



Western Health  
and Social Care Trust

# **Trust Board Financial Performance Report**

**for the twelve months ended  
31 March 2019**

# **Western Health and Social Care Trust**

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

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## 1. Financial Plan 2018/19

The Trust is reporting a deficit of **£24.4m** for the twelve months ended 31 March 2019 and is on plan to report this in the annual accounts. The Department of Health has provided the Trust with in year support with an agreement that the Trust will develop a three year recovery plan commencing on 1 April 2019. The reasons for this deficit in year are under-delivery of savings targets and new emerging cost pressures (Domiciliary Care/Direct Payments/SDS, Nursing & Medical agency premium cost) 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 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 delivered in year savings against the target of £3.5m using in-year one off slippage opportunities;
- The Trust has delivered in-year savings of £678k against the target for MORE savings.

## 2. Financial Position as at 31 March 2019

The Trust is reporting a deficit of **£24.4m** (subject to confirmation by the annual accounts) as at 31 March 2019 as follows:

- Internal Residual Deficit (prior years savings target) - **£7.1m**
- Cost Pressures - **£13.6m**
- Savings Target under-delivery in year 2018/19 **£3.7m**

The current run rate of expenditure for the Trust excluding the transformation and elective care spend is running at 6% higher for the period ending 31 March 2019 compared to the same period in 2017-18. The Trust needs to see a downward reduction in the run rate spend to support the delivery of financial targets in 2019-20 and beyond.

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

Directorate	Budget £'000	Expenditure £'000	Variance		Feb Variance	
			£'000	%	£'000	%
Acute Services	191,566	200,840	9,274	4.8	8,608	4.9
Primary Care & Older People	166,944	170,181	3,237	1.9	2,907	1.9
Women & Childrens	111,569	116,304	4,735	4.2	4,537	4.5
Adult Mental Health & Disability	78,027	77,687	(340)	(0.4)	(210)	(0.3)
Performance & Service Improvement	40,695	40,609	(86)	(0.2)	(178)	(0.5)
Finance & Contracting	3,670	3,625	(45)	(1.2)	(38)	(1.1)
ICT (transfer to DOF wef 1 <sup>st</sup> Feb)	4,738	5,014	276	5.8	215	5.6
Human Resources	4,018	3,849	(169)	(4.2)	(107)	(2.9)
Medical	3,729	3,673	(56)	(1.5)	(23)	(0.7)
Corporate	2,809	2,769	(40)	(1.4)	(49)	(1.9)
Trust Wide Corporate Services	623	634	11	1.8	9	1.6
Corporate Pay & Non Pay	71,936	76,784	4,848	6.7	4,237	5.3
Savings Target Gap 2018/19	(3,716)	0	3,716	100.0	3,406	100.0
Corporate Solutions	1,000	0	(1,000)	(100.0)	(917)	(100.0)
Vacancy Control Target	(10,106)	0	10,106	100.0	9,264	100.0
Trust Wide Solutions for Vacancy Controls	10,106	0	(10,106)	(100.0)	(9,264)	(100.0)
<b>Total</b>	<b>677,608</b>	<b>701,969</b>	<b>24,361</b>	<b>3.6</b>	<b>22,398</b>	<b>3.6</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 March 2019				Increase / (Decrease) over Feb 2019 %	Increase / (Decrease) over avg 2017/18 %
	Agency £'000	Bank £'000	Overtime £'000	Total £'000		
Acute Services	20,644	2,060	1,366	24,070	4.9%	26.3%
Adult Mental Health & Disability	3,069	2,744	113	5,926	9.6%	33.9%
Primary Care & Older People	6,632	2,381	288	9,301	18.4%	48.0%
Women & Childrens	5,554	2,004	618	8,176	15.5%	42.1%
Performance & Service Improvement	1,473	1,013	232	2,718	16.4%	(17.7%)
Other Directorates	327	51	25	403	31.4%	68.6%
<b>Total</b>	<b>37,699</b>	<b>10,253</b>	<b>2,642</b>	<b>50,594</b>	<b>10.4%</b>	<b>29.5%</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 – Actual	5,100	4,500	1,600
% movement +/-	+28%	+10%	+7%

**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 – Actual	9,100	8,100	3,400
% movement +/-	+15%	+29%	+42%

### Other Pay Cost Key Highlights:

- Expenditure has increased 10.4% from the previous month and by 29.5% compared to the same period last year;
- Agency expenditure of £37.7m which includes £20.6m (55%) on medical agency staff;
- 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 24% higher than the previous year;
- Off contract - agency nursing provider expenditure for the 12 months ended 31 March 2019 of £2.1m, and the Trust is also incurring some expenditure at a premium rate in social services circa £216k.

### **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 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 delivered 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 has delivered in year savings against the this target of £678k and in year easement has been received amounting to £1.2m

#### QICR Plan

The target for 2018/19 is £2.5m and the programme has delivered savings of £1.87m and the balance was achieved through one off opportunities in year.

### **4. Elective Care**

The Trust is reporting an under-spend of £418k for the twelve months ended 31 March 2019 in relation to Elective Care. This underspend is split £266k Confidence and Supply Funding and £152k other. This monitoring is based on the activity recorded on the Trust PAS system as at 31 March 2019.

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

The Trust has received a capital allocation of **£35.6m** from the DoH for 2018/19 and the planned expenditure has been achieved in line with the 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 reporting a deficit of £24.4m and we are on plan to achieve this within our annual accounts.
- The average run rate of spend is 6% higher than last year. The Trust needs to see a downward reduction in the run rate spend to support the delivery of financial targets in 2019-20 and beyond.

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

# APPENDICES





	MARCH 2019 - PAY			MARCH 2019 - NON PAY			MARCH TOTAL		FEBRUARY TOTAL Variance restated	
	Budget £'000	Expenditure £'000	Variance £'000	Budget £'000	Expenditure £'000	Variance £'000	Variance £'000	Variance %	Variance £'000	Variance %
<b>Corporate</b>										
Chief Executive's Office	2,111	2,053	(58)	150	163	13	(45)	(2.0%)	(53)	(2.6%)
Capital Planning	539	542	3	9	11	2	5	0.9%	4	0.8%
<b>Corporate</b>	<b>2,650</b>	<b>2,595</b>	<b>(55)</b>	<b>159</b>	<b>174</b>	<b>15</b>	<b>(40)</b>	<b>(1.4%)</b>	<b>(49)</b>	<b>(1.9%)</b>
			(2.1%)			9.4%				
<b>Trustwide Corporate Services</b>										
Bank Nursing project	218	233	15	8	2	(6)	9	4.0%	7	3.4%
Electronic Rostering project	122	106	(16)	9	2	(7)	(23)	(17.6%)	(21)	(17.6%)
Staff Side Support	254	290	36	12	1	(11)	25	9.4%	23	9.4%
<b>Trustwide Corporate Services</b>	<b>594</b>	<b>629</b>	<b>35</b>	<b>29</b>	<b>5</b>	<b>(24)</b>	<b>11</b>	<b>1.8%</b>	<b>9</b>	<b>1.6%</b>
			5.9%			(82.8%)				
<b>Total</b>	<b>415,380</b>	<b>428,089</b>	<b>12,709</b>	<b>193,008</b>	<b>197,096</b>	<b>4,088</b>	<b>16,797</b>	<b>2.8%</b>	<b>15,670</b>	<b>2.8%</b>
			3.1%			2.12%				
<b>Corporate Trustwide Budgets</b>										
Pharmacy			0	18,178	17,953	(225)	(225)	(1.2%)	(56)	(0.3%)
Pharmacy Maintenance/Repair Contracts			0	2,188	2,134	(54)	(54)	(2.5%)	(95)	(4.7%)
Catering			0	2,953	2,763	(190)	(190)	(6.4%)	(191)	(7.1%)
Heat, Light and Power			0	7,667	8,497	830	830	10.8%	609	8.7%
Rent, Rates, Insurance & Water			0	7,718	7,731	13	13	0.2%	71	1.0%
General Services			0	2,639	3,712	1,073	1,073	40.7%	816	34.3%
Postages & Telephones			0	1,361	1,380	19	19	1.4%	82	6.6%
Trustwide Hire of Vehicles			0	114	116	2	2	1.8%	3	2.9%
PFI			0	20,623	20,607	(16)	(16)	(0.1%)	(18)	(0.1%)
Trust Agency Agreements			0	6,322	6,187	(135)	(135)	(2.1%)	(113)	(2.0%)
Apprenticeship Levy	1,604	1,604	0			0	0	0.0%	0	0.0%
Employers Superannuation	1,800	1,800	0			0	0	0.0%	0	0.0%
Corporate Non Pay Unfunded Budgets			0	(1,352)		1,352	1,352	100.0%	1,209	100.0%
Savings Target 2018/19	(3,716)	0	3,716			0	3,716	100.0%	3,406	100.0%
Corporate Solutions/Accruals	1,121	2,300	1,179			0	1,179	(100.0%)	1,004	90.9%
Vacancy Controls - All Directorates	(10,106)		10,106			0	10,106	100.0%	9,264	100.0%
Trust Wide Solutions for Vacancy Controls	10,106		(10,106)			0	(10,106)	(100.0%)	(9,264)	(100.0%)
<b>Total Corporate TW Budgets</b>	<b>809</b>	<b>5,704</b>	<b>4,895</b>	<b>68,411</b>	<b>71,080</b>	<b>2,669</b>	<b>7,564</b>	<b>10.9%</b>	<b>6,727</b>	<b>10.7%</b>
<b>Total</b>	<b>416,189</b>	<b>433,793</b>	<b>17,604</b>	<b>261,419</b>	<b>268,176</b>	<b>6,757</b>	<b>24,361</b>	<b>3.6%</b>	<b>22,397</b>	<b>3.6%</b>
			4.2%			2.6%				

**Pay Budgetary Performance  
Summary By Professional Heading  
For 12 Months Ending 31st March 2019**

Directorate / Division	MARCH 2019				FEBRUARY TOTAL Variance restated	
	Budget £'000	Expenditure £'000	Variance £'000	%	Variance £'000	%
<b>Acute Services</b>						
Medical	56,616	59,336	2,720	4.80%	2,667	5.16%
Nursing	60,656	65,698	5,042	8.31%	4,517	8.14%
Social Services	0	0	0	100.00%	2	100.00%
Allied Health Professions	587	794	207	35.26%	186	34.90%
Psychology	441	344	(97)	(22.00%)	(72)	(18.56%)
Specialist Professions	15,270	15,912	642	4.20%	607	4.35%
Medical Technical Officers	3,536	2,993	(543)	(15.36%)	(489)	(15.12%)
Pharmacy	6,867	6,870	3	0.04%	(11)	(0.18%)
Dental	94	13	(81)	(86.17%)	(74)	(86.05%)
Administration	12,644	13,316	672	5.31%	604	5.23%
Estates	124	0	(124)	(100.00%)	(114)	(100.00%)
Support Services	581	1,070	489	84.17%	444	83.46%
Recurrent Balance	(3,344)	0	3,344	100.00%	3,065	100.00%
Internal Planning Corporate Solutions	3,968	0	(3,968)	(100.00%)	(3,566)	(100.00%)
Undelivered Savings Plan 17/18	(2)	0	2	100.00%	0	100.00%
<b>Total Acute Services</b>	<b>158,038</b>	<b>166,346</b>	<b>8,308</b>	<b>5.26%</b>	<b>7,766</b>	<b>5.38%</b>
<b>Adult Mental Health &amp; Disability</b>						
Medical	4,073	5,147	1,074	26.37%	1,038	27.82%
Nursing	21,503	20,901	(602)	(2.80%)	(578)	(2.93%)
Social Services	14,257	14,690	433	3.04%	433	3.33%
Allied Health Professions	725	472	(253)	(34.90%)	(240)	(36.14%)
Psychology	1,672	1,483	(189)	(11.30%)	(137)	(9.40%)
Administration	2,850	2,617	(233)	(8.18%)	(205)	(7.88%)
Support Services	245	202	(43)	(17.55%)	(40)	(17.78%)
General	41	27	(14)	(34.15%)	(14)	(37.84%)
<b>Total Adult Mental Health &amp; Disability</b>	<b>45,366</b>	<b>45,539</b>	<b>173</b>	<b>0.38%</b>	<b>257</b>	<b>0.62%</b>
<b>Primary Care &amp; Older People</b>						
Medical	4,373	4,609	236	5.40%	187	4.68%
Nursing	31,148	32,422	1,274	4.09%	1,137	3.98%
Social Services	18,892	19,460	568	3.01%	404	2.33%
Allied Health Professions	20,516	20,364	(152)	(0.74%)	(56)	(0.30%)
Psychology	296	300	4	1.35%	3	1.11%
General/Specialist Professions	192	193	1	0.52%	2	1.14%
Medical Technical Officers	221	215	(6)	(2.71%)	(6)	(2.97%)
Pharmacy	1	1	0	0.00%	0	100.00%
Administration	6,530	6,672	142	2.17%	120	2.01%
Support Services	0	5	5	100.00%	5	100.00%
Recurrent Balance	(2,664)	0	2,664	100.00%	2,442	100.00%
Internal Planning Corporate Solutions	1,557	0	(1,557)	(100.00%)	(1,431)	(100.00%)
<b>Total Primary Care &amp; Older People</b>	<b>81,062</b>	<b>84,241</b>	<b>3,179</b>	<b>3.92%</b>	<b>2,807</b>	<b>3.79%</b>
<b>Women &amp; Childrens</b>						
Medical	11,851	12,251	400	3.38%	343	3.19%
Nursing	27,194	27,423	229	0.84%	235	0.94%
Social Services	30,694	31,693	999	3.25%	1,022	3.65%
Allied Health Professions	854	751	(103)	(12.06%)	(96)	(12.24%)
Psychology	1,423	1,430	7	0.49%	11	0.85%
Medical Technical Officers	805	755	(50)	(6.21%)	(45)	(6.22%)
Dental	785	695	(90)	(11.46%)	(82)	(11.40%)
Administration	5,749	5,506	(243)	(4.23%)	(216)	(4.12%)
Support Services	315	488	173	54.92%	159	55.02%
Recurrent Balance	(1,113)	0	1,113	100.00%	1,020	100.00%
Internal Planning Corporate Solutions	1,121	0	(1,121)	(100.00%)	(1,024)	(100.00%)
Undelivered Savings Plan 17/18	(133)	0	133	(100.00%)	122	(100.00%)
<b>Total Women &amp; Childrens</b>	<b>79,545</b>	<b>80,992</b>	<b>1,447</b>	<b>1.82%</b>	<b>1,449</b>	<b>2.00%</b>
<b>Medical</b>						
Nursing	1,188	938	(250)	(21.04%)	(208)	(19.59%)
Allied Health Professions	41	45	4	9.76%	4	10.81%
Pharmacy	2	2	0	0.00%	0	0.00%
Medical	363	373	10	2.75%	11	3.27%
Administration	1,891	2,083	192	10.15%	175	10.11%
Specialist Professions	1	21	20	2,000.00%	17	1,700.00%
<b>Total Medical</b>	<b>3,486</b>	<b>3,462</b>	<b>(24)</b>	<b>(0.69%)</b>	<b>(1)</b>	<b>(0.03%)</b>
<b>Performance Management &amp; Service Improvement</b>						
Medical	5	5	0	0.00%	0	100.00%
Nursing	175	149	(26)	(14.86%)	(22)	(14.01%)
Allied Health Professions	139	101	(38)	(27.34%)	(31)	(24.22%)
Medical Technical Officers	521	522	1	0.19%	3	0.63%
Administration	6,656	6,519	(137)	(2.06%)	(120)	(1.98%)

Estates	5,123	5,057	(66)	(1.29%)	(114)	(2.40%)
Support Services	21,939	22,264	325	1.48%	362	1.81%
Psychology	1	1	0	0.00%	0	100.00%
<b>Total Performance Management &amp; Service Improvement</b>	<b>34,559</b>	<b>34,618</b>	<b>59</b>	<b>0.17%</b>	<b>78</b>	<b>0.25%</b>
<b>Finance</b>						
Administration	6,357	6,074	(283)	(4.45%)	(252)	(4.33%)
<b>Total Finance</b>	<b>6,357</b>	<b>6,074</b>	<b>(283)</b>	<b>(4.45%)</b>	<b>(252)</b>	<b>(4.33%)</b>
<b>Human Resources</b>						
Medical	240	257	17	7.08%	16	7.27%
Nursing	398	419	21	5.28%	29	7.95%
Social Services	36	23	(13)	(36.11%)	(10)	(30.30%)
Allied Health Professions	58	40	(18)	(31.03%)	(15)	(28.85%)
Administration	2,991	2,854	(137)	(4.58%)	(98)	(3.59%)
<b>Total Human Resources</b>	<b>3,723</b>	<b>3,593</b>	<b>(130)</b>	<b>(3.49%)</b>	<b>(78)</b>	<b>(2.29%)</b>
<b>Corporate / Trustwide</b>						
Medical	392	391	(1)	(0.26%)	2	0.56%
Nursing	193	368	175	90.67%	160	90.40%
Social Services	1	1	0	0.00%	0	100.00%
Administration	2,645	2,431	(214)	(8.09%)	(200)	(8.36%)
Pharmacy	11	11	0	0.00%	0	0.00%
Support Services	2	22	20	1,000.00%	19	1,900.00%
Employers Superannuation	1,800	1,800	0	0.00%	0	0.00%
Apprenticeship Levy	1,604	1,604	0	0.00%	0	0.00%
<b>Total Corporate / Trustwide</b>	<b>6,648</b>	<b>6,628</b>	<b>(20)</b>	<b>(0.30%)</b>	<b>(19)</b>	<b>(0.32%)</b>
<b>Control total/ Savings Target</b>						
Savings Target 2018/19	(3,716)		3,716	100.00%	3,406	100.00%
Corporate Solutions/Accruals	1,121	2,300	1,179	105.17%	1,004	90.94%
Vacancy Controls - All Directorates	(10,106)		10,106	100.00%	9,264	100.00%
Trust Wide Solutions for Vacancy Controls	10,106		(10,106)	(100.00%)	(9,264)	(100.00%)
<b>Total Control total/ Savings Target</b>	<b>(2,595)</b>	<b>2,300</b>	<b>4,895</b>	<b>(188.63%)</b>	<b>4,410</b>	<b>(191.57%)</b>
<b>Total</b>	<b>416,189</b>	<b>433,793</b>	<b>17,604</b>	<b>4.23%</b>	<b>16,417</b>	<b>4.32%</b>

Cumulative all Directorates	MARCH 2019				FEBRUARY TOTAL	
	Budget £'000	Expenditure £'000	Variance £'000	%	Variance £'000	%
Medical	77,913	82,369	4,456	5.72%	4,264	6.00%
Nursing	142,455	148,318	5,863	4.12%	5,270	4.04%
Social Services	63,880	65,867	1,987	3.11%	1,851	3.17%
Allied Health Professions	22,920	22,567	(353)	(1.54%)	(248)	(1.19%)
Psychology	3,833	3,558	(275)	(7.17%)	(195)	(5.72%)
Specialist Professions	15,463	16,126	663	4.29%	626	4.43%
Medical Technical Officers	5,083	4,485	(598)	(11.76%)	(537)	(11.58%)
Pharmacy	6,881	6,873	(8)	(0.12%)	(21)	(0.33%)
Dental	879	708	(171)	(19.45%)	(156)	(19.38%)
Administration	48,313	48,072	(241)	(0.50%)	(192)	(0.44%)
Estates	5,247	5,068	(179)	(3.41%)	(218)	(4.48%)
Support Services	23,082	24,051	969	4.20%	949	4.50%
General	41	27	(14)	(34.15%)	(14)	(37.84%)
Employers Superannuation	1,800	1,800	0	0.00%	0	0.00%
Apprenticeship Levy	1,604	1,604	0	0.00%	0	0.00%
Recurrent Balance/Vacancy Controls	(7,121)	0	7,121	100.00%	6,527	100.00%
Internal Planning Corporate Solutions	6,646	0	(6,646)	(100.00%)	(6,021)	(100.00%)
Undelivered Savings Plan 17/18	(135)	0	135	100.00%	122	100.00%
Savings Target 2018/19	(3,716)	0	3,716	100.00%	3,406	100.00%
Corporate Solutions/ Accruals	1,121	2,300	1,179	105.17%	1,004	90.94%
Vacancy Controls - All Directorates	(10,106)	0	10,106	100.00%	9,264	100.00%
Trust Wide Solutions for Vacancy Controls	10,106	0	(10,106)	(100.00%)	(9,264)	(100.00%)
<b>Total Cumulative</b>	<b>416,189</b>	<b>433,793</b>	<b>17,604</b>	<b>4.23%</b>	<b>16,417</b>	<b>4.32%</b>

**Non Pay Budgetary Performance  
Cumulative for the 12 months ended 31st March 2019**

BUDGET HEADING	MARCH 2019				FEBRUARY TOTAL	
	BUDGET £'000	EXPENDITURE £'000	VARIANCE £'000 %		VARIANCE £'000 %	
OTHER TREATMENT DEPTS	75	61	(14)	(18.7)	(24)	(32.9)
XRAY	2,592	2,459	(133)	(5.1)	(160)	(6.9)
PHARMACY	16,812	17,953	1,141	6.8	1,165	7.7
LABS	5,939	6,767	828	13.9	786	14.6
CATERING	2,953	2,763	(190)	(6.4)	(191)	(7.1)
PATIENTS CLOTHING	824	1,043	219	26.6	189	25.0
STAFF UNIFORMS	435	363	(72)	(16.6)	(60)	(15.2)
HEAT, LIGHT & POWER	7,667	8,497	830	10.8	609	8.7
BUILDING & ENGINEERING	3,112	3,536	424	13.6	337	12.0
PHARMACY - MAINTENANCE & REPAIRS	2,202	2,133	(69)	(3.1)	(107)	(5.3)
BEDDING & LINEN	424	445	21	5.0	16	4.1
RENT, RATES, INSURANCE & WATER	7,718	7,731	13	0.2	71	1.0
GENERAL SERVICES	2,640	3,712	1,072	40.6	816	34.3
ADMIN & LEGAL	1,457	1,194	(263)	(18.1)	(238)	(18.6)
TRANSPORT	1,242	1,086	(156)	(12.6)	(163)	(14.3)
POSTAGES & TELEPHONES	1,361	1,380	19	1.4	82	6.6
TRAVEL & COURSES	8,668	8,315	(353)	(4.1)	(428)	(5.4)
HOTEL SERVICES	1,451	1,492	41	2.8	40	3.0
CHILDCARE SERVICES	4,076	5,229	1,153	28.3	987	26.3
SOCIAL SERVICES	1,346	1,287	(59)	(4.4)	(71)	(5.8)
DISABILITY SERVICES	4,265	4,438	173	4.1	192	4.9
FOSTERCARE & ADOPTION	8,686	9,655	969	11.2	925	11.6
DOMICILARY CARE	34,633	36,300	1,667	4.8	1,629	5.2
ACCESS TARGETS - INDEPENDENT SECTOR	1,398	1,398	0	0.0	0	0.0
INFORMATION TECHNOLOGY	1,524	2,091	567	37.2	482	38.9
HIRE OF VEHICLES/TAXIS	786	859	73	9.3	28	3.8
TRUST AGENCY AGREEMENTS	6,322	6,187	(135)	(2.1)	(113)	(2.0)
CONTROLLED EQUIPMENT	800	800	0	0.0	0	0.0
CARE CONTRACTS & GRANT AID	24,734	24,338	(396)	(1.6)	(345)	(1.5)
INDEPENDENT HOMES	65,152	64,606	(546)	(0.8)	(412)	(0.7)
PFI	20,623	20,607	(16)	(0.1)	(18)	(0.1)
STAFF ADVERTISING	110	59	(51)	(46.4)	(48)	(49.5)
DRUGS	19,392	19,392	0	0.0	4	0.0
<b>TOTAL</b>	<b>261,419</b>	<b>268,176</b>	<b>6,757</b>	<b>2.6</b>	<b>5,980</b>	<b>2.5</b>