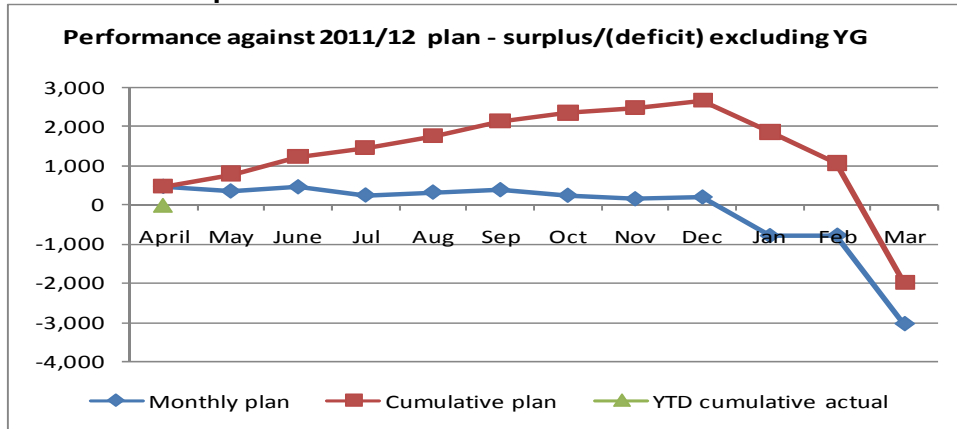
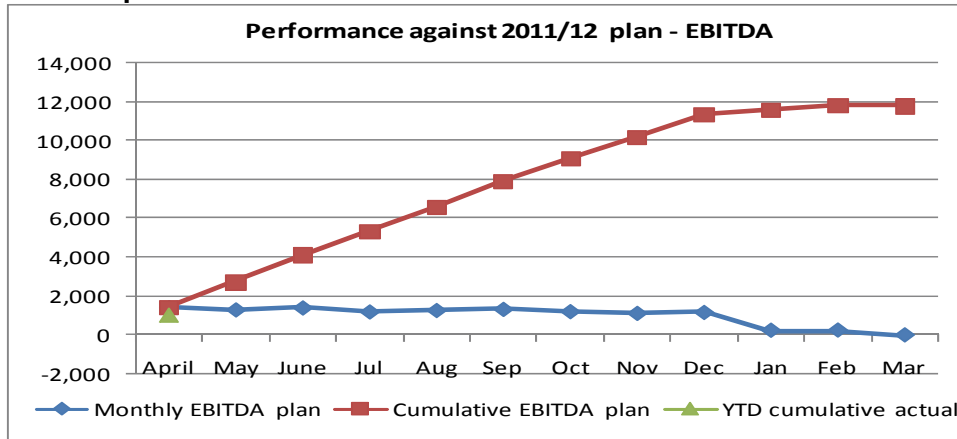


## Finance Dashboard 2011/12 Corporate Performance – Month 1

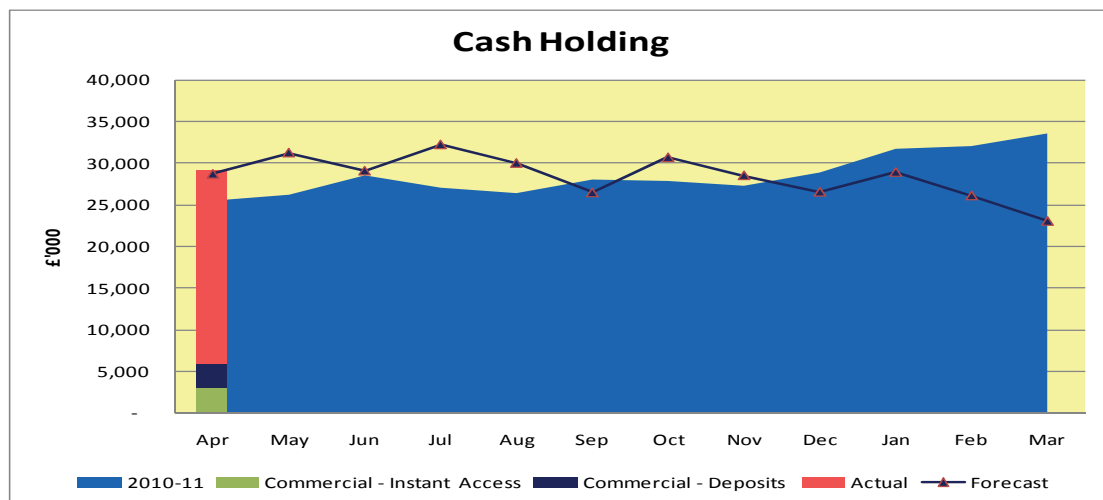
### Income and Expenditure Plan



### EBITDA plan



### Cash projection



**Finance Dashboard 2011/12  
Corporate Performance – Month 1**

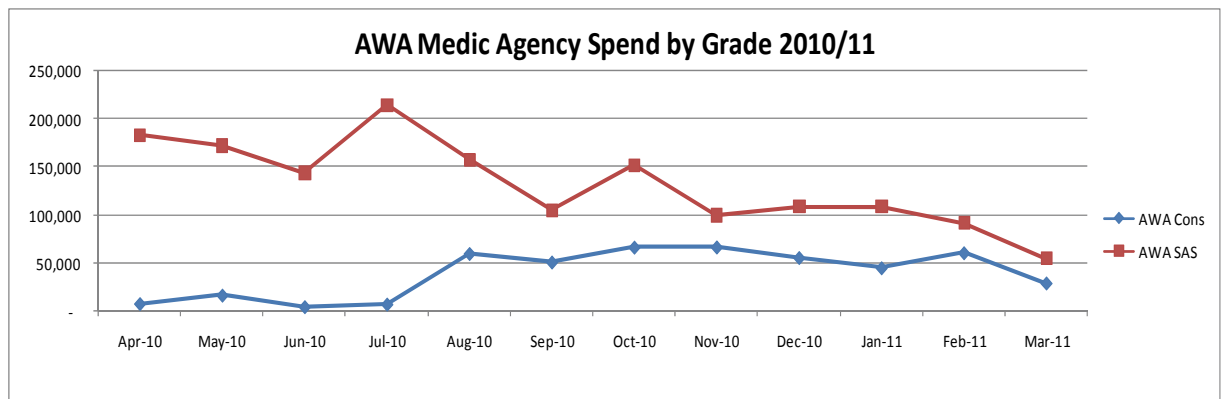
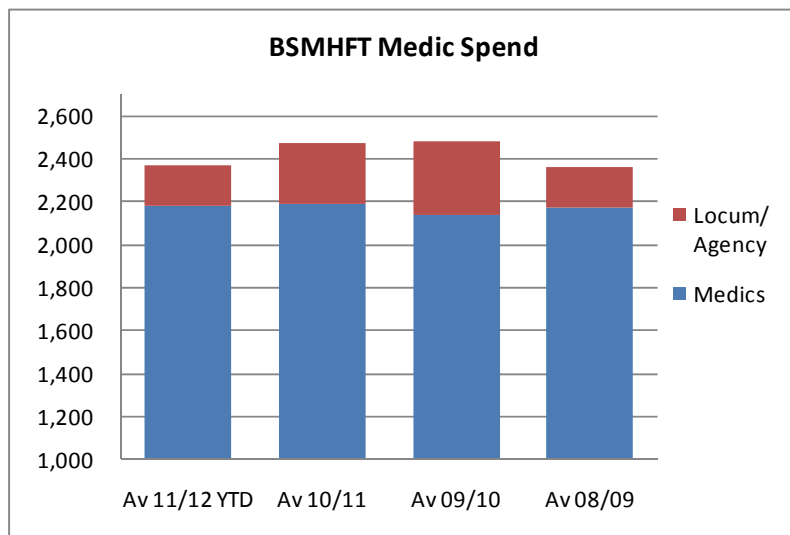
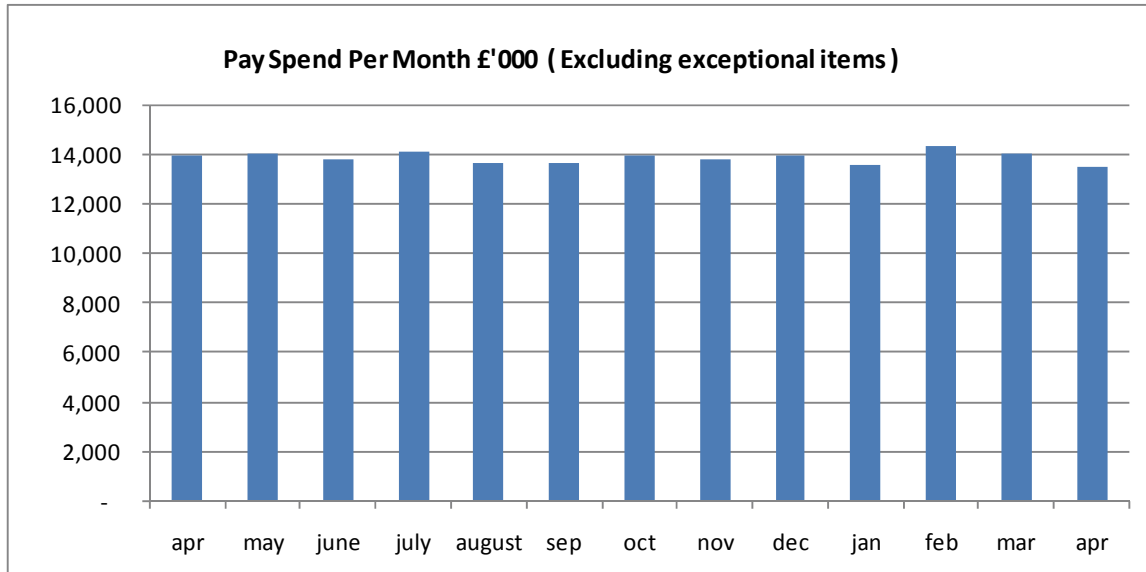
**Income and Expenditure Summary**

	Annual Budget £000s	Year to Date		
		Planned £000s	Actual £000s	Variance £000s
Healthcare Income	201,805	16,826	16,622	(204)
Other Income	15,920	1,359	1,277	(83)
<b>Total Income</b>	<b>217,725</b>	<b>18,186</b>	<b>17,899</b>	<b>(287)</b>
Pay	(163,275)	(13,633)	(13,459)	174
Non-Pay	(41,273)	(3,441)	(3,384)	57
Savings	9,000	600	0	(600)
Earmarked Commitments	(10,318)	(459)	0	459
<b>EBITDA £'000</b>	<b>11,859</b>	<b>1,252</b>	<b>1,056</b>	<b>(196)</b>
<b>EBITDA Margin %</b>	<b>5.4%</b>	<b>6.9%</b>	<b>5.9%</b>	
Capital Financing	(11,859)	(955)	(1,016)	(61)
<b>Surplus / (Deficit) before impairment and Yarn</b>	<b>(1)</b>	<b>297</b>	<b>40</b>	<b>(257)</b>
<b>Surplus / (Deficit) Margin %</b>	<b>0.0%</b>	<b>1.6%</b>	<b>0.2%</b>	
Impairment	(2,000)	0	0	0
<b>Surplus / (Deficit) before Yardley Green</b>	<b>(2,001)</b>	<b>297</b>	<b>40</b>	<b>(257)</b>
<b>Surplus / (Deficit) Margin %</b>	<b>-0.9%</b>	<b>1.6%</b>	<b>0.2%</b>	
Yardley Green	(1,004)	(41)	(42)	(1)
<b>Surplus / (Deficit)</b>	<b>(3,005)</b>	<b>256</b>	<b>(2)</b>	<b>(258)</b>
<b>Surplus / (Deficit) Margin %</b>				

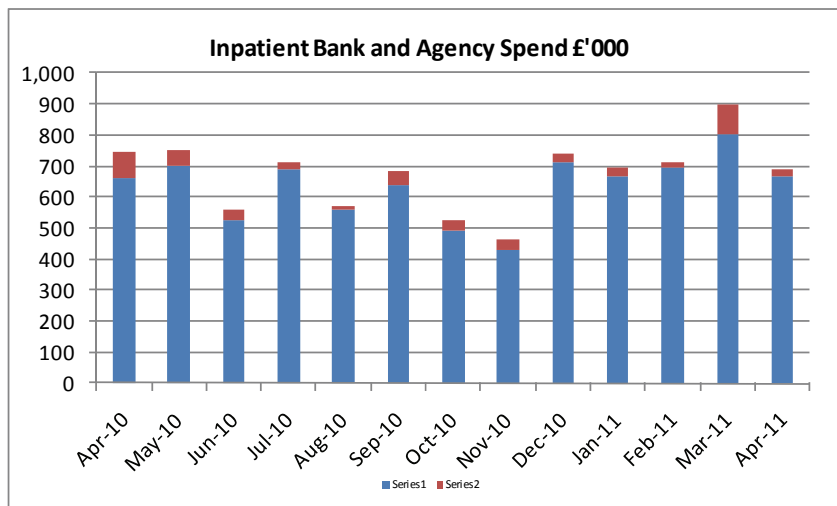
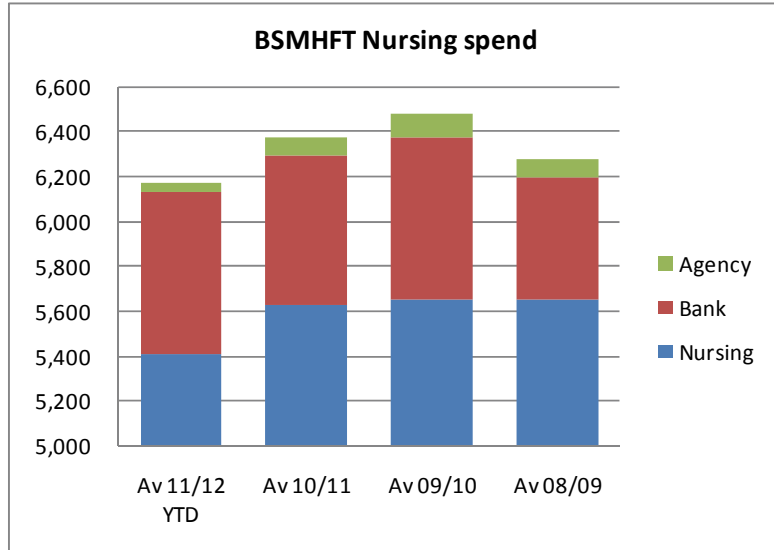
**Monitor Financial Risk Rating**

Weighting	Month 1 actual	
<b>Plan achievement</b>		
EBITDA achieved 10%	70.3%	3
<b>Underlying performance</b>		
EBITDA margin 25%	5.5%	3
<b>Financial efficiency</b>		
Return on assets 20%	1.8%	2
&E surplus margin 20%	-0.2%	2
<b>Liquidity</b>		
Liquidity (days) 25%	30.8	4
<b>100%</b>		
<b>Weighted average – to 1 dp</b>		<b>2.9</b>
<b>Weighted average – due to over-riding rules</b>		<b>N/A</b>
<b>Weighted average – rounded</b>		<b>3</b>

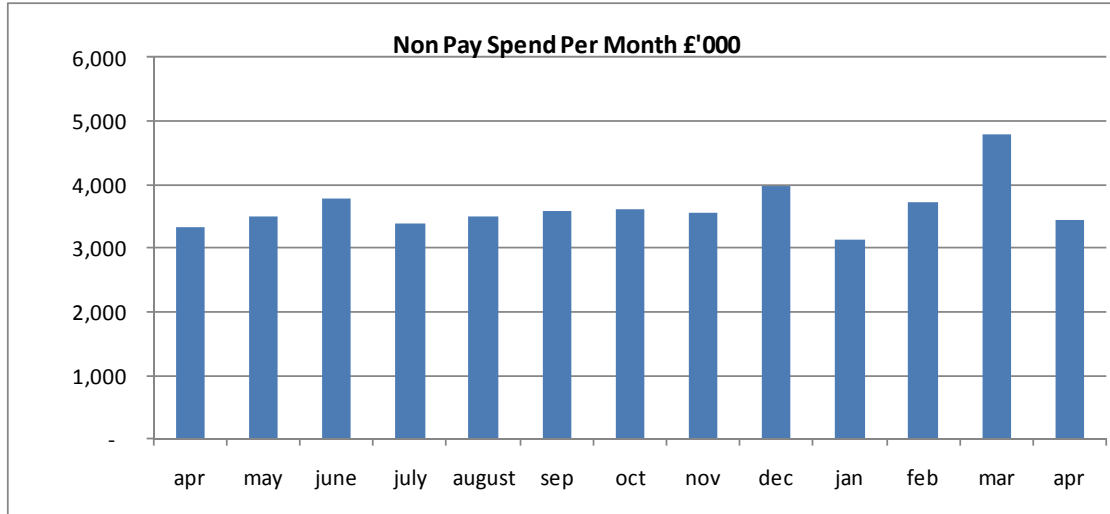
## Finance Dashboard 2011/12 Spending Patterns – Month 1



## Finance Dashboard 2011/12 Spending Patterns – Month 1



**Finance Dashboard 2011/12  
Spending Patterns – Month 1**



### Capex – Month 1

