



Board Meeting Papers 1st December 2020

Board Pack Contents

Page (s)	Title
3-4	Meeting Agenda
5-7	Service User Story
8-11	Chief Executive Report
12-14	Quality & Outcomes Committee Summary Report
15-17	Equality, Diversity & Inclusion Report
18-33	Operational Performance Report
34-50	Finance Report
51-53	Recruitment Process – New Board Chair
54-62	Risk Report
63-88	Governance Framework
89-92	Update on Sirona Strategy Development

Report to: Board Meeting



Date	1 December 2020	Agenda item	11
Title	Finance Report		
Author	Clive Bassett- Director of Finance		
Lead Director	Clive Bassett	Date signed off	23 rd November 2020
Presented by	Clive Bassett	Version	1.0
For	Approval/decision Debate Assurance Information ✓		

Aims/Summary

To update the Board on the Financial Performance of the Organisation for the period to 31 October 2020 and the forecast full year performance

Options and decisions

To note

Resource implications (financial/staffing/other resources)

N/A

Quality considerations

Nil

Paper/information previously considered by

Date

--	--

1. Background

This report provides the Board with assurance regarding the actual financial performance of the organisation as at the end of Month 7 (31st October, 2020), and the forecast performance to the end of Month 12 (31st March 2021). The financial statements are attached as appendices to this report.

Financial reporting across the organisation continues to evolve as the new organisational structures and the new contracts bed in.

2. Key points

As previously reported in previous Board papers, there is significant transformational work being undertaken in the organisation following the go-live of the new Adult Community Services contract, the transfer in of Children's Community Services from both North Somerset and Bristol, and the impact of the COVID 19 pandemic. The Finance team continue to work with Budget Managers to ensure that the forecasts reflect the best estimate of future results from the transformation agenda, ongoing consultations and the impact of COVID however with the situation on the latter remaining unpredictable, the Board should be aware that year end forecasts will be subject to more change than in previous years.

The Month 7 return shows a surplus of £436k compared with a budgeted deficit of £(58k). The result for the 7 months to date is now a surplus of £4,268k against the budgeted surplus of £468k for the 6 months to date.

The forecast for the year is a surplus of £4,523k which is increased by £570k from the £3,953k forecast at Month 6.

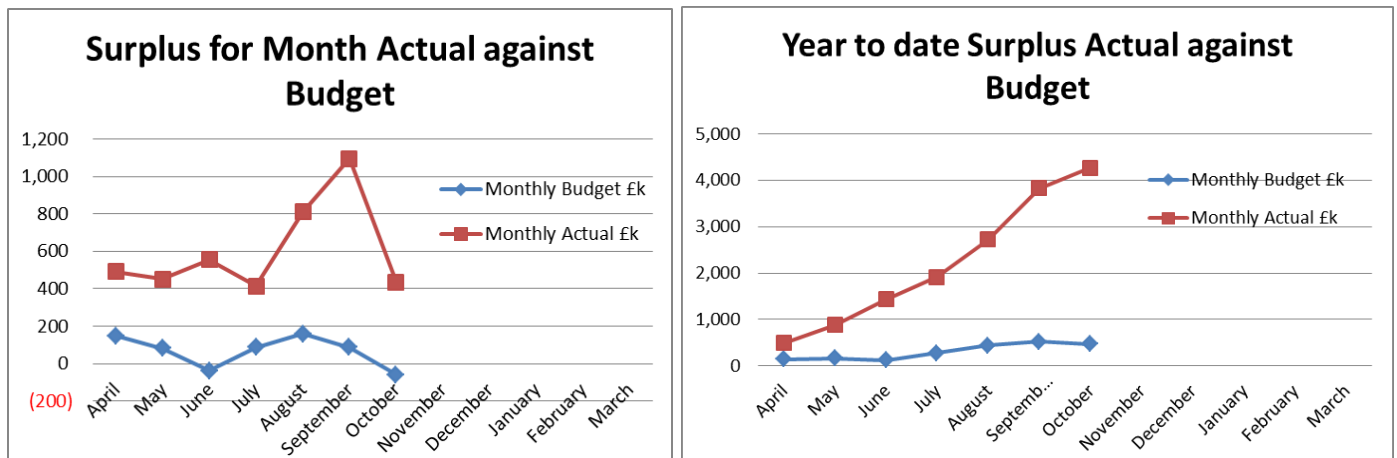
This is a change of 0.36% against total income. One of the changes is that in Month 7 we have received £563k of Public Health Funding for Agenda for Change pay increase for the CCHP services which relates to the year that commenced April 2020; we had previously only forecast to receive £411k. Of this unbudgeted income £87k has been used to reduce the level of cost savings in the CCHP contract for this year.

Appendix 1 shows some key performance indicators, including Pay. Expenditure on pay this month is 0.8% below budget and brings the cumulative to 0.5% above budget.

The cash position at month end of £18.6m, of which about £7m is pension payments we are not yet able to remit.

3. Operating Statement (Appendix 2)

The next two graphs show the actual surplus in month and cumulative year to date against the budgeted result.



The overview of the result for Month 7 is a surplus of £436 against a budgeted deficit of £(58k), being a positive variance of £494k.

The movement in the full year forecast is from a surplus of £3,953k last month to £4,523k. This is an increase of £570k or 0.2% of annual income. In planning for the first year of the contract there was an expectation that areas of saving could be found in year one to contribute in the region of £4m back to reserves. This is needed both to return reserves to a better level and also because subsequent years income under the contract is expected to grow by less than inflation and contracted demand.

The significant variances in the £570k positive variance are:

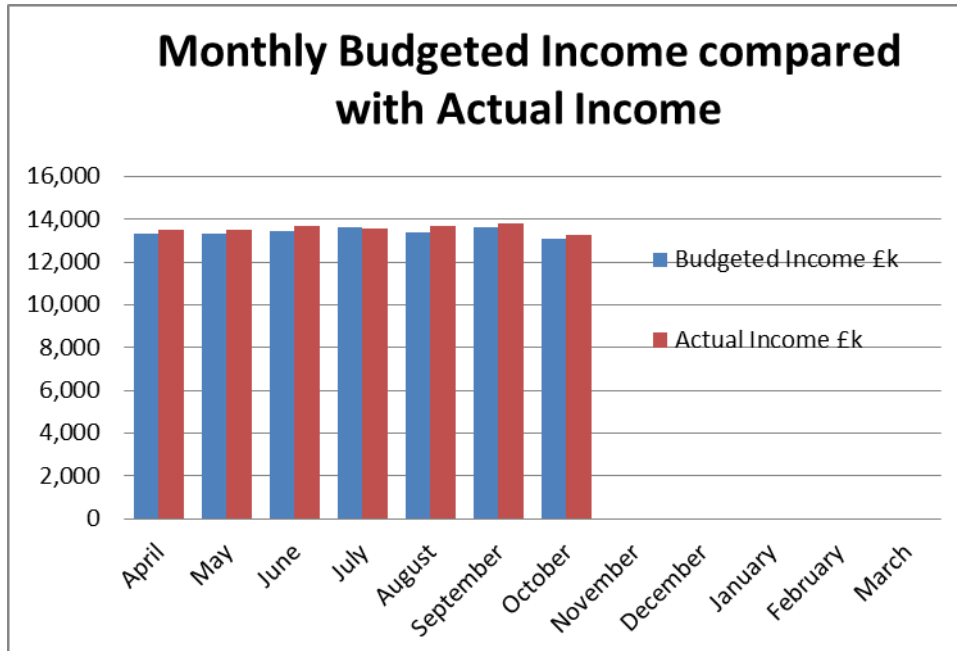
- Adults
 - Contract income £41k increase in Income
 - Contract spend £321k increase in forecast net underspend (<0.1% of contract)
- CCHP
 - Contract Income £65k Extra Agenda for Change Funding
 - Contact spend £180k increase in forecast net underspend (<0.1% of contract)
- Residential £(27k) late agency invoices
- Other new movements £(10k) net overspend

£570k

The variances in the month are shown in the third columns of Appendix 2.

The full year forecast surplus has been updated to £4,523k. As noted above the volume and scale of Transformation in process will affect the final results for the year, and until the transformation and consultations are complete we will not have the complete profile for the new establishment of staff and services, and this will affect the accuracy of the forecast.

4. Income



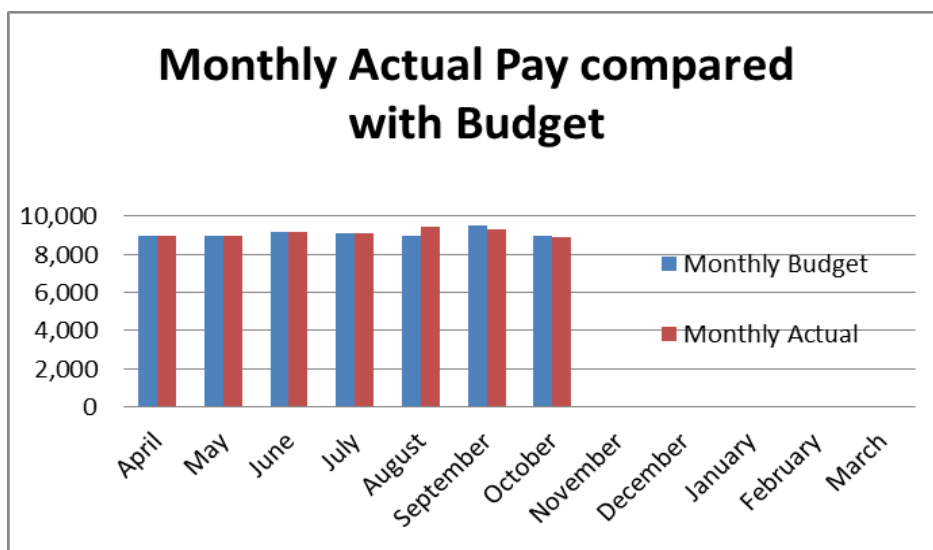
The above graph shows actual and budget income by month and this includes the income recoverable for extra costs relating to the COVID19 pandemic.

The Dashboard (Appendix 1) gives a summary of Debtors and Creditors outstanding at 30 days, 60 days and 90 days. The Debtors outstanding at 90 days have reduced in the month and work continues to ensure all debts are being proactively chased this month.

5. Expenditure

a. Pay (Appendix 2)

The graph below shows the monthly trend for total pay bill, actual and budget. This highlights that with the exception of October total pay is again under budget, albeit by a very small amount.



Appendix 2 includes pay by area, bank and agency spend and vacancies.

Total pay variance to budget is remains slightly adverse but by a reduced amount from the month 5 high.

The main highlights by division are:

Adults

Appendix 2 gives a breakdown of the pay by service and locality or team.

The INT consultation is ongoing and therefore staff reporting does not reflect the budget structures.

Recruitment controls remain in place to support the move towards new structures and to protect roles for those staff who would otherwise be at risk. All administration appointments are for fixed term whilst the admin review is completed.

Children's Services

Children's services pay is underspent at month 7 by £748k. This remains in part due to vacancies in health visiting in the Bristol teams, and as noted above a detailed review has confirmed that a proportion of this will continue for the remainder of this year .

Residential and Extra Care

Residential Services transferred to Bath & North East Somerset Council on 1st October 2020. The current overspend of £340k relating to these services is expected to be the final year end projected figure.

Corporate Services

The majority of the corporate teams have again underspent on pay to date as consultations and recruitment to full establishment continues. The digital savings is offset by the continued service provision from CSU and Fordway. Work is underway to migrate away from these services in a controlled manner.

b. Agency and Bank (Appendix 2.2)

Agency and Bank spend is cumulatively £4,252k to Month 7 with 62.6% of spend being on bank staff. Residential and extra care is £751k and included £5k of late costs in October.

The agencies spend included within the totals in Appendix 2.2 are:

Agency Spend £							
	April	May	June	July	Aug	Sep	Oct
Adult & Specialist	64,877	64,877	71,106	102,676	150,296	120,686	147,982
Children	76,268	76,268	110,274	102,968	61,906	57,552	74,188
Residential & Extra Care	20,929	20,928	13,876	43,820	39,386	59,324	26,066
Director of Operations	0	0	0	0	0	21,362	18,598
Corporate Services	5,969	5,969	3,786	7,222	7,628	9,130	3,116
Total	168,043	168,042	199,042	256,686	259,216	268,054	269,950

The Adults spend continues to include agency spend for Homefirst in Bristol which will continue whilst the negotiations continue to ensure we have recurrent funding to allow the recruitment of permanent staff.

Appendix 2.3 shows the breakdown of bank and agency spend by month, and a vacancy factor. The vacancy factors is based on the high level budgets, and will be updated once the consultations are completed and new structures finalised.

c. Non pay

Savings continue to be made from the reductions in travel and meeting room hire, and the management accountants are working with budget holders to forecast these continued savings where they can be expected to continue but uncertainty around COVID restrictions on social distancing and their future impact make forecasts uncertain.

As we have move through the year we now have more clarity around external charges for non-pay spend, particularly in estates and digital and therefore the forecasts have been updated.

6. Savings Plans

The budgets for 20/21 include the requirement to deliver savings in Children's services.

The Adult and Corporate budgets were based on the bid and there are no savings requirements during the first year of mobilising the contract.

The savings requirement in children's services has arisen due to the normal application of CRES (Cash Releasing Efficiency Savings) in the children's contract. The savings requirement had been addressed by the team and included recognition that staff levels could be held at historic levels and that vacancies will not therefore be recruited to. The higher than expected Agenda for Change pay funding is being used to reduce the need for some ongoing savings.

7. Balance Sheet (Appendix 3)

The Balance Sheet summarises the net assets of the company and reserves at month 7, and the forecast year end position.

The largest variances from historic balances arise because of the change in scale of the organisation, such as the increase in the PAYE creditor.

The greater than expected Cash Balance is due to the lower than expected amounts paid for transferring assets and some £6m of pension deductions not able to be paid over to NHS Pension whilst they finish setting up our online portal. This delay is the result of third parties not having completed their elements of the transaction.

NHS Pension have confirmed that they accept this is not a result of action or inaction by Sirona. The Financial Accountant and Deputy Finance Director are chasing up the progress.

With regard to the cash balance the Financial Accountant works with the bank to identify short and medium term cash deposit opportunities that return slightly more interest because funds are deposited for 30 to 90 days.

a. Reserves

The month 7 position is that reserves are currently £4,834k and the forecast for the year end is £5,089k. This level is less than 3% of annual turnover.

8. Risks

A number of risks have been identified in relation to the forecast outturn in the first report of the current financial year. The material risks reported were:

- A low reserve starting position
- Savings plans of £719k to be delivered in children's services
- Staff WTE in Adult services in excess of the budget
- COVID costs continuing with uncertainty around long term funding streams.
- Cost pressures in Informatics due to the continuation of Fordway and CSU contracts.
- Expectations from the system regarding the implementation of transformation plans in year.

Mitigations are as follows:

- The financial plan assumed delivery of an underspend to build reserve. This remains on track based on month 7
- Children's services leads have meet and identified their savings target, and the Agenda for Change funding is now easing the need to make them recurring.
- Consultation with staff on new structures- is nearing completion. Staff will be slotted into roles within the new structures or into new roles emerging as a result of fast tracking of future transformation in order to address Covid demand.
- Discussions with CCG continuing regularly regarding COVID costs, and to date we have been reimbursed all claimed costs

- There is a formal project to migration away from Fordway and CSU and reduce both dependency on third parties and associated costs
- Transformation plans are have been reviewed by the Business Development team and these projects are beginning to take shape.

In addition to the risks highlighted at the start of the year the following items are worthy of note for their impact, or potential impact:

- One impact of the pandemic has been disruption to the normal profile of holiday usage by staff. We have increased our holiday accrual by 2 days. At this point we are not able to predict what extra leave will be carried over at the 31 March 2021. The new accrual is £531k.
- We continue to assume we are paid the circa £1m for the Rehabilitation Support Workers that has been claimed against the COVID funds. We have confirmation of funding for this year and a process to agree future funding.
- Figures assume any COVID costs for winter are met through the CCG COVID funding. The work with the CCG has been based on the costs incurred in the first 6 months and our allocation is anticipated to be £1.45m which covers the run rate.
- The forecast makes no provision for any changes in structure as a result of implementation of INT and LARC Service and Chair consultation which inflate the costs
- The forecasts assume vacancies in line with the vacancy factor for remainder of year. The uncertainty around employment opportunities as a result of the pandemic and effect on the wider economy may see less leavers and hence fewer vacancies occurring.

9. Recommendations

The Board is asked to note the position at Month 7 and the full year forecasts.

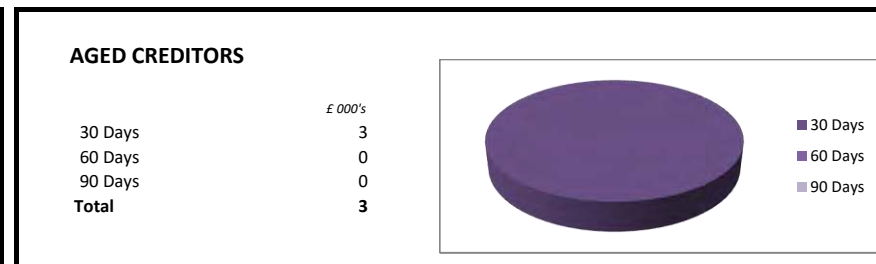
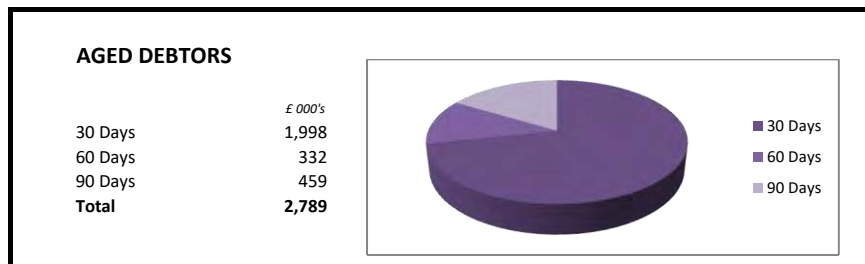
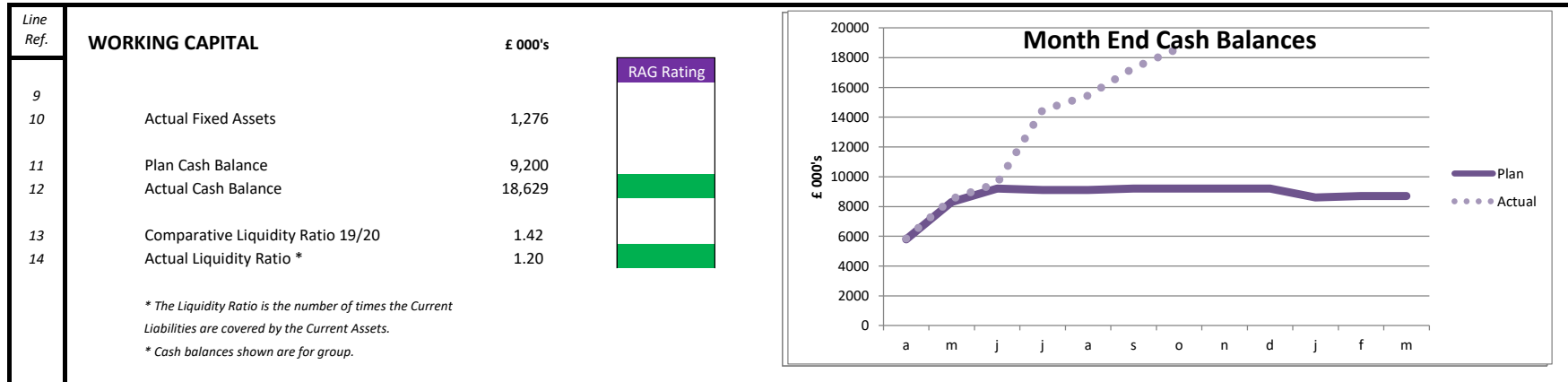
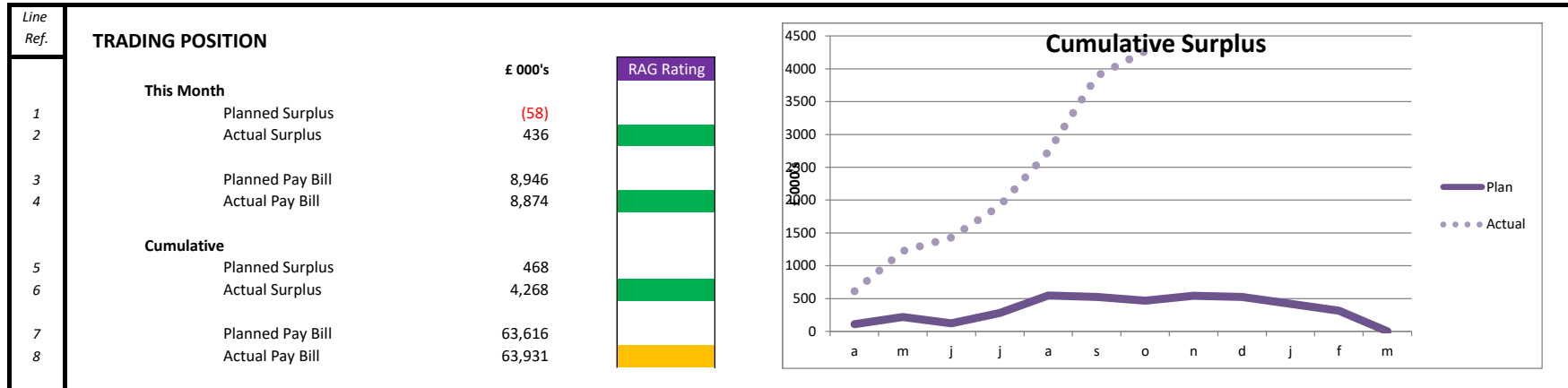
Sirona Care & Health CIC

Management Accounts

Appendix	1	Dashboard
	2	Operating statement and forecast
	2.1	Staff costs
	2.2	Bank and Agency
	3	Balance Sheet
	4	Cash Reserves
	4.1	Cash balance chart

Period

Oct-20



	Period														
	Month				Full year						Year to date				
	Updated budget	Actual	Variance	Variance %	Original Budget	Updates to budget	Revised Budget	Forecast	Variance	Variance %	Budget YTD	Current YTD	Variance to budget YTD	Last YTD	Variance to Last YTD
£k	£k	£k	%	£k	£k	£k	£k	£k	%	£k	£k	£k	£k	£k	
Operational Income															
Adults & Specialist	8,787	8,945	158	1.8%	104,763	725	105,488	107,017	1,529	1.4%	61,552	62,467	915	17,368	45,099
Children's Services	4,286	4,334	48	1.1%	48,643	927	49,570	49,722	152	0.3%	28,868	28,982	114	22,068	6,914
Residential & Extra Care	0	2	2	0.0%	2,853	571	3,424	3,615	191	5.6%	3,424	3,615	191	4,020	(405)
Director of Operations	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0	0
Total Income	13,073	13,281	208	1.6%	156,259	2,223	158,482	160,354	1,872	1.2%	93,844	95,064	1,220	43,456	51,608
Operational Expenditure															
Adults & Specialist	6,978	6,928	50	0.7%	72,592	11,213	83,805	83,465	340	0.4%	48,597	48,423	174	12,978	(35,445)
Children's Services	4,042	3,895	147	3.6%	46,527	9	46,536	45,244	1,292	2.8%	27,086	26,288	798	21,193	(5,095)
Residential & Extra Care	0	96	(96)	0.0%	2,455	516	2,971	3,423	(452)	(15.2%)	2,971	3,423	(452)	3,717	294
Director of Operations	89	70	19	21.3%	1,710	(862)	848	840	8	0.9%	483	404	79	266	(138)
Operations Total	11,109	10,989	120	1.1%	123,284	10,876	134,160	132,972	1,188	0.9%	79,137	78,538	599	38,154	(40,384)
Operational Contribution															
Adults & Specialist	1,809	2,017	208	11.5%	32,171	(10,488)	21,683	23,552	1,869	8.6%	12,955	14,044	1,089	4,390	9,654
Children's Services	244	439	195	79.9%	2,116	918	3,034	4,478	1,444	47.6%	1,782	2,694	912	875	1,819
Residential & Extra Care	0	(94)	(94)	0.0%	398	55	453	192	(261)	(57.6%)	453	192	(261)	303	(111)
Director of Operations	(89)	(70)	19	(21.3%)	(1,710)	862	(848)	(840)	8	(0.9%)	(483)	(404)	79	(266)	(138)
Operations Total	1,964	2,292	328	16.7%	32,975	(8,653)	24,322	27,382	3,060	12.6%	14,707	16,526	1,819	5,302	11,224
Corporate Services															
Administration & Board	141	155	(14)	(9.9%)	1,606	23	1,629	1,466	163	10.0%	951	856	95	474	(382)
Finance, Payroll & BI	220	202	18	8.2%	3,009	(374)	2,635	2,578	57	2.2%	1,537	1,447	90	1,363	(84)
BDT & Transformation	201	216	(15)	(7.5%)	2,363	50	2,413	2,280	133	5.5%	1,408	1,342	66	0	(1,342)
HR & Training	265	208	57	21.5%	2,819	160	2,979	2,735	244	8.2%	1,756	1,192	564	264	(928)
Digital	522	586	(64)	(12.3%)	5,893	370	6,263	8,146	(1,883)	(30.1%)	3,653	4,217	(564)	1,510	(2,707)
Occupancy	85	111	(26)	(30.6%)	10,368	(9,355)	1,013	975	38	3.8%	591	553	38	1,816	1,263
Director of Nursing	404	410	(6)	(1.5%)	1,404	1,168	2,572	2,451	121	4.7%	1,501	1,306	195	0	(1,306)
Medicines Management	39	36	3	7.7%	499	(36)	463	459	4	0.9%	270	268	2	0	(268)
Reserves	148	(67)	215	145.3%	4,981	(659)	4,322	1,724	2,598	60.1%	2,524	1,023	1,501	0	(1,023)
Total Corporate Costs	2,025	1,857	168	8.3%	32,942	(8,653)	24,289	22,814	1,475	6.1%	14,191	12,204	1,987	5,427	(6,777)
<i>Interest received</i>	(3)	(1)	(2)	66.7%	(36)	0	(36)	(24)	(12)	(33.3%)	(21)	(15)	(6)	(24)	(9)
Contribution pre exceptional costs	(58)	436	494	(851.7%)	69	0	69	4,592	4,523	2.9%	537	4,337	3,800	(101)	4,438
Exceptional Costs															
<i>Mobilisation costs</i>	0	0	0		69	0	69	69	0		69	69	0		
Contribution post exceptional costs	(58)	436	494	(851.7%)	0	0	0	4,523	4,523	2.9%	468	4,268	3,800		

Analysis of Salary Variations

APPENDIX 2.1

YTD to Oct 20

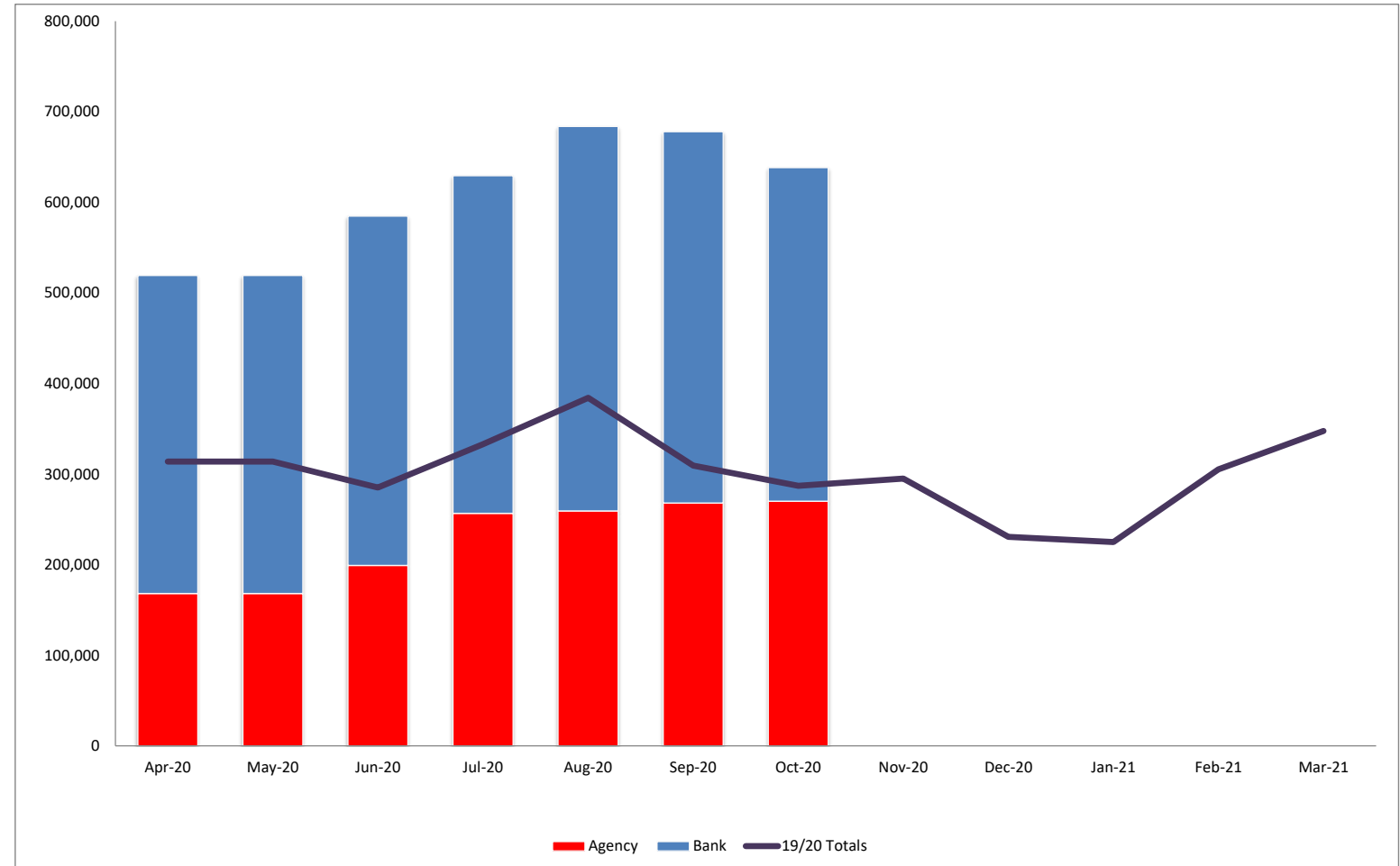
	Budget	Actual	Variance	% Variance - Pay Actual to Budget	Bank & Agency Included	% Pay used for Bank / Agency	Vacancy WTE	Vacancy %
Adult & Specialist								
ICE	2,925,275	3,601,434	(676,159)	(23.1%)	120,151	3.3%	(11.48)	(8.5%)
Management	74,057	226,698	(152,641)	(206.1%)	0	0.0%	3.15	78.7%
North & West	3,169,049	3,045,433	123,616	3.9%	21,586	0.7%	5.93	4.2%
South Bristol	4,622,064	5,667,382	(1,045,318)	(22.6%)	217,703	3.8%	(49.48)	(24.2%)
South Glos	8,281,967	7,656,982	624,985	7.5%	917,186	12.0%	24.08	7.0%
Specialist Services	10,768,186	10,563,917	204,269	1.9%	116,007	1.1%	29.88	6.5%
Weston & Worle	2,747,061	1,385,077	1,361,984	49.6%	57,457	4.1%		
Weston & Worle/Woodspring	61,903	2,796,773	(2,734,870)	(4418.0%)	370,995	13.3%	34.58	10.7%
Woodspring	4,447,510	2,808,137	1,639,373	36.9%	194,174	6.9%		
	<u>37,097,072</u>	<u>37,751,833</u>	<u>(654,761)</u>	<u>(1.8%)</u>	<u>2,015,258</u>	<u>5.3%</u>	<u>36.66</u>	<u>2.3%</u>
Children								
CCHP - Bristol	7,408,314	6,861,300	547,014	7.4%	105,055	1.5%	30.82	9.4%
CCHP - South Glos	4,778,344	4,768,684	9,660	0.2%	76,176	1.6%	6.53	3.3%
Children's Services - North Somerset	1,964,821	1,900,998	63,823	3.2%	13,642	0.7%	18.81	18.9%
Children's Services - Weston	1,187,888	1,147,837	40,051	3.4%	501,588	43.7%	7.20	20.9%
Children's Services Other	1,220,725	1,132,993	87,732	7.2%	99,912	8.8%	1.05	2.0%
	<u>16,560,092</u>	<u>15,811,811</u>	<u>748,281</u>	<u>4.5%</u>	<u>796,373</u>	<u>5.0%</u>	<u>64.41</u>	<u>9.0%</u>
Residential & Extra Care								
CRCs	1,621,449	1,880,702	(259,253)	(16.0%)	555,200	29.5%		
Extra Care	1,003,502	1,082,570	(79,068)	(7.9%)	196,110	18.1%		
Management	103,794	105,739	(1,945)	(1.9%)	0	0.0%		
	<u>2,728,745</u>	<u>3,069,011</u>	<u>(340,266)</u>	<u>(12.5%)</u>	<u>751,310</u>	<u>24.5%</u>	<u>0.00</u>	<u>0.0%</u>
Director of Operations								
Management	451,135	471,315	(20,180)	(4.5%)	0	0.0%	0.20	2.2%
Covid		812,861	(812,861)		540,597	66.5%		
	<u>451,135</u>	<u>1,284,176</u>	<u>(833,041)</u>	<u>(184.7%)</u>	<u>540,597</u>	<u>0.0%</u>	<u>0.20</u>	<u>2.2%</u>
Corporate Services								
Board & Administration	686,127	631,455	54,672	8.0%	6,493	1.0%	0.32	1.8%
BDT & Transformation	860,625	820,946	39,679	4.6%	3,350	0.4%	(0.27)	(0.9%)
Corporate Reserves		33,332	(33,332)					
Finance, Payroll & BI	1,329,039	1,251,278	77,761	5.9%	34,149	2.7%	3.94	7.2%
Digital	874,570	632,976	241,594	27.6%	68,812	10.9%	13.12	35.0%
Occupancy	159,421	148,285	11,136	7.0%	80	0.1%	1.20	17.7%
HR & Training	1,383,878	1,145,479	238,399	17.2%	30,631	2.7%	2.37	4.0%
Director of Nursing	1,235,271	1,033,868	201,403	16.3%	5,294	0.5%	1.68	3.8%
Medicines Management	250,293	316,794	(66,501)	(26.6%)	0	0.0%	(2.63)	(33.7%)
	<u>6,779,224</u>	<u>6,014,414</u>	<u>764,810</u>	<u>11.3%</u>	<u>148,809</u>	<u>2.5%</u>	<u>19.72</u>	<u>7.7%</u>
Grand Total	63,616,268	63,931,245	-314,977	-0.5%	4,252,346	6.7%	120.99	4.7%

For ref: M6 -386,971 -0.7% 3,614,034 5.7% 72.92 2.7%

Service Area	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Total ytd
Adult & Specialist	242,873	242,873	164,644	320,012	353,787	331,041	360,028						2,015,258
Children	107,255	107,255	128,822	138,920	86,528	89,321	138,271						796,373
Residential & Extra Care	101,060	101,060	92,862	130,043	146,268	144,121	35,895						751,310
Director of Operations	46,930	46,930	193,318	19,387	73,879	90,581	69,572						540,597
Corporate Services	21,123	21,123	5,124	20,928	23,149	22,814	34,546						148,808
Total	519,242	519,242	584,770	629,290	683,611	677,878	638,312	0	0	0	0	0	4,252,346

Internal Bank	351,201	351,201	385,729	372,606	424,394	409,823	368,362						2,663,315	62.6%
Agency	168,042	168,042	199,041	256,684	259,217	268,055	269,950						1,589,031	37.4%

19/20 Totals	313,703	313,703	285,298	332,860	384,182	309,273	287,098	295,022	230,648	224,879	305,241	347,707	3,629,614
---------------------	----------------	----------------	----------------	----------------	----------------	----------------	----------------	----------------	----------------	----------------	----------------	----------------	------------------



Service Area	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Total ytd
Adult & Specialist	162,497	162,496	152,051	190,488	190,281	154,216	149,175	153,429	119,446	114,315	144,893	146,210	1,839,497
Children	12,091	12,091	19,689	14,515	23,499	14,916	23,534	14,886	9,579	17,936	14,774	14,965	192,475
Residential & Extra Care	114,436	114,437	105,648	107,009	142,992	112,266	96,335	102,618	86,767	81,148	104,840	124,641	1,293,137
Director of Operations	0	0	0	0	0	0	0	0	0	0	193	1,300	1,493
CCHP	15,668	15,668	-1,952	11,277	12,754	11,265	15,392	14,563	9,112	7,244	30,119	37,700	178,810
Corporate Services	9,011	9,011	9,862	9,571	14,656	16,610	2,662	9,526	5,744	4,236	10,422	22,891	124,202
Total	313,703	313,703	285,298	332,860	384,182	309,273	287,098	295,022	230,648	224,879	305,241	347,707	3,629,614

Internal Bank	199,274	199,274	190,938	202,081	261,921	205,909	196,722	271,029	201,597	205,958	212,698	278,062	2,625,463	72.3%
Agency	96,464	96,464	122,326	143,611	140,233	111,772	115,459	115,749	146,244	129,651	118,544	211,080	1,547,597	42.6%

19/20 Totals	313,703	313,703	285,298	332,860	384,182	309,273	287,098	295,022	230,648	224,879	305,241	347,707	3,629,614
18/19 Totals	295,738	295,738	313,264	345,692	402,154	317,681	312,181	386,778	347,841	335,609	331,242	489,142	4,173,060
17/18 Totals	188,562	188,643	203,611	186,448	238,082	229,566	200,864	228,488	229,486	290,441	204,809	443,760	2,832,760

Agency & Vacancy data - April 20 to March 21

Appendix 2.3

Service Area	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Total ytd
Adult & Specialist													
Agency spend	64,877	64,877	71,106	102,676	150,296	120,686	147,982						722,500
Bank spend	177,996	177,996	93,538	217,336	203,491	210,355	212,046						1,292,758
vacancy %				-1.70%	-1.90%	0.08%	2.30%						
Children's Services													
Agency spend	76,268	76,268	110,274	102,968	61,906	57,552	74,188						559,423
Bank spend	30,988	30,988	18,549	35,952	24,622	31,769	64,083						236,950
vacancy %				3.00%	9.70%	3.60%	9.00%						
Residential & Extra Care													
Agency spend	20,928	20,928	13,876	43,820	39,386	59,324	26,066						224,328
Bank spend	80,132	80,132	78,987	86,223	106,882	84,797	9,829						526,982
vacancy %				19.10%	8.10%	8.10%							
Director of Operations													
Agency spend						21,362	18,598						39,960
Bank spend		93,860	193,318	19,387	73,879	69,219	50,974						500,637
vacancy %				-11.6%	-11.6%	0.0%	2.2%						
Corporate Services													
Agency spend	5,969	5,969	3,786	7,222	7,628	9,130	3,116						42,820
Bank spend	15,154	15,154	1,338	13,706	15,521	13,684	31,430						105,988
vacancy %				16.2%	14.0%	14.0%	7.7%						
Total	472,312	566,172	584,770	629,290	683,611	677,879	638,312	0	0	0	0	0	4,252,346

Period

Oct-20

Line No.		Year to date			Total Year		
		Oct-19 £k	Oct-20 £k	Diff £k	Mar-20 £k	Forecast £k	Diff £k
1	Fixed Assets	297	1,276	(979)	252	1,276	(1,024)
	Current Assets						
2	Trade Debtors	1,121	2,789	(1,668)	1,844	2,789	(945)
3	Other Debtors	90	46	44	2,870	46	2,824
4	Cash	4,077	18,629	14,552	7,196	18,629	11,433
	Current Liabilities						
5	Trade Creditors	178	3	175	3,367	3	3,364
6	VAT/Corporation Tax	164	108	56	150	150	0
7	PAYE/NI	796	9,117	(8,321)	1,713	9,117	(7,404)
8	Other Creditors	2,595	8,678	(6,083)	6,507	8,381	(1,874)
9	Net Current Assets	1,555	3,558	2,003	173	3,813	3,640
10	Total Net Assets	1,852	4,834	2,982	425	5,089	4,664
11	Reserves	2,344	566	(1,778)	2,203	566	(1,637)
12	Current Year Surplus	(492)	4,268	4,760	(1,778)	4,523	6,301
13	Total Reserves	1,852	4,834	2,982	425	5,089	4,664

Cash Reserves and Borrowings

Appendix 4

Period Ended Oct 2020

£K

Specified Investments

Category	Description	Term	Opening Balance This Month	Closing Balance This Month	Average Balance This Month	Min. Balance This Month	Max. Balance This Month
A	Cash Balances	Daily	3,104	3,435	4,225	1,941	13,958
B	UK Bank Treasury Deposits		14,059	15,060	17,653	14,059	25,059
C	UK Government Bonds		0	0	0	0	0
Total			17,163	18,495	21,878		

Sirona Care Services

Category	Description	Term	Opening Balance This Month	Closing Balance This Month	Average Balance This Month	Min. Balance This Month	Max. Balance This Month
D	Cash Balances	Daily	134	138	136	134	138
Total			134	138	136	134	138

Unspecified Investments

Category	Description	Term	Opening Balance This Month	Closing Balance This Month	Average Balance This Month
E	None		0	0	0
Total			0	0	0

Borrowings

Category	Description	Term	Opening Balance This Month	Closing Balance This Month	Average Balance This Month
F	None		0	0	0
Total			0	0	0

Sirona Foundation - For Information

Category	Description	Term	Opening Balance This Month	Closing Balance This Month	Average Balance This Month	Min. Balance This Month	Max. Balance This Month
G	Cash Balances	Daily	229	230	229	229	230
H	UK Bank Treasury Deposits		1139	1134	1134	1134	1139
Total			1368	1364			

