



Western Health  
and Social Care Trust

# **Financial Performance Report for the month ended 30 November 2018**

**Presented to Trust Board on  
10 January 2019**

# **Western Health and Social Care Trust**

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## 1. Financial Plan 2018/19

The Trust is reporting a forecast deficit of **£24.4m** for 2018/19. The Department of Health has agreed to support the Trust in year with an agreement that it will develop a three year recovery plan commencing in April 2019. The reasons for this deficit in year are under-delivery of savings targets and new emerging cost pressures as outlined in Table 1 below:

**Table 1 – Forecast Deficit**

	<b>£'000</b>
Residual Deficit – prior years c/f savings target	7,200
Savings Target 2018/19 - gap	3,700
Cost Pressures emerging	13,500
<b>Forecast Deficit</b>	<b>24,400</b>

The Trust is experiencing additional expenditure above the plan in relation to Domiciliary Care, Community Equipment, Nursing and Medical Agency premium costs. There has also been an increase in agency expenditure in month 8 reporting due to invoices being received from a recruitment agency for Admin and Support Services staff in the circa of £450k across all Directorates for work undertaken that was not billed during 2017/18 financial year. The CMT met on 19 December 2018 to discuss the off plan position and a number of actions have been agreed. This position needs to be reviewed month on month to ensure that the Trust contains expenditure within the agreed control total of £24.4m.

The savings targets for 2018/19 are outlined at Table 2 below:

**Table 2 – Savings Targets 2018/19**

	<b>Original Target £'000</b>	<b>Target Revised £'000</b>
General	11,719	
HSCB easement funding 2018/19	(4,800)	6,919
Pharmacy (MORE)	1,863	
HSCB easement funding 2018/19	(1,185)	678
Community & Voluntary Sector	297	297
<b>Total Savings Target</b>		<b>7,894</b>

Savings Plan Target Key Highlights:

- Easement funding received £6m (More & General Targets);
- Revised target in year of £7.9m;
- The Trust has agreed as part of the financial plan this year that it would deliver in year savings against the target of £3.5m. We have been able to secure in year natural slippage on demographics and service developments of £2.8m but there still remains a gap of £0.7m that requires a resolution in year;
- A plan has been developed in year for the MORE savings of £678k.

## 2. Financial Position as at 30 November 2018

The Trust is reporting a deficit of **£16.3m** as at 30 November 2018 as follows:

- Internal Residual Deficit (prior years savings target) - **£4.7m**
- Cost Pressures - **£8.6m**
- Savings Target under-delivery in year 2018/19 **£3.0m**

The Trust is experiencing additional expenditure above the plan in relation to Domiciliary Care, Community Equipment, Nursing and Medical Agency premium costs. There has also been an increase in agency expenditure in month 8 reporting due to invoices being received from a recruitment agency for Admin and Support Services staff in the circa of £450k across all Directorates for work undertaken that was not billed during 2017/18 financial year.

**Table 3 - Summary Financial Performance by Directorate**

Directorate	Budget £'000	Expenditure £'000	Variance		Oct Variance	
			£'000	%	£'000	%
Acute Services	124,101	130,298	6,197	5.1	5,235	4.8
Primary Care & Older People	108,770	111,423	2,653	2.4	1,929	2.0
Women & Childrens	71,978	75,823	3,845	5.3	3,260	5.2
Adult Mental Health & Disability	50,630	50,745	115	0.2	122	0.3
Performance & Service Improvement	28,257	28,385	128	0.5	(2)	(0.0)
Finance & Contracting	2,362	2,362	0	0.0	0	0.0
Human Resources	2,548	2,550	2	0.1	17	0.8
Medical	2,359	2,335	(24)	(1.0)	(32)	(1.5)
Corporate	1,647	1,663	16	1.0	18	1.3
Trust Wide Corporate Services	403	408	5	1.2	0	0.0
Corporate Pay & Non Pay	46,453	47,507	964	2.1	681	1.7
Savings Target Gap 2018/19	(2,970)	0	2,970	100.0	2,599	100.0
Corporate Solutions	667	0	(667)	(100.0)	(583)	(100.0)
<b>Total</b>	<b>437,205</b>	<b>453,499</b>	<b>16,294</b>	<b>3.7</b>	<b>13,244</b>	<b>3.5</b>

**Appendices 1-3** provide further detail in relation to pay and non-pay variances across Directorates.

## Other Pay Costs

**Table 4 – Agency/Bank/Overtime Costs by Directorate**

Directorate	Cum November 2018				Increase / (Decrease) over Oct 2018 %	Increase / (Decrease) over avg 2017/18 %
	Agency £'000	Bank £'000	Overtime £'000	Total £'000		
Acute Services	13,911	1,316	865	16,092	10.3%	26.6%
Adult Mental Health & Disability	1,879	1,778	58	3,715	13.5%	25.9%
Primary Care & Older People	4,263	1,500	185	5,948	16.1%	42.0%
Women & Childrens	3,369	1,370	408	5,147	11.2%	34.2%
Performance & Service Improvement	972	649	164	1,785	27.5%	(18.9%)
Other Directorates	202	34	5	241	46.3%	15.0%
<b>Total</b>	<b>24,597</b>	<b>6,647</b>	<b>1,684</b>	<b>32,928</b>	<b>13.0%</b>	<b>26.4%</b>

**Table 5 – Medical Agency Costs Comparison – Top 3 spend by Specialty:**

Year	Medicine £'000	ED £'000	Surgery £'000
2017/18 - Actual	4,000	4,100	1,500
2018/19 – Forecast	5,200	4,600	1,800
% movement +/-	+30%	+12%	+20%

**Table 6 – Medical Agency Costs Comparison – Spend by Facility:**

Year	Altnagelvin £'000	SWAH £'000	Other £'000
2017/18 - Actual	7,900	6,300	2,400
2018/19 – Forecast	9,600	8,000	3,300
% movement +/-	+22%	+27%	+38%

### Other Pay Cost Key Highlights:

- Expenditure has increased by 26% compared to last year;
- Agency expenditure of £24.6m which includes £13.9m (57%) on medical agency staff. If this trend continues we will be forecasting circa £21.5m spend on medical agency which is £5m above the prior year;
- Tables 5 and 6 above provide a comparison to the previous year by facility and specialty and demonstrates a dependency on expensive premium agency in the circa of 26% higher than the previous year;
- Off contract agency nursing provider – expenditure £1.3m, forecast trend for the year circa £2.1m.

### **3. Savings Plan 2018/19 – Monitoring**

#### External General Savings plan - £11.7m (revised to £6.9m)

The Trust has received easement funding of £4.8m to reduce the savings target in year to £6.9m. The Trust has agreed as part of the financial plan this year that it would deliver in year savings against the target of £3.5m. The Trust has identified in year natural slippage on demographics and service development of £2.8m, however, there remains a gap in the development of this plan in the circa of £0.7m that still requires a resolution in year. This gap will require further natural slippage to be identified in year which is still be being scoped from planned allocations if opportunities arise. The balance of the target in year of £3.4m is being reported as part of the £24.4m deficit in year.

#### External Community & Voluntary Sector Savings Plan - £0.3m

The Trust has already completed an improvement efficiency programme in this area and therefore would believe that this target is not achievable against this sector of our business. The forecast gap in the target is £0.3m.

**The Trust has a plan in place to meet £2.8m savings against the £3.5m target in year. Other opportunities from natural slippage are being scoped monthly to meet the full target of £3.5m in year. The total savings target in year of £12m is being addressed as follows – HSCB easement funding £4.8m, Trust planned savings £3.5m and reported as part of external deficit £3.7m.**

#### External Pharmacy Savings Plan - £1.9m

The Trust is forecasting savings of £678k and has been allocated in year easement non recurrent support to address the in-year and carried forward shortfall.

**£34,000 savings has been achieved against this target as at 30 November 2018. The balance of savings relating to the switching plan are profiled for later in the year.**

#### QICR Plan

The Trust approved a three year QICR plan in 2017/18. The target for 2018/19 is £2.5m and we are planning to deliver in full against this plan. There are a number of projects that are not delivering in year but these have been replaced in year with other one off opportunities.

**QICR has made savings of £1.2m as at 30 November 2018.**

#### Residual Deficit - Internal Savings Target - £16.5m

The Trust has an underlying residual deficit from under delivery of cash releasing targets £7.2m in previous years and the setting up of negative vacancy control budgets of £9.3m as part of the recommendations from SRaFA. This has been managed for many years by the development of an in-year contingency plan using low impact opportunities as the Trust has not been able to rationalise services in any significant way to make recurrent savings.

The type of low impact measures used in prior years to address the residual deficit was vacancy controls, slippage of investment monies and one off technical accounting

opportunities. These opportunities have reduced significantly and early indications on the monitoring of the plans are identifying a risk in terms of delivery of the target.

Therefore the Trust has included £7.2m in its forecast deficit as it does not have the same level of one off opportunities low impact measures to address this shortfall in this year or going forward. The Trust has made the assumption that it will deliver in full against the vacancy control target of £9.3m.

#### **4. Elective Care**

The Trust has submitted plans to the HSCB totalling £5.7m. HSCB has allocated funding of £5.2m, of which £3m is to allow the Trust to proceed In House with inpatients, daycase and outpatients, diagnostics and AHPs and £2.2m to allow the Trust to send patients to the Independent Sector. The Trust carried out a slippage assessment on Confidence and Supply funding and wrote to HSCB on 29 November of confirm anticipated slippage of £0.66m on the allocation for Independent Sector activity in 2018/19. Spend to date is £1.8m (32%).

#### **5. Capital Resource Limit**

The Trust has received a capital allocation of **£31m** from the DoH for 2018/19 and the planned expenditure has been approved by CMT. The planned spend on the Altnagelvin Tower Block is **48%** of this allocation.

#### **6. Prompt Payment Target**

**92%** of undisputed invoices were paid within 30 working days of receipt against a target of **95%**.

#### **7. Key Messages**

- The Trust is forecasting a deficit of £24.4m which has been reported in the Trust Delivery Plan.
- The Trust is experiencing an off plan position as at 30 November 2018 mainly in relation to Domiciliary Care, Community Equipment, Nursing and Medical Agency premium costs. The CMT have agreed actions to address this off plan position and will keep it under review as it could if it continues put the agreed control total of £24.4m at risk.
- All Directorates have been advised to focus on formal Contingency Measures in year to support meeting the agreed financial targets/plan in year. This will require containment of expenditure to support meeting the agreed control total of £24.4m.
- The Resilience Plan submitted to the HSCB has no additional budget available for service cost pressures that may arise or grow during the winter period. This may present as a financial risk in services like Domiciliary Care, Self-Directed Support/Direct Payments and Residential/Independent Nursing Home services.

**Lesley Mitchell**  
**Director of Finance**

# **APPENDICES**



**Budgetary Performance  
Summary by Directorate Assistant Director  
For the 8 Months Ending 30th November 2018**

Appendix 1

	NOVEMBER 2018 - PAY			NOVEMBER 2018 - NON PAY			NOVEMBER TOTAL		OCTOBER TOTAL	
	Budget £'000	Expenditure £'000	Variance £'000	Budget £'000	Expenditure £'000	Variance £'000	Variance £'000	Variance %	Variance £'000	Variance %
<b>Acute Services</b>										
Management Team	873	834	(39)	28	39	11	(28)	(3.1%)	(2)	(0.3%)
Altnagevlin	52,786	55,058	2,272	2,175	2,182	7	2,279	4.1%	1,687	3.5%
Cancer & Diagnostics	21,901	22,344	443	5,910	6,316	406	849	3.1%	681	2.8%
Pharmacy	4,514	4,507	(7)	12,850	12,848	(2)	(9)	(0.1%)	(7)	(0.0%)
SWAH & OHPCC	24,336	25,696	1,360	447	474	27	1,387	5.6%	1,301	6.0%
Recurrent Balance/Vacancy Controls	(2,229)	0	2,229	0	0	0	2,229	100.0%	1,951	100.0%
Internal Planning Corporate Solutions	2,604	0	(2,604)	0	0	0	(2,604)	(100.0%)	(2,298)	(100.0%)
Unfunded Budgets	(2,092)	0	2,092	(2)	0	2	2,094	100.0%	1,832	100.0%
<b>Acute Services</b>	<b>102,693</b>	<b>108,439</b>	<b>5,746</b>	<b>21,408</b>	<b>21,859</b>	<b>451</b>	<b>6,197</b>	<b>5.0%</b>	<b>5,145</b>	<b>4.8%</b>
<b>Adult Mental Health And Disability</b>										
Mental Health	17,162	17,313	151	4,629	4,285	(344)	(193)	(0.9%)	(200)	(1.0%)
Learning Disability	11,670	11,728	58	16,878	16,960	82	340	1.2%	349	1.4%
Adult Safeguarding	269	236	(33)	19	14	(5)	(38)	(13.2%)	(35)	(14.2%)
Management Team	202	194	(8)	1	15	14	6	3.0%	8	4.5%
<b>Adult Mental Health And Disability</b>	<b>29,303</b>	<b>29,471</b>	<b>168</b>	<b>21,327</b>	<b>21,274</b>	<b>(53)</b>	<b>115</b>	<b>0.2%</b>	<b>122</b>	<b>0.3%</b>
<b>Primary Care &amp; Older People</b>										
Primary & Community Care	13,526	13,623	97	51,011	52,048	1,037	1,134	1.8%	746	1.3%
Intermediate Care	15,930	16,000	70	2,509	2,315	(194)	(144)	(0.9%)	(144)	(0.9%)
Secondary Care	16,502	17,321	819	2,256	1,948	(308)	(121)	(2.7%)	316	1.9%
Care & Accommodation/Professional Social Work	2,971	3,211	240	748	782	34	274	7.4%	253	7.8%
Professional Nursing	3,208	3,226	18	142	175	33	51	1.5%	46	1.6%
Management Team	667	750	83	41	24	(17)	66	9.3%	63	10.2%
Recurrent Balance/Vacancy Controls	(1,776)	0	1,776	0	0	0	1,776	100.0%	1,554	100.0%
Internal Planning Corporate Solutions	1,047	0	(1,047)	0	0	0	(1,047)	(100.0%)	(916)	(100.0%)
Unfunded Budgets	(12)	0	12	0	0	0	12	100.0%	11	100.0%
<b>Primary Care &amp; Older People</b>	<b>52,063</b>	<b>54,131</b>	<b>2,068</b>	<b>56,707</b>	<b>57,292</b>	<b>585</b>	<b>2,653</b>	<b>2.4%</b>	<b>1,929</b>	<b>2.0%</b>
<b>Womens &amp; Childrens</b>										
Healthcare	21,235	21,602	367	637	627	(10)	357	1.6%	219	1.1%
Safeguarding Children	7,444	6,990	(454)	2,944	2,924	(20)	(474)	(4.6%)	(307)	(3.4%)
Community & Public Health	8,995	8,861	(134)	2,131	2,133	2	(132)	(1.2%)	(39)	(0.4%)
Corporate Parenting	9,443	10,296	853	10,169	11,064	915	1,768	9.0%	1,320	7.7%
SW Training Development & Governance	610	610	0	63	63	0	0	0.0%	2	0.4%
Physical Disability	3,454	3,548	94	5,206	6,023	817	911	10.5%	837	11.1%
Signs of Safety	196	196	0	424	424	0	0	0.0%	(1)	(0.0%)
Management Team	396	363	(33)	63	79	16	(17)	(3.7%)	(21)	(5.3%)
Recurrent Balance/Vacancy Controls	(742)	0	742	0	0	0	742	100.0%	649	100.0%
Internal Planning Corporate Solutions	732	0	(732)	0	0	0	(732)	(100.0%)	(643)	(100.0%)
Unfunded Budgets	(528)	0	528	(894)	0	894	1,422	100.0%	1,244	100.0%
<b>Womens &amp; Childrens</b>	<b>51,235</b>	<b>52,466</b>	<b>1,231</b>	<b>20,743</b>	<b>23,357</b>	<b>2,614</b>	<b>3,845</b>	<b>5.3%</b>	<b>3,260</b>	<b>5.2%</b>
<b>Medical</b>										
Quality & Safety	709	719	10	36	30	(6)	4	0.5%	(6)	(0.9%)
Infection Prevention & Control	346	357	11	11	3	(8)	3	0.8%	2	0.6%
Research & Development	443	443	0	20	20	0	0	0.0%	1	0.3%
Medical & Dental Education	425	408	(17)	9	3	(6)	(23)	(5.3%)	(19)	(2.0%)
Library Services	75	64	(11)	4	1	(3)	(14)	(17.7%)	(11)	(16.2%)
Management Team	203	213	10	78	74	(4)	6	2.1%	3	1.1%
Unfunded Budgets	0	0	0	0	0	0	0	0.0%	(2)	(0.0%)
<b>Medical</b>	<b>2,201</b>	<b>2,204</b>	<b>3</b>	<b>158</b>	<b>131</b>	<b>(27)</b>	<b>(24)</b>	<b>(1.0%)</b>	<b>(32)</b>	<b>(1.5%)</b>
<b>Performance &amp; Service Improvement</b>										
Facilities Management	18,477	18,634	157	918	697	(221)	(64)	(0.3%)	(200)	(1.2%)
Communications	155	136	(19)	9	2	(7)	(24)	(14.6%)	(17)	(12.4%)
ICT	1,796	1,643	(153)	49	43	(6)	(159)	(8.6%)	(117)	(7.3%)
Performance & Service Improvement	2,514	2,447	(67)	182	126	(56)	(123)	(4.6%)	(92)	(4.0%)
Management Team	496	510	14	25	10	(15)	(1)	(0.2%)	4	0.9%
<b>Total Direct Performance &amp; S.I.</b>	<b>23,438</b>	<b>23,372</b>	<b>(66)</b>	<b>1,183</b>	<b>878</b>	<b>(305)</b>	<b>(371)</b>	<b>(1.5%)</b>	<b>(422)</b>	<b>(2.0%)</b>
<b>Trustwide Budgets</b>										
Building & Engineering	0	0	0	1,922	2,211	289	289	15.0%	248	15.1%
Transport	0	0	0	828	718	(110)	(110)	(13.3%)	(106)	(14.6%)
Information Technology	0	0	0	886	1,206	320	320	36.1%	278	35.8%
<b>Total Trust-wide Performance &amp; S.I.</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,636</b>	<b>4,135</b>	<b>499</b>	<b>499</b>	<b>13.7%</b>	<b>420</b>	<b>13.4%</b>
<b>Performance &amp; Service Improvement</b>	<b>23,438</b>	<b>23,372</b>	<b>(66)</b>	<b>4,819</b>	<b>5,013</b>	<b>194</b>	<b>128</b>	<b>0.5%</b>	<b>(2)</b>	<b>(0.0%)</b>
<b>Finance &amp; Contracting</b>										
Financial Services	1,163	1,195	32	31	16	(15)	17	1.4%	14	1.3%
Financial Management	648	650	2	10	2	(8)	(6)	(0.9%)	(1)	(0.2%)
Capital Costing & Efficiency	278	278	0	5	0	(5)	(5)	(1.8%)	(6)	(2.4%)
Management Team	209	206	(3)	18	15	(3)	(6)	(2.6%)	(7)	(3.5%)
<b>Finance &amp; Contracting</b>	<b>2,298</b>	<b>2,329</b>	<b>31</b>	<b>64</b>	<b>33</b>	<b>(31)</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>
<b>Human Resources</b>										
Employee Resourcing	1,211	1,277	66	67	86	19	85	6.7%	65	5.8%
Workforce Development & Performance	1,046	992	(54)	56	49	(7)	(61)	(5.5%)	(51)	(5.3%)
Management Team	114	105	(9)	1	2	1	(8)	(7.0%)	6	6.5%
<b>Total Direct HR</b>	<b>2,371</b>	<b>2,374</b>	<b>3</b>	<b>124</b>	<b>137</b>	<b>13</b>	<b>16</b>	<b>0.6%</b>	<b>20</b>	<b>0.9%</b>
<b>Trustwide Budgets</b>										
Staff Advertising	0	0	0	53	39	(14)	(14)	(26.4%)	(3)	(8.3%)
<b>Total Trust-wide HR</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>53</b>	<b>39</b>	<b>(14)</b>	<b>(14)</b>	<b>(26.4%)</b>	<b>(3)</b>	<b>(8.3%)</b>
<b>Human Resources</b>	<b>2,371</b>	<b>2,374</b>	<b>3</b>	<b>177</b>	<b>176</b>	<b>(1)</b>	<b>2</b>	<b>0.1%</b>	<b>17</b>	<b>0.8%</b>
<b>Corporate</b>										
Chief Executive's Office	1,232	1,248	16	70	72	2	18	1.4%	19	1.7%
Capital Planning	339	339	0	6	4	(2)	(2)	(0.6%)	(1)	(0.3%)
<b>Corporate</b>	<b>1,571</b>	<b>1,587</b>	<b>16</b>	<b>76</b>	<b>76</b>	<b>0</b>	<b>16</b>	<b>1.0%</b>	<b>18</b>	<b>1.3%</b>
<b>Trustwide Corporate Services</b>										
Bank Nursing project	143	153	10	5	1	(4)	6	4.1%	4	3.1%
Electronic Rostering project	78	64	(14)	6	2	(4)	(18)	(21.4%)	(17)	(23.6%)
Staff Side Support	163	187	24	8	1	(7)	17	9.9%	13	8.6%
<b>Trustwide Corporate Services</b>	<b>384</b>	<b>404</b>	<b>20</b>	<b>19</b>	<b>4</b>	<b>(15)</b>	<b>5</b>	<b>1.2%</b>	<b>0</b>	<b>0.0%</b>
<b>Total</b>	<b>267,557</b>	<b>276,777</b>	<b>9,220</b>	<b>125,498</b>	<b>129,215</b>	<b>3,717</b>	<b>12,937</b>	<b>3.3%</b>	<b>10,457</b>	<b>3.0%</b>
			<b>3.4%</b>			<b>2.9%</b>				
<b>Corporate Trustwide Budgets</b>										
Pharmacy	0	0	0	11,859	11,876	17	17	0.1%	(2)	(0.0%)
Pharmacy Maintenance/Repair Contracts	0	0	0	1,435	1,365	(69)	(69)	(4.8%)	(85)	(6.8%)
Catering	0	0	0	1,953	1,856	(97)	(97)	(5.0%)	(79)	(4.6%)
Heat, Light and Power	0	0	0	4,769	4,855	86	86	1.8%	67	1.7%
Rent, Rates, Insurance & Water	0	0	0	5,116	5,122	6	6	0.1%	14	0.3%
General Services	0	0	0	1,778	2,291	513	513	28.9%	411	26.4%
Postages & Telephones	0	0	0	879	920	41	41	4.7%	41	5.4%
Trustwide Hire of Vehicles	0	0	0	76	80	4	4	5.3%	5	7.6%
PFI	0	0	0	13,746	13,739	(7)	(7)	(0.1%)	(3)	(0.0%)
Trust Agency Agreements	0	0	0	4,115	4,031	(84)	(84)	(2.0%)	(116)	(3.2%)
Apprenticeship Levy	1,038	1,038	0	0	0	0	0	0.0%	0	0.0%
Employers Superannuation	333	333	0	0	0	0	0	0.0%	0	0.0%
Corporate Non Pay Unfunded Budgets	0	0	0	(780)	0	780	780	100.0%	637	100.0%
Savings Target 2018/19	(2,970)	0	2,970	0	0	0	2,970	100.0%	2,599	100.0%
Corporate Solutions	803	0	(803)	0	0	0	(803)	(200.0%)	(702)	(200.0%)
<b>Total Corporate TW Budgets</b>	<b>(796)</b>	<b>1,371</b>	<b>2,167</b>	<b>44,946</b>	<b>46,136</b>	<b>1,190</b>	<b>3,357</b>	<b>7.6%</b>	<b>2,787</b>	<b>7.2%</b>
<b>Total</b>	<b>266,761</b>	<b>278,148</b>	<b>11,387</b>	<b>170,444</b>	<b>175,351</b>	<b>4,907</b>	<b>16,294</b>	<b>3.7%</b>	<b>13,244</b>	<b>3.5%</b>
			<b>4.3%</b>			<b>2.9%</b>				

**Pay Budgetary Performance  
Summary By Professional Heading  
For 8 Months Ending 30th November 2018**

Directorate / Division	NOVEMBER 2018				OCTOBER TOTAL	
	Budget £'000	Expenditure £'000	Variance £'000	%	Variance £'000	%
<b>Acute Services</b>						
Medical	37,444	39,553	2,109	5.63%	1,860	5.71%
Nursing	39,129	42,336	3,207	8.20%	2,664	7.78%
Social Services	0	8	8	100.00%	5	100.00%
Allied Health Professions	378	502	124	32.80%	105	31.53%
Psychology	261	209	(52)	(19.92%)	(47)	(20.61%)
Specialist Professions	9,814	10,268	454	4.63%	417	4.86%
Medical Technical Officers	2,293	1,928	(365)	(15.92%)	(313)	(15.63%)
Pharmacy	4,388	4,376	(12)	(0.27%)	0	0.00%
Dental	62	9	(53)	(85.48%)	(46)	(85.19%)
Administration	8,098	8,558	460	5.68%	364	5.16%
Estates	83	0	(83)	(100.00%)	(72)	(100.00%)
Support Services	368	692	324	88.04%	243	75.23%
Recurrent Balance/Vacancy Controls	(2,229)	0	2,229	100.00%	1,951	100.00%
Internal Planning Corporate Solutions	2,604	0	(2,604)	(100.00%)	(2,298)	(100.00%)
Undelivered Savings Plan 17/18			0	100.00%	0	100.00%
<b>Total Acute Services</b>	<b>102,693</b>	<b>108,439</b>	<b>5,746</b>	<b>5.60%</b>	<b>4,833</b>	<b>5.39%</b>
<b>Adult Mental Health &amp; Disability</b>						
Medical	2,718	3,478	760	27.96%	638	26.77%
Nursing	13,932	13,616	(316)	(2.27%)	(288)	(2.36%)
Social Services	9,221	9,388	167	1.81%	107	1.32%
Allied Health Professions	489	296	(193)	(39.47%)	(163)	(38.72%)
Psychology	935	864	(71)	(7.59%)	(58)	(7.14%)
Administration	1,822	1,686	(136)	(7.46%)	(128)	(8.06%)
Support Services	159	128	(31)	(19.50%)	(26)	(18.71%)
General	27	15	(12)	(44.44%)	(10)	(43.48%)
<b>Total Adult Mental Health &amp; Disability</b>	<b>29,303</b>	<b>29,471</b>	<b>168</b>	<b>0.57%</b>	<b>72</b>	<b>0.28%</b>
<b>Primary Care &amp; Older People</b>						
Medical	2,896	3,005	109	3.76%	0	0.00%
Nursing	20,130	20,897	767	3.81%	611	3.47%
Social Services	12,076	12,388	312	2.58%	331	3.16%
Allied Health Professions	13,050	13,070	20	0.15%	15	0.13%
Psychology	192	192	0	0.00%	0	0.00%
General/Specialist Professions	125	120	(5)	(4.00%)	(3)	(2.75%)
Medical Technical Officers	142	135	(7)	(4.93%)	(7)	(5.65%)
Administration	4,181	4,321	140	3.35%	128	3.51%
Support Services	0	3	3	100.00%	3	100.00%
Recurrent Balance/Vacancy Controls	(1,776)	0	1,776	100.00%	1,554	100.00%
Internal Planning Corporate Solutions	1,047	0	(1,047)	(100.00%)	(916)	(100.00%)
<b>Total Primary Care &amp; Older People</b>	<b>52,063</b>	<b>54,131</b>	<b>2,068</b>	<b>3.97%</b>	<b>1,716</b>	<b>3.77%</b>
<b>Women &amp; Childrens</b>						
Medical	7,718	7,888	170	2.20%	99	1.47%
Nursing	17,583	17,727	144	0.82%	126	0.82%
Social Services	19,638	20,597	959	4.88%	835	4.87%
Allied Health Professions	545	488	(57)	(10.46%)	(36)	(7.74%)
Psychology	915	915	0	0.00%	4	0.51%
Specialist Professions	0	7	7	100.00%	0	100.00%
Medical Technical Officers	510	481	(29)	(5.69%)	(25)	(5.62%)
Dental	524	466	(58)	(11.07%)	(53)	(11.57%)
Administration	3,702	3,582	(120)	(3.24%)	(115)	(3.57%)
Support Services	199	315	116	58.29%	90	51.43%
Recurrent Balance/Vacancy Controls	(742)	0	742	100.00%	649	100.00%
Internal Planning Corporate Solutions	732	0	(732)	(100.00%)	(643)	(100.00%)
Undelivered Savings Plan 17/18	(89)	0	89	(100.00%)	78	(100.00%)
<b>Total Women &amp; Childrens</b>	<b>51,235</b>	<b>52,466</b>	<b>1,231</b>	<b>2.40%</b>	<b>1,009</b>	<b>2.26%</b>
<b>Medical</b>						
Nursing	706	595	(111)	(15.72%)	(80)	(13.22%)
Allied Health Professions	26	29	3	11.54%	2	8.70%
Medical	250	255	5	2.00%	0	0.00%
Administration	1,219	1,319	100	8.20%	76	7.07%
Specialist Professions	0	6	6	100.00%	0	0.00%
<b>Total Medical</b>	<b>2,201</b>	<b>2,204</b>	<b>3</b>	<b>0.14%</b>	<b>(4)</b>	<b>(0.21%)</b>
<b>Performance Management &amp; Service Improvement</b>						
Nursing	102	88	(14)	(13.73%)	(12)	(14.12%)
Allied Health Professions	91	71	(20)	(21.98%)	(16)	(20.25%)
Medical Technical Officers	349	342	(7)	(2.01%)	(5)	(1.66%)
Administration	6,022	5,827	(195)	(3.24%)	(137)	(2.63%)
Estates	3,404	3,285	(119)	(3.50%)	(92)	(3.10%)
Support Services	13,470	13,759	289	2.15%	125	1.05%
<b>Total Performance Management &amp; Service Improvement</b>	<b>23,438</b>	<b>23,372</b>	<b>(66)</b>	<b>(0.28%)</b>	<b>(137)</b>	<b>(0.67%)</b>
<b>Finance</b>						
Administration	2,298	2,329	31	1.35%	30	1.50%
<b>Total Finance</b>	<b>2,298</b>	<b>2,329</b>	<b>31</b>	<b>1.35%</b>	<b>30</b>	<b>1.50%</b>
<b>Human Resources</b>						
Medical	160	172	12	7.50%	11	7.86%
Nursing	261	280	19	7.28%	4	1.72%
Social Services	20	22	2	10.00%	8	50.00%
Allied Health Professions	36	25	(11)	(30.56%)	(8)	(26.67%)
Administration	1,894	1,875	(19)	(1.00%)	3	0.18%
<b>Total Human Resources</b>	<b>2,371</b>	<b>2,374</b>	<b>3</b>	<b>0.13%</b>	<b>18</b>	<b>0.87%</b>
<b>Corporate / Trustwide</b>						
Medical	241	251	10	4.15%	9	4.29%
Nursing	118	235	117	99.15%	102	100.00%
Administration	1,591	1,486	(105)	(6.60%)	(93)	(6.69%)
Pharmacy	5	5	0	0.00%	0	0.00%
Support Services	0	14	14	100.00%	12	100.00%
Employers Superannuation	333	333	0	0.00%	0	0.00%
Apprenticeship Levy	1,038	1,038	0	0.00%	0	0.00%
<b>Total Corporate / Trustwide</b>	<b>3,326</b>	<b>3,362</b>	<b>36</b>	<b>1.08%</b>	<b>30</b>	<b>1.03%</b>
<b>Control total/ Savings Target</b>						
Savings Target 2018/19	(2,970)	0	2,970	100.00%	2,599	100.00%
Corporate Solutions	803	0	(803)	(100.00%)	(702)	(100.00%)
<b>Total Control total/ Savings Target</b>	<b>(2,167)</b>	<b>0</b>	<b>2,167</b>	<b>(100.00%)</b>	<b>1,897</b>	<b>(100.00%)</b>
<b>Total</b>	<b>266,761</b>	<b>278,148</b>	<b>11,387</b>	<b>4.27%</b>	<b>9,464</b>	<b>4.06%</b>

Cumulative all Directorates	NOVEMBER 2018				OCTOBER TOTAL	
	Budget £'000	Expenditure £'000	Variance £'000	%	Variance £'000	%
Medical	51,427	54,602	3,175	6.17%	2,617	5.83%
Nursing	91,961	96,774	3,813	4.15%	3,127	3.89%
Social Services	40,955	42,403	1,448	3.54%	1,286	3.60%
Allied Health Professions	14,615	14,481	(134)	(0.92%)	(101)	(0.79%)
Psychology	2,303	2,180	(123)	(5.34%)	(101)	(5.07%)
Specialist Professions	9,939	10,401	462	4.65%	414	4.77%
Medical Technical Officers	3,294	2,886	(408)	(12.39%)	(350)	(12.18%)
Pharmacy	4,388	4,376	(12)	(0.27%)	0	0.00%
Dental	586	475	(111)	(18.94%)	(99)	(19.34%)
Administration	30,827	30,983	156	0.51%	128	0.48%
Estates	3,492	3,290	(202)	(5.78%)	(164)	(5.39%)
Support Services	14,196	14,911	715	5.04%	447	3.57%
General	27	15	(12)	(44.44%)	(10)	(43.48%)
Employers Superannuation	333	333	0	0.00%	0	0.00%
Apprenticeship Levy	1,038	1,038	0	0.00%	0	0.00%
Recurrent Balance/Vacancy Controls	(4,747)	0	4,747	100.00%	4,154	100.00%
Internal Planning Corporate Solutions	4,383	0	(4,383)	(100.00%)	(3,857)	(100.00%)
Undelivered Savings Plan 17/18	(89)	0	89	100.00%	76	100.00%
Savings Target 2018/19	(2,970)	0	2,970	100.00%	2,599	100.00%
Corporate Solutions	803	0	(803)	(100.00%)	(702)	(100.00%)
<b>Total Cumulative</b>	<b>266,761</b>	<b>278,148</b>	<b>11,387</b>	<b>4.27%</b>	<b>9,464</b>	<b>4.06%</b>

**Non Pay Budgetary Performance**  
**Cumulative for the 8 months ended 30th November 2018**

BUDGET HEADING	NOVEMBER 2018				OCTOBER TOTAL	
	BUDGET £'000	EXPENDITURE £'000	VARIANCE £'000 %		VARIANCE £'000 %	
OTHER TREATMENT DEPTS	58	36	(22)	(37.9)	(18)	(35.3)
XRAY	1,470	1,354	(116)	(7.9)	(137)	(10.6)
PHARMACY	11,074	11,876	802	7.2	637	6.6
LABS	3,981	4,479	498	12.5	437	12.2
CATERING	1,953	1,856	(97)	(5.0)	(79)	(4.6)
PATIENTS CLOTHING	550	690	140	25.5	113	23.5
STAFF UNIFORMS	294	235	(59)	(20.1)	(51)	(19.8)
HEAT, LIGHT & POWER	4,769	4,855	86	1.8	67	1.7
BUILDING & ENGINEERING	1,922	2,211	289	15.0	248	15.1
PHARMACY - MAINTENANCE & REPAIRS	1,440	1,366	(74)	(5.1)	(87)	(6.9)
BEDDING & LINEN	283	298	15	5.3	8	3.2
RENT, RATES, INSURANCE & WATER	5,116	5,122	6	0.1	14	0.3
GENERAL SERVICES	1,778	2,291	513	28.9	411	26.4
ADMIN & LEGAL	897	752	(145)	(16.2)	(132)	(16.8)
TRANSPORT	828	718	(110)	(13.3)	(106)	(14.6)
POSTAGES & TELEPHONES	879	920	41	4.7	41	5.4
TRAVEL & COURSES	6,174	5,548	(626)	(10.1)	(658)	(12.2)
HOTEL SERVICES	964	997	33	3.4	6	0.7
CHILDCARE SERVICES	2,660	3,411	751	28.2	740	32.1
SOCIAL SERVICES	921	828	(93)	(10.1)	(76)	(9.5)
DISABILITY SERVICES	2,768	3,236	468	16.9	210	7.9
FOSTERCARE & ADOPTION	5,691	6,503	812	14.3	570	11.4
DOMICILIARY CARE	22,155	24,054	1,899	8.6	1,664	8.6
ACCESS TARGETS - INDEPENDENT SECTOR	273	273	0	0.0	0	0.0
INFORMATION TECHNOLOGY	886	1,206	320	36.1	278	35.8
HIRE OF VEHICLES/TAXIS	542	553	11	2.0	0	0.0
TRUST AGENCY AGREEMENTS	4,115	4,031	(84)	(2.0)	(116)	(3.2)
CONTROLLED EQUIPMENT	271	271	0	0.0	0	0.0
CARE CONTRACTS & GRANT AID	16,029	15,810	(219)	(1.4)	(158)	(1.1)
INDEPENDENT HOMES	43,121	43,010	(111)	(0.3)	(40)	(0.1)
PFI	13,746	13,739	(7)	(0.1)	(3)	(0.0)
STAFF ADVERTISING	53	39	(14)	(26.4)	(3)	(8.3)
DRUGS	12,783	12,783	0	0.0	0	0.0
<b>TOTAL</b>	<b>170,444</b>	<b>175,351</b>	<b>4,907</b>	<b>2.9</b>	<b>3,780</b>	<b>2.5</b>