



Western Health  
and Social Care Trust

# **Financial Performance Report for the month ended 31 December 2018**

**Presented to Trust Board  
7 February 2019**

# **Western Health and Social Care Trust**

## **Financial Performance Report for the month ended 31 December 2018**

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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 month 7 and 8 financial performance reports were both reporting expenditure in excess of the forecast plan of £24.4m. The reason for the off plan position relates to additional expenditure above the plan on Domiciliary Care/SDS/Direct Payments, Community Equipment, Nursing & Medical Agency premium costs and a one off issue in relation to arrears to a recruitment agency.

To address the off plan forecast there was an urgent meeting with CMT in mid-December to discuss the off plan position forecast which was reported to CMT after month 8 financial reporting forecasting. A number of further contingency plan actions were agreed by CMT to address the off plan position and mitigate any risk to the financial plan and the agreed control total in year 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 which has been developed using in-year one off slippage opportunities.

- A plan has been developed in year for the MORE savings of £678k. However, there will be a requirement for additional contingency measures in year as a result of delays in the switching programme of patients to more cost effective drugs.

## **2. Financial Position as at 31 December 2018**

The Trust is reporting a deficit of **£16.8m** as at 31 December 2018 as follows:

- Internal Residual Deficit (prior years savings target) - **£5.3m**
- Cost Pressures - **£8.7m**
- Savings Target under-delivery in year 2018/19 **£2.8m**

The current run rate of expenditure for the Trust excluding the transformation and elective care spend is running at 7.5% higher compared to the same period in 2017/18. This is in excess non pay inflation and demographics growth. All Directorates need to continue to control expenditure and reduce costs to mitigate any risk to the 2018/19 and 2019/20 financial plans.

The reported variance has reduced from 3.7% as at 30 November 2018 to 3.4% as at 31 December 2018. This reduction has been made as a result of securing additional income and other budget opportunities. It should be noted that this is not as a result of a reduction in expenditure.

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

Directorate	Budget £'000	Expenditure £'000	Variance		Nov Variance	
			£'000	%	£'000	%
Acute Services	139,971	146,935	6,964	5.0	6,197	5.1
Primary Care & Older People	123,333	125,674	2,341	1.9	2,653	2.4
Women & Childrens	81,390	85,512	4,122	5.1	3,845	5.3
Adult Mental Health & Disability	57,022	57,020	(2)	(0.0)	115	0.2
Performance & Service Improvement	31,892	31,941	49	0.2	128	0.5
Finance & Contracting	2,646	2,646	0	0.0	0	0.0
Human Resources	2,892	2,873	(19)	(0.7)	2	0.1
Medical	2,652	2,635	(17)	(0.6)	(24)	(1.0)
Corporate	1,879	1,888	9	0.5	16	1.0
Trust Wide Corporate Services	453	459	6	1.3	5	1.2
Corporate Pay & Non Pay	53,437	54,724	1,287	2.4	964	2.1
Savings Target Gap 2018/19	(2,787)	0	2,787	100.0	2,970	100.0
Corporate Solutions	750	0	(750)	(100.0)	(667)	(100.0)
<b>Total</b>	<b>495,530</b>	<b>512,307</b>	<b>16,777</b>	<b>3.4</b>	<b>16,294</b>	<b>3.7</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 December 2018				Increase / (Decrease) over Nov 2018 %	Increase / (Decrease) over avg 2017/18 %
	Agency £'000	Bank £'000	Overtime £'000	Total £'000		
Acute Services	15,589	1,491	979	18,059	(2.2%)	26.3%
Adult Mental Health & Disability	2,079	1,995	70	4,144	(7.7%)	24.8%
Primary Care & Older People	4,788	1,696	211	6,695	0.4%	42.1%
Women & Childrens	3,981	1,536	455	5,972	19.4%	38.4%
Performance & Service Improvement	1,095	714	182	1,991	(7.7%)	(19.6%)
Other Directorates	225	36	5	266	(15.5%)	48.4%
<b>Total</b>	<b>27,757</b>	<b>7,468</b>	<b>1,902</b>	<b>37,127</b>	<b>0.6%</b>	<b>26.7%</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	5,100	4,600	1,800
% movement +/-	+28%	+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	3,200
% movement +/-	+22%	+27%	+33%

Other Pay Cost Key Highlights:

- Expenditure has increased by 27% compared to last year;
- Agency expenditure of £27.7m which includes £15.7m (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 medical agency in the circa of 25% higher than the previous year;

- Off contract - agency nursing provider, expenditure £1.5m, forecast trend for the year circa £2.1m and the Trust is also incurring some expenditure at a premium rate in social service circa £135k

### **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 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 the £3.5m target which is made up of in-year one off slippage opportunities. 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. However, there will be a requirement for additional contingency measures in year as a result of delays in the switching programme of patients to more cost effective drugs.

**The MORE has achieved savings of £30k as at 31 December 2018.**

#### 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 £1.4m as at 31 December 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**

HSCB has allocated funding of £5.3m, of which £3.5m is to allow the Trust to progress 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 to confirm anticipated slippage of £0.66m on the allocation for Independent Sector activity in 2018/19. The Trust understands from HSCB on 14 January 2019, this slippage will be recycled to fund the Trust bid for psychological therapies of £0.4m. The actual expenditure as at 31 December 2018 is £2.3m (43%).

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

The Trust has received a capital allocation of **£34m** from the DoH for 2018/19 and the planned expenditure has been approved by CMT. The planned spend on the Altnagelvin Tower Block is **43%** 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 was forecasting an off plan position as at 30 November 2018, however, the Trust has developed a number of one off contingency measures to mitigate any risk against the forecast agreed control total of £24.4m.
- 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.

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

# APPENDICES



**Budgetary Performance**  
**Summary by Directorate Assistant Director**  
**For the 9 Months Ending 31st December 2018**

	DECEMBER 2018 - PAY			DECEMBER 2018 - NON PAY			DECEMBER TOTAL		NOVEMBER 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	991	956	(35)	30	44	14	(21)	(2.1%)	(28)	(3.1%)
Altnagelvin	59,368	62,000	2,632	2,611	2,635	24	2,656	4.3%	2,279	4.1%
Cancer & Diagnostics	24,721	25,135	414	6,838	7,289	451	865	2.7%	849	3.1%
Pharmacy	5,089	5,080	(9)	14,362	14,358	(4)	(13)	(0.1%)	(9)	(0.1%)
SWAH & OHPCC	27,417	28,904	1,487	500	534	34	1,521	5.4%	1,387	5.6%
Recurrent Balance	(2,508)	0	2,508	0	0	0	2,508	100.0%	2,229	100.0%
Internal Planning Corporate Solutions	2,934	0	(2,934)	0	0	0	(2,934)	(100.0%)	(2,604)	(100.0%)
Unfunded Budgets	(2,379)	0	2,379	(3)	0	3	2,382	100.0%	2,094	100.0%
<b>Acute Services</b>	<b>115,633</b>	<b>122,075</b>	<b>6,442</b>	<b>24,338</b>	<b>24,860</b>	<b>522</b>	<b>6,964</b>	<b>5.0%</b>	<b>6,197</b>	<b>5.0%</b>
			<b>5.6%</b>			<b>2.1%</b>				
<b>Adult Mental Health And Disability</b>										
Mental Health	19,257	19,425	168	5,260	4,841	(419)	(251)	(1.0%)	(193)	(0.9%)
Learning Disability	13,144	13,188	44	18,801	19,053	252	296	0.9%	340	1.2%
Adult Safeguarding	309	271	(38)	22	16	(6)	(44)	(13.3%)	(38)	(13.2%)
Management Team	227	210	(17)	2	16	14	(3)	(1.3%)	6	3.0%
<b>Adult Mental Health And Disability</b>	<b>32,937</b>	<b>33,094</b>	<b>157</b>	<b>24,085</b>	<b>23,926</b>	<b>(159)</b>	<b>(2)</b>	<b>(0.0%)</b>	<b>115</b>	<b>0.2%</b>
			<b>.5%</b>			<b>(.7%)</b>				
<b>Primary Care &amp; Older People</b>										
Primary & Community Care	15,249	15,382	133	58,154	58,730	576	709	1.0%	1,134	1.8%
Intermediate Care	18,015	18,050	35	2,836	2,623	(213)	(178)	(0.9%)	(124)	(0.7%)
Secondary Care	18,589	19,500	911	2,540	2,202	(338)	573	2.7%	511	2.7%
Care & Accommodation/Professional Social Work	3,369	3,594	225	848	898	50	275	6.5%	274	7.4%
Professional Nursing	3,615	3,639	24	156	192	36	60	1.6%	51	1.5%
Management Team	751	838	87	46	26	(20)	67	8.4%	66	9.3%
Recurrent Balance	(1,998)	0	1,998	0	0	0	1,998	100.0%	1,776	100.0%
Internal Planning Corporate Solutions	1,176	0	(1,176)	0	0	0	(1,176)	(100.0%)	(1,047)	(100.0%)
Unfunded Budgets	(13)	0	13	0	0	0	13	100.0%	12	100.0%
<b>Primary Care &amp; Older People</b>	<b>58,753</b>	<b>61,003</b>	<b>2,250</b>	<b>64,580</b>	<b>64,671</b>	<b>91</b>	<b>2,341</b>	<b>1.9%</b>	<b>2,653</b>	<b>2.4%</b>
			<b>3.8%</b>			<b>.1%</b>				
<b>Womens &amp; Childrens</b>										
Healthcare	23,967	24,439	472	726	701	(25)	447	1.8%	357	1.6%
Safeguarding Children	8,377	7,893	(484)	3,310	3,304	(6)	(490)	(4.2%)	(474)	(4.6%)
Community & Public Health	10,167	10,000	(167)	2,422	2,386	(36)	(203)	(1.6%)	(132)	(1.2%)
Corporate Parenting	10,633	11,541	908	11,658	12,493	835	1,743	7.8%	1,768	9.0%
SW Training Development & Governance	682	682	0	69	70	1	1	0.1%	0	0.0%
Physical Disability	3,890	4,023	133	5,873	6,769	896	1,029	10.5%	911	10.5%
Signs of Safety	239	239	0	466	466	0	0	100.0%	0	100.0%
Management Team	447	411	(36)	70	95	25	(11)	(2.1%)	(17)	(3.7%)
Recurrent Balance	(835)	0	835	0	0	0	835	100.0%	742	100.0%
Internal Planning Corporate Solutions	828	0	(828)	0	0	0	(828)	(100.0%)	(732)	(100.0%)
Unfunded Budgets	(539)	0	539	(1,060)	0	1,060	1,599	100.0%	1,422	100.0%
<b>Womens &amp; Childrens</b>	<b>57,856</b>	<b>59,228</b>	<b>1,372</b>	<b>23,534</b>	<b>26,284</b>	<b>2,750</b>	<b>4,122</b>	<b>5.1%</b>	<b>3,845</b>	<b>5.3%</b>
			<b>2.4%</b>			<b>11.7%</b>				
<b>Medical</b>										
Quality & Safety	799	819	20	46	41	(5)	15	1.8%	4	0.5%
Infection Prevention & Control	389	402	13	13	3	(10)	3	0.7%	3	0.8%
Research & Development	504	503	(1)	21	21	0	(1)	(0.2%)	0	0.0%
Medical & Dental Education	476	457	(19)	10	3	(7)	(26)	(5.3%)	(23)	(5.3%)
Library Services	84	71	(13)	4	1	(3)	(16)	(18.2%)	(14)	(17.7%)
Management Team	224	237	13	82	77	(5)	8	2.6%	6	2.1%
<b>Medical</b>	<b>2,476</b>	<b>2,489</b>	<b>13</b>	<b>176</b>	<b>146</b>	<b>(30)</b>	<b>(17)</b>	<b>(0.6%)</b>	<b>(24)</b>	<b>(1.0%)</b>
			<b>.5%</b>			<b>(17.%)</b>				
<b>Performance &amp; Service Improvement</b>										
Facilities Management	20,794	20,934	140	1,032	779	(253)	(113)	(0.5%)	(64)	(0.3%)
Communications	176	156	(20)	10	3	(7)	(27)	(14.5%)	(24)	(14.6%)
ICT	2,035	1,852	(183)	54	50	(4)	(187)	(9.0%)	(159)	(8.6%)
Performance & Service Improvement	2,871	2,769	(102)	204	134	(70)	(172)	(5.6%)	(123)	(4.6%)
Management Team	563	578	15	29	8	(21)	(6)	(1.0%)	(1)	(0.2%)
<b>Total Direct Performance &amp; S.I.</b>	<b>26,439</b>	<b>26,289</b>	<b>(150)</b>	<b>1,329</b>	<b>974</b>	<b>(355)</b>	<b>(505)</b>	<b>(1.8%)</b>	<b>(371)</b>	<b>(1.5%)</b>
			<b>(0.6%)</b>			<b>(17.%)</b>				
<b>Trustwide Budgets</b>										
Building & Engineering			0	2,197	2,524	327	327	14.9%	289	15.0%
Transport			0	932	792	(140)	(140)	(15.0%)	(110)	(13.3%)
Information Technology			0	995	1,362	367	367	36.9%	320	36.1%
<b>Total Trust-wide Performance &amp; S.I.</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,124</b>	<b>4,678</b>	<b>554</b>	<b>554</b>	<b>13.4%</b>	<b>499</b>	<b>13.7%</b>
<b>Performance &amp; Service Improvement</b>	<b>26,439</b>	<b>26,289</b>	<b>(150)</b>	<b>5,453</b>	<b>5,652</b>	<b>199</b>	<b>49</b>	<b>0.2%</b>	<b>128</b>	<b>0.5%</b>
			<b>(0.6%)</b>			<b>3.6%</b>				
<b>Finance &amp; Contracting</b>										
Financial Services	1,309	1,342	33	34	17	(17)	16	1.2%	17	1.4%
Financial Management	728	728	0	11	4	(7)	(7)	(0.9%)	(6)	(0.9%)
Capital Costing & Efficiency	306	306	0	5	0	(5)	(5)	(1.6%)	(5)	(1.8%)
Management Team	232	232	0	21	17	(4)	(4)	(1.6%)	(6)	(2.6%)
<b>Finance &amp; Contracting</b>	<b>2,575</b>	<b>2,608</b>	<b>33</b>	<b>71</b>	<b>38</b>	<b>(33)</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>
			<b>1.3%</b>			<b>(46.5%)</b>				
<b>Human Resources</b>										
Employee Resourcing	1,360	1,442	82	75	98	23	105	7.3%	85	6.7%
Workforce Development & Performance	1,187	1,116	(71)	63	57	(6)	(77)	(6.2%)	(61)	(5.5%)
Management Team	136	118	(18)	2	2	0	(18)	(13.0%)	(8)	(7.0%)
External Savings Plan 2017-18			0			0	0		0	
<b>Total Direct HR</b>	<b>2,683</b>	<b>2,676</b>	<b>(7)</b>	<b>140</b>	<b>157</b>	<b>17</b>	<b>10</b>	<b>0.4%</b>	<b>16</b>	<b>0.6%</b>
			<b>(.3%)</b>			<b>(5.7%)</b>				
<b>Trustwide Budgets</b>										
Staff Advertising			0	69	40	(29)	(29)	(42.0%)	(14)	(26.4%)
<b>Total Trust-wide HR</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>69</b>	<b>40</b>	<b>(29)</b>	<b>(29)</b>	<b>(42.0%)</b>	<b>(14)</b>	<b>(26.4%)</b>
<b>Human Resources</b>	<b>2,683</b>	<b>2,676</b>	<b>(7)</b>	<b>209</b>	<b>197</b>	<b>(12)</b>	<b>(19)</b>	<b>(0.7%)</b>	<b>2</b>	<b>0.1%</b>
			<b>(.3%)</b>			<b>(5.7%)</b>				
<b>Corporate</b>										
Chief Executive's Office	1,405	1,412	7	79	81	2	9	0.6%	18	1.4%
Capital Planning	388	390	2	7	5	(2)	0	0.0%	(2)	(0.6%)
<b>Corporate</b>	<b>1,793</b>	<b>1,802</b>	<b>9</b>	<b>86</b>	<b>86</b>	<b>0</b>	<b>9</b>	<b>0.5%</b>	<b>16</b>	<b>1.0%</b>

	DECEMBER 2018 - PAY			DECEMBER 2018 - NON PAY			DECEMBER TOTAL		NOVEMBER TOTAL	
	Budget £'000	Expenditure £'000	Variance £'000	Budget £'000	Expenditure £'000	Variance £'000	Variance £'000	Variance %	Variance £'000	Variance %
			.5%			.%				
<b>Trustwide Corporate Services</b>										
Bank Nursing project	161	171	10	6	1	(5)	5	3.0%	6	4.1%
Electronic Rostering project	88	74	(14)	7	2	(5)	(19)	(20.0%)	(18)	(21.4%)
Staff Side Support	182	210	28	9	1	(8)	20	10.5%	17	9.9%
<b>Trustwide Corporate Services</b>	<b>431</b>	<b>455</b>	<b>24</b>	<b>22</b>	<b>4</b>	<b>(18)</b>	<b>6</b>	<b>1.3%</b>	<b>5</b>	<b>1.2%</b>
			5.6%			(81.8%)				
<b>Total</b>	<b>301,576</b>	<b>311,719</b>	<b>10,143</b>	<b>142,554</b>	<b>145,864</b>	<b>3,310</b>	<b>13,453</b>	<b>3.0%</b>	<b>12,937</b>	<b>3.3%</b>
			3.4%			2.32%				
<b>Corporate Trustwide Budgets</b>										
Pharmacy			0	13,365	13,275	(90)	(90)	(0.7%)	17	0.1%
Pharmacy Maintenance/Repair Contracts			0	1,623	1,493	(130)	(130)	(8.0%)	(69)	(4.8%)
Catering			0	2,194	2,040	(154)	(154)	(7.0%)	(97)	(5.0%)
Heat, Light and Power			0	5,516	5,829	313	313	5.7%	86	1.8%
Rent, Rates, Insurance & Water			0	5,765	5,828	63	63	1.1%	6	0.1%
General Services			0	2,052	2,597	545	545	26.6%	513	28.9%
Postages & Telephones			0	994	1,054	60	60	6.0%	41	4.7%
Trustwide Hire of Vehicles			0	86	89	3	3	3.5%	4	5.3%
PFI			0	15,465	15,460	(5)	(5)	(0.0%)	(7)	(0.1%)
Trust Agency Agreements			0	4,629	4,541	(88)	(88)	(1.9%)	(84)	(2.0%)
Apprenticeship Levy	1,168	1,168	0			0	0	0.0%	0	0.0%
Employers Superannuation	1,350	1,350	0			0	0	0.0%	0	0.0%
Corporate Non Pay Unfunded Budgets			0	(923)		923	923	100.0%	780	100.0%
Savings Target 2018/19	(2,787)	0	2,787			0	2,787	100.0%	2,970	100.0%
Corporate Solutions	903	0	(903)			0	(903)	(100.0%)	(803)	200.0%
Vacancy Controls - All Directorates	(7,302)	0	7,302			0	7,302	100.0%	6,272	100.0%
Trust Wide Solutions for Vacancy Controls	7,302	0	(7,302)			0	(7,302)	(100.0%)	(6,272)	(100.0%)
<b>Total Corporate TW Budgets</b>	<b>634</b>	<b>2,518</b>	<b>1,884</b>	<b>50,766</b>	<b>52,206</b>	<b>1,440</b>	<b>3,324</b>	<b>6.5%</b>	<b>3,357</b>	<b>7.6%</b>
<b>Total</b>	<b>302,210</b>	<b>314,237</b>	<b>12,027</b>	<b>193,320</b>	<b>198,070</b>	<b>4,750</b>	<b>16,777</b>	<b>3.4%</b>	<b>16,294</b>	<b>3.7%</b>
			4.0%			2.5%				

**Pay Budgetary Performance  
Summary By Professional Heading  
For 9 Months Ending 31st December 2018**

Directorate / Division	DECEMBER 2018				NOVEMBER TOTAL	
	Budget £'000	Expenditure £'000	Variance £'000	%	Variance £'000	%
<b>Acute Services</b>						
Medical	42,139	44,442	2,303	5.47%	2,109	5.63%
Nursing	44,029	47,707	3,678	8.35%	3,207	8.20%
Social Services	0	12	12	100.00%	8	100.00%
Allied Health Professions	423	567	144	34.04%	124	32.80%
Psychology	297	241	(56)	(18.86%)	(52)	(19.92%)
Specialist Professions	11,083	11,568	485	4.38%	454	4.63%
Medical Technical Officers	2,582	2,166	(416)	(16.11%)	(365)	(15.92%)
Pharmacy	4,951	4,939	(12)	(0.24%)	(12)	(0.27%)
Dental	70	10	(60)	(85.71%)	(53)	(85.48%)
Administration	9,125	9,647	522	5.72%	460	5.68%
Estates	93	0	(93)	(100.00%)	(83)	(100.00%)
Support Services	415	776	361	86.99%	324	88.04%
Recurrent Balance	(2,508)		2,508	100.00%	2,229	100.00%
Internal Planning Corporate Solutions	2,934	0	(2,934)	(100.00%)	(2,604)	(100.00%)
<b>Total Acute Services</b>	<b>115,633</b>	<b>122,075</b>	<b>6,442</b>	<b>5.57%</b>	<b>5,746</b>	<b>5.60%</b>
<b>Adult Mental Health &amp; Disability</b>						
Medical	3,044	3,829	785	25.79%	760	27.96%
Nursing	15,633	15,272	(361)	(2.31%)	(316)	(2.27%)
Social Services	10,378	10,620	242	2.33%	167	1.81%
Allied Health Professions	557	335	(222)	(39.86%)	(193)	(39.47%)
Psychology	1,061	974	(87)	(8.20%)	(71)	(7.59%)
Administration	2,056	1,903	(153)	(7.44%)	(136)	(7.46%)
Support Services	178	144	(34)	(19.10%)	(31)	(19.50%)
General	30	17	(13)	(43.33%)	(12)	(44.44%)
<b>Total Adult Mental Health &amp; Disability</b>	<b>32,937</b>	<b>33,094</b>	<b>157</b>	<b>0.48%</b>	<b>168</b>	<b>0.57%</b>
<b>Primary Care &amp; Older People</b>						
Medical	3,261	3,431	170	5.21%	109	3.76%
Nursing	22,646	23,479	833	3.68%	767	3.81%
Social Services	13,655	13,980	325	2.38%	312	2.58%
Allied Health Professions	14,777	14,750	(27)	(0.18%)	20	0.15%
Psychology	216	218	2	0.93%	0	0.00%
General/Specialist Professions	140	142	2	1.43%	(5)	(4.00%)
Medical Technical Officers	160	153	(7)	(4.38%)	(7)	(4.93%)
Administration	4,720	4,846	126	2.67%	140	3.35%
Support Services	0	4	4	100.00%	3	100.00%
Recurrent Balance	(1,998)	0	1,998	100.00%	1,776	100.00%
Internal Planning Corporate Solutions	1,176	0	(1,176)	(100.00%)	(1,047)	(100.00%)
<b>Total Primary Care &amp; Older People</b>	<b>58,753</b>	<b>61,003</b>	<b>2,250</b>	<b>3.83%</b>	<b>2,068</b>	<b>3.97%</b>
<b>Women &amp; Childrens</b>						
Medical	8,756	9,014	258	2.95%	170	2.20%
Nursing	19,778	19,978	200	1.01%	144	0.82%
Social Services	22,204	23,207	1,003	4.52%	959	4.88%
Allied Health Professions	625	547	(78)	(12.48%)	(57)	(10.46%)
Psychology	1,025	1,034	9	0.88%	0	0.00%
Medical Technical Officers	574	542	(32)	(5.57%)	(29)	(5.69%)
Dental	591	524	(67)	(11.34%)	(58)	(11.07%)
Administration	4,187	4,029	(158)	(3.77%)	(120)	(3.24%)
Support Services	223	353	130	58.30%	116	58.29%
Recurrent Balance	(835)	0	835	100.00%	742	100.00%
Internal Planning Corporate Solutions	828	0	(828)	(100.00%)	(732)	(100.00%)
Undelivered Savings Plan 17/18	(100)	0	100	(100.00%)	89	(100.00%)
<b>Total Women &amp; Childrens</b>	<b>57,856</b>	<b>59,228</b>	<b>1,372</b>	<b>2.37%</b>	<b>1,231</b>	<b>2.40%</b>
<b>Medical</b>						
Nursing	803	672	(131)	(16.31%)	(111)	(15.72%)
Allied Health Professions	29	32	3	10.34%	3	11.54%
Medical	278	285	7	2.52%	5	2.00%
Administration	1,366	1,494	128	9.37%	100	8.20%
Specialist Professions	0	6	6	100.00%	6	100.00%
<b>Total Medical</b>	<b>2,476</b>	<b>2,489</b>	<b>13</b>	<b>0.53%</b>	<b>3</b>	<b>0.14%</b>
<b>Performance Management &amp; Service Improvement</b>						
Nursing	119	101	(18)	(15.13%)	(14)	(13.73%)
Allied Health Professions	102	79	(23)	(22.55%)	(20)	(21.98%)
Medical Technical Officers	395	389	(6)	(1.52%)	(7)	(2.01%)
Administration	6,839	6,580	(259)	(3.79%)	(195)	(3.24%)
Estates	3,840	3,688	(152)	(3.96%)	(119)	(3.50%)
Support Services	15,144	15,452	308	2.03%	289	2.15%
<b>Total Performance Management &amp; Service Improvement</b>	<b>26,439</b>	<b>26,289</b>	<b>(150)</b>	<b>(0.57%)</b>	<b>(66)</b>	<b>(0.28%)</b>

<b>Finance</b>						
Administration	2,575	2,608	33	1.28%	31	1.35%
<b>Total Finance</b>	<b>2,575</b>	<b>2,608</b>	<b>33</b>	<b>1.28%</b>	<b>31</b>	<b>1.35%</b>
<b>Human Resources</b>						
Medical	180	193	13	7.22%	12	7.50%
Nursing	294	326	32	10.88%	19	7.28%
Social Services	24	22	(2)	(8.33%)	2	10.00%
Allied Health Professions	41	29	(12)	(29.27%)	(11)	(30.56%)
Administration	2,144	2,106	(38)	(1.77%)	(19)	(1.00%)
<b>Total Human Resources</b>	<b>2,683</b>	<b>2,676</b>	<b>(7)</b>	<b>(0.26%)</b>	<b>3</b>	<b>0.13%</b>
<b>Corporate / Trustwide</b>						
Medical	274	286	12	4.38%	10	4.15%
Nursing	134	266	132	98.51%	117	99.15%
Administration	1,810	1,684	(126)	(6.96%)	(105)	(6.60%)
Pharmacy	6	6	0	0.00%	0	0.00%
Support Services	0	15	15	100.00%	14	100.00%
Employers Superannuation	1,350	1,350	0	0.00%	0	0.00%
Apprenticeship Levy	1,168	1,168	0	0.00%	0	0.00%
<b>Total Corporate / Trustwide</b>	<b>4,742</b>	<b>4,775</b>	<b>33</b>	<b>0.70%</b>	<b>36</b>	<b>1.08%</b>
<b>Control total/ Savings Target</b>						
Savings Target 2018/19	(2,787)	0	2,787	100.00%	2,970	100.00%
Corporate Solutions	903	0	(903)	(100.00%)	(803)	(100.00%)
Vacancy Controls - All Directorates	(7,302)	0	7,302	100.00%	6,272	100.00%
Trust Wide Solutions for Vacancy Controls	7,302	0	(7,302)	(100.00%)	(6,272)	(100.00%)
<b>Total Control total/ Savings Target</b>	<b>(1,884)</b>	<b>0</b>	<b>1,884</b>	<b>(100.00%)</b>	<b>2,167</b>	<b>(100.00%)</b>
<b>Total</b>	<b>302,210</b>	<b>314,237</b>	<b>12,027</b>	<b>3.98%</b>	<b>11,387</b>	<b>4.27%</b>

Cumulative all Directorates	DECEMBER 2018				NOVEMBER TOTAL	
	Budget £'000	Expenditure £'000	Variance £'000	%	Variance £'000	%
Medical	57,932	61,480	3,548	6.12%	3,175	6.17%
Nursing	103,436	107,801	4,365	4.22%	3,813	4.15%
Social Services	46,261	47,841	1,580	3.42%	1,448	3.54%
Allied Health Professions	16,554	16,339	(215)	(1.30%)	(134)	(0.92%)
Psychology	2,599	2,467	(132)	(5.08%)	(123)	(5.34%)
Specialist Professions	11,223	11,716	493	4.39%	462	4.65%
Medical Technical Officers	3,711	3,250	(461)	(12.42%)	(408)	(12.39%)
Pharmacy	4,951	4,939	(12)	(0.24%)	(12)	(0.27%)
Dental	661	534	(127)	(19.21%)	(111)	(18.94%)
Administration	34,822	34,897	75	0.22%	156	0.51%
Estates	3,939	3,694	(245)	(6.22%)	(202)	(5.78%)
Support Services	15,960	16,744	784	4.91%	715	5.04%
General	30	17	(13)	(43.33%)	(12)	(44.44%)
Employers Superannuation	1,350	1,350	0	0.00%	0	0.00%
Apprenticeship Levy	1,168	1,168	0	0.00%	0	0.00%
Recurrent Balance/Vacancy Controls	(5,341)	0	5,341	100.00%	4,747	100.00%
Internal Planning Corporate Solutions	4,938	0	(4,938)	(100.00%)	(4,383)	(100.00%)
Undelivered Savings Plan 17/18	(100)	0	100	100.00%	89	100.00%
Savings Target 2018/19	(2,787)	0	2,787	100.00%	2,970	100.00%
Corporate Solutions	903	0	(903)	(100.00%)	(803)	(100.00%)
Vacancy Controls - All Directorates	(7,302)	0	7,302	100.00%	6,272	100.00%
Trust Wide Solutions for Vacancy Controls	7,302	0	(7,302)	(100.00%)	(6,272)	(100.00%)
<b>Total Cumulative</b>	<b>302,210</b>	<b>314,237</b>	<b>12,027</b>	<b>3.98%</b>	<b>11,387</b>	<b>4.27%</b>

**Non Pay Budgetary Performance**  
**Cumulative for the 9 months ended 31st December 2018**

BUDGET HEADING	DECEMBER 2018				NOVEMBER TOTAL	
	BUDGET £'000	EXPENDITURE £'000	VARIANCE £'000 %		VARIANCE £'000 %	
OTHER TREATMENT DEPTS	68	40	(28)	(41.2)	(22)	(37.9)
XRAY	1,874	1,735	(139)	(7.4)	(116)	(7.9)
PHARMACY	12,435	13,275	840	6.8	802	7.2
LABS	4,439	4,998	559	12.6	498	12.5
CATERING	2,194	2,040	(154)	(7.0)	(97)	(5.0)
PATIENTS CLOTHING	619	772	153	24.7	140	25.5
STAFF UNIFORMS	332	270	(62)	(18.7)	(59)	(20.1)
HEAT, LIGHT & POWER	5,516	5,829	313	5.7	86	1.8
BUILDING & ENGINEERING	2,197	2,524	327	14.9	289	15.0
PHARMACY - MAINTENANCE & REPAIRS	1,630	1,493	(137)	(8.4)	(74)	(5.1)
BEDDING & LINEN	318	331	13	4.1	15	5.3
RENT, RATES, INSURANCE & WATER	5,765	5,828	63	1.1	6	0.1
GENERAL SERVICES	2,052	2,597	545	26.6	513	28.9
ADMIN & LEGAL	1,005	824	(181)	(18.0)	(145)	(16.2)
TRANSPORT	932	792	(140)	(15.0)	(110)	(13.3)
POSTAGES & TELEPHONES	994	1,054	60	6.0	41	4.7
TRAVEL & COURSES	6,897	6,152	(745)	(10.8)	(626)	(10.1)
HOTEL SERVICES	1,086	1,112	26	2.4	33	3.4
CHILDCARE SERVICES	3,028	3,865	837	27.6	751	28.2
SOCIAL SERVICES	1,053	939	(114)	(10.8)	(93)	(10.1)
DISABILITY SERVICES	3,124	3,608	484	15.5	468	16.9
FOSTERCARE & ADOPTION	6,509	7,314	805	12.4	812	14.3
DOMICILIARY CARE	25,574	27,118	1,544	6.0	1,899	8.6
ACCESS TARGETS - INDEPENDENT SECTOR	476	476	0	0.0	0	0.0
INFORMATION TECHNOLOGY	995	1,362	367	36.9	320	36.1
HIRE OF VEHICLES/TAXIS	610	645	35	5.7	11	2.0
TRUST AGENCY AGREEMENTS	4,629	4,541	(88)	(1.9)	(84)	(2.0)
CONTROLLED EQUIPMENT	337	337	0	0.0	0	0.0
CARE CONTRACTS & GRANT AID	18,070	17,840	(230)	(1.3)	(219)	(1.4)
INDEPENDENT HOMES	48,742	48,573	(169)	(0.3)	(111)	(0.3)
PFI	15,465	15,460	(5)	(0.0)	(7)	(0.1)
STAFF ADVERTISING	69	40	(29)	(42.0)	(14)	(26.4)
DRUGS	14,286	14,286	0	0.0	0	0.0
<b>TOTAL</b>	<b>193,320</b>	<b>198,070</b>	<b>4,750</b>	<b>2.5</b>	<b>4,907</b>	<b>2.9</b>