actual Bed Nights	1,111	1,101	1,048	1,046	1,134	1,067	1,120	1,163	1,017	970	790	818	12,385
Total Variance to Plan	121	48	34	41	108	(105)	(131)	(231)	(59)	(42)	81	111	(24)
Total planned spend	808	747	723	711	929	671	673	654	656	639	646	639	8,496
Total actual spend	781	785	738	819	914	801	803	859	760	799	581	703	9,343
Total Variance to Plan	27	(39)	(15)	(108)	15	(130)	(130)	(205)	(104)	(161)	65	(64)	(847)

Appendix 3: Cost Improvement Programme – Agency Reduction Delivery Group

£000s

Overview SHSC Trust-wide Agency - 2023/24 - Month 12, March 2024

Agency Directorate Summary £000s

	22/23 Outturn	FYE Target	Forecast Out turn	Var (F) / A		Change since last Month	YTD Target	YTD Actual	Var (F) / A		Change since last Month	YTD Pay Variance	Year to Date break down of pay bill											
													Note 1		Note 2		Note 1		Note 3		Note 3		Note 3	
													Substantive	Bank	Agency	Total Pay Bill								
Acute & Community	4,828	4,774	3,951	(822)	Green	↓ 218	4,774	3,951	(822)	Green	↑ (85)	3,261	29,180	81.6%	2,633	7.4%	11.0%	35,764						
Rehab & Specialist	2,997	634	1,971	1,337	Red	↓ 61	634	1,971	1,337	Red	↓ 15	4,255	48,460	91.6%	2,501	4.7%	3.7%	52,932						
Clinical Central	150	115	20	(95)	Green	→ (0)	115	20	(95)	Green	↑ (10)	619	7,574	99.4%	23	0.3%	0.3%	7,617						
Clinical Total	7,975	5,522	5,942	420	Red	↓ 279	5,522	5,942	420	Red	↑ (79)	8,135	85,213	88.5%	5,156	5.4%	6.2%	96,312						
Medical	182	150	196	45	Red	↓ 3	150	196	45	Red	→ (0)	1,118	12,575	98.3%	27	0.2%	1.5%	12,797						
Chair/Chief Exec Office	0	0	0	0	Green	→ 0	0	0	0	Green	→ 0	53	1,392	100.0%				1,392						
Nursing & Professions	75	64	23	(40)	Green	→ (0)	64	23	(40)	Green	↑ (5)	426	4,004	98.3%	45	1.1%	0.6%	4,072						
People Directorate	155	108	0	(108)	Green	→ 0	108	0	(108)	Green	↑ (9)	212	2,769	95.9%	117	4.1%		2,886						
Finance	415	288	76	(213)	Green	→ (0)	288	76	(213)	Green	↑ (25)	71	2,141	96.0%	14	0.6%	3.4%	2,230						
IMST	267	186	730	545	Red	↓ 31	186	730	545	Red	↓ 30	382	1,425	63.8%	80	3.6%	32.7%	2,234						
Special Projects & Facilities	198	141	167	26	Red	↑ (10)	141	167	26	Red	↑ (13)	57	3,103	93.0%	65	1.9%	5.0%	3,335						
Corporate Governance	8	5	11	6	Red	→ 0	5	11	6	Red	→ (0)	44	537	94.8%	18	3.2%	2.0%	567						
Central / reserves	(312)	16	(253)	(268)	Green	→ 0	16	(253)	(268)	Green	↑ (1)	(670)	5,161	107.2%	(96)	-2.0%	-5%	4,813						
Corporate Total	987	957	951	(7)	Green	↓ 18	957	951	(7)	Green	↓ 25	1,692	33,106	96.4%	270	0.8%	2.8%	34,327						
Total	8,963	6,479	6,893	413	Red	↓ 297	6,479	6,893	413	Red	↓ 103	9,827	118,319	90.6%	5,427	4.2%	5.3%	130,639						

Agency Profession Summary £000s

Comments

	22/23 Outturn	Target	Forecast Out turn	Var (F) / A		YTD Target	YTD Actual	Var (F) / A	
	Note 1		Note 2			Note 1			
Health Care Assistant	2,718	1,722	1,734	12	Red	1,722	1,734	12	Red
Consultants	1,451	1,187	1,200	13	Red	1,187	1,200	13	Red
Other Medical	1,316	1,052	1,093	41	Red	1,052	1,093	41	Red
Nursing Registered	1,646	1,036	1,494	458	Red	1,036	1,494	458	Red
Admin & Clerical	1,281	932	1,021	89	Red	932	1,021	89	Red
Ancillary	311	311	213	(98)	Green	311	213	(98)	Green
Scientific Therapeutic & Tech	207	207	107	(100)	Green	207	107	(100)	Green
Allied Health Professions	32	32	32	(0)	Green	32	32	(0)	Green
Total	8,963	6,479	6,893	413	Red	6,479	6,893	413	Red

Admin & Clerical has been impacted by the EPR delays and alterations resulted in a significant increase in costs, whilst most specialist staff in Facilities and IMST have now finished. A large recruitment drive of HCA has impacted February cost / agency as they are being inducted into their service.

The target for agency has reduced from 3.7% to 3.5% in 24/25. We are at 5.4% (currently 1.9% over)

The reduction required for 24/25 based on an pay bill of £128k would be a maximum of £4,487k. Therefore a saving of £2,405k

Notes

- The target is based on the out turn 22/23 Less the CIP (the inflation of 5% is not included).
- The forecast includes the recovery plans, and is based on the average of the last 2 months adjusted based on intel.
- % of the total pay bill (Excluding Capital).
- Central / reserves include all over / under stated accruals relating to the previous year.

KEY

Legend	Green	Target or under
	Red	Over target
YTD = Year to date		
FYE = Full year effect		
(F) = Favourable		
A = adverse		

Appendix 4: Cost Improvement Programme – Efficiency Delivery Group

Cost Improvement Programme as at March 2024

£000s

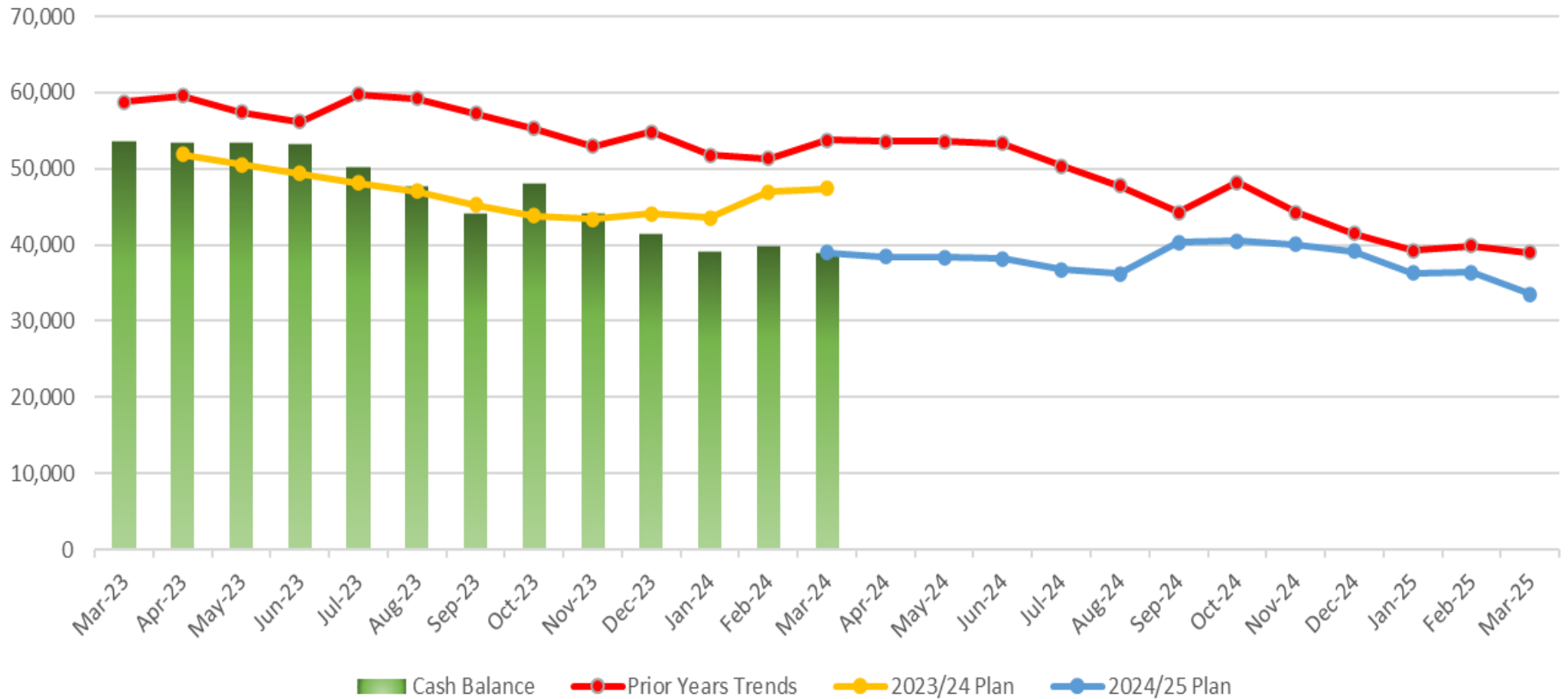
Non recurrent efficiencies are shown as blue text

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CIP lead	Service Area	Scheme	CIP Efficiency Target	Risk Rating	Scheme Status													Var to plan
					Apr Actual £	May Actual £	Jun Actual £	Jul Actual £	Aug Actual £	Sep Actual £	Oct Actual £	Nov Actual £	Dec Actual £	Jan Actual £	Feb Actual £	Mar Actual £	Total £	
Efficiency Delivery Group																		
Samantha Crosby	Special Projects & Facilities	Waste contract renewal	24		4	4	4	4	4	4							24	
Sarah Bawden	People	Occupational Health contract	10		2	2	2	2	2	2							10	
Neil Robertson	Central Management	Secure Patient Transport	50															(50)
Samantha Crosby	Special Projects & Facilities	Electric V vehicle (Phase 2)	10													10	10	
Phill Easthope	Trust Wide	Corporate OH reduction	250										18	4	4	4	30	(220)
Derek Bolton	Special Projects & Facilities	Fulwood Site (Phase 2)	171															(171)
Abiola Allinson	Medical	Pharmacy Fomulary	30				1	4	(5)									(30)
Pete Kendal	Trust Wide	Telecoms Contract	80								27	13	13	13	13	13	93	13
Derek Bolton	Trust Wide	Improved HQ space utilisation	60											3	3	3	8	(53)
James Sabin	Central Budgets	Cash investments / interest	363		25	25	25	25	35	35	35	27	27	27	27	50	364	
Philip Easthope	Trust Wide	Technical Adj - Systemwide approach (NR)	500									491	87				578	78
Total Efficiency Delivery Group			1549		31	32	31	32	44	36	62	531	145	47	47	79	1116	(432)

The overall workstream has under achieved by £0.432m. This is primarily due to the lack of savings on the corporate overhead reduction and Fulwood site schemes.

Cash balance, trends and plan
£'000



Appendix 6: Breakdown of overspending rota services

Finance and Performance Committee (FPC) have requested further information on rota costs compared to budgets for overspending services; the table below gives the breakdown.

Service Line	Annual budget	M12 actual	M12 (over)/ under £	WTE budget	WTE actual	(Over)/ under established WTE	Substantive (over)/ under £	Agency (over)/ under £	Bank (over)/ under £	Income & non pay (over)/ under £
Woodland View	-	476,118	(476,118)	67.45	78.12	(10.67)	155,007	(413,650)	(400,122)	182,646
Birch Avenue	-	721,009	(721,009)	74.70	90.61	(15.91)	(51,621)	(205,441)	(503,898)	39,951
G1 Ward	2,473,849	2,891,748	(417,899)	54.92	73.12	(18.20)	339,021	(199,928)	(516,608)	(40,383)
Dovedale 1	2,519,545	3,138,946	(619,401)	53.35	68.58	(15.23)	53,049	(266,827)	(370,063)	(35,560)
Stanage Ward	2,601,742	3,110,072	(508,330)	55.86	63.59	(7.73)	330,714	(461,709)	(368,765)	(8,570)
Dovedale 2	2,609,037	3,235,016	(625,979)	55.85	86.15	(30.30)	735,402	(694,239)	(659,634)	(7,508)
Maple Ward	2,947,047	3,780,824	(833,777)	61.59	73.15	(11.56)	410,591	(692,938)	(489,576)	(61,855)
Endcliffe Ward	2,631,307	3,438,852	(807,545)	57.54	93.38	(35.84)	238,271	(441,304)	(558,479)	(46,034)
TOTAL	15,782,527	20,792,586	(5,010,059)	481.26	626.70	(145.44)	2,210,434	(3,376,037)	(3,867,144)	22,688

* Budget assumes that costs will be matched by income from commissioners.