



Western Health  
and Social Care Trust

# **Financial Performance Report for the month ended 31 January 2019**

**Presented to Trust Board on  
7 March 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>

In November, the Trust was reporting expenditure in excess of the forecast plan of £24.4m in relation to 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 and mitigate any risk to the financial plan and the agreed control total of £24.4m, a number of further contingency plan actions were agreed by CMT.

The Trust has completed a number of business cases to support service transformation which has been funded from Confidence & Supply monies. The DOH has requested all Trusts to make a financial assessment of the forecast expenditure in 2018/19 and 2019/20 and it has been duly submitted.

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 January 2019**

The Trust is reporting a deficit of **£18.8m** as at 31 January 2019 as follows:

- Internal Residual Deficit (prior years savings target) - **£5.9m**
- Cost Pressures - **£9.8m**
- Savings Target under-delivery in year 2018/19 **£3.1m**

The current run rate of expenditure for the Trust excluding the transformation and elective care spend is running at 7% higher for the period ending 31 January 2019 compared to the same period in 2017-18. The average for both pay and non-pay expenditure has remained the same throughout 2018-19 at 7%. The Trust needs to see a downward reduction in the run rate spend to support the delivery of financial targets in 2018-19, 2019-20 and beyond.

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

Directorate	Budget £'000	Expenditure £'000	Variance		Dec Variance	
			£'000	%	£'000	%
Acute Services	156,569	164,331	7,762	5.0	6,964	5.0
Primary Care & Older People	137,030	139,652	2,622	1.9	2,341	1.9
Women & Childrens	90,630	95,008	4,378	4.8	4,122	5.1
Adult Mental Health & Disability	63,694	63,653	(41)	(0.1)	(2)	(0.0)
Performance & Service Improvement	35,497	35,497	0	0.0	49	0.2
Finance & Contracting	2,949	2,929	(20)	(0.7)	0	0.0
Human Resources	3,231	3,201	(30)	(0.9)	(19)	(0.7)
Medical	2,962	2,942	(20)	(0.7)	(17)	(0.6)
Corporate	2,145	2,136	(9)	(0.4)	9	0.5
Trust Wide Corporate Services	507	513	6	1.2	6	1.3
Corporate Pay & Non Pay	59,359	61,284	1,925	3.2	1,287	2.4
Savings Target Gap 2018/19	(3,097)	0	3,097	100.0	2,787	100.0
Corporate Solutions	833	0	(833)	(100.0)	(750)	(100.0)
Vacancy Control Target	(8,242)	0	8,242	100.0	7,302	100.0
Trust Wide Solutions for Vacancy Controls	8,242	0	(8,242)	(100.0)	(7,302)	(100.0)
<b>Total</b>	<b>552,309</b>	<b>571,146</b>	<b>18,837</b>	<b>3.4</b>	<b>16,777</b>	<b>3.4</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 January 2019				Increase / (Decrease) over Dec 2018 %	Increase / (Decrease) over avg 2017/18 %
	Agency £'000	Bank £'000	Overtime £'000	Total £'000		
Acute Services	17,199	1,654	1,096	19,949	(5.8%)	25.6%
Adult Mental Health & Disability	2,447	2,205	85	4,737	28.8%	28.4%
Primary Care & Older People	5,412	1,889	230	7,531	12.4%	43.8%
Women & Childrens	4,442	1,685	497	6,624	(1.7%)	38.1%
Performance & Service Improvement	1,205	785	203	2,193	(8.7%)	(20.3%)
Other Directorates	254	44	5	303	25.2%	52.1%
<b>Total</b>	<b>30,959</b>	<b>8,262</b>	<b>2,116</b>	<b>41,337</b>	<b>2.1%</b>	<b>27.0%</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	1,700
% movement +/-	+28%	+12%	+13%

**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	9,400	8,000	2,800
% movement +/-	+19%	+27%	+17%

**Other Pay Cost Key Highlights:**

- Expenditure has increased 2.1% from the previous month and by 27% compared to the same period last year;
- Agency expenditure of £31m which includes £17.3m (56%) on medical agency staff. If this trend continues we will be forecasting circa £21m spend on medical agency which is £4.5m 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 22% higher than the previous year;
- Off contract - agency nursing provider expenditure for the 10 months ended 31 January 2019 £1.7m, forecast trend for the year circa £2.1m and the Trust is also incurring some expenditure at a premium rate in social services circa £163k.

### **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 to support the delivery of the £3.5m 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 Programme has achieved savings of £96k as at 31 January 2019.**

#### 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 £1.5m as at 31 January 2019.**

### **4. Elective Care**

HSCB has confirmed funding of £5.7m, 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 2018 to confirm anticipated slippage of £0.66m on the allocation for Independent Sector activity in 2018/19. The actual expenditure as at 31 January 2019 is £3.0m (52%).

## **5. Capital Resource Limit**

The Trust has received a capital allocation of **£34.3m** 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 and is on plan to meet the plan in year.
- The in-year contingency plan developed in year to support the off plan position reported as at 30 November 2018 is on plan to deliver.
- The average run rate of spend still remains at 7% despite messages that we would see a reduction in expenditure after month 10 financial performance reporting.
- 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 10 Months Ending 31st January 2019**

	JANUARY 2019 - PAY			JANUARY 2019 - NON PAY			JANUARY TOTAL		DECEMBER 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	1,152	1,112	(40)	31	47	16	(24)	(2.0%)	(21)	(2.1%)
Altragevith	66,087	68,896	2,809	3,169	3,195	26	2,835	4.1%	2,656	4.3%
Cancer & Diagnostics	27,597	28,075	478	7,612	8,204	592	1,070	3.0%	865	2.7%
Pharmacy	5,693	5,680	(13)	16,300	16,293	(7)	(20)	(0.1%)	(13)	(0.1%)
SWAH & OHPCC	30,569	32,224	1,655	553	605	52	1,707	5.5%	1,521	5.4%
Recurrent Balance	(2,787)	0	2,787				2,787	100.0%	2,508	100.0%
Internal Planning Corporate Solutions	3,277	0	(3,277)				(3,277)	(100.0%)	(2,934)	(100.0%)
Unfunded Budgets	(2,681)	0	2,681	(3)	0	3	2,684	100.0%	2,382	100.0%
<b>Acute Services</b>	<b>128,907</b>	<b>135,987</b>	<b>7,080</b>	<b>27,662</b>	<b>28,344</b>	<b>682</b>	<b>7,762</b>	<b>5.0%</b>	<b>6,964</b>	<b>5.0%</b>
<b>Adult Mental Health And Disability</b>										
Mental Health	21,501	21,718	217	5,881	5,381	(500)	(283)	(1.0%)	(251)	(1.0%)
Learning Disability	14,654	14,718	64	21,030	21,259	229	293	0.8%	296	0.9%
Adult Safeguarding	348	309	(39)	25	16	(9)	(48)	(12.9%)	(44)	(13.3%)
Management Team	253	235	(18)	2	17	15	(3)	(1.2%)	(3)	(1.3%)
<b>Adult Mental Health And Disability</b>	<b>36,756</b>	<b>36,980</b>	<b>224</b>	<b>26,938</b>	<b>26,673</b>	<b>(265)</b>	<b>(41)</b>	<b>(0.1%)</b>	<b>(2)</b>	<b>(0.0%)</b>
<b>Primary Care &amp; Older People</b>										
Primary & Community Care	17,019	17,170	151	64,643	65,252	609	760	0.9%	709	1.0%
Intermediate Care	20,097	20,112	15	2,974	2,625	(349)	(334)	(1.4%)	(178)	(0.9%)
Secondary Care	20,724	21,803	1,079	2,777	2,488	(289)	790	3.4%	573	2.7%
Care & Accommodation/Professional Social Work	3,749	4,000	251	924	993	69	320	6.8%	275	6.5%
Professional Nursing	4,032	4,047	15	153	211	58	73	1.7%	60	1.6%
Management Team	836	923	87	33	28	(5)	82	9.4%	67	8.4%
Recurrent Balance	(2,220)	0	2,220				2,220	100.0%	1,998	100.0%
Internal Planning Corporate Solutions	1,304	0	(1,304)				(1,304)	(100.0%)	(1,176)	(100.0%)
Unfunded Budgets	(15)	0	15				15	100.0%	13	100.0%
<b>Primary Care &amp; Older People</b>	<b>65,526</b>	<b>68,055</b>	<b>2,529</b>	<b>71,504</b>	<b>71,597</b>	<b>93</b>	<b>2,622</b>	<b>1.9%</b>	<b>2,341</b>	<b>1.9%</b>
<b>Womens &amp; Childrens</b>										
Healthcare	26,681	27,210	529	795	782	(13)	516	1.9%	447	1.8%
Safeguarding Children	9,286	8,759	(527)	3,671	3,656	(15)	(552)	(4.3%)	(490)	(4.2%)
Community & Public Health	11,304	11,098	(206)	2,713	2,667	(46)	(252)	(1.8%)	(203)	(1.6%)
Corporate Parenting	11,806	12,811	1,005	13,033	13,869	836	1,841	7.4%	1,743	7.8%
SW Training Development & Governance		755	755	95	95	0	0	0.0%	1	0.1%
Physical Disability	4,331	4,469	138	6,540	7,492	952	1,090	10.0%	1,029	10.5%
Signs of Safety	301	301	0	522	522	0	0	100.0%	0	100.0%
Management Team	484	446	(38)	78	76	(2)	(40)	(7.1%)	(11)	(2.1%)
Recurrent Balance	(928)	0	928				928	100.0%	835	100.0%
Internal Planning Corporate Solutions	929	0	(929)				(929)	(100.0%)	(828)	(100.0%)
Unfunded Budgets	(550)	0	550	(1,226)	0	1,226	1,776	100.0%	1,599	100.0%
<b>Womens &amp; Childrens</b>	<b>64,409</b>	<b>65,849</b>	<b>1,440</b>	<b>26,221</b>	<b>29,159</b>	<b>2,938</b>	<b>4,378</b>	<b>4.8%</b>	<b>4,122</b>	<b>5.1%</b>
<b>Medical</b>										
Quality & Safety	905	923	18	54	50	(4)	14	1.5%	15	1.8%
Infection Prevention & Control	433	447	14	14	4	(10)	4	0.9%	3	0.7%
Research & Development	571	571	0	23	22	(1)	(1)	(0.2%)	(1)	(0.2%)
Medical & Dental Education	528	507	(21)	12	4	(8)	(29)	(5.4%)	(26)	(5.3%)
Library Services	93	79	(14)	4	1	(3)	(17)	(17.5%)	(16)	(18.2%)
Management Team	246	259	13	79	75	(4)	9	2.8%	8	2.6%
<b>Medical</b>	<b>2,776</b>	<b>2,786</b>	<b>10</b>	<b>186</b>	<b>156</b>	<b>(30)</b>	<b>(20)</b>	<b>(0.7%)</b>	<b>(17)</b>	<b>(0.6%)</b>
<b>Performance &amp; Service Improvement</b>										
Facilities Management	23,079	23,290	211	1,158	880	(278)	(67)	(0.3%)	(113)	(0.5%)
Communications	197	166	(31)	11	3	(8)	(39)	(18.8%)	(27)	(14.5%)
ICT	2,268	2,048	(220)	60	53	(7)	(227)	(9.8%)	(187)	(9.0%)
Performance & Service Improvement	3,227	3,088	(139)	234	158	(76)	(215)	(6.2%)	(172)	(5.6%)
Management Team	621	650	29	31	10	(21)	8	1.2%	(6)	(1.0%)
<b>Total Direct Performance &amp; S.I.</b>	<b>29,392</b>	<b>29,242</b>	<b>(150)</b>	<b>1,494</b>	<b>1,104</b>	<b>(390)</b>	<b>(540)</b>	<b>(1.7%)</b>	<b>(505)</b>	<b>(1.8%)</b>
<b>Trustwide Budgets</b>										
Building & Engineering	0	0	0	2,470	2,726	256	256	10.4%	327	14.9%
Transport	0	0	0	1,035	900	(135)	(135)	(13.0%)	(140)	(13.0%)
Information Technology	0	0	0	1,106	1,525	419	419	37.9%	367	36.9%
<b>Total Trust-wide Performance &amp; S.I.</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,611</b>	<b>5,151</b>	<b>540</b>	<b>540</b>	<b>11.7%</b>	<b>554</b>	<b>13.4%</b>
<b>Performance &amp; Service Improvement</b>	<b>29,392</b>	<b>29,242</b>	<b>(150)</b>	<b>6,105</b>	<b>6,255</b>	<b>150</b>	<b>0</b>	<b>0.0%</b>	<b>49</b>	<b>0.2%</b>
<b>Finance &amp; Contracting</b>										
Financial Services	1,454	1,491	37	38	18	(20)	17	1.1%	16	1.2%
Financial Management	822	806	(16)	12	4	(8)	(24)	(2.9%)	(7)	(0.9%)
Capital Costing & Efficiency	334	335	1	6	0	(6)	(5)	(1.5%)	(5)	(1.6%)
Management Team	260	258	(2)	23	17	(6)	(8)	(2.8%)	(4)	(1.6%)
<b>Finance &amp; Contracting</b>	<b>2,870</b>	<b>2,890</b>	<b>20</b>	<b>79</b>	<b>39</b>	<b>(40)</b>	<b>(20)</b>	<b>(0.7%)</b>	<b>0</b>	<b>0.0%</b>
<b>Human Resources</b>										
Employee Resourcing	1,513	1,611	98	83	114	31	129	8.1%	105	7.3%
Workforce Development & Performance	1,320	1,229	(91)	71	63	(8)	(99)	(7.1%)	(77)	(6.2%)
Management Team	160	132	(28)	2	3	1	(27)	(16.7%)	(18)	(13.0%)
<b>Total Direct HR</b>	<b>2,993</b>	<b>2,972</b>	<b>(21)</b>	<b>156</b>	<b>180</b>	<b>24</b>	<b>3</b>	<b>0.1%</b>	<b>10</b>	<b>0.4%</b>
<b>Trustwide Budgets</b>										
Staff Advertising	0	0	0	82	49	(33)	(33)	(40.2%)	(29)	(42.0%)
<b>Total Trust-wide HR</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>82</b>	<b>49</b>	<b>(33)</b>	<b>(33)</b>	<b>(40.2%)</b>	<b>(29)</b>	<b>(42.0%)</b>
<b>Human Resources</b>	<b>2,993</b>	<b>2,972</b>	<b>(21)</b>	<b>238</b>	<b>229</b>	<b>(9)</b>	<b>(30)</b>	<b>(0.9%)</b>	<b>(19)</b>	<b>(0.7%)</b>
<b>Corporate</b>										
Chief Executive's Office	1,610	1,605	(5)	95	92	(3)	(8)	(0.5%)	9	0.6%
Capital Planning	432	434	2	8	5	(3)	(1)	(0.2%)	0	0.0%
<b>Corporate</b>	<b>2,042</b>	<b>2,039</b>	<b>(3)</b>	<b>103</b>	<b>97</b>	<b>(6)</b>	<b>(9)</b>	<b>(0.4%)</b>	<b>9</b>	<b>0.5%</b>
<b>Trustwide Corporate Services</b>										
Bank Nursing project	179	191	12	7	1	(6)	6	3.2%	5	3.0%
Electronic Rostering project	99	84	(15)	7	2	(5)	(20)	(18.9%)	(19)	(20.0%)
Staff Side Support	205	234	29	10	1	(9)	20	9.3%	20	10.5%
<b>Trustwide Corporate Services</b>	<b>483</b>	<b>509</b>	<b>26</b>	<b>24</b>	<b>4</b>	<b>(20)</b>	<b>6</b>	<b>1.2%</b>	<b>6</b>	<b>1.3%</b>
<b>Total</b>	<b>336,154</b>	<b>347,309</b>	<b>11,155</b>	<b>159,060</b>	<b>162,553</b>	<b>3,493</b>	<b>14,648</b>	<b>3.0%</b>	<b>13,453</b>	<b>3.0%</b>
			<b>3.3%</b>			<b>2.2%</b>				
<b>Corporate Trustwide Budgets</b>										
Pharmacy	0	0	0	14,836	14,856	20	20	0.1%	(90)	(0.7%)
Pharmacy Maintenance/Repair Contracts	0	0	0	1,812	1,701	(111)	(111)	(6.1%)	(130)	(8.0%)
Catering	0	0	0	2,442	2,274	(168)	(168)	(6.9%)	(154)	(7.0%)
Heat, Light and Power	0	0	0	6,314	6,778	464	464	7.3%	313	5.7%
Rent, Rates, Insurance & Water	0	0	0	6,418	6,501	83	83	1.3%	63	1.1%
General Services	0	0	0	2,189	2,913	724	724	33.1%	545	26.6%
Postages & Telephones	0	0	0	1,107	1,146	39	39	3.5%	60	6.0%
Trustwide Hire of Vehicles	0	0	0	95	98	3	3	3.2%	3	3.5%
PFI	0	0	0	17,184	17,181	(3)	(3)	(0.0%)	(5)	(0.0%)
Trust Agency Agreements	0	0	0	5,143	5,038	(105)	(105)	(2.0%)	(88)	(1.9%)
Apprenticeship Levy	1,298	1,298	0	0	0	0	0	0.0%	0	0.0%
Employers Superannuation	1,500	1,500	0	0	0	0	0	0.0%	0	0.0%
Corporate Non Pay Unfunded Budgets	0	0	0	(1,066)	0	1,066	1,066	100.0%	923	100.0%
Savings Target 2018/19	(3,097)	0	3,097				3,097	100.0%	2,787	100.0%
Corporate Solutions	920	0	(920)				(920)	(100.0%)	(903)	(100.0%)
Vacancy Controls - All Directorates	(8,242)	0	8,242				8,242	100.0%	7,302	100.0%
Trust Wide Solutions for Vacancy Controls	8,242	0	(8,242)				(8,242)	(100.0%)	(7,302)	(100.0%)
<b>Total Corporate TW Budgets</b>	<b>621</b>	<b>2,798</b>	<b>2,177</b>	<b>56,474</b>	<b>58,486</b>	<b>2,012</b>	<b>4,189</b>	<b>7.3%</b>	<b>3,324</b>	<b>6.5%</b>
<b>Total</b>	<b>336,775</b>	<b>350,107</b>	<b>13,332</b>	<b>215,534</b>	<b>221,039</b>	<b>5,505</b>	<b>18,837</b>	<b>3.4%</b>	<b>16,777</b>	<b>3.4%</b>
			<b>4.3%</b>			<b>2.6%</b>				

**Pay Budgetary Performance  
Summary By Professional Heading  
For 10 Months Ending 31st January 2019**

Directorate / Division	JANUARY 2019				DECEMBER TOTAL	
	Budget £'000	Expenditure £'000	Variance £'000	%	Variance £'000	%
<b>Acute Services</b>						
Medical	46,938	49,460	2,522	5.37%	2,303	5.47%
Nursing	49,109	53,145	4,036	8.22%	3,678	8.35%
Social Services	0	25	25	100.00%	12	100.00%
Allied Health Professions	471	641	170	36.09%	144	34.04%
Psychology	340	276	(64)	(18.82%)	(56)	(18.86%)
Specialist Professions	12,349	12,906	557	4.51%	485	4.38%
Medical Technical Officers	2,877	2,413	(464)	(16.13%)	(416)	(16.11%)
Pharmacy	5,531	5,523	(8)	(0.14%)	(12)	(0.24%)
Dental	78	11	(67)	(85.90%)	(60)	(85.71%)
Administration	10,158	10,717	559	5.50%	522	5.72%
Estates	103	0	(103)	(100.00%)	(93)	(100.00%)
Support Services	463	870	407	87.90%	361	86.99%
Recurrent Balance	(2,787)	0	2,787	100.00%	2,508	100.00%
Internal Planning Corporate Solutions	3,277	0	(3,277)	(100.00%)	(2,934)	(100.00%)
<b>Total Acute Services</b>	<b>128,907</b>	<b>135,987</b>	<b>7,080</b>	<b>5.49%</b>	<b>6,442</b>	<b>5.57%</b>
<b>Adult Mental Health &amp; Disability</b>						
Medical	3,388	4,322	934	27.57%	785	25.79%
Nursing	17,499	16,989	(510)	(2.91%)	(361)	(2.31%)
Social Services	11,478	11,864	386	3.36%	242	2.33%
Allied Health Professions	620	378	(242)	(39.03%)	(222)	(39.86%)
Psychology	1,243	1,129	(114)	(9.17%)	(87)	(8.20%)
Administration	2,296	2,120	(176)	(7.67%)	(153)	(7.44%)
Support Services	199	160	(39)	(19.60%)	(34)	(19.10%)
General	33	18	(15)	(45.45%)	(13)	(43.33%)
<b>Total Adult Mental Health &amp; Disability</b>	<b>36,756</b>	<b>36,980</b>	<b>224</b>	<b>0.61%</b>	<b>157</b>	<b>0.48%</b>
<b>Primary Care &amp; Older People</b>						
Medical	3,626	3,818	192	5.30%	170	5.21%
Nursing	25,253	26,236	983	3.89%	833	3.68%
Social Services	15,242	15,608	366	2.40%	325	2.38%
Allied Health Professions	16,489	16,441	(48)	(0.29%)	(27)	(0.18%)
Psychology	240	242	2	0.83%	2	0.93%
General/Specialist Professions	156	158	2	1.28%	2	1.43%
Medical Technical Officers	178	174	(4)	(2.25%)	(7)	(4.38%)
Administration	5,258	5,374	116	2.21%	126	2.67%
Support Services	0	4	4	100.00%	4	100.00%
Recurrent Balance	(2,220)	0	2,220	100.00%	1,998	100.00%
Internal Planning Corporate Solutions	1,304	0	(1,304)	(100.00%)	(1,176)	(100.00%)
<b>Total Primary Care &amp; Older People</b>	<b>65,526</b>	<b>68,055</b>	<b>2,529</b>	<b>3.86%</b>	<b>2,250</b>	<b>3.83%</b>
<b>Women &amp; Childrens</b>						
Medical	9,727	10,013	286	2.94%	258	2.95%
Nursing	22,025	22,252	227	1.03%	200	1.01%
Social Services	24,738	25,788	1,050	4.24%	1,003	4.52%
Allied Health Professions	693	607	(86)	(12.41%)	(78)	(12.48%)
Psychology	1,143	1,150	7	0.61%	9	0.88%
Medical Technical Officers	639	601	(38)	(5.95%)	(32)	(5.57%)
Dental	654	580	(74)	(11.31%)	(67)	(11.34%)
Administration	4,652	4,465	(187)	(4.02%)	(158)	(3.77%)
Support Services	248	393	145	58.47%	130	58.30%
Recurrent Balance	(928)	0	928	100.00%	835	100.00%
Internal Planning Corporate Solutions	929	0	(929)	(100.00%)	(828)	(100.00%)
Undelivered Savings Plan 17/18	(111)	0	111	(100.00%)	100	(100.00%)
<b>Total Women &amp; Childrens</b>	<b>64,409</b>	<b>65,849</b>	<b>1,440</b>	<b>2.24%</b>	<b>1,372</b>	<b>2.37%</b>
<b>Medical</b>						
Nursing	908	751	(157)	(17.29%)	(131)	(16.31%)
Allied Health Professions	33	36	3	9.09%	3	10.34%
Pharmacy	1	1	0	0.00%	0	0.00%
Medical	308	315	7	2.27%	7	2.52%
Administration	1,526	1,667	141	9.24%	128	9.37%
Specialist Professions	0	16	16	100.00%	6	100.00%
<b>Total Medical</b>	<b>2,776</b>	<b>2,786</b>	<b>10</b>	<b>0.36%</b>	<b>13</b>	<b>0.53%</b>
<b>Performance Management &amp; Service Improvement</b>						
Nursing	137	116	(21)	(15.33%)	(18)	(15.13%)
Allied Health Professions	114	87	(27)	(23.68%)	(23)	(22.55%)
Medical Technical Officers	423	430	7	1.65%	(6)	(1.52%)
Administration	7,623	7,309	(314)	(4.12%)	(259)	(3.79%)
Estates	4,194	4,102	(92)	(2.19%)	(152)	(3.96%)
Support Services	16,901	17,198	297	1.76%	308	2.03%
<b>Total Performance Management &amp; Service Improvement</b>	<b>29,392</b>	<b>29,242</b>	<b>(150)</b>	<b>(0.51%)</b>	<b>(150)</b>	<b>(0.57%)</b>
<b>Finance</b>						
Administration	2,870	2,890	20	0.70%	33	1.28%
<b>Total Finance</b>	<b>2,870</b>	<b>2,890</b>	<b>20</b>	<b>0.70%</b>	<b>33</b>	<b>1.28%</b>
<b>Human Resources</b>						
Medical	200	215	15	7.50%	13	7.22%
Nursing	322	359	37	11.49%	32	10.88%
Social Services	28	22	(6)	(21.43%)	(2)	(8.33%)
Allied Health Professions	46	32	(14)	(30.43%)	(12)	(29.27%)
Administration	2,397	2,344	(53)	(2.21%)	(38)	(1.77%)
<b>Total Human Resources</b>	<b>2,993</b>	<b>2,972</b>	<b>(21)</b>	<b>(0.70%)</b>	<b>(7)</b>	<b>(0.26%)</b>
<b>Corporate / Trustwide</b>						
Medical	311	319	8	2.57%	12	4.38%
Nursing	114	297	183	160.53%	132	98.51%
Administration	2,055	1,907	(148)	(7.20%)	(126)	(6.96%)
Pharmacy	8	0	(8)	(100.00%)	0	0.00%
Support Services	0	17	17	100.00%	15	100.00%
Employers Superannuation	1,500	1,500	0	0.00%	0	0.00%
Apprenticeship Levy	1,298	1,298	0	0.00%	0	0.00%
<b>Total Corporate / Trustwide</b>	<b>5,323</b>	<b>5,346</b>	<b>23</b>	<b>0.43%</b>	<b>33</b>	<b>0.70%</b>
<b>Control total/ Savings Target</b>						
Savings Target 2018/19	(3,097)	0	3,097	100.00%	2,787	100.00%
Corporate Solutions	920	0	(920)	(100.00%)	(903)	(100.00%)
Vacancy Controls - All Directorates	(8,242)	0	8,242	100.00%	7,302	100.00%
Trust Wide Solutions for Vacancy Controls	8,242	0	(8,242)	(100.00%)	(7,302)	(100.00%)
<b>Total Control total/ Savings Target</b>	<b>(2,177)</b>	<b>0</b>	<b>2,177</b>	<b>(100.00%)</b>	<b>1,884</b>	<b>(100.00%)</b>
<b>Total</b>	<b>336,775</b>	<b>350,107</b>	<b>13,332</b>	<b>3.96%</b>	<b>12,027</b>	<b>3.98%</b>

Cumulative all Directorates	JANUARY 2019				DECEMBER TOTAL	
	Budget £'000	Expenditure £'000	Variance £'000	%	Variance £'000	%
Medical	64,498	68,462	3,964	6.15%	3,548	6.12%
Nursing	115,404	120,145	4,741	4.11%	4,365	4.22%
Social Services	51,486	53,307	1,821	3.54%	1,580	3.42%
Allied Health Professions	18,466	18,222	(244)	(1.32%)	(215)	(1.30%)
Psychology	2,966	2,797	(169)	(5.70%)	(132)	(5.08%)
Specialist Professions	12,505	13,080	575	4.60%	493	4.39%
Medical Technical Officers	4,117	3,618	(499)	(12.12%)	(461)	(12.42%)
Pharmacy	5,532	5,524	(8)	(0.14%)	(12)	(0.24%)
Dental	732	591	(141)	(19.26%)	(127)	(19.21%)
Administration	38,835	38,793	(42)	(0.11%)	75	0.22%
Estates	4,305	4,110	(195)	(4.53%)	(245)	(6.22%)
Support Services	17,811	18,642	831	4.67%	784	4.91%
General	33	18	(15)	(45.45%)	(13)	(43.33%)
Employers Superannuation	1,500	1,500	0	0.00%	0	0.00%
Apprenticeship Levy	1,298	1,298	0	0.00%	0	0.00%
Recurrent Balance/Vacancy Controls	(5,935)	0	5,935	100.00%	5,341	100.00%
Internal Planning Corporate Solutions	5,510	0	(5,510)	(100.00%)	(4,938)	(100.00%)
Undelivered Savings Plan 17/18	(111)	0	111	100.00%	100	100.00%
Savings Target 2018/19	(3,097)	0	3,097	100.00%	2,787	100.00%
Corporate Solutions	920	0	(920)	(100.00%)	(903)	(100.00%)
Vacancy Controls - All Directorates	(8,242)	0	8,242	100.00%	7,302	100.00%
Trust Wide Solutions for Vacancy Controls	8,242	0	(8,242)	(100.00%)	(7,302)	(100.00%)
<b>Total Cumulative</b>	<b>336,775</b>	<b>350,107</b>	<b>13,332</b>	<b>3.96%</b>	<b>12,027</b>	<b>3.98%</b>

**Non Pay Budgetary Performance**  
**Cumulative for the 10 months ended 31st January 2019**

BUDGET HEADING	JANUARY 2019				DECEMBER TOTAL	
	BUDGET £'000	EXPENDITURE £'000	VARIANCE £'000 %		VARIANCE £'000 %	
OTHER TREATMENT DEPTS	66	43	(23)	(34.8)	(28)	(41.2)
XRAY	2,187	2,030	(157)	(7.2)	(139)	(7.4)
PHARMACY	13,761	14,856	1,095	8.0	840	6.8
LABS	4,839	5,552	713	14.7	559	12.6
CATERING	2,442	2,274	(168)	(6.9)	(154)	(7.0)
PATIENTS CLOTHING	688	864	176	25.6	153	24.7
STAFF UNIFORMS	358	309	(49)	(13.7)	(62)	(18.7)
HEAT, LIGHT & POWER	6,314	6,778	464	7.3	313	5.7
BUILDING & ENGINEERING	2,470	2,726	256	10.4	327	14.9
PHARMACY - MAINTENANCE & REPAIRS	1,822	1,701	(121)	(6.6)	(137)	(8.4)
BEDDING & LINEN	354	369	15	4.2	13	4.1
RENT, RATES, INSURANCE & WATER	6,418	6,502	84	1.3	63	1.1
GENERAL SERVICES	2,189	2,913	724	33.1	545	26.6
ADMIN & LEGAL	1,115	924	(191)	(17.1)	(181)	(18.0)
TRANSPORT	1,035	900	(135)	(13.0)	(140)	(15.0)
POSTAGES & TELEPHONES	1,107	1,146	39	3.5	60	6.0
TRAVEL & COURSES	7,215	6,779	(436)	(6.0)	(745)	(10.8)
HOTEL SERVICES	1,207	1,249	42	3.5	26	2.4
CHILDCARE SERVICES	3,397	4,282	885	26.1	837	27.6
SOCIAL SERVICES	1,120	1,062	(58)	(5.2)	(114)	(10.8)
DISABILITY SERVICES	3,644	3,723	79	2.2	484	15.5
FOSTERCARE & ADOPTION	7,216	8,103	887	12.3	805	12.4
DOMICILIARY CARE	28,639	30,231	1,592	5.6	1,544	6.0
ACCESS TARGETS - INDEPENDENT SECTOR	824	824	0	0.0	0	0.0
INFORMATION TECHNOLOGY	1,106	1,525	419	37.9	367	36.9
HIRE OF VEHICLES/TAXIS	677	703	26	3.8	35	5.7
TRUST AGENCY AGREEMENTS	5,143	5,038	(105)	(2.0)	(88)	(1.9)
CONTROLLED EQUIPMENT	309	309	0	0.0	0	0.0
CARE CONTRACTS & GRANT AID	20,191	19,941	(250)	(1.2)	(230)	(1.3)
INDEPENDENT HOMES	54,198	53,936	(262)	(0.5)	(169)	(0.3)
PFI	17,184	17,181	(3)	(0.0)	(5)	(0.0)
STAFF ADVERTISING	82	49	(33)	(40.2)	(29)	(42.0)
DRUGS	16,217	16,217	0	0.0	0	0.0
<b>TOTAL</b>	<b>215,534</b>	<b>221,039</b>	<b>5,505</b>	<b>2.6</b>	<b>4,750</b>	<b>2.5</b>