



Western Health  
and Social Care Trust

**Financial Performance  
Report  
for the month ended  
28 February 2019**

**Presented to Trust Board on  
4 April 2019**

# **Western Health and Social Care Trust**

## **Financial Performance Report for the month ended 28 February 2019**

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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 HSCB/DOH has requested all Trusts to make a financial assessment of the forecast expenditure in 2018/19 and 2019/20.

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 28 February 2019

The Trust is reporting a deficit of **£20.3m** as at 28 February 2019 as follows:

- Internal Residual Deficit (prior years savings target) - **£6.5m**
- Cost Pressures - **£10.4m**
- Savings Target under-delivery in year 2018/19 **£3.4m**

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 28 February 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		Jan Restated Variance	
			£'000	%	£'000	%
Acute Services	174,981	183,589	8,608	4.9	7,762	5.0
Primary Care & Older People	152,512	155,419	2,907	1.9	2,622	1.9
Women & Childrens	101,488	106,025	4,537	4.5	4,378	4.8
Adult Mental Health & Disability	71,284	71,074	(210)	(0.3)	(41)	(0.1)
Performance & Service Improvement	37,126	36,948	(178)	(0.5)	(192)	(0.6)
Finance & Contracting	7,215	7,392	177	2.5	172	1.5
Human Resources	3,666	3,559	(107)	(2.9)	(30)	(0.9)
Medical	3,370	3,347	(23)	(0.7)	(20)	(0.7)
Corporate	2,515	2,466	(49)	(1.9)	(9)	(0.4)
Trust Wide Corporate Services	571	580	9	1.6	6	1.2
Corporate Pay & Non Pay	65,471	67,601	2,130	3.3	1,925	3.2
Savings Target Gap 2018/19	(3,406)	0	3,406	100.0	3,097	100.0
Corporate Solutions	917	0	(917)	(100.0)	(833)	(100.0)
Vacancy Control Target	(9,264)	0	9,264	100.0	8,242	100.0
Trust Wide Solutions for Vacancy Controls	9,264	0	(9,264)	(100.0)	(8,242)	(100.0)
<b>Total</b>	<b>617,710</b>	<b>638,000</b>	<b>20,290</b>	<b>3.3</b>	<b>18,837</b>	<b>3.4</b>

ICT transferred from the Performance & Service Improvement Directorate to the Finance and Contracting Directorate with effect from 1<sup>st</sup> February for 6 months and the January financial position has been restated to reflect this.

**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 February 2019				Increase / (Decrease) over Jan 2018 %	Increase / (Decrease) over avg 2017/18 %
	Agency £'000	Bank £'000	Overtime £'000	Total £'000		
Acute Services	18,847	1,881	1,247	21,975	1.6%	25.8%
Adult Mental Health & Disability	2,793	2,499	97	5,389	37.6%	32.8%
Primary Care & Older People	5,974	2,164	259	8,397	15.0%	45.8%
Women & Childrens	4,975	1,865	559	7,399	17.0%	40.3%
Performance & Service Improvement	1,316	930	212	2,458	20.8%	(18.8%)
Other Directorates	288	49	23	360	88.1%	64.3%
<b>Total</b>	<b>34,193</b>	<b>9,388</b>	<b>2,397</b>	<b>45,978</b>	<b>12.3%</b>	<b>28.4%</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	5,100	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 – Forecast	9,200	8,000	3,400
% movement +/-	+16%	+27%	+42%

Other Pay Cost Key Highlights:

- Expenditure has increased 12.3% from the previous month and by 28% compared to the same period last year;

- Agency expenditure of £34.2m which includes £18.9m (55%) 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 24% higher than the previous year;
- Off contract - agency nursing provider expenditure for the 11 months ended 28 February 2019 £1.9m, forecast trend for the year circa £2.1m and the Trust is also incurring some expenditure at a premium rate in social services circa £191k.

### **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 £104k as at 28 February 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 £1.7m as at 28 February 2019.**

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

HSCB has allocated 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. A financial assessment of slippage carried out in March 19 has confirmed total projected slippage of £1m, of which £0.9m relates to Confidence and Supply funding. The Trust had already declared slippage of £0.6m on Confidence and Supply funding to HSCB in November 2018. The actual expenditure as at 28 February 2019 is £3.6m (63%).

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

The Trust has received a capital allocation of **£35.4m** from the DoH for 2018/19 and the planned expenditure has been approved by CMT. The planned spend on the Altnagelvin Tower Block is **42%** 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 11 Months Ending 28 February 2019**

Appendix 1

	FEBRUARY 2019 - PAY			FEBRUARY 2019 - NON PAY			FEBRUARY TOTAL		JANUARY 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	1,305	1,252	(53)	41	57	16	(37)	(2.7%)	(24)	(2.0%)
Altnagevlin	73,815	76,873	3,058	3,698	3,749	51	3,109	4.0%	2,835	4.1%
Cancer & Diagnostics	31,029	31,539	510	8,346	9,023	677	1,187	3.0%	1,070	3.0%
Pharmacy	6,474	6,468	(6)	17,932	17,825	(7)	(13)	(0.1%)	(20)	(0.1%)
SWAH & OHPCC	34,245	36,018	1,772	584	685	101	1,872	5.4%	1,707	5.5%
Recurrent Balance	(3,065)	0	3,065	0	0	0	3,065	100.0%	2,787	100.0%
Internal Planning Corporate Solutions	3,566	0	(3,566)	0	0	0	(3,566)	(100.0%)	(3,277)	(100.0%)
Unfunded Budgets	(2,986)	0	2,986	(4)	0	4	2,990	100.0%	2,684	100.0%
<b>Acute Services</b>	<b>144,384</b>	<b>152,150</b>	<b>7,766</b>	<b>30,597</b>	<b>31,439</b>	<b>842</b>	<b>8,608</b>	<b>4.9%</b>	<b>7,762</b>	<b>5.0%</b>
<b>Adult Mental Health And Disability</b>			<b>5.4%</b>			<b>2.8%</b>				
Mental Health	24,236	24,473	237	6,511	5,904	(607)	(370)	(1.2%)	(283)	(1.0%)
Learning Disability	16,535	16,622	87	23,292	23,424	132	219	0.5%	293	0.8%
Adult Safeguarding	394	352	(42)	28	20	(8)	(50)	(11.8%)	(48)	(12.9%)
Management Team	286	261	(25)	2	18	16	(9)	(3.1%)	(3)	(1.2%)
<b>Adult Mental Health And Disability</b>	<b>41,451</b>	<b>41,708</b>	<b>(257)</b>	<b>29,833</b>	<b>29,366</b>	<b>(467)</b>	<b>(210)</b>	<b>(0.3%)</b>	<b>(41)</b>	<b>(0.1%)</b>
<b>Primary Care &amp; Older People</b>			<b>6%</b>			<b>(1.6%)</b>				
Primary & Community Care	19,361	19,517	156	70,924	71,536	612	768	0.9%	760	0.9%
Intermediate Care	22,768	22,774	6	3,159	2,939	(320)	(314)	(1.2%)	(334)	(1.4%)
Secondary Care	23,311	24,527	1,216	3,065	2,743	(322)	89	3.4%	790	4.4%
Care & Accommodation/Professional Social Work	4,222	4,527	305	1,014	1,094	80	385	7.4%	320	6.8%
Professional Nursing	4,563	4,583	20	166	223	57	77	1.6%	73	1.7%
Management Team	949	1,026	77	38	30	(8)	69	7.0%	82	9.4%
Recurrent Balance	(2,442)	0	2,442	0	0	0	2,442	100.0%	2,220	100.0%
Internal Planning Corporate Solutions	1,431	0	(1,431)	0	0	0	(1,431)	(100.0%)	(1,304)	(100.0%)
Unfunded Budgets	(16)	0	16	0	0	0	16	100.0%	15	100.0%
<b>Primary Care &amp; Older People</b>	<b>74,147</b>	<b>76,954</b>	<b>2,807</b>	<b>78,366</b>	<b>78,465</b>	<b>99</b>	<b>2,906</b>	<b>1.9%</b>	<b>2,622</b>	<b>1.9%</b>
<b>Womens &amp; Childrens</b>			<b>3.8%</b>			<b>.1%</b>				
Healthcare	29,936	30,488	552	868	854	(14)	538	1.7%	516	1.9%
Safeguarding Children	10,428	9,865	(563)	3,922	4,027	105	(456)	(3.2%)	(552)	(4.3%)
Community & Public Health	12,765	12,545	(220)	2,980	2,888	(92)	(312)	(2.0%)	(252)	(1.8%)
Corporate Parenting	13,380	14,399	1,019	14,497	15,239	742	1,761	6.3%	1,841	7.4%
SW Training Development & Governance	848	848	0	114	118	4	4	0.4%	0	0.0%
Physical Disability	4,889	5,037	148	7,252	8,192	940	1,088	9.0%	1,090	10.0%
Signs of Safety	358	358	0	571	571	0	0	100.0%	0	100.0%
Management Team	546	500	(46)	85	96	11	(35)	(5.5%)	(40)	(7.1%)
Recurrent Balance	(1,020)	0	1,020	0	0	0	1,020	100.0%	928	100.0%
Internal Planning Corporate Solutions	1,024	0	(1,024)	0	0	0	(1,024)	(100.0%)	(929)	(100.0%)
Unfunded Budgets	(561)	0	561	(1,392)	0	1,392	1,953	100.0%	1,776	100.0%
<b>Womens &amp; Childrens</b>	<b>72,591</b>	<b>74,040</b>	<b>1,449</b>	<b>28,897</b>	<b>31,985</b>	<b>3,088</b>	<b>4,537</b>	<b>4.5%</b>	<b>4,378</b>	<b>4.8%</b>
<b>Medical</b>			<b>2.0%</b>			<b>10.7%</b>				
Quality & Safety	1,054	1,057	3	61	56	(5)	(2)	(0.2%)	14	1.5%
Infection Prevention & Control	488	504	16	15	4	(11)	5	1.0%	4	0.9%
Research & Development	664	664	0	27	28	1	1	0.1%	(1)	(0.2%)
Medical & Dental Education	584	564	(20)	13	4	(9)	(29)	(4.9%)	(29)	(5.4%)
Library Services	105	89	(16)	5	2	(3)	(19)	(17.3%)	(17)	(17.5%)
Management Team	274	290	16	80	85	5	21	5.9%	9	2.8%
<b>Medical</b>	<b>3,169</b>	<b>3,168</b>	<b>(1)</b>	<b>201</b>	<b>179</b>	<b>(22)</b>	<b>(23)</b>	<b>(0.7%)</b>	<b>(20)</b>	<b>(0.7%)</b>
<b>Performance &amp; Service Improvement</b>			<b>(.6%)</b>			<b>(10.9%)</b>				
Facilities Management	27,036	27,272	236	1,255	935	(320)	(84)	(0.3%)	(67)	(0.3%)
Communications	211	177	(34)	12	3	(9)	(43)	(19.3%)	(39)	(18.8%)
Performance & Service Improvement	3,619	3,466	(153)	272	195	(77)	(230)	(5.9%)	(215)	(6.2%)
Management Team	736	765	29	38	14	(24)	5	0.6%	8	1.2%
<b>Total Direct Performance &amp; S.I.</b>	<b>31,602</b>	<b>31,680</b>	<b>(78)</b>	<b>1,577</b>	<b>1,147</b>	<b>(430)</b>	<b>(352)</b>	<b>(1.1%)</b>	<b>(313)</b>	<b>(1.1%)</b>
<b>Trustwide Budgets</b>										
Building & Engineering	0	0	0	2,808	3,145	337	337	12.0%	256	10.4%
Transport	0	0	0	1,139	976	(163)	(163)	(14.3%)	(135)	(13.0%)
<b>Total Trust-wide Performance &amp; S.I.</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,947</b>	<b>4,121</b>	<b>174</b>	<b>174</b>	<b>4.4%</b>	<b>121</b>	<b>3.5%</b>
<b>Performance &amp; Service Improvement</b>	<b>31,602</b>	<b>31,680</b>	<b>78</b>	<b>5,524</b>	<b>5,268</b>	<b>(256)</b>	<b>(178)</b>	<b>(0.5%)</b>	<b>(192)</b>	<b>(0.6%)</b>
<b>Finance &amp; Contracting</b>			<b>2%</b>			<b>(4.6%)</b>				
Financial Services	1,646	1,691	45	41	20	(21)	24	1.4%	17	1.1%
Financial Management	935	908	(27)	14	4	(10)	(37)	(3.9%)	(24)	(2.9%)
Capital Costing & Efficiency	382	373	(9)	6	0	(6)	(15)	(3.9%)	(5)	(1.5%)
ICT	2,565	2,308	(257)	65	55	(10)	(267)	(10.2%)	(227)	(9.8%)
Management Team	296	292	(4)	25	19	(6)	(10)	(3.1%)	(8)	(2.8%)
<b>Total Direct Finance &amp; Contracting</b>	<b>5,824</b>	<b>5,572</b>	<b>(252)</b>	<b>151</b>	<b>98</b>	<b>(53)</b>	<b>(305)</b>	<b>(5.1%)</b>	<b>(247)</b>	<b>(4.7%)</b>
<b>Trustwide Budgets</b>										
Information Technology	0	0	0	1,240	1,722	482	482	38.9%	419	37.9%
<b>Total Trust-wide Finance &amp; Contracting</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,240</b>	<b>1,722</b>	<b>482</b>	<b>482</b>	<b>38.9%</b>	<b>419</b>	<b>37.9%</b>
<b>Finance &amp; Contracting</b>	<b>5,824</b>	<b>5,572</b>	<b>(252)</b>	<b>1,391</b>	<b>1,820</b>	<b>429</b>	<b>177</b>	<b>2.5%</b>	<b>172</b>	<b>1.5%</b>
<b>Human Resources</b>			<b>(4.3%)</b>			<b>30.8%</b>				
Employee Resourcing	1,705	1,810	105	91	120	29	134	7.5%	129	8.1%
Workforce Development & Performance	1,490	1,343	(147)	77	66	(11)	(158)	(10.1%)	(99)	(7.1%)
Management Team	204	168	(36)	2	3	1	(35)	(17.0%)	(27)	(16.7%)
<b>Total Direct HR</b>	<b>3,399</b>	<b>3,321</b>	<b>(78)</b>	<b>170</b>	<b>189</b>	<b>19</b>	<b>(59)</b>	<b>(1.7%)</b>	<b>3</b>	<b>0.1%</b>
<b>Trustwide Budgets</b>										
Staff Advertising	0	0	0	97	49	(48)	(48)	(49.5%)	(33)	(40.2%)
<b>Total Trust-wide HR</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>97</b>	<b>49</b>	<b>(48)</b>	<b>(48)</b>	<b>(49.5%)</b>	<b>(33)</b>	<b>(40.2%)</b>
<b>Human Resources</b>	<b>3,399</b>	<b>3,321</b>	<b>(78)</b>	<b>267</b>	<b>238</b>	<b>(29)</b>	<b>(107)</b>	<b>(2.9%)</b>	<b>(30)</b>	<b>(0.9%)</b>
<b>Corporate</b>			<b>(2.3%)</b>			<b>(10.9%)</b>				
Chief Executive's Office	1,896	1,847	(49)	116	112	(4)	(53)	(2.6%)	(8)	(0.5%)
Capital Planning	495	495	0	8	12	4	4	0.8%	(1)	(0.2%)
<b>Corporate</b>	<b>2,391</b>	<b>2,342</b>	<b>(49)</b>	<b>124</b>	<b>124</b>	<b>0</b>	<b>(49)</b>	<b>(1.9%)</b>	<b>(9)</b>	<b>(0.4%)</b>
<b>Trustwide Corporate Services</b>			<b>(2.%)</b>			<b>-.%</b>				
Bank Nursing project	200	213	13	7	1	(6)	7	3.4%	6	3.2%
Electronic Rostering project	111	96	(15)	8	2	(6)	(21)	(17.8%)	(20)	(18.5%)
Staff Side Support	234	266	32	11	2	(9)	23	9.4%	20	9.3%
<b>Trustwide Corporate Services</b>	<b>545</b>	<b>575</b>	<b>30</b>	<b>26</b>	<b>5</b>	<b>(21)</b>	<b>9</b>	<b>1.6%</b>	<b>6</b>	<b>1.2%</b>
<b>Total</b>	<b>379,503</b>	<b>391,510</b>	<b>12,007</b>	<b>175,226</b>	<b>178,889</b>	<b>3,663</b>	<b>15,670</b>	<b>2.8%</b>	<b>14,648</b>	<b>3.0%</b>
			<b>3.2%</b>			<b>2.05%</b>				
<b>Corporate Trustwide Budgets</b>										
Pharmacy	0	0	0	16,354	16,298	(56)	(56)	(0.3%)	20	0.1%
Pharmacy Maintenance/Repair Contracts	0	0	0	2,002	1,907	(95)	(95)	(4.7%)	(111)	(6.1%)
Catering	0	0	0	2,693	2,492	(191)	(191)	(7.1%)	(168)	(6.9%)
Heat, Light and Power	0	0	0	7,025	7,634	609	609	8.7%	464	7.3%
Rent, Rates, Insurance & Water	0	0	0	7,065	7,136	71	71	1.0%	83	1.3%
General Services	0	0	0	2,380	3,196	816	816	34.3%	724	33.1%
Postages & Telephones	0	0	0	1,237	1,319	82	82	6.6%	39	3.5%
Trustwide Hire of Vehicles	0	0	0	104	107	3	3	2.9%	3	3.2%
PFI	0	0	0	18,904	18,886	(18)	(18)	(0.1%)	(3)	(0.0%)
Trust Agency Agreements	0	0	0	5,657	5,544	(113)	(113)	(2.0%)	(105)	(2.0%)
Apprenticeship Levy	1,432	1,432	0	0	0	0	0	0.0%	0	0.0%
Employers Superannuation	1,650	1,650	0	0	0	0	0	0.0%	0	0.0%
Corporate Non Pay Unfunded Budgets	(3,406)	0	3,406	(1,209)	1,209	0	1,209	100.0%	1,066	100.0%
Savings Target 2018/19	(3,406)	0	3,406	0	0	0	3,406	100.0%	3,097	100.0%
Corporate Solutions	1,104	0	(1,104)	0	0	0	(1,104)	(100.0%)	(920)	(100.0%)
Vacancy Controls - All Directorates	(9,264)	9,264	0	9,264	9,264	0	9,264	100.0%	8,242	100.0%
Trust Wide Solutions for Vacancy Controls										

**Pay Budgetary Performance  
Summary By Professional Heading  
For 11 Months Ending 28th February 2019**

Directorate / Division	FEBRUARY 2019				JANUARY TOTAL	
	Budget £'000	Expenditure £'000	Variance £'000	%	Variance £'000	%
<b>Acute Services</b>						
Medical	51,709	54,376	2,667	5.16%	2,522	5.37%
Nursing	55,490	60,007	4,517	8.14%	4,036	8.22%
Social Services	0	2	2	100.00%	25	100.00%
Allied Health Professions	533	719	186	34.90%	170	36.09%
Psychology	388	316	(72)	(18.56%)	(64)	(18.82%)
Specialist Professions	13,969	14,576	607	4.35%	557	4.51%
Medical Technical Officers	3,234	2,745	(489)	(15.12%)	(464)	(16.13%)
Pharmacy	6,280	6,269	(11)	(0.18%)	(8)	(0.14%)
Dental	86	12	(74)	(86.05%)	(67)	(85.90%)
Administration	11,548	12,152	604	5.23%	559	5.50%
Estates	114	0	(114)	(100.00%)	(103)	(100.00%)
Support Services	532	976	444	83.46%	407	87.90%
Recurrent Balance	(3,065)	0	3,065	100.00%	2,787	100.00%
Internal Planning Corporate Solutions	3,566	0	(3,566)	(100.00%)	(3,277)	(100.00%)
<b>Total Acute Services</b>	<b>144,384</b>	<b>152,150</b>	<b>7,766</b>	<b>5.38%</b>	<b>7,080</b>	<b>5.49%</b>
<b>Adult Mental Health &amp; Disability</b>						
Medical	3,731	4,769	1,038	27.82%	934	27.57%
Nursing	19,738	19,160	(578)	(2.93%)	(510)	(2.91%)
Social Services	12,995	13,428	433	3.33%	386	3.36%
Allied Health Professions	664	424	(240)	(36.14%)	(242)	(39.03%)
Psychology	1,458	1,321	(137)	(9.40%)	(114)	(9.17%)
Administration	2,603	2,398	(205)	(7.88%)	(176)	(7.67%)
Support Services	225	185	(40)	(17.78%)	(39)	(19.60%)
General	37	23	(14)	(37.84%)	(15)	(45.45%)
<b>Total Adult Mental Health &amp; Disability</b>	<b>41,451</b>	<b>41,708</b>	<b>257</b>	<b>0.62%</b>	<b>224</b>	<b>0.61%</b>
<b>Primary Care &amp; Older People</b>						
Medical	3,999	4,186	187	4.68%	192	5.30%
Nursing	28,533	29,670	1,137	3.98%	983	3.89%
Social Services	17,332	17,736	404	2.33%	366	2.40%
Allied Health Professions	18,673	18,617	(56)	(0.30%)	(48)	(0.29%)
Psychology	271	274	3	1.11%	2	0.83%
General/Specialist Professions	176	178	2	1.14%	2	1.28%
Medical Technical Officers	202	196	(6)	(2.97%)	(4)	(2.25%)
Administration	5,972	6,092	120	2.01%	116	2.21%
Support Services	0	5	5	100.00%	4	100.00%
Recurrent Balance	(2,442)	0	2,442	100.00%	2,220	100.00%
Internal Planning Corporate Solutions	1,431	0	(1,431)	(100.00%)	(1,304)	(100.00%)
<b>Total Primary Care &amp; Older People</b>	<b>74,147</b>	<b>76,954</b>	<b>2,807</b>	<b>3.79%</b>	<b>2,529</b>	<b>3.86%</b>
<b>Women &amp; Childrens</b>						
Medical	10,742	11,085	343	3.19%	286	2.94%
Nursing	24,899	25,134	235	0.94%	227	1.03%
Social Services	28,008	29,030	1,022	3.65%	1,050	4.24%
Allied Health Professions	784	688	(96)	(12.24%)	(86)	(12.41%)
Psychology	1,295	1,306	11	0.85%	7	0.61%
Medical Technical Officers	724	679	(45)	(6.22%)	(38)	(5.95%)
Dental	719	637	(82)	(11.40%)	(74)	(11.31%)
Administration	5,249	5,033	(216)	(4.12%)	(187)	(4.02%)
Support Services	289	448	159	55.02%	145	58.47%
Recurrent Balance	(1,020)	0	1,020	100.00%	928	100.00%
Internal Planning Corporate Solutions	1,024	0	(1,024)	(100.00%)	(929)	(100.00%)
Undelivered Savings Plan 17/18	(122)	0	122	(100.00%)	111	(100.00%)
<b>Total Women &amp; Childrens</b>	<b>72,591</b>	<b>74,040</b>	<b>1,449</b>	<b>2.00%</b>	<b>1,440</b>	<b>2.24%</b>
<b>Medical</b>						
Nursing	1,062	854	(208)	(19.59%)	(157)	(17.29%)
Allied Health Professions	37	41	4	10.81%	3	9.09%
Pharmacy	2	2	0	0.00%	0	0.00%
Medical	336	347	11	3.27%	7	2.27%
Administration	1,731	1,906	175	10.11%	141	9.24%
Specialist Professions	1	18	17	1,700.00%	16	100.00%
<b>Total Medical</b>	<b>3,169</b>	<b>3,168</b>	<b>(1)</b>	<b>(0.03%)</b>	<b>10</b>	<b>0.36%</b>
<b>Performance Management &amp; Service Improvement</b>						
Nursing	157	135	(22)	(14.01%)	(21)	(15.33%)
Allied Health Professions	128	97	(31)	(24.22%)	(27)	(23.88%)
Medical Technical Officers	479	482	3	0.63%	7	1.65%
Administration	6,053	5,933	(120)	(1.98%)	(314)	(4.12%)
Estates	4,756	4,642	(114)	(2.40%)	(92)	(2.19%)
Support Services	20,029	20,391	362	1.81%	297	1.76%
<b>Total Performance Management &amp; Service Improvement</b>	<b>31,602</b>	<b>31,680</b>	<b>78</b>	<b>0.25%</b>	<b>(150)</b>	<b>(0.51%)</b>
<b>Finance</b>						
Administration	5,824	5,572	(252)	(4.33%)	20	0.70%
<b>Total Finance</b>	<b>5,824</b>	<b>5,572</b>	<b>(252)</b>	<b>(4.33%)</b>	<b>20</b>	<b>0.70%</b>
<b>Human Resources</b>						
Medical	220	236	16	7.27%	15	7.50%
Nursing	365	394	29	7.95%	37	11.49%
Social Services	33	23	(10)	(30.30%)	(6)	(21.43%)
Allied Health Professions	52	37	(15)	(28.85%)	(14)	(30.43%)
Administration	2,729	2,631	(98)	(3.59%)	(53)	(2.21%)
<b>Total Human Resources</b>	<b>3,399</b>	<b>3,321</b>	<b>(78)</b>	<b>(2.29%)</b>	<b>(21)</b>	<b>(0.70%)</b>
<b>Corporate / Trustwide</b>						
Medical	357	359	2	0.56%	8	2.57%
Nursing	177	337	160	90.40%	146	96.69%
Administration	2,391	2,191	(200)	(8.36%)	(148)	(7.20%)
Pharmacy	10	10	0	0.00%	0	0.00%
Support Services	1	20	19	1,900.00%	17	100.00%
Employers Superannuation	1,650	1,650	0	0.00%	0	0.00%
Apprenticeship Levy	1,432	1,432	0	0.00%	0	0.00%
<b>Total Corporate / Trustwide</b>	<b>6,018</b>	<b>5,999</b>	<b>(19)</b>	<b>(0.32%)</b>	<b>23</b>	<b>0.43%</b>
<b>Control total/ Savings Target</b>						
Savings Target 2018/19	(3,406)	3,406	100.00%		3,097	100.00%
Corporate Solutions	1,104	(1,104)	(100.00%)		(920)	(100.00%)
Vacancy Controls - All Directorates	(9,264)	9,264	100.00%		8,242	100.00%
Trust Wide Solutions for Vacancy Controls	9,264	0	(9,264)	(100.00%)	(8,242)	(100.00%)
<b>Total Control total/ Savings Target</b>	<b>(2,302)</b>	<b>0</b>	<b>2,302</b>	<b>(100.00%)</b>	<b>2,177</b>	<b>(100.00%)</b>
<b>Total</b>	<b>380,283</b>	<b>394,592</b>	<b>14,309</b>	<b>3.76%</b>	<b>13,332</b>	<b>3.96%</b>

Cumulative all Directorates	FEBRUARY 2019				JANUARY TOTAL	
	Budget £'000	Expenditure £'000	Variance £'000	%	Variance £'000	%
Medical	71,094	75,358	4,264	6.00%	3,964	6.15%
Nursing	130,421	135,691	5,270	4.04%	4,741	4.11%
Social Services	58,368	60,219	1,851	3.17%	1,821	3.54%
Allied Health Professions	20,871	20,623	(248)	(1.19%)	(244)	(1.32%)
Psychology	3,412	3,217	(195)	(5.72%)	(169)	(5.70%)
Specialist Professions	14,148	14,772	626	4.43%	575	4.60%
Medical Technical Officers	4,639	4,102	(537)	(11.58%)	(499)	(12.12%)
Pharmacy	6,292	6,271	(21)	(0.33%)	(8)	(0.14%)
Dental	805	649	(156)	(19.38%)	(141)	(19.26%)
Administration	44,100	43,908	(192)	(0.44%)	(42)	(0.11%)
Estates	4,870	4,652	(218)	(4.48%)	(195)	(4.53%)
Support Services	21,076	22,025	949	4.50%	831	4.67%
General	37	23	(14)	(37.84%)	(15)	(45.45%)
Employers Superannuation	1,650	1,650	0	0.00%	0	0.00%
Apprenticeship Levy	1,432	1,432	0	0.00%	0	0.00%
Recurrent Balance/Vacancy Controls	(6,527)	0	6,527	100.00%	5,935	100.00%
Internal Planning Corporate Solutions	6,021	0	(6,021)	(100.00%)	(5,510)	(100.00%)
Undelivered Savings Plan 17/18	(122)	0	122	100.00%	111	100.00%
Savings Target 2018/19	(3,406)	0	3,406	100.00%	3,097	100.00%
Corporate Solutions	1,104	0	(1,104)	(100.00%)	(920)	(100.00%)
Vacancy Controls - All Directorates	(9,264)	0	9,264	100.00%	8,242	100.00%
Trust Wide Solutions for Vacancy Controls	9,264	0	(9,264)	(100.00%)	(8,242)	(100.00%)
<b>Total Cumulative</b>	<b>380,283</b>	<b>394,592</b>	<b>14,309</b>	<b>3.76%</b>	<b>13,332</b>	<b>3.96%</b>

**Non Pay Budgetary Performance**  
**Cumulative for the 11 months ended 28th February 2019**

BUDGET HEADING	FEBRUARY 2019				JANUARY TOTAL	
	BUDGET £'000	EXPENDITURE £'000	VARIANCE £'000 %		VARIANCE £'000 %	
OTHER TREATMENT DEPTS	73	49	(24)	(32.9)	(23)	(34.8)
XRAY	2,304	2,144	(160)	(6.9)	(157)	(7.2)
PHARMACY	15,133	16,298	1,165	7.7	1,095	8.0
LABS	5,376	6,162	786	14.6	713	14.7
CATERING	2,683	2,492	(191)	(7.1)	(168)	(6.9)
PATIENTS CLOTHING	757	946	189	25.0	176	25.6
STAFF UNIFORMS	394	334	(60)	(15.2)	(49)	(13.7)
HEAT, LIGHT & POWER	7,025	7,634	609	8.7	464	7.3
BUILDING & ENGINEERING	2,808	3,145	337	12.0	256	10.4
PHARMACY - MAINTENANCE & REPAIRS	2,014	1,907	(107)	(5.3)	(121)	(6.6)
BEDDING & LINEN	389	405	16	4.1	15	4.2
RENT, RATES, INSURANCE & WATER	7,065	7,136	71	1.0	84	1.3
GENERAL SERVICES	2,380	3,196	816	34.3	724	33.1
ADMIN & LEGAL	1,277	1,039	(238)	(18.6)	(191)	(17.1)
TRANSPORT	1,139	976	(163)	(14.3)	(135)	(13.0)
POSTAGES & TELEPHONES	1,237	1,319	82	6.6	39	3.5
TRAVEL & COURSES	7,879	7,451	(428)	(5.4)	(436)	(6.0)
HOTEL SERVICES	1,328	1,368	40	3.0	42	3.5
CHILDCARE SERVICES	3,746	4,733	987	26.3	885	26.1
SOCIAL SERVICES	1,232	1,161	(71)	(5.8)	(58)	(5.2)
DISABILITY SERVICES	3,900	4,092	192	4.9	79	2.2
FOSTERCARE & ADOPTION	7,951	8,876	925	11.6	887	12.3
DOMICILIARY CARE	31,559	33,188	1,629	5.2	1,592	5.6
ACCESS TARGETS - INDEPENDENT SECTOR	1,124	1,124	0	0.0	0	0.0
INFORMATION TECHNOLOGY	1,240	1,722	482	38.9	419	37.9
HIRE OF VEHICLES/TAXIS	744	772	28	3.8	26	3.8
TRUST AGENCY AGREEMENTS	5,657	5,544	(113)	(2.0)	(105)	(2.0)
CONTROLLED EQUIPMENT	363	363	0	0.0	0	0.0
CARE CONTRACTS & GRANT AID	22,385	22,040	(345)	(1.5)	(250)	(1.2)
INDEPENDENT HOMES	59,425	59,013	(412)	(0.7)	(262)	(0.5)
PFI	18,904	18,886	(18)	(0.1)	(3)	(0.0)
STAFF ADVERTISING	97	49	(48)	(49.5)	(33)	(40.2)
DRUGS	17,840	17,844	4	0.0	0	0.0
<b>TOTAL</b>	<b>237,428</b>	<b>243,408</b>	<b>5,980</b>	<b>2.5</b>	<b>5,505</b>	<b>2.6</b>